

Northern Nevada Advanced Manufacturing Initiative

TMCC - Phase 1 Update - March 14, 2017

- With the WINN award on Jan. 19, 2017, work began on developing processes for program awards. Two methods are being used for awarding WINN Phase 1 funds with both methods requiring an employer pre-screen and approval (intent to hire letter) to qualify for funding.
 - Potential Panasonic hires are directed to Nevada JobConnect for prescreening and to schedule an interview. Upon successful completion of the interview, Panasonic will complete a letter of intent to hire and the candidate will be approved to attend training (via a shared tracking worksheet).
 - Hamilton prescreens candidates using their existing processes. A hiring offer is made which contains completion of the training program as a contingency.
- A tracking method was designed to track WINN participants' progress and placement.
- There are over 236 people on the interest list with 31 attending an orientation session, 29 applying for admission and 26 enrolling in the program. Many of the people on the program interest list have been waiting for the WINN funding processes to be developed and launched. The process design is complete and WINN candidates are starting to be routed through the screening processes for interviews with Panasonic and training approval. Fourteen candidates should be interviewed in the next week.
- Hamilton is recruiting candidates for open positions.
- Panasonic is scheduling dates for interviews at JobConnect and TMCC locations.
- The first P3 Participant completed M1 & M2 on March 2 and will start work at Panasonic on April 2. This participant enrolled in the program on Jan. 20 and paid out-of-pocket to attend. While he was not WINN funded, he completed in only 6 weeks and is launching a new career. Both TMCC and Panasonic are excited about the first success and beginning intake for WINN funding.



P3 Completer, Nick Freed and TMCC Instructor, Andrew Daniels

Related WINN Project Information:

- Agencies such as The Children's Cabinet, Northern Nevada Literacy Council and Crossroads Learn-to-Earn program are working with TMCC to route participants into the P3 program using agency and other funding sources. TMCC feels the press releases for the WINN funding helped to generate these connections and this will greatly assist in getting more Nevadans into the manufacturing pipeline.
- Other employers are interested in learning how to recruit students from the P3 student pool. At this time, we have not been giving them access to the student list but do allow them to set up recruitment events on campus. TMCC will be submitting a proposal to assist regional employers to benefit from the WINN funding for direct hires.
- M1 has been approved on Nevada's Eligible Training Provider List (ETPL); M2 has been submitted for approval.

Northern Nevada Advanced Manufacturing Initiative

- P3 Program Expansion Narrative -

February 3, 2017

The P3 program, developed through the combined efforts of Panasonic, TMCC, and the Governor's Office of Economic Development, has proven to be an exciting training delivery model for State of Nevada. The WINN funds approved for scholarships in the program have resulted in an overwhelming response from participants, as well as gained extensive interest from additional manufacturers in the Northern Nevada. Based on the current waiting list of approximately 236+ participants, plus existing 86 participants either currently enrolling, attending orientation, or applying for admission for the P3 program; the existing funding which supports 145 scholarships, will be depleted sometime in mid-April, if not before.

Additional Funding Request:

To support the continued high demand for individual with the skills provided by this program, TMCC is requesting additional funding to support an additional 145 Scholarships (with a potential of 200) as well as funding for the purchase of equipment to support higher level skills and increase capacity.

Funding Request Breakdown:

Scholarships- \$165,831:

- Support scholarships for training of an additional 145 M1 & M2 applicants (with a potential of 200).
- Existing funding is expected to be depleted by mid-April or sooner

Equipment -\$84,540:

- Purchase of equipment to increase capacity and align training with specifics identified within the manufacturing environment. These are upgrades to existing training equipment which will also support two additional companies new to the region; Mary's Gone Crackers and Clasen Quality Coatings with anticipated combined hiring needs of over 300 employees.

Personnel and Variable Expense - \$49,410:

- Addition of a 6 month administrative assistant focused on program input processing. Currently this is being conducted through existing personnel which removes them from their current duties supporting eight additional programs within the facility. With the increase in students for the P3 program, a dedicated person is needed to ensure applicants are tracked and processed quickly. Also included is Fanuc required instructor certification cost.

Discretionary - \$5,000

- Provide printed technical content to participants. Students are not required to purchase textbooks for the courses. The large increase in the number of students within the program has increased the demand for printed material needing to be available for student use.

Continued Efforts & Expansion:

- The success and popularity of the P3 program has generated an increasing level of interest within the Northern Nevada Region among individuals and manufacturers. Additional companies within the region (Mary's Gone Crackers, Tesla, Eaton, Clasen Quality Coatings, etc.) have come forward to begin developing their pathways to employment using the same approach.
- To continue this positive direction for Nevada and its citizens, GOED is reaching out other educational providers (GBC, WNC and CSN) to encourage and support program initiatives similar to the P3. We anticipate additional

requests in May to support these and other institutions, and their industry partners in their efforts to train Nevadans to work in the New Nevada.

WORKFORCE INNOVATIONS FOR A NEW NEVADA

WORKFORCE DEVELOPMENT PROGRAM APPLICATION

AUTHORIZED PROVIDER INFORMATION

Name: Nevada System of Higher Education on behalf of Truckee Meadows Community College		
Address: 7000 Dandini Blvd		
City: Reno	State: Nevada	ZIP Code: 89512
Point of Contact: Kyle Dalpe	Phone: 775-856-5307	Email: kdalpe@tmcc.edu

COMPANY INFORMATION

Name: Panasonic North America		
Number of Primary Jobs Created: 500+	Industry: Advanced Manufacturing	Capital Investment: >\$1 Billion
Name: Multiple Manufacturing Employers (see defined process)		
Number of Primary Jobs est. 200+	Industry: Advanced Manufacturing/Distribution	Capital Investment:

PROGRAM OBJECTIVES

Northern Nevada Advanced Manufacturing Initiative

TMCC Workforce Phase 2

Overview

The pipeline of skilled manufacturing workers is not keeping pace with Nevada’s accelerated transition to a manufacturing economy; and the pool of trained, experienced manufacturing workers is small compared to the need. TMCC is requesting funding for 145 additional participants in the M1 and M2 program allowing multiple employers (including Panasonic and Hamilton) to provide approval for funding of training for new hires. This proposal also includes equipment, instructor certification costs and a short-term position to oversee the project.

Expansion Funding Goals

- Attract and train an additional 145+ Nevadans to enter the manufacturing workforce
- Serve a wider range of employers’ hiring needs with the WINN funds
- Increase TMCC’s capacity to meet the advanced manufacturing needs by providing:
 - Siemens based controls systems
 - Fanuc Robotics training systems
- Successful project management and reporting accountability with a short-term position to fully implement and manage P3 training model.

Training Overview

- Material Handler (M1) – approximately 80 contact hours, 4 credits, \$447 including admission fee
- Production Operator (M2) – approximately 120 contact hours, 6 credits, \$697
- Credits earned can be applied to a higher-level credentials such as 1-year Certificate of Achievement and the 2-year Associate of Applied Science Degree
- Modularized format can be administered on a “pay-as-you-go” system. This allows students to exit the system at various points and ensures funding is not obligated until students have shown progress.

Process

As a public institution, TMCC is required to have open enrollment. However, selection criteria can be used to qualify for funding.

The NNAMI program utilizes two screening methods:

- Employer screened, letter of intent to hire contingent upon training completion
- JobConnect managing screening, employer interviews and provides intent to hire letter.

Participants are awarded funding based on the employer intent to hire. Employer participating would be asked to sign an agreement that allows TMCC to track and report the WINN program application elements (such as Number of Primary Jobs Created, Average Wage and Capital Investment and diversity plan/policies). These processes would assure WINN funds are expended according to Legislative and GOED policy.

Budget Justification

Equipment: \$85,540

Several large employers in the region (Tesla, Mary’s Gone Crackers, Clasen Quality Coatings) have requested equipment specific training. Requests include training on Siemens based control system and Fanuc robotics. The Siemens equipment requested is similar to existing lab exercises for Allen-Bradley controls systems. This will allow TMCC to quickly integrate Siemens control training into the existing courses so trainees will get hands-on experience with both of the most widely used industrial controls systems.

TMCC currently has three Fanuc systems in place. A fourth system and vision upgrades to existing systems will allow TMCC to become the first Fanuc Authorized Satellite Training facility in Nevada. With a large number of the advanced manufacturing companies using Fanuc systems, employers forced to send employees out-of-the state for training.

Certification Costs: \$10,600

Fanuc requires instructor certification in order to teach Fanuc courses. TMCC’s goal is to have multiple instructors certified to provide training, but will pursue other resources for the additional certifications.

Personnel: \$33,810

In the past two months, the influx of students inquiring about the P3 program has required nearly full-time attention by existing a staff member. With additional training funds and the potential for multiple employers endorsing participants for hire, TMCC is requesting funding for a 6 month coordinator position that will be responsible for student intake, monitoring progress, managing

employer and agency contacts and tracking/reporting funding outcomes. A staff member dedicated to the project will be an important element for the quick launch and success.

Tuition and Fees: \$165,831

If every participant completed both M1 and M2, funding will be available for 145 participants. Conversations with employers in the past month, lead us to believe many would select only the M1 or the M2 as training for entry level. In this case, there is potential for training over 200 participants.

- \$20 per participant admission fee if not already admitted to TMCC.
- M1 Material Handler – approximately 80 contact hours, 4 credit, \$427.00
- M2 Production Operator – approximately 120 contact hours, 6 credits, \$697.00

Discretionary: \$5,000

Funding will be used to provide program supplies needed for the program such as printed curriculum and lab components.

PROGRAM OUTCOMES

Individuals who successfully complete the assessment and training program will receive a certificate of program completion that meets the needs of a specific employer. Persons who successfully complete the training program will be priority candidates for employment.

WORKFORCE DIVERSITY ACTION PLAN

✓ SEE ATTACHMENT A FOR WORKFORCE DIVERSITY ACTION PLAN

Workforce Diversity Commitment Statement:

Applicant and all associated parties agree to implement initiatives identified in the attached workforce diversity action plan.

TMCC recognizes that embracing diversity maximizes faculty and staff contribution to our goals and provides the best opportunity for student achievement. TMCC annually creates an Affirmative Action Plan to articulate policies and procedures to enhance diversity in all areas.

Hamilton Company is an Equal Opportunity Employer, Gender/Minority/Veterans/Disabled and strongly supports diversity in the workforce. Equal Opportunity for Special Disabled Veterans, Veterans of the Vietnam Era, Recently Separated Veterans, and Other Protected Veterans.

Statement to Comply with Federal & State Law:

TMCC is committed to providing a place of work and learning free of discrimination on the basis of race, color, national origin, disability (whether actual or perceived by others), religion, age, sex/gender (including pregnancy related conditions), sexual orientation, gender identity or expression, genetic information, veteran status (military status or military obligations) in the programs or activities which it operates. Where discrimination is found to have occurred, TMCC will act to stop the discrimination, to prevent its recurrence, to remedy its effects, and to discipline those responsible. The following person has been designated to handle inquiries regarding non-discrimination policies at TMCC and is responsible for coordinating compliance efforts concerning, Executive Order 11246, Title VI and Title VII of the Civil Rights Act of 1964, Title IX Educational Amendments of 1972, Title II of the Americans with Disabilities Act, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1990:

Equity and Inclusion Office

Truckee Meadows Community College
 7000 Dandini Boulevard, RDMT 208
 Reno, Nevada 89512-3999
 Telephone: 775-673-7027

Participating employers would be asked to provide their company/corporate diversity plan and/or EEOC policies.

The inclusion of DETR/JobConnect for outreach, intake and screening ensures diverse recruiting strategies to underrepresented populations and a high level of oversight in ensuring fair selection.

STATEWIDE PORTABILITY PLAN

Potential or Existing Plan:

All of the skills that will be taught can be utilized by individuals working at other advanced manufacturing facilities in the region. Utilizing the Statewide Learn and Earn Advanced Career Pathways (LEAP) framework, TMCC and GOED are engaged in conversations with other regional employers to gain endorsement of the P3 program or to develop additional entry pathways for future inclusion in the broader Northern Nevada Advanced Manufacturing Initiative.

COST ESTIMATES

√ SEE ATTACHMENT B FOR EXPANDED WORKFORCE DEVELOPMENT PROGRAM BUDGET & BUDGET NARRATIVE

<u>Category</u>	<u>FY17</u>	<u>Total</u>
Capital Expenditures	\$84,540	\$84,540
Tuition & Fees	\$165,831	\$165,831
Materials & Variable Expense	\$49,410	\$49,410
Total	\$299,781	\$299,781
TOTAL AUTHORITY REQUESTED		\$300,000

TRAINING FACILITIES		
Facility Name: TMCC Applied Industrial Technology Center		
Address: 475 Edison Way	City: Reno	Hours: 7:30am – 9:00pm

ATTACHMENT A

NSHE – TMCC – PANASONIC NORTH AMERICA – HAMILTON COMPANY

WORKFORCE DIVERSITY ACTION PLAN

Panasonic North America and Hamilton Company (collectively, the Clients) aims to recruit a well-trained, diverse workforce. This Workforce Diversity Action Plan outlines key considerations and actions steps that will be used to help accomplish workforce diversity goals.

In order to develop this diverse workforce, it is important to consider ways to engage all segments of the population in (1) **recruiting**, (2) **interviewing**, and (3) **hiring**.

AGENCY SUPPORT

The Nevada Governor’s Office of Economic Development (GOED) will provide leadership, guidance and facilitation, in order to ensure that interactions between state agencies and the Clients are efficient and effective.

The Nevada Department of Employment Training & Rehabilitation will provide assistance to the Clients. DETR will utilize connections with local workforce boards and community organizations who work closely with underserved and underrepresented segments of the community.

The Nevada Department of Veterans Services (NDVS) will provide support and assistance to DETR in order to facilitate direct engagement with local military installations and organizations.

The Nevada System of Higher Education (NSHE), through Truckee Meadows Community College (TMCC), will provide customized workforce training programs, as well as ad hoc, performance-based curriculum for potential employees who may face basic education or language barriers.

The Nevada Department of Education (NDE) and Nevada Governor’s Office of Science, Innovation and Technology (OSIT) will work with GOED to develop and implement Career and Technical Education (CTE) pathways that will prepare Nevada students to be successful members of the Client’s workforce. As part of this initiative, close attention will be paid to how these CTE programs can be tailored towards underserved and underrepresented segments of the community.

ACTION PLAN

DETR, state agencies, and the Clients will develop specific plans over time, but the following action plan describes broad steps and considerations that will be considered throughout.

The Clients, in collaboration with DETR and other appropriate offices and agencies, will develop, implement and evaluate strategic outreach and recruiting initiatives targeted towards underserved or underrepresented segments of the community.

During and after each part of the process, the Clients will assess the success of their efforts to understand the relative success of recruiting, interviewing and hiring underserved or underrepresented segments of the community. This is part of a continuous improvement feedback process that will assess performance and inform necessary modifications to the strategy.

This process will help identify gaps and barriers that may be preventing diverse segments of the community from applying for positions. For example, this process may highlight segments of the community that have been blatantly overlooked in recruiting, or may expose necessary improvements to non-English language postings that have not been well-translated, or could identify efforts that are particularly successful at engaging diverse segments of the community.

RECRUITING STRATEGIES

General

Marketing campaigns (e.g. radio, TV, print, social media) will be tailored to reach diverse audiences, promote awareness of job opportunities, and direct interested individuals to the Clients', DETR and workforce development partner offices, job fairs, and other community events. Job announcements will also be posted at major web sites and job boards.

Examples of successful efforts include but are not limited to:

- Posting job announcements in multiple languages
- Advertising on non-English speaking radio stations
- Implementing social media campaigns
- Holding job fairs at local churches, schools, Tribal centers or other community gathering places where traditionally underserved or underrepresented segments of the community are likely to frequent

Adults & Youth

DETR will work with the Clients to create skill-based profiles for the Clients' workforce positions in order to understand basic requirements for each position and to identify potential opportunities for targeted recruitment.

For manufacturing positions, DETR will compare position skill-profiles with existing profiles in the Nevada Job Connect Operating System (NJCOS). Using this information, DETR will identify diverse candidates who may be suited to the position, and will actively recruit individuals via phone, email and traditional mail.

Recruiting will also occur at DETR and workforce development partner offices throughout the Northern Nevada. Cumulatively, these offices provide service to thousands of Nevadans each year. Many of these offices are located within traditionally diverse communities. Primary locations provide individualized job-matching, job preparation workshops, STEM workshops, skills-based assessments and other supportive services.

Once a job seeker engages with these offices, they will undergo a thorough assessment to identify areas for improvement and possible barriers to employment.

Primary workforce locations include:

- Panasonic – Gigafactory, Electric Avenue, Sparks, NV
- Hamilton Company, 4970 Energy Way Reno, NV

GOED and DETR will also work with workforce partners and NDE to identify locations for job fairs or recruiting campaigns at area high schools with diverse populations. Working with career counselors and CTE programs, this will provide a pipeline of youth who are trained and ready to work at the Client's facility as well as increase awareness among parents/family and the community as a whole of career opportunities.

Professional Positions

Management, engineering, accounting, human resource and other professional positions will also be actively recruited in diverse communities. In addition to marketing campaigns, DETR will work with the Client to engage professional diversity organizations who can distribute openings to their members.

In addition to the strategies outlined above, specific initiatives will be utilized to target the following segments of the community:

Veterans

GOED and DETR will work with NDVS to recruit veterans and veteran families for positions at the Clients' facilities. NDVS will facilitate direct engagement with local military installations and organizations, and assist DETR in assembling skill profiles for eligible persons.

- Hold job fairs at local military installations and post on veteran-based job sites
 - Fallon Naval Air Station
 - Nevada National Guard
 - Nevada Green Zone Initiative

Persons with Disabilities

Persons with disabilities will be assisted by DETR's Bureau of Vocational Rehabilitation (BVR). BVR provides services, technology, education, training and workforce support to more than 5,200 individuals with disabilities in Nevada each year. BVR will assist the Client with recruitment and retention of these individuals, and will customize work readiness and training, as needed. BVR's services ensure that individuals can meet the same performance standards and expectations as other employees. BVR can provide funding for on- and off-site training tailored to specific needs, and pays for the salaries of potential employees while they are learning, and also for job coaching, instruction at Nevada colleges, assistive technology and additional on-the-job supports. BVR will also provide the Client with information related to accessing additional tax incentives related to employing individuals with disabilities.

GOED and DETR will also work with community organization and partners that specialize in working with individuals with disabilities, including:

- UNR, TMCC, DETR

Individuals with Criminal Records

GOED will work with the Clients to understand which level of convictions may preclude an ex-offender from applying for a position, consistent with best practices established by the National Workrights Institute or other similar organization. DETR will also work with the Nevada Department of Corrections and area education institutions to determine if an appropriate training program can be developed and implemented for incarcerated persons or ex-offenders.

INTERVIEWING

Panasonic and Hamilton Company may conduct preliminary interviews resulting in possible contingency offers of employment for participants. Offers may be contingent upon participant's successful completion of the courses outlined within the M1 and/or M2 content area within a specified timeframe.

DETR will work with the Client to interview candidates for each position. DETR will provide locations in local Job Connect offices and identify other sites within or in close proximity to diverse communities in order to mitigate potential transportation issues that may prevent qualified candidates from interviewing for a position. DETR and the Client will also work to mitigate linguistic or cultural barriers by developing interview questions while paying close attention to how questions are phrased and how interviews are conducted.

HIRING

Once the Client makes a determination to hire a candidate based on the candidate qualifications and best fit for the position, DETR will work with the Client to understand if, how or why underserved or underrepresented segments of the community are or are not being hired. This evaluation will be conducted at the Client's request, and will only be used to inform improvements in recruiting, interviewing or training programs implemented by DETR, TMCC or the State.

DETR will also work with the Client to understand potential barriers that might prevent candidates from being retained by the Client over the long term. These potential barriers include, but are not limited to, transportation, childcare or the need for continuing education. DETR will work to identify potential grants, model programs or other opportunities that the Client or State could apply for, provide or develop, to mitigate such barriers and help ensure that the diverse workforce is hired and retained.

DEFINITIONS

Availability

Availability is an estimate of the percentage of minorities and women in the relevant labor market who are qualified and interested in positions

Inclusion

Inclusion is a culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

Racial & Ethnic Categories

As currently defined in federal regulations:

- **American Indian or Alaska Native:** A person having origins in any of the original peoples of North and South America (including Central America) who maintains cultural identification through tribal affiliation or community attachment.
- **Asian:** A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Black or African American:** A person having origins in any of the black racial groups of Africa.
- **Hispanic or Latino:** A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
- **Native Hawaiian or Other Pacific Islander:** A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **White:** A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Underserved

Community-specific data should be used to better understand the composition of the workforce and to identify potential gaps or opportunities for additional engagement. In addition to traditional characteristics such as national origin, language, race, color, sexual orientation, etc., this Action Plan also seeks to identify opportunities to engage family members of veterans and individuals who may be homeless, disabled, formerly incarcerated, elderly, or youth who may be disconnected from school and employment.

Underrepresented

A situation in which the number of women or members of a minority group within a category of civil service employment constitutes a lower percentage of the total number of employees within the employment category than the percentage that women or the minority group constitutes within the civilian labor force of the United States.

Underutilized

Underutilization occurs when the percentage of employees of a minority group is less than the availability percentage for that group. Underutilization is calculated for employees in each job group. The declaration of underutilization does not amount to an admission of impermissible conduct. It is neither a finding of discrimination nor a finding of a lack of good faith affirmative action efforts. Rather, underutilization is a technical targeting term used exclusively by workforce diversity planners who seek to apply good faith efforts to increase in the future the percentage of utilization of minorities and women in a workforce.

Workforce Diversity

Workforce diversity is a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. The concept also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences.

ATTACHMENT B

NSHE - TMCC Budget Request - WINN FUND				
<i>Northern NV Adv. Manf. - Phase 2</i>				
		M1 Student Scholarships		145
		M2 Student Scholarships		145
CAPITAL EXPENSES				
<u>FY17</u>	<u>Description</u>	<u>Cost</u>	<u>Quantity</u>	<u>Total</u>
	LR Mate R200iD/4S R-30iB (Education Robot)	\$ 28,000.00	1	\$ 28,000.00
	Robot Training Cart (safety enclosure)	\$ 7,000.00	1	\$ 7,000.00
	iRVision system	\$ 4,680.00	1	\$ 4,680.00
	Vision System for existing robots	\$ 4,680.00	2	\$ 9,360.00
	Upgrade to LR Mate 22iD (existing robot)	\$ 2,500.00	1	\$ 2,500.00
	SIEMENS Training system	\$ 33,000.00	1	\$ 33,000.00
				CAPITAL EXPENSE SUBTOTAL
				-
				\$ 84,540.00
TUITION & FEES				
	Material Handler (M1)			
<u>FY17</u>	<u>Topic</u>	<u>Cost</u>	<u>Quantity</u>	<u>Total</u>
	Enrollment Fee	\$ 20.00	145	\$ 2,900
	Basic Material Handling Equipment	\$ 51.25	145	\$ 7,431
	Safe & Effective Equipment Operation	\$ 51.25	145	\$ 7,431
	Automated Warehouse Concepts	\$ 51.25	145	\$ 7,431
	Total Quality Management	\$ 55.41	145	\$ 8,034
	5S Principles	\$ 55.42	145	\$ 8,036
	Precision Measurements	\$ 55.42	145	\$ 8,036
	General Industry Safety	\$ 107.00	145	\$ 15,515
			M1 Subtotal	\$ 64,815
	Production Operator (M2)			
<u>FY17</u>	<u>Topic</u>	<u>Cost</u>	<u>Quantity</u>	<u>Total</u>
	Electrical Safety and Theory	\$ 57.50	145	\$ 8,338
	Devices and Symbols/Digital Multi Meters (DMM)	\$ 57.50	145	\$ 8,338
	AC Motors and Generators	\$ 57.91	145	\$ 8,397
	DC Motors and Generators	\$ 57.91	145	\$ 8,397
	Logic Controls and Mechanical Controls	\$ 57.92	145	\$ 8,398
	Electromechanical and Solid-State Devices	\$ 57.92	145	\$ 8,398
	Timing and Counter Circuits	\$ 57.92	145	\$ 8,398
	Troubleshooting, Repair, and Maintenance	\$ 57.92	145	\$ 8,398
	Industrial Safety and Use of Motor Control Systems	\$ 59.59	145	\$ 8,641
	LEAN Manufacturing Principles	\$ 55.41	145	\$ 8,034
	Introduction to Process Control	\$ 59.58	145	\$ 8,639
	Measurement Instrumentation	\$ 59.58	145	\$ 8,639
			M2 Subtotal	\$ 101,016
				TUITION & FEES SUBTOTAL
				\$ 165,831
PERSONNEL & VARIABLE EXPENSES				
<u>FY17</u>	<u>Topic</u>	<u>Cost</u>	<u>Quantity</u>	<u>Total</u>
	Instructor Certifications	\$ 3,500.00	2	\$ 7,000
	Travel (for Certification)	\$ 1,800.00	2	\$ 3,600
	Program coordinator - intake, tracking, reporting	\$ 67,620.00	0.5	\$ 33,810
	Discretionary (printed curriculum, lab components, etc.)			\$ 5,000
				PERSONNEL & VARIABLE EXPENSE SUBTOTAL
				\$ 49,410
				TOTAL ESTIMATED COST
				\$ 299,781
				TOTAL REQUEST
				\$ 300,000