



Training Proposal for:
Los Angeles Community College District
Agreement Number: ET12-0217

Panel Meeting of: **January 27, 2012**

ETP Regional Office: **North Hollywood** Analyst: N. Weingart

PROJECT PROFILE

<p>Contract Attributes: Retrainee Priority</p> <p>Counties Served: Los Angeles, Orange, Ventura, San Bernardino</p> <p>Union(s): <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	<p>Industry Sector(s): Manufacturing Transportation/Logistics Aerospace and Defense</p> <p>Repeat Contractor: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
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Turnover Rate %	Manager/ Supervisor %
≤20%	≤20%

FUNDING DETAIL

Program Costs	Substantial Contribution	Support Costs	Total ETP Funding	In-Kind Contribution
\$773,680	\$72,400	\$48,700	\$749,980	\$598,815

TRAINING PLAN TABLE

Job No.	Job Description (by Contract Type)	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, Computer Skills, Continuous Improvement, Manufacturing Skills	694	24-200	0	\$770	\$14.39
				Weighted Avg: 40			
2	Retrainee Priority (30% substantial contribution)	Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills	400	24-200	0	\$539	\$15.70
				Weighted Avg: 40			

Minimum Wage by County: \$15.70 per hour for Los Angeles County; \$15.68 for Orange County; and \$14.39 for Ventura and San Bernardino 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

Participating employers may use health benefits to meet the Post-Retention Wage.

Wage Range by Occupation	
Occupation Title	Wage Range
Administrative & Office Staff	
Analyst	
Assembly Worker	
Business Development Rep	
Buyer	
Designer	
Engineer	
Estimator	
Guest Services Associate	
Installer	
Sales & Marketing Rep	
Manager & Supervisor	
Parts Clerk	
Planner/Scheduler	
Product Rep	
Shipping & Receiving Clerk	
Specialist	

Surveyor	
Technician	
Warehouse Worker	

INTRODUCTION

In this proposal, the Los Angeles Community College District (LACCD) seeks funding for retraining as outlined below:

LACCD was formed in 1969 to oversee nine community colleges throughout the Los Angeles region. It is the largest district in the nation serving 240,000 students, and providing administrative support for its colleges in the areas of academic enrollment, contract education, community services, and workforce and economic development. It strives to develop employment and training strategies and helps to create a platform for uniting regional resources. The District's customer base includes individuals seeking to gain credits for four-year universities; workers who need new skills to remain in their jobs; and businesses seeking to increase their competitiveness in today's job market.

LACCD is eligible to contract with ETP as a community college. (Title 22, California Code of Regulations (CCR), Section 4426(a).) The District proposes to retrain incumbent workers for large and small participating employers in a wide variety of industries from manufacturing to services, all of which will be ETP priority industries, and will meet the Panel's out-of-state competition criteria under Title 22, CCR, Section 4416.

LACCD works with a broad spectrum of employers including manufacturing, aerospace, energy, hospitality/tourism, biomedical, and transportation/logistics. According to the District's representative, companies that wish to reach global competitive levels must develop or enhance worker skills. Their workers are increasingly challenged to utilize state-of-the-art equipment and production processes; learn new and emerging technologies; work more efficiently and productively in a lean environment; be computer and electronically literate; integrate "green" practices into the work environment; understand and utilize security systems; and possess high level, professional customer service and communication skills.

PROJECT DETAILS

The ETP curriculum will provide 24 to 200 class/lab hours of job-specific skills. **Manufacturing Skills** will teach the fundamentals of machining and machine maintenance and repair; effective manufacturing processes; warehousing operations and controls; blueprint reading; and working with hazardous materials. **Business Skills** classes will offer a range of subjects to help companies with strategic and financial planning; supply chain management; internal and external customer service; and managing time and resources. **Computer Skills** will teach software applications that run and support business operations. **Continuous Improvement** will help meet quality and profitability goals by organizing workers into teams, identify and resolve problem areas, reduce waste and downtime, and manage time and resources more effectively.

Curriculum Development

The training curriculum was developed by college staff based on labor market data and input from partner employers in targeted industries. Each topic is designed to help increase worker productivity and overall workforce performance to positively affect employee efficiency and

morale. Updates and/or revisions to the ETP-approved training curriculum will be based on industry trends and company requests.

LACCD staff works with management staff of each participating employer to determine performance objectives, assess specific training needs, and develop a customized, on-site training program to meet those needs; trainers then tailor each curriculum topic to fit the company. Participants will be periodically reassessed to ensure classes are appropriate and produce desired outcomes. When training is over, employers undergo an evaluation process to fully assess the impact and effectiveness of training content and instructors.

Training Coordination

Training is scheduled to start in January 2012. LACCD anticipates that approximately 80% of the training will be held at employer worksites, while 20% may be center-based at district colleges. Classes will be provided by in-house trainers from various campuses throughout the district. The program will be administered by LACCD's Office of Economic & Workforce Development Department supported by individual college staff.

Commitment to Training

Participating employers face several challenges meeting their workforce development strategies. Most do not have the ability to provide training on their own due to limited budgets and lack of internal staff with the background to deliver needed classes. As a result, companies have scaled down to the essentials of providing new hire orientations, government required content, and basic jobs skill to a limited number of workers. LACCD is helping several companies with training in the current ETP contract, which offers much the same curriculum as this new proposal. Some companies may participate again by giving additional subject matter and training more of their workforce, while others will be providing training for the first time. Participating employers view ETP funding as a true economic development resource that can help them be more competitive.

LACCD represents that ETP funds will not displace the existing financial commitment to training of participating employers, and anticipates that the opportunity for enhanced training made possible by ETP funds will encourage an ongoing financial commitment in this area. LACCD also represents that safety training is, and will continue to be, provided by the participating employers in accordance with all pertinent requirements under state and federal law.

Marketing and Support Costs

Employer marketing and recruitment are conducted by LACCD's Office of Economic & Workforce Development Department. The process involves the region's entire community college system building upon existing networks of contract education and corporate training partners, and leveraging One-Stop Centers which are supported by the Los Angeles City and County Workforce Investment Boards. The District is part of the Workforce Systems Collaborative which is comprised of Los Angeles-based entities involved in workforce and economic development strategies. This group includes area WIBs, the LA Funders Collaborative, the LA Chambers of Commerce, the LA Economic Development Center, and the Los Angeles Unified School District.

Marketing efforts are also aligned with consortia such as Green-WEST Alliance and West Coast Motion, made up of regional transportation, transit, green-tech and logistics-related companies, as well as employment and training organizations and other educational stakeholders. These

groups have been successful in uniting education and workforce development entities throughout the region, and are recognized for securing the training resources needed to address workforce development issues at the corporate level. These groups meet regularly to exchange information about training events and identify industry trends that can affect LACCD's training strategies; the ETP project has become a regular part of the agenda.

General marketing and employer recruitment efforts are done by contacting existing industry partners and cold calling to target business and industry sectors to introduce the ETP program. LACCD also conducts mass outreach programs to recruit companies, and uses online employer surveys to provide leads to workforce development needs.

LACCD has requested the standard 8% ETP support costs for widespread employer recruitment and assessment activities. According to District staff, this proposal requires the efforts of several staff members to maintain ongoing contact with the aforementioned college partners, and conduct widespread and individual marketing and outreach efforts to employers in need of training. ETP staff recommends 8% for support costs.

Substantial Contribution

The LACCD serves large employers, some of which may have received training in prior ETP contracts. If a large participating employer (over 100 full-time employees in California and 250 worldwide) 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 15% substantial contribution will be reduced by 30%, and those with a prior 30% substantial contribution will increase to 50%. Small businesses with 100 or fewer full-time employees are not subject to this provision.

Baxter Healthcare Corporation is a repeat participating employer with payment earned in excess of \$250,000 and a prior substantial contribution within the past five years for its Los Angeles facility. LACCD is aware that ETP reimbursement for trainees of this company in Job Number 2 working at the Los Angeles site will be reduced by 30% to reflect the company's ongoing substantial contribution.

RECOMMENDATION

For the reasons set forth above, staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by LACCD under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET11-0194	\$399,696	04/04/11 – 04/03/13	528	467	374

Training began April 11, 2011 and to date, 599 trainees have been enrolled. As of January 6, 2012, LACCD has invoiced \$194,807 for 563 P1 payments, and 467 P2 (completion of training) payments. Staff reports that the final invoice for 374 trainees is in process. There is a total of 12,886 potentially eligible

hours currently recorded in the online Class/Lab Tracking system which, if payable, would amount to approximately \$247,927 in earnings (62% of available funding), with another 12 months left to train. In addition, there are 80 trainees started a 40-hour course in mid-November 2011; 200 more started a 24-hour course in mid-December 2011; and another 500 trainees will begin a 24-hour course in January 2012. Based on this data, it appears that LACCD should utilize over 90% of the approved funding.

PRIOR PROJECTS

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

Agreement No.	Location	Term	Approved Amount	Payment Earned
ET09-0433	Los Angeles	01/25/09 – 01/24/11	\$1,208,306	\$680,861 (56%)

LACCD reported that the low completion rate was due, in part, to a slow economy. Participating employers were hesitant to enroll workers in ETP training because they could not guarantee completion of the 90-day retention period. In addition, a portion of the project funding was allocated to a new hire aircraft mechanic program. Although 45 participants successfully completed 320 hours of training, only 8 received jobs, leaving a significant amount of unearned fund that would have helped LACCD exceed the 70% performance threshold.

To improve performance on its current and new proposals, LACCD will continue to train companies with a good record of prior training and retention in manufacturing, and include participating employers in growing industries such as transportation, logistics, and goods movement.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

24-200 Trainees may receive any of the following:

Manufacturing Skills

- Blueprint Reading
- Effective Manufacturing Processes
- Hazardous Materials
- Industry-Related Calculations and Conversions
- Inventory & Materials Management
- Machine Maintenance and Repair
- OSHA & Safety*
- Warehousing Operations and Controls

*Safety training is capped at 10% of total training hours per trainee.

Business Skills

- Business Writing
- Contracting Strategies and Reporting
- Cost Estimating/Risk Analysis
- Cultural Diversity
- Customer Service
- Distribution Processes
- Procurement Software and Strategies
- Product Analysis/Feasibility
- Project Management
- Standard Protocols, Rating Procedures, Customs, and Billing Processes
- Scope of Work and Progress Measurement
- Strategic Planning
- Supply Chain Management Techniques
- Time, Product, and Resource Management
- Vendor and Distributor Management and Communications
- Workplace Communication

Computer Skills

- Adobe Acrobat
- Adobe Photoshop
- Computer-Aided Design
- Industry-Wide Databases - Materials Safety Datasheets - Cal-OSHA Website
- Microsoft Office Suite (Intermediate and Advanced)
- Microsoft Windows Navigation
- Mobile App Navigation and Design
- Visio

Continuous Improvement

- Environmental Management Systems
- Leadership and Motivation
- Problem Solving/Troubleshooting
- Production/Operations Workflow
- Quality Control
- Statistical Process Control
- Systems Model
- Teambuilding
- Work Improvement Techniques
- Workplace Energy Efficiency and Sustainability

Note: Reimbursement for retraining is capped at 200 total training hours per trainee.

**Participating Employers for
Multiple Employer Contract (MEC) Retraining**

Contractor's Name: Los Angeles Community College District
Reference No: 12-0298

CCG No.: ET12-0217
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Anthony International

Address: 12391 Montero Ave.

City, State, Zip: Sylmar, CA 91342

Collective Bargaining Agreement(s): None

Total # of full-time company employees worldwide: 800

Total # of full-time company employees in California: 744

Estimated # of employees to be retrained or hired under this Agreement: 35

Company: Automotive Aftermarket Inc.

Address: 10425 S. La Cienaga Blvd.

City, State, Zip: Los Angeles CA 90045

Collective Bargaining Agreement(s): None

Total # of full-time company employees worldwide: 104

Total # of full-time company employees in California: 104

Estimated # of employees to be retrained or hired under this Agreement: 25

Company: Baxter Healthcare Corp.

Address: 1700 Rancho Conejo Blvd.

City, State, Zip: Thousand Oaks, CA 91362

Collective Bargaining Agreement(s): None

Total # of full-time company employees worldwide: 45,000

Total # of full-time company employees in California: 7,890

Estimated # of employees to be retrained or hired under this Agreement: 100

Company: Baxter Healthcare Corp.

Address: 4501 Colorado Blvd.

City, State, Zip: Los Angeles, CA 90039

Collective Bargaining Agreement(s): None

Total # of full-time company employees worldwide: 45,000

Total # of full-time company employees in California: 7,890

Estimated # of employees to be retrained or hired under this Agreement: 400

Participating Employers for Multiple Employer Contract (MEC) Retraining

Contractor's Name: Los Angeles Community College District
Reference No: 12-0298

CCG No.: ET12-0217
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Baxter Healthcare Corp.

Address: 15903 Strathern St.

City, State, Zip: Van Nuys, CA 91406-1313

Collective Bargaining Agreement(s): None

Total # of full-time company employees worldwide: 45,000

Total # of full-time company employees in California: 7,890

Estimated # of employees to be retrained or hired under this Agreement: 125

Company: Baxter Healthcare Corp.

Address: 1 Baxter Way

City, State, Zip: Westlake Village, CA 91362

Collective Bargaining Agreement(s): None

Total # of full-time company employees worldwide: 45,000

Total # of full-time company employees in California: 7,890

Estimated # of employees to be retrained or hired under this Agreement: 125

Company: Esterline/Mason Electric Co.

Address: 13955 Balboa Blvd.

City, State, Zip: Sylmar, CA 91342

Collective Bargaining Agreement(s): None

Total # of full-time company employees worldwide: 9000

Total # of full-time company employees in California: 385

Estimated # of employees to be retrained or hired under this Agreement: 35

Company: Gibson Overseas Inc.

Address: 2410 Yates Ave.

City, State, Zip: Commerce, CA 90040

Collective Bargaining Agreement(s): None

Total # of full-time company employees worldwide: 400

Total # of full-time company employees in California: 365

Estimated # of employees to be retrained or hired under this Agreement: 100

**Participating Employers for
Multiple Employer Contract (MEC) Retraining**

Contractor's Name: Los Angeles Community College District
Reference No: 12-0298

CCG No.: ET12-0217
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: LSG Sky Chefs

Address: 7000 World Way West

City, State, Zip: Los Angeles, CA 90045

Collective Bargaining Agreement(s): None for ETP Trainees

Total # of full-time company employees worldwide: 600

Total # of full-time company employees in California: 600

Estimated # of employees to be retrained or hired under this Agreement: 35

Company: Moldex Metric

Address: 10111 Jefferson Blvd.

City, State, Zip: Culver City, CA 90232

Collective Bargaining Agreement(s): None

Total # of full-time company employees worldwide: 340

Total # of full-time company employees in California: 310

Estimated # of employees to be retrained or hired under this Agreement: 35

Company: Nippon Express

Address: 2233 E. Grand Ave.

City, State, Zip: El Segundo, CA 90245

Collective Bargaining Agreement(s): None

Total # of full-time company employees worldwide: 1,600

Total # of full-time company employees in California: 300

Estimated # of employees to be retrained or hired under this Agreement: 69

Company: Roberts Tool Co. Inc.

Address: 20409 Prairie Street

City, State, Zip: Chatsworth, CA 91311

Collective Bargaining Agreement(s): None

Total # of full-time company employees worldwide: 62

Total # of full-time company employees in California: 62

Estimated # of employees to be retrained or hired under this Agreement: 10