



State of California
Employment Training Panel

Training Proposal for:
**Sonoma County Junior College District
 Santa Rosa Junior College**

Agreement Number: ET09-0213

Panel Meeting of: **July 25, 2008**

ETP Regional Office: **Sacramento**

Analyst: K. Ohta

PROJECT PROFILE

Contract Type: Priority/SB<100
 Priority/Retrainee

Industry Sector(s): Manufacturing

Counties Served: Lake, Napa, Sonoma

Repeat Contractor: Yes No

Union(s): Yes No

Priority Industry: Yes No

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

FUNDING DETAIL

Program Costs	Support Costs	Total ETP Funding
\$187,360	\$13,000	\$200,360

In-Kind Contribution
\$300,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Average No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority/SB<100	Business Skills Computer Skills Continuous Improvement Literacy Skills Management Skills Manufacturing Skills	50	40	0	\$1,112	\$12.85
				Weighted Avg: 40			
2	Priority/Retrainee	Business Skills Computer Skills Continuous Improvement Literacy Skills Management Skills Manufacturing Skills	113	40	0	\$770	\$12.85
				Weighted Avg: 40			
3	Priority/Retrainee	Business Skills Computer Skills Continuous Improvement Literacy Skills Management Skills Manufacturing Skills	50	24 – 80	0	\$1,155	\$12.85
				Weighted Avg: 60			

Minimum Wage by County: \$12.85 an hour for Lake, Napa and Sonoma 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.

Other Benefits: Vary among participating employers

Wage Range by Occupation	
Occupation Title	Wage Range
Administration	
Food Processors	
Lead / Managers / Supervisors	
Production Workers	
Technicians / Specialists	

INTRODUCTION

In this proposal, Santa Rosa Junior College seeks funding for retraining as outlined below:

The Santa Rosa Junior College (SRJC) governed by Sonoma County Junior College District Board of Trustees, is an accredited Community College within the Sonoma County District. Since 1988, SRJC has provided educational resources to the local business community through customized on-site employee training. Historically, clients include manufacturers, high technology firms, wineries, and specialty food producers.

Training will be provided throughout Lake, Napa, and Sonoma counties. All training will be conducted at the employers' facilities. SRJC is proposing to train 219 employees from small and large companies facing out-of-state competition. Approximately 30% of the retrainees are employed by companies with less than 100 employees. Some of the participating employers have participated in the ETP-funded training in the past; however, many of the employees in this proposal are newly hired. If repeat trainees receive training, it will be in different types than in the previous Agreements.

SRJC is eligible to contract with ETP a training agency under California Unemployment Insurance Code Section 10205 (c) (2). SRJC represents that all participating employers will qualify under Title 22, California Code of Regulations (CCR), Section 4416, compete with products from out-of-state, or are in manufacturing.

Employer Demand

Due to the increased competition and changes in the manufacturing processes, the participating employers must improve quality, reduce cost, increase productivity, and meet customer demands. All of the employers in the core group realize new strategies must be implemented to meet their goals and are in the transition of moving to a high performance workplace. Additionally many small business employers do not have the resources to upgrade the skills of their employees.

Project Detail

SRJC coordinates curriculum development by surveys conducted with internal and outside professionals; interviews; and individual department assessments. In addition, the SRJC coordinator develops evaluations that focus on training outcomes. Further customization and employer feedback is accomplished through progress evaluations conducted during training and through a final evaluation provided to trainees after each course.

To meet the needs of these companies, SRJC has developed a 40 hour menu curriculum customized to specific needs of each participating employer. Trainees may receive training under the following types of training.

Business Skills All occupations may receive a portion of the following skills – intercultural communication, customer service, and effective listening to improve the communication skills on the production floor and to enhance customer service. Finance for non-accountants, meeting management, presentation skills, production/business writing, production math, time management, and negotiation skills will improve company operations and upgrade employees' skill level to meet customer demand.

Computer Skills Training will be provided to administration staff to increase trainees' skill levels so they can fully utilize applications and become more effective in creating documents, spreadsheets, presentations, and databases.

Continuous Improvement All occupations may receive a portion of the following skills – team building, problem solving, decision making, conflict resolution, and critical thinking in production process to assist companies in initiating a high performance workplace (HPW). Companies that are HPWs need training in statistics, statistical process control, design of experiments, just-in-time/total quality control, ISO 9000, individual performance objectives, managing change, and team leadership skills to continue the transition.

Literacy Skills (Limited to 45% of the job skills training hours) This training will be provided to production workers that have limited English speaking skills. Participating employers report that these employees need basic writing and math abilities to improve company productivity, quality, and qualify for promotions within the company.

Management Skills (will be provided only to managers/supervisors) This training will only be provided to newly promoted managers/supervisors. This training is focused on customer service for managers and supervisors, introduction to supervision and management, performance appraisals, coaching and counseling, HRIS systems (Human Resource Information Systems), behavioral interviewing, and managing employee performance to effectively manage and supervise employees.

Manufacturing Skills All occupations may receive a portion of the following skills - project management, blueprint reading, welding practices, introduction to technical skills, production management, material requirements planning and purchasing, capacity and priority management, time-base management, Kaizen Breakthrough Methodology, Value Stream Mapping, Winemaking and Viticulture procedures, and cross-training in manufacturing and wine production. These courses will be customized to the needs of each participating employer.

Commitment to Training

SRJC representatives state that the proposed training will not displace existing training provided by employers. Participating employers do not have a formal training program established for their employees on a consistent and continuous basis. Training that is offered by employers is informal on-the-job training, offsite seminars, safety training, and new hire orientation. Classes cover subjects such as sexual harassment prevention, safety, human resources, first aid, basic forklift, and waste disposal training.

RECOMMENDATION

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

ACTIVE PROJECTS

The following table summarizes performance by Santa Rosa Junior College under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Average)	No. Completed Training	No. Retained
ET07-0230	\$309,320	12-30-06 12-29-08	424	318	318

* SRJC anticipates providing training to the maximum number of trainees in the Agreement

PRIOR PROJECTS

The following table summarizes performance by the Santa Rosa Junior College under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned
ET02-0177	Santa Rosa	12-08-01 12-07-03	*\$202,384	\$95,076
ET04-0499	Santa Rosa	12-31-03 12-30-05	**\$209,478	\$129,732
ET06-0168	Santa Rosa	12-30-05 12-29-07	***\$197,120	\$123,585

*Performance in the ET02-0177 was not successful due to the high number of participating employers that withdrew from the training. To ensure performance in future projects, SRCJ has improved the coordination and management of participating employers.

**Performance in the ET04-0499 project was low due to the participating employers' production demands.

***SRJC earned 64% of the encumbered amount of the Agreement and trained 68% of the planned trainees.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Carol Felch
Momentum Consulting - Sebastopol
\$175 an hour for training

Terry Taylor
Global Genesis - Sebastopol
\$125 - \$175 an hour for training

Manuel Velasco
Velasco & Associates - Oakland
\$175 - \$200 an hour for training

Karen Copeland
Copeland Consulting - Santa Rosa
\$175 - \$200 per hour for training

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

40 Hours - Job 1 - 2
24 – 80 – Job 3

Trainees will receive any of the following:

BUSINESS SKILLS

- Intercultural Communication
- Finance for Non-Accountants
- Finance for Non-Accountants II
- Meeting Management
- Presentation Skills
- Facilitation
- Customer Service
- Inventory Control
- Business Writing
- Communication Skills
- Production Math Skills I
- Production Math Skills II
- Time Management
- Production Writing
- Negotiation
- Effective Listening
- Interpersonal Communication
- Communication & Analytical Thinking

CONTINUOUS IMPROVEMENT

- Principles of Team Building
- Problem Solving & Decision Making
- Conflict Resolution
- Critical Thinking in the Production Process
- Principles and Practice of Verbal Communication
- Statistics
- Statistical Process Control
- Design of Experiments
- Just-In-Time/Total Quality Control
- ISO 9000 Overview (8 hours only)
- Individual Performance Objectives
- Managing Change I
- Managing Change II
- Team Leadership
- Innovation in Manufacturing
- Systems Thinking & Design

LITERACY SKILLS (will not exceed 45% of total job skills training hours)

- Vocational English as a Second Language

MANAGEMENT SKILLS (Managers and Supervisors Only)

- Customer Service for Managers & Supervisors
- Introduction to Supervision & Management
- Performance Appraisals
- Coaching & Counseling
- HRIS Systems
- Behavioral Interviewing & Selection
- Managing Employee Performance

MANUFACTURING SKILLS

- Project Management
- Blueprint Reading for the Machine Shop
- Welding
- Introduction to Technical Skills
- Production Environment Skills
- Planning & Controlling
- Introduction to Lean Manufacturing
- Six Sigma Tools
- Inventory Management & Master Planning
- Materials Requirements Planning & Purchasing
- Capacity & Priority Management
- Time-Based Management
- Kaizen Breakthrough Methodology
- Value Stream Mapping
- Overview of Viticulture & Winemaking I
- Overview of Viticulture & Winemaking II
- Vineyard Management
- Winemaking in the Vineyard
- Winery Practices I
- Winery Practices II
- Wine Marketing Fundamentals
- Wine Production Analysis
- Cross-Training In Wine Production
- Cross-Training in Manufacturing
- Sustainability in Manufacturing

COMPUTER SKILLS

- MS Word
- Excel
- Outlook
- Power Point
- MS Project
- CAD/CAM
- Programming

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Santa Rosa Junior College
Reference No: 08-0714

CCG No.: ET09-0213
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PRINT OR TYPE

Company: Cameo Sonoma Limited

Address: 19672 8th Street East

City, State, Zip: Sonoma, CA 95476

Contact Person/Title: Karen Chadbourne. HR Manager

Telephone No.: 707-931-7426

Collective Bargaining Agreement(s): N/A

Estimated #of employees to be retrained under this Agreement: 60

Total # of full-time company employees worldwide: 70

Total # of full-time company employees in California: 70

Company: Filtration Group

Address: 468 Aviation Blvd.

City, State, Zip: Santa Rosa, CA 95404

Contact Person/Title: Estela Prado, HR Administrator

Telephone No.: 707-525-8633 ext 278

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 50

Total # of full-time company employees worldwide: 736

Total # of full-time company employees in California: 115

Company: Foster's Wine Estates Americas

Address: Post Office Box 4500

City, State, Zip: Napa, CA 94558

Contact Person/Title: Rose Wagner, Senior HR Representative

Telephone No.: 707-287-0178

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 120

Total # of full-time company employees worldwide: 6,906

Total # of full-time company employees in California: 1,386

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Santa Rosa Junior College
Reference No: 08-0714

CCG No.: ET09-0213
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PRINT OR TYPE

Company: Franciscan Vineyards, Inc.

Address: 1178 Galleron Road

City, State, Zip: Saint Helena, CA 94574

Contact Person/Title: Sara Tarango, Senior HR Representative

Telephone No.: 707-756-2034

Collective Bargaining Agreement(s): N/A

Estimated #of employees to be retrained under this Agreement: 120

Total # of full-time company employees worldwide: 447

Total # of full-time company employees in California: 447

Company: Jackson Family Enterprises

Address: 1190 Kittyhawk Blvd.

City, State, Zip: Santa Rosa, CA 95403

Contact Person/Title: Gail Pollard, HR Director

Telephone No.: 707-836-2011

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 736

Total # of full-time company employees in California: 115

Company: Kendal Jackson Wine Estates

Address: 1190 Kittyhawk Blvd.

City, State, Zip: Santa Rosa, CA 95403

Contact Person/Title: Gail Pollard, HR Director

Telephone No.: 707-836-2011

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 80

Total # of full-time company employees worldwide: 736

Total # of full-time company employees in California: 115

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Santa Rosa Junior College
Reference No: 08-0714

CCG No.: ET09-0213
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PRINT OR TYPE

Company: La Tortilla Factory

Address: 3300 Westwind Blvd.

City, State, Zip: Santa Rosa, CA 95403

Contact Person/Title: Jonna Greene, VP Human Resources

Telephone No.: 707-586-4000 ext 103

Collective Bargaining Agreement(s): N/A

Estimated #of employees to be retrained under this Agreement: 80

Total # of full-time company employees worldwide: 195

Total # of full-time company employees in California: 195

Company: Price Pump Manufacturing

Address: 21775 8th Street East

City, State, Zip: Sonoma, CA 95476

Contact Person/Title: Carl Buder, Chief Financial Officer

Telephone No.: 707-939-3321

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 34

Total # of full-time company employees in California: 34

Company:

Address:

City, State, Zip:

Contact Person/Title:

Telephone No.:

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: