



**Training Proposal for:
West Covina Chamber of Commerce
Agreement Number: ET10-0268**

Panel Meeting of: **October 23, 2009**

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

PROJECT PROFILE

<p>Contract Type: Priority/Retrainee Retrainee Priority/SB<100 SB<100 Retrainee New Hire</p> <p>Counties Served: Los Angeles, Ventura, Orange, Riverside, San Bernardino</p> <p>Union(s): <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Cabinet Makers, Millmen and Industrial Carpenters Local 721</p>	<p>Industry Sector(s): Manufacturing Transportation/Logistics Services Warehousing</p> <p>Repeat Contractor: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Priority Industry: <input checked="" type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
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Turnover Rate %	Manager/Supervisor %
≤20%	≤20%

FUNDING DETAIL

Program Costs	Support Costs	Total ETP Funding	In-Kind Contribution
\$334,875	\$22,745	\$357,620	\$136,250

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	Priority/Retrainee	Advanced Technology; Business Skills; Computer Skills; Continuous Improvement; Management Skills; Manufacturing Skills; Literacy Skills	100	24-200	0	\$1,386	\$13.00
				Weighted Avg: 72			
2	Retrainee	Advanced Technology; Business Skills; Computer Skills; Continuous Improvement; Management Skills; Manufacturing Skills; Literacy Skills	25	24-200	0	\$1,074	\$13.00
				Weighted Avg: 67			
3	Priority/Retrainee SB <100	Advanced Technology; Business Skills; Computer Skills; Continuous Improvement; Management Skills; Manufacturing Skills; Literacy Skills	50	8-200	0	\$1,612	\$13.00
				Weighted Avg: 58			
4	Retrainee SB <100	Advanced Technology; Business Skills; Computer Skills; Continuous Improvement; Management Skills; Manufacturing Skills; Literacy Skills	25	8-200	0	\$1,058	\$13.00
				Weighted Avg: 45			

Training Plan Table (continued):

5	New Hire	Business Skills; Computer Skills; Manufacturing Skills	20	40-260	0	\$4,256	\$10.64
				Weighted Avg: 200			

Minimum Wage by County: (Retraining) Alameda, Contra Costa, Los Angeles, Marin, Orange, San Francisco, San Mateo, Santa Clara, and Santa Cruz counties - \$14.18 per hour; Sacramento County - \$13.69 per hour; San Diego and Ventura counties - \$13.48 per hour; all other counties - \$13.00 per hour.

(New hire) Alameda, Contra Costa, Los Angeles, Marin, Orange, San Francisco, San Mateo, Santa Clara, and Santa Cruz counties - \$11.82 per hour; Sacramento County - \$11.41 per hour; San Diego County - \$11.24 per hour; Ventura County - \$11.23 per hour; all other counties - \$10.64/hour.

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
Manufacturing & Production Staff	
Clerical and Administrative Staff	
Information Technology Staff, Engineer, Technician	
Manager & Supervisor	
New Hire Manufacturing & Production, Clerical & Administrative, Information Technology Staff	

INTRODUCTION

In this proposal, the West Covina Chamber of Commerce (WCCC) seeks funding for retraining and new hire training as outlined below:

This will be the third Agreement between the Employment Training Panel and WCCC, which is eligible to contract with the Panel under Title 22, California Code of Regulations (CCR), Section 4400(j) as a group of employers. Participating employers will satisfy the Panel’s out-of-state competition requirements as manufacturers under Title 22, CCR Section 4416(i), or by one of the special exemptions for non-manufacturing industries under Section 4416(d). The Contractor will conduct two programs: standard retraining for employers with incumbent workers that need high performance workplace skills; and new hire training to train and place unemployed individuals.

The Contractor originally requested \$600,000 in ETP funding. However, this was decreased to \$357,620 based on anticipated performance in the current ETP Agreement (see Active Projects below).

The WCCC, located in West Covina, is a membership organization focusing on the economic development of the business community. It originally started as a Business Association in 1916 and became a Chamber of Commerce in 1953. Members range from small to large businesses in a variety of industries such as manufacturing, financial services, healthcare, insurance, communications, hospitality, printing and publishing, and food processing. The Chamber employs three full-time staff and has an Executive Committee and a Board of Directors staffed by volunteers from the community; the Executive Director reports to both groups.

According to its representative, this training proposal is for companies that face out-of-state competition; participating employers will be primarily from the manufacturing, technology, transportation, logistics, and communications sectors. As a result of several needs analyses, WCCC found that these companies need training to stay competitive, become more productive, introduce new technology, and reach their business goals. Companies report that improving job skills through training will allow them to increase production, provide customers with better quality products, create demand for products, and generate growth. Training will not only help provide job security and the potential for higher wages for incumbent workers, but help to create new jobs as trainees advance and leave openings, and as business expands.

Many companies are currently struggling to compete globally. They are reorganizing to become high performance workplaces in order to keep up with modern technology. Many are investing in automated systems and software packages to increase productivity and efficiency. Workers need to develop or enhance their job skills to meet the demands of a technology-based working environment; they face the challenges of new and changing working conditions, processes, and equipment. Incumbent workers in manufacturing, production, clerical, administration, information technology, engineering, technical areas, and management and supervision will receive training.

The proposed new hire program is a new component to the Chamber's previous ETP projects. With the current economic state of California and the increasing number of unemployed workers, WCCC staff decided to develop a program to train unemployed persons with skills that will allow them to find stable, good-paying jobs at companies offering long-term job security and potential for growth and advancement.

PROJECT DETAILS

The Chamber has developed a retraining curriculum to provide classes in **Business Skills, Computer Skills, Continuous Improvement, Management Skills, Manufacturing Skills, Literacy Skills, and Advanced Technology**.

Business Skills will allow Clerical and Administrative staff to become more proficient in customer service, sales & marketing, and financial skills; generate improved business and financial reports; improve written and verbal communications; and improve organizational, project, time, and quality management techniques. **Computer Skills** training is intended to improve all workers' accuracy, efficiency, and consistency in word processing, data processing, spreadsheets, and the overall use of hardware and software. **Continuous Improvement** will help Production staff, Engineers, and Managers reach business and production goals; increase productivity and product quality; develop teamwork strategies to enhance performance and improve processes; and build leadership skills. **Management Skills** will help Managers and Supervisors coach teams and individuals; improve team and individual performance; and track process improvement. **Manufacturing Skills** training is designed to upgrade workers'

production skills; improve product quality; reduce waste; improve inventory control; and enhance manufacturing processes. Finally **Literacy Skills** (VESL) primarily for monolingual production workers will help them improve job skills and overall performance, and better communicate with supervisors and co-workers.

Advanced Technology: WCCC has requested Advanced Technology reimbursement for a portion of the training curriculum specifically developed to increase the knowledge and productivity of trainees in the field of information technology. The curriculum is designed to enhance and improve the technical skills of Engineers, Managers, Programmers, Technicians, and Project Managers normally earning upwards of \$25.00 per hour. The curriculum includes Cisco, Oracle, Novell, and Microsoft certification courses; network and system design, network, and security; VOIP training; Programming; Networking; and other various types data communication and convergence courses.

The Contractors' representative states that the hourly rate of certified instructors, in combination with high tech equipment and books, and the need for small classes drives up the cost of this training beyond the standard ETP fixed fee rate. Class size must be reduced to 10 or fewer trainees to allow for a considerable amount of one on one attention from the instructor, as well as time to answer in depth technical questions from the trainees.

The WCCC anticipates that most of the retraining will take place at employer worksites. However, in the absence of adequate facilities, outside facilities may be used. Some retraining will also be center-based and customized by industry or occupation via instructor assessment and customized trainee lab time.

The new hire curriculum in **Business Skills, Computer Skills, and Manufacturing Skills** is designed to provide unemployed individuals with the opportunity to work in various industries. Business Skills classes will provide clerical and customer service techniques to handle daily office activities and business transactions; prepare and process various types of paperwork; and communicate effectively with customers and co-workers. Computer Skills will enable trainees to utilize computer hardware and software applications routinely used in business and industry; Manufacturing Skills will teach basic production and equipment usage, warehouse and logistics, quality assurance, and lean processes for entry into basic manufacturing jobs. WCCC recruitment and placement staff will also work with trainees outside of ETP training to provide resume writing, job search, and workplace skills.

New hire training will be given in center-based classrooms at the Chamber of Commerce or Chamber-designated facilities. A maximum of 10% of new hire training hours may take place at prospective employers' facilities working one-on-one with an experienced employee on the floor. The trainer's time must be dedicated exclusively to the instruction of the trainee.

Curriculum Development

Customized curriculum development for retraining starts with an employer needs analysis. Training staff conducts a phone or in-person meeting with the employer to identify crucial training topics based on business goals, the introduction of new technologies, and possible obstacles to meeting goals and objectives. Potential training areas are identified and trainers meet directly with managers, supervisors, and other staff directly involved with training rollout and responsible for the impact of training on frontline workers and the company in general to customize courses. Once the curriculum is developed, trainee skill levels are assessed to develop a company-wide training plan, a schedule, and determine training location.

Commitment to Training

According to the WCCC spokesperson, participating employers have generally provided past training in job orientation; basic job skills, safety; sexual harassment prevention; employee diversity and communications; and basic computer skills. Most training is given sporadically, as-needed, to individuals or small groups of workers. Company training budgets are generally limited or non-existent, so training overall is rarely comprehensive enough to generate significant, long-lasting results.

Many employers will participate in ETP-funded training for the first time; others have taken part in prior ETP Agreements. Returning companies will train newer employees to reinforce the latest company-wide concepts or introduce new areas of improvement. Any trainees that have previously received ETP-funded training may re-enroll in other subject areas to learn new skills.

After ETP training, employers will focus internal efforts on: (1) quarterly update training to ensure new skills are being utilized in the workplace; (2) periodic assessments to ascertain new and ongoing training needs to develop employee skills; and (3) employer-provided training for non-ETP eligible trainees.

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

Marketing and Employer Recruitment

WCCC staff reports that marketing is a key component of the Chamber's business to attract new members and identify existing retraining needs and potential job openings. Marketing activities are carried out by the Board members and the ETP Coordinator to clients primarily in Southern California and other locations Statewide. Staff attends events such as chamber mixers where they network with employers; Chamber services are also spread via word of mouth, newspaper articles, postings at City Hall, and a partnership with the City of West Covina Business Development Unit. Phone interviews and meetings are held with businesses to assess the demand for training, and staff does research to identify potential training needs of the California business community.

To develop the new hire program, the Chamber has taken steps to assess what occupations are in demand in order to ensure a high success rate. Staff found that there are more jobs available than most people realize; the issues however are (1) too many candidates per job; (2) candidates that don't know how to properly market themselves or their skills; and (3) insufficient skills to secure employment. Staff has developed a program to address all of those areas and identify industries and occupations that show labor market demand in the near future.

New Hire Recruitment Plan

The WCCC is partnering with a recruitment agency to assist in finding UI eligible trainees for the program. Trainees will be recruited from EDD, Caljobs, and other public and private agencies and community groups either in person, electronically, or via media such as fliers, mailers, and newspaper advertising. Participants will be chosen based on interviews by a professional recruiter who will assess each applicant's background, work history, current job skills, occupational interest, and then identify a potential job opening. The candidate will meet with an

employer before beginning training, and there will be a contingent agreement to place the candidate once the training is completed.

Substantial Contribution

The WCCC serves multiple large and small employers, 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 the company's substantial contribution to the cost of training. Further, funding for any employer that has previously been assessed a 15% substantial contribution will be reduced by 30% to reflect an additional substantial contribution. Small businesses with 100 or fewer full-time employees are not subject to this provision.

RECOMMENDATION

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

ACTIVE PROJECTS

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET08-0254	\$398,893	12/31/07 – 12/30/09	325	202	160

As of 9/22/09, the online Forms system show 276 enrollments; all training will end October 1, 2009. To date, the Contractor has been reimbursed \$109,052 (27% of the funding amount) for 82 trainees. There are 78 placements pending approval for an additional \$83,748 which, if approved, would total \$192,800 in earnings (48% of the funding).

The ETP online Class/Lab Tracking system currently shows that 202 trainees have reached minimum training hours for reimbursement. The Contractor anticipates completing enough hours to general a total of \$335,732 in earnings (84% of the contract amount).

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned
ET06-0242	West Covina	02/07/06- 02/06/08	\$415,620	\$298,378 (72%)

DEVELOPMENT SERVICES

The WCCC retained Karah Shaw in Redlands to assist with development of this proposal at no charge.

ADMINISTRATIVE SERVICES

The WCCC also retained Karah Shaw to perform administrative services in connection with this proposal on a commission basis, not to exceed 13% of payment earned for retraining and 20% of payment earned for new hire training.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 200

Retrainees may receive any of the following:

BUSINESS SKILLS

Business Accounting
Business Performance
Communication
Conflict Resolution
Customer Service
Finance
Marketing
Project Management
Quality Management
Sales
Time Management
Organizational Skills
Negotiation Skills
Technical and Report Writing
Inventory Control
Cultural Diversity in the Workplace

COMPUTER SKILLS

Word Processing Proficient, Intermediate, and Advanced
Data Processing Proficient, Intermediate, and Advanced
Spreadsheets Proficient, Intermediate, and Advanced
Databases
Accounting Software
Slide Presentations
Operating Systems
Outlook Advanced
Lotus Notes
Internet
Contact Management Software
Wireless Communications
Help Desk Support
Desktop Support
Software Support
MOS- Microsoft Office Specialist

CONTINUOUS IMPROVEMENT

Coaching and Mentoring
Change Management
Critical Thinking Skills
Enterprise Resource Planning (ERP)
ISO Quality Systems
Leadership Skills
Quality Improvement
Six Sigma
Team Building
Continuous Improvement Skills
Business Improvement Principals
Lean Principals
Good Manufacturing Principals (GMP)
Hazardous Analysis Critical Points (HACCP)
Process Improvement
Problem Solving
Lean Enterprise

MANAGEMENT SKILLS*

Management and Supervisory Styles
Management Skills: Coaching and Mentoring
Developing Teams
Motivation
Strategic Planning

*For Managers and Supervisors only

MANUFACTURING SKILLS

Blue Print Reading
Cell Manufacturing
Lean Manufacturing
Machining
Manufacturing Process
Process Improvement
CNC Machining
EDM Machining
Welding
Fabrication Skills
Set Up Reduction
Shop Skills (Processes, Tools, and Equipment)
Quality Improvement Processes
Warehouse Operations/Distribution
Environmental Protection
Hazardous Material Handling
Hazardous Chemical Cleaning/Handling
Hazardous Waste Cleaning

LITERACY SKILLS**

Basic Workplace Terminology
Communicating with Supervisors and Co-Workers
Understanding Manuals and Reports

**VESL cannot exceed 45% of a trainee's total training hours

ADVANCED TECHNOLOGY

Structured Query Language (SQL)
Network Management
System Administration
Security Systems Management
Routers (i.e., CISCO)
Programming
Voice Communications
Telecommunications
Internet Design
Graphics Design
Engineering Design
Cable Management
Wireless Communications
Data Warehousing
Database Design
Database Administration
Enterprise Resource Planning Systems (i.e., SAP, ORACLE)
Operating Systems Administration
Application Development
MCSE: Microsoft Certified Systems Engineer
MCDST: Microsoft Certified Desktop Support Technician
MCAD: Microsoft Certified Application Developer
MCDBA: Microsoft Certified Database Administrator
MCSD: Microsoft Solutions Developer
Data Communications
Telephony
Voice Convergence
Blackberry Administration
Certified Project Management Professional
Novell
Oracle Administration
Oracle Developer
.Net Technologies
Network Security
Internet Security
Internet Design
Network Storage

Class/Lab Hours

40 - 260

New Hire trainees may receive any of the following:

Business Skills

Customer Service
Communication Skills
Business Ethics

Computer Skills

Computer Hardware
Computer Software

Manufacturing Skills

Production Techniques and Practices
Warehousing and Logistics
Quality Assurance
Lean Manufacturing
ISO Quality Systems

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of delivery method. Reimbursement for new hire training is capped at 260 total training hours per trainee, regardless of delivery method.

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: West Covina Chamber of Commerce
Reference No: 09-0715

CCG No.: ET10-0268
Page: 1 of 2

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Commercial Wood Products

Address: 10019 Yucca Road

City, State, Zip: Adelanto, CA 92301

Collective Bargaining Agreement(s): Cabinet Makers, Millmen, and Industrial Carpenters Local 721

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 104

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

Company: Fender Musical Instruments Corporation

Address: 311 Cesna Circle

City, State, Zip: Riverside, CA 92880

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 3,500

Total # of full-time company employees in California: 691

Company: Fontana Paper Mills

Address: 13733 Valley Blvd.

City, State, Zip: Fontana, CA 92335

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 20

Total # of full-time company employees worldwide: 55

Total # of full-time company employees in California: 55

Company: Mega Cap Inc., dba Best Sports, Inc.

Address: 8640 Rochester Ave.

City, State, Zip: Rancho Cucamonga, CA 91730

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 19

Total # of full-time company employees in California: 19

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: West Covina Chamber of Commerce

CCG No.: ET10-0268

Reference No: 09-0715

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Pentair Water

Address: 10951 W. Los Angeles Ave.

City, State, Zip: Moorpark, CA 93021

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 410

Total # of full-time company employees in California: 410

Company: Scotts

Address: 42375 Remington Ave.

City, State, Zip: Temecula, CA 92590

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 8,700

Total # of full-time company employees in California: 408

Company:

Address:

City, State, Zip:

Collective Bargaining Agreement(s):

Estimated # of employees to be retrained under this Agreement:

Total # of full-time company employees worldwide:

Total # of full-time company employees in California:

Company:

Address:

City, State, Zip:

Collective Bargaining Agreement(s):

Estimated # of employees to be retrained under this Agreement:

Total # of full-time company employees worldwide:

Total # of full-time company employees in California:

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CABINET MAKERS, MILLMEN AND INDUSTRIAL CARPENTERS LOCAL 721

August 17, 2009

ET10-0268

Mr. Brian McMahon
Executive Director
Employment Training Panel
1100 J Street, 4th Floor
Sacramento, CA 95814

Dear Mr. McMahon,

I am writing on behalf of the Cabinetmakers and Millmen, Local 721. We support the proposal being submitted to the Employment Training Panel from Commercial Wood Products.

This application will assist Commercial Wood Products in meeting our goals. The proposed training will assist our union members in developing new skills.

Sincerely,

Felipe Aguirre

Felipe Aguirre
Business Representative
Local Union 721

FA/av

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