



**Training Proposal for:
Riverside County Economic Development Agency
Agreement Number: ET09-0409**

Panel Meeting of: **January 23, 2008**

ETP Regional Office: **San Diego**

Analyst: C. Robinson

PROJECT PROFILE

Contract Type: Priority/Retrainee
Retrainee
Priority/SB<100
SB Retrainee
HUA - Retrainee

Industry Sector(s): Manufacturing
Transportation/Logistics
Goods Movement

Counties Served: Riverside, San Bernardino, Orange, and Los Angeles

Repeat Contractor: Yes No

Union(s): Yes No

Priority Industry: Yes No

Turnover Rate %	Manager/ Supervisor %
≤2.0%	≤20%

FUNDING DETAIL

Program Costs	Support Costs	Total ETP Funding	In-Kind Contribution
\$172,920	\$11,980	\$184,900	\$95,880

TRAINING PLAN TABLE

Job No.	Job Description (by Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Estimated Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority/Retrainee	Business Skills, Computer Skills, Continuous Improvement, Literacy Skills, Management Skills, Manufacturing Skills	140	24 - 96	-0-	\$847	\$13.00
				Weighted Avg: 44			
2	Retrainee	Business Skills, Computer Skills, Continuous Improvement, Literacy Skills, Management Skills, Manufacturing Skills	10	24 - 96	-0-	\$705	\$13.00
				Weighted Avg: 44			
3	Priority/SB <100	Business Skills, Computer Skills, Continuous Improvement, Literacy Skills, Management Skills, Manufacturing Skills	40	24 - 96	-0-	\$1,223	\$13.00
				Weighted Avg: 44			
4	SB Retrainee	Business Skills, Computer Skills, Continuous Improvement, Literacy Skills, Management Skills, Manufacturing Skills	10	24 - 96	-0-	\$1,035	\$13.00
				Weighted Avg: 44			

Minimum Wage by County: \$14.18 for Orange and Los Angeles counties; \$13.00 for Riverside and San Bernardino counties for Job Numbers 1 – 4.

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
Managers/Supervisors	
Engineering Staff	
Administrative Staff	
Mechanics/Technicians	
Production Workers	

INTRODUCTION

In this proposal, Riverside County Economic Development Agency (Riverside EDA) seeks funding for retraining as outlined below:

This will be the fifth Agreement between Riverside EDA and the Employment Training Panel (ETP). Riverside EDA is eligible to provide ETP-funded training in accordance with California Unemployment Insurance Code Section 10205(c)(3) as a local Workforce Investment Board. This will be Riverside EDA's third Agreement designed around priority and non-priority industries eligible for ETP funding under Title 22, California Code of Regulations (CCR), Section 4416 (d), (1-4) as manufacturers and other companies facing out-of-state competition. The other two projects were for CNA to LVN retraining.

Riverside EDA delivers employment and training services to workers through three full-service Workforce Development Centers, satellite offices, and partnering subcontractor facilities. Riverside EDA promotes economic and community development through programs including: Job Training; Employer Services; Community Development Block Grants; housing programs; Economic Development Loans; Redevelopment Project Areas; and Enterprise Zones.

Riverside EDA is requesting ETP funds to retrain 200 employees in Orange, Los Angeles, Riverside, and San Bernardino counties. Riverside EDA representatives state that all training for the participating employers will take place at the employer's worksite or training facilities at the University of California, Riverside.

PROJECT DETAILS

Employer Demand

Panel policy requires multiple employer contractors to provide evidence of employer demand for retraining. The Riverside EDA works collaboratively with employers, economic development agencies, and labor organizations to address the challenges of business growth and employee retention.

According to the Employment Development Department 2006-2016 Projection Report (EDD Report), there continues to be a steady demand for technicians in manufacturing industries due to developing biotechnology including pharmaceuticals, medical diagnostics, and other health-related services. The EDD Report indicates that over 50,000 manufacturing jobs will be added throughout Riverside EDA's service areas for developing biotechnology during the 10 year period from 2006 to 2016. Riverside EDA's representative states that retirement and attrition in these industries will also open up additional jobs in the coming years.

Riverside EDA has expanded its focus from serving just the manufacturing industry to industries currently identified as priorities in ETP's Strategic Plan, including goods movement and transportation/logistics. Riverside EDA participates in ongoing focus groups to determine the training needs of employers in cargo handling, surface transportation, air cargo, trade finance, freight forwarding, customs brokerage, distribution, and warehousing.

According to Riverside EDA, over 14,700 logistics/international trade jobs were created in 2007, indicating 26.9% potential growth by 2016 throughout the five-county Los Angeles region (Los Angeles, Orange, Ventura, San Diego, and Riverside/San Bernardino). Further, according to the Los Angeles Economic Development Corporation, "global trade activity at the Los Angeles/Long Beach port complex, the world's third busiest, is projected to grow threefold in the next 20-25 years."

These trends indicate an expanding need for a skilled logistics workforce, capable of meeting the challenges of productivity in the planning, shipping, transportation, and distribution phases of global logistics. Goods movement/transportation/logistics industry employers have requested training courses in the areas of supply chain management, teamwork, software applications, writing skills, and logistics documentation.

Marketing and Employer Recruitment

Riverside EDA works with various business organizations in Riverside, San Bernardino, Orange, and Los Angeles counties to market to potential employers and promote ETP-funded training. Marketing efforts also include advertising training opportunities on Riverside EDA's website, e-mail campaigns, print media, and telemarketing of its training services. Riverside EDA also participates in various conferences/trade shows and works with local Chambers of Commerce to recruit companies facing out-of-state competition that need to retrain their incumbent workforce to improve business processes to remain economically competitive. Through its marketing contacts, Riverside EDA reaches hundreds of employers each year who confirm a continuing demand for the training addressed in this proposal.

Curriculum Development

Riverside EDA works closely with UC Riverside and California State University San Bernardino to formulate customized training plans to address local manufacturing and transportation/logistics distribution industry demands. Riverside EDA's representative states that formal training needs assessments for each participating employer will be conducted by UC Riverside instructors and curriculum writers. Assessments for the core group of manufacturing employers indicate a need for training topics that have either never been delivered in the past or were not delivered to employees who participated in Riverside EDA's previous ETP Agreements.

Training courses requested by the focus group of transportation/logistics industry members include production/manufacturing skills, advanced project management, computer skills, management, continuous improvement topics, and blueprint reading. The training content will be selected for its relevance for each industry and is customized for specific employers. Riverside EDA will obtain continuous employer feedback to refine the curriculum as participating employers are added and/or training needs change. Feedback in the form of trainee evaluations regarding the effectiveness of the trainer, quality of training materials, appropriateness of acquired trainee skills to work-related duties, and overall benefits to the employer.

The Curriculum will provide retrainees with the skills needed to fulfill each participating employer's individual business objectives and goals. Customized training plans will be

prepared by Riverside EDA employers to address specific industry changes and individual employer training needs.

Business Skills - Project management, leadership skills for frontline workers, communication skills, and customer services skills will enable retrainees to incorporate team-oriented processes to enhance product quality and improve operating efficiencies at each participating employer's facility.

Computer Skills - Intermediate and advanced Windows XP Applications, including Microsoft Excel and Access and Internet Applications for small businesses only will enable retrainees to support internal changes and business upgrades needed to improve company operating efficiencies.

Continuous Improvement – Lean Manufacturing to learn new problem-solving techniques and Total Quality Management tools to identify obstacles, conflict, and expected outcomes. Employees, in a teamwork environment, will identify action plans, priorities, and measure results to improve internal operating procedures. Retrainees will be better equipped to understand how to make informed decisions that will have the maximum positive affect on company performance.

Literacy Skills - Speaking and comprehending work-related English, writing skills to complete company forms accurately, and basic math skills. Literacy Skills training for retrainees that have been assessed with limited English speaking abilities will help them become more productive and efficient in their work environment. In addition, the proposed training is necessary for their successful participation in other vocational skills training.

Management Skills – Focuses on leadership skills for managers/supervisors will give retrainees the tools and interpersonal skills needed for leading individuals or teams. They will be able to motivate, build trust, create partnerships, handle conflicts, and help employees adapt to change.

Manufacturing Skills – Focuses on manufacturing processes that will help workers perform efficiently and better understand production processes. Improving retrainees' skills in manufacturing techniques will allow companies to implement internal changes, make further improvements, and facilitate an environment where management and employees work proactively to understand the disciplined use of facts, data, and analysis to manage, improve, and reinvent processes.

Scope of Project

Riverside EDA reduced the scope of this proposal to 200 trainees, after discussing active performance with staff. The reduction in scope should allow Riverside EDA to correct factors that are resulting in poor performance under two active retraining agreements (34%). As modified, this proposal better aligns the Curriculum with employer demand. A core group of participating employers has already indicated interest in retraining 150 trainees (75%).

Commitment to Training

Riverside EDA represents that ETP funds will not displace existing training conducted by participating employers. Riverside EDA anticipates that the opportunity for enhanced training made possible by ETP funds will encourage an ongoing financial commitment in this area. Riverside EDA representatives state that participating employers do not have an established

formal training program and provide only mandated State safety/sexual harassment prevention, new employee orientation, and limited on-the-job skills training.

Riverside EDA represents that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

High Unemployment Area

Many of the trainees who will be enrolled in Job Number 1 work in High Unemployment Areas located in Riverside or San Bernardino counties. These are regions with unemployment exceeding the state average by at least 25%, using the unemployment rate set by the Labor Market Information Division of the Employment Development Department. (Title 22, CCR, Section 4429(b).) However, Riverside EDA is not asking for a wage or retention modification.

RECOMMENDATION

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

ACTIVE PROJECTS

Riverside EDA has three active Agreements. ET06-0302 and ET08-0434 are Nurse Training Pilot Programs and ET07-0219 is a multiple-employer retraining project. The following table summarizes performance by Riverside EDA in multiple cities/counties under active ETP Agreements:

Agreement No.	Approved Amount	Term	No. Trainees (Average)	No. Completed Training	No. Retained
ET06-0302	\$469,260	06/30/06-06/29/08	45	43	*18
ET07-0219	\$294,040	12/29/06-12/28/08	360	122	*122
ET08-0434	\$495,450	05/19/08-05/18/10	45	-0-	-0-

* ET06-0302 (CNA to LVN): Retention outside the term of this Agreement was approved by ETP through 12/31/08 due to delays in the administration of the LVN examination process. Therefore, seven additional retrainees remain in retention. The total number of retrainees to be retained under this Agreement is estimated to be 25.

ET07-0219: Contract representatives state that poor performance under this Agreement has been a result of the national economic downturn effecting Riverside EDA's potential participating employers over the past two years. Riverside EDA states that several that were originally committed to participate decided against training, had emergency layoffs, or were forced to close. Riverside EDA projects to complete 34% (122) of planned retentions.

ET08-0434 (CNA to LVN): Contractor representatives report 14 retrainees have been enrolled thus far.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned
ET05-0160	Multiple	03/05/05- 03/04/07	\$199,995	* \$54,560.66

DEVELOPMENT SERVICES

Riverside EDA did not use an agent to assist with development of this proposal.

ADMINISTRATIVE SERVICES

Riverside EDA staff will perform all project administration services in this Agreement.

TRAINING VENDORS

University of California, Riverside has been retained for the provision of all class/lab training for \$157,165.

Exhibit B: Menu Curriculum

Class/Lab Hours
24-96

Trainees may take any of the following:

A. BUSINESS SKILLS

- **Project Management**

- Goal Setting
- Establishing a Project Management Plan
- Creating and Executing a Management Plan
- Project Structure
- Types of Projects
- Billing Structure
- Project Team Structure
- Scheduling, Budgeting and Cost Control
- Design of Surveys and Measurement Tools
- Qualification and Validation

- **Leadership Skills for Frontline Workers**

- Developing Leadership Strategies
- Techniques for Increasing Productivity and Quality

- **Communication Skills**

- Organizational Changes
- Decision Making Skills
- Negotiation Skills
- Business Writing

- **Customer Service**

- Follow-up Techniques
- Customer Satisfaction Skills
- Determining Customer Needs and Expectations

B. COMPUTER SKILLS

- **Windows - Intermediate/Advanced**

File Manager/Print Manager
System Configuration Options
Application Management
Automating Windows with Macro Recorder
Unified Modeling Language (UML)
Designing Software
Embedded LINUX – Principles and Design

- **Excel for Windows – Intermediate/Advanced**

Using Existing and Creating New Worksheets
Relative and Absolute References
Formatting a Worksheet,
Special Graphics Features
Printing Features and Functions
Consolidating and Documenting Worksheets

- **Access**

Database Concepts, Tables, Access Controls
Setting Up a Live Database/Importing From Excel
Queries and Report Generation

- **Internet Usage – Small Businesses Only** (Job Numbers 3 & 4)

World Wide Web, Search Engines
Internet Service Providers
E-mail/Address books, Group Mailings/Security Issues

C. CONTINUOUS IMPROVEMENT

- **Continuous Process Improvement**

Definitions/Flow Charts/Process Analysis/Cause and Effect
Problem Solving/Decision Making
Team Building
Managing Interactions
Quality Control Concepts
Total Quality Management (TQM) tools

- **Lean Manufacturing Techniques**

Lean Manufacturing Concepts/Operations
5-S (Sort, Straighten, Sweep, Standardize, and Sustain)
Standard Work Operations
Setup Time Reduction Skills

D. LITERACY SKILLS (Not to Exceed 45% of Vocational Skills)

- **Vocational English as a Second Language**

Work-Related Communication Skills
Completing Work Forms
Shop Math

E. MANAGEMENT SKILLS (Managers/Supervisors Only)

- **Leadership Skills**

Roles and Responsibilities
Motivating/Coaching Employees

F. MANUFACTURING SKILLS

- **Manufacturing Processes**

Blue Print Reading
Gages and Calibration
Data Collection
Tolerances
Variance Calculation
Material Handling/Storage
Machinery and Machine Guarding

**Participating Employers in Retrainee
Multiple Employer Contractor (MEC) Agreements
(ETP 100B)**

Contractor's Name: Riverside County Economic Development CCG No.: ET09-0409
Agency

Reference No: 09-0129

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PRINT OR TYPE

Company: AMF Support Surfaces, Inc.

Address: 1691 North Delilah Street

City, State, Zip: Corona, CA 92879

Contact Person/Title: Luis Ortega/Human Resource Manager

Telephone No.: 951.549.6800

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 130

Total # of full-time company employees in California: 130

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

Company: Bostik

Address: 27460 Bostik Court

City, State, Zip: Temecula, CA 92590

Contact Person/Title: Kathleen Robbins/Senior HR Generalist

Telephone No.: 951.296-6425, Ext 201

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 60

Total # of full-time company employees in California: 1100

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

Company: Luxfer

Address: 3016 Kansas Avenue

City, State, Zip: Riverside, CA 92507

Contact Person/Title: Eileen-Castro-Hershkowitz/Human Resource Manager

Telephone No.: 951.341-2242

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 3,000

Total # of full-time company employees in California: 170

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

**Participating Employers in Retrainee
Multiple Employer Contractor (MEC) Agreements
(ETP 100B)**

Contractor's Name: Riverside County Economic Development CCG No.: ET09-0409
Agency

Reference No: 09-0129

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Company: United Natural Foods Inc.

Address: 22150 Goldcrest Drive

City, State, Zip: Moreno Valley, CA 92553

Contact Person/Title: Leslie A. Wright/Human Resources Manager

Telephone No.: 800.679.8735, Ext. 53966

Collective Bargaining Agreement(s): N/A

Total # of full-time company employees worldwide: 4,000

Total # of full-time company employees in California: 99

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