



Training Proposal for:
WWF Operating Company
Agreement Number: ET16-0281

Panel Meeting of: December 4, 2015

ETP Regional Office: North Hollywood

Analyst: L. Vuong

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Teamsters Local Union 630		
Number of Employees in:	CA: 1,553	U.S.: 3,600	Worldwide: 4,500
Turnover Rate:	4%		
Managers/Supervisors: (% of total trainees)	11%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$506,880		\$76,160 15%	\$0		\$430,720

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,115,200
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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, Cont. Imp., HazMat., Mgmt Skills, Mfg. Skills	320	8-200	0	*\$1,346	\$17.00
				Weighted Avg: 88			

*Reflects Substantial Contribution

Minimum Wage by County: \$15.97 per hour for Los Angeles 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**Wage Range by Occupation**

Occupation Titles	Wage Range	Estimated # of Trainees
Machine Operator		160
Maintenance Mechanic		38
Palletizer		9
Quality Assurance Technician		14
Warehouse Worker		38
Administrative Staff		27
Supervisor		22
Manager		12

INTRODUCTION

WWF Operating Company (WhiteWave) (www.whitewave.com) is a consumer packaged food and beverage company that manufactures, markets, distributes and sells branded plant-based (almond, soy bean, coconut and cashew) foods and beverages, coffee creamers, frozen desserts, premium dairy and organic products. Headquartered in Broomfield, Colorado, WhiteWave has manufacturing facilities located in Texas, Virginia, New Jersey, Oregon, Idaho, Europe, China and one facility in California, City of Industry, where all training will take place.

WhiteWave produces natural and organic beverages, which include Horizon®, the leading national organic dairy brand; and Silk®, the national category leader in natural and organic plant-based beverages including Silk®, Soymilk Silk®, PureAlmond, Cashew Silk®, and Silk® PureCoconut. WhiteWave also makes International Delight®, Earthbound Farms® organic produce, Vega One®, So-Delicious® frozen desserts, Wallaby Yogurt® and Land O'Lakes® liquid dairy products. Customers include retail and drug stores, super markets and wholesale food distributors.

Over the past two years, WhiteWave has experienced substantial growth in sales with a 500% increase in its workforce from 315 employees to 1,553 employees. The Company needs to support this growth with employee training. In addition, the Company recently hired a new Learning and Development Specialist, added a new product line (cashew milk) and purchased new computer software to improve overall business functions, maintain pace with technological changes and to support continued growth. With this new product line and business upgrades, WhiteWave anticipates additional growth and plans to hire 20 new employees over the next two years.

This will be the third Agreement between ETP and WhiteWave. Training under the prior ETP Agreement focused on its half-gallon sized production lines. Training under this contract will concentrate on additional and new products, new operating equipment, advance computer software and new skill sets for workers in all departments.

Union Support

ETP has received letter of support from Teamsters Local Union 630 for Machine Operator, Maintenance Mechanic, Palletizer, Quality Assurance Technician and Warehouse Worker.

PROJECT DETAILS

WhiteWave is continuously striving to meet customers' expectations and demands. For this proposal, the Company intends to implement manufacturing practices to enhance productivity and quality, eliminate waste, integrate new product line, adapt to new technologies and systems, design a quick turn-around delivery system and improve customer service. Employees will be cross-trained which will increase productivity and improve production layout. Workers in all departments must learn to work in teams, redesign processes and workflow, become more efficient and reduce costs.

Training Plan

WhiteWave has developed a company-wide training program to modernize business practices and procedures. Training will allow the Company to upgrade worker job skills, promote growth and improve efficiencies throughout the facility. None of the training from the prior ETP Agreement will be repeated except for newly hired trainees.

Classroom/Laboratory and Videoconference training will be provided as follows:

Business Skills (10%): Training will be offered to all occupations in communication, planning, time management, productivity and problem solving. Training will provide workers the necessary skills to increase knowledge and perform their jobs more effectively.

Computer Skills (10%): Training will be offered to all occupations to effectively utilize the Company's new and existing automated systems, to support projects and manage overall business operations.

Continuous Improvement (10%): Training will be offered to all occupations and focus on team building skills, process improvement and developing training skills.

Hazardous Material (5%): Training will be offered to all occupations. Trainees will learn proper techniques and knowledge for handling chemical, water and waste cleaning as well as the environmental impact of hazardous materials.

Management Skills (5%): Training will be offered to Managers and Supervisors and will focus on supervisor training, leadership skills, coaching skills and how to provide constructive feedback to their employees to improve performance.

Manufacturing Skills (60%): Training will be offered to Machine Operators, Maintenance Mechanics, Palletizers, Quality Assurance Technicians and Warehouse Workers. Training will provide upgraded job skills with a focus on good manufacturing practices, equipment operations and overall production operations to meet growing customer demand.

Commitment to Training

WhiteWave has a current annual training budget of approximately \$650,000. The Company's current training consists of mandatory safety training, machine operating, process improvement, quality assurance, leadership and basic computer skills. Most training is delivered via class/lab and on-the-job training.

ETP funds will support WhiteWave's ongoing financial commitment in training. After the completion of the ETP training, WhiteWave will continue to focus on developing and upgrading employee abilities and ensuring that employees possess the skills sets needed to be successful. The Company will continue to provide ongoing training throughout the term of the proposed ETP Agreement and beyond, at its own expense.

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.

➤ Training Infrastructure

Training is scheduled to begin upon Panel approval and will be delivered on-site by in-house staff and outside training vendor if needed. WhiteWave has designated a team (Learning and Development Specialist, Continuous Improvement Staff, Plant Managers, Supervisors and Line Lead Staff) responsible for all administrative responsibilities, including enrollment, recording, tracking and scheduling training, securing rosters, verify training and retention completion and ensure compliance with all ETP requirements.

Green/Clean Operations

WhiteWave is committed to company growth, while also implementing Green/Clean processes. The Company provides consumers with healthy choices and uses less water and fewer greenhouse gases to produce products. Several of the Company's brands have partnered to support consumer efforts to properly recycle their packaging.

As a packaged goods company, WhiteWave adjusts portion control packaging in an effort to eliminate millions of pounds of waste. The Company achieved a 30% reduction in greenhouse gas emissions by improving creamer bottles and having more efficient transportation.

Substantial Contribution

WhiteWave is a repeat contractor with payment earned in excess of \$250,000 at the City of Industry facility within the past five years. (See Prior Project Table.) Accordingly, reimbursement for trainees will be reduced by 15% to reflect the Company's \$76,160 Substantial Contribution to the cost of training.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0422	City of Industry	6/30/13 – 6/29/15	\$543,348	\$401,289 (74%)
ET12-0402	City of Industry	5/25/12 – 5/24/14	\$117,720	\$117,720 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

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

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- ✚ Planning
- ✚ Productivity
- ✚ Communication Skills
- ✚ Time Management
- ✚ Problem Solving Skills

COMPUTER SKILLS

- ✚ Cornerstone Application
- ✚ System Application & Product
- ✚ Microsoft Office (Intermediate & Advanced)
- ✚ Train-the-Trainer (Writing Training Documents)

CONTINUOUS IMPROVEMENT

- ✚ Team Building Skills
- ✚ Making System Process Improvements
- ✚ Train-the-Trainer

HAZARDOUS MATERIALS

- ✚ SDS Training (Chemical Training)
- ✚ Chemical, Water and Waste Environmental Impact Training

MANAGEMENT SKILLS (Managers/Supervisors only)

- ✚ Leadership Skills
- ✚ Providing Constructive Feedback
- ✚ Supervisor Training
- ✚ Coaching Skills

MANUFACTURING SKILLS

- ✚ Integrated Work System Training
- ✚ Lead Operator Training
- ✚ Allergen Testing
- ✚ Package Integrity Training
- ✚ Finished Product Micro Testing
- ✚ Pathogen Training
- ✚ Micro Plating Training
- ✚ Quality Assurance Training
- ✚ Dairy Blending Training
- ✚ Universal Blend Room Training
- ✚ EH1 Line Operation – Half Gallon Filler
- ✚ EH2 Line Operation – Half gallon Filler
- ✚ Downstream Operation
- ✚ Extraction Training
- ✚ Break Relief Training
- ✚ Bag and Box Line Operation
- ✚ Douglas Packer Training
- ✚ DIMAC Training – Half Gallon Packaging

- ✚ Sidel Training – Quart Filler and Packaging
- ✚ Logistics Training
- ✚ Milk Receiving Training
- ✚ Milk Separation Training
- ✚ Processing Operator Training
- ✚ Blendor Operator Training
- ✚ Prisma Operator Training
- ✚ Filler Operator Training
- ✚ Palletizer Training
- ✚ Forklift Operator Training
- ✚ Batch/Mixing
- ✚ Bosch Operation
- ✚ Warehouse Training
- ✚ Maintenance Training
- ✚ Fuji Sleever Machine Operation
- ✚ Arol Capper Machine Operation
- ✚ Schneider Machine Operation
- ✚ Troubleshooting Machine Operations

Safety Training cannot exceed 10% of total training hours per-trainee

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



FOOD, INDUSTRIAL AND BEVERAGE WAREHOUSE, DRIVERS
AND CLERICAL EMPLOYEES UNION – LOS ANGELES AND VICINITY

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TEAMSTERS LOCAL UNION NO. 630

750 S. STANFORD AVENUE / LOS ANGELES, CALIFORNIA 90021-1416

September 18, 2015

David Voorhees
White Wave Foods
18275 Arenth Ave.
City of Industry Ca. 91748

Re: ETP Training Panel

Mr. Voorhees

We understand that the members represented by Teamsters Local 630 at White Wave Foods in the City of Industry will receive training through ETP and we support equal opportunity training. The union is always in favor of our members gaining experience and knowledge through training and education. The union would like to express their appreciation for the opportunity presented to our members at White Wave Foods.

Respectfully

Lou Villalvazo

Lou Villalvazo
Business Representative
Teamsters Union Local 630

Cc: Ernie Lopez, Secretary Treasurer