



**Training Proposal for:
ConAm Management Corporation
Agreement Number: ET15-0303**

Panel Meeting of: November 14, 2014

ETP Regional Office: San Diego

Analyst: J. Davey

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative	Industry Sector(s):	Services Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Fresno, Sacramento, San Bernardino, San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 792	U.S.: 1,495	Worldwide: 1,495
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	16%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$198,200		\$0	\$0		\$198,200

In-Kind Contribution:	100% of Total ETP Funding Required	\$232,363
-----------------------	------------------------------------	-----------

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Commercial Skills, Computer Skills, HazMat	158	8-200	0	\$900	\$14.90
				Weighted Avg: 60			
2	Retrainee Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, HazMat	35	8-200	0	\$1,600	\$12.50
				Weighted Avg: 80			

Minimum Wage by County: Job Number 1: Fresno, Placer & San Bernardino Counties - \$14.90/hr.; San Diego County - \$15.60/hr.

Job Number 2: Fresno, Placer & San Bernardino Counties - \$12.19/hr.; San Diego County - \$13.00/hr.

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

Health Benefits of up to \$2.60 per hour may be used to meet the Post-Retention Wage for Job Number 1 only.

Wage Range by Occupation

Occupation Titles	Wage Range		Estimated # of Trainees	
	Job 1	Job 2 (Job Creation)	Job 1	Job 2 (Job Creation)
Assistant Maintenance Director			3	3
Assistant Manager			24	5
Business Manager			30	4
Community Manager			27	9
Groundskeeper			10	2
Housekeeper			3	2
Maintenance Director			26	4
Maintenance Technician			35	6

INTRODUCTION

Founded in 1975 and headquartered in San Diego, ConAm Management Corporation (ConAm) (conam.com) is a full-service real estate management and investment firm specializing in multi-family housing. The firm oversees a nationwide portfolio of approximately 50,000 fee-managed and company-owned apartments. ConAm is also active in the development, acquisition and rehabilitation of apartment communities and provides asset management and investment advisory services to individual investors and large institutional clients including Property/Building owners, General Partnership, and Financial Institutions.

ConAm is eligible for standard retraining under out-of-state ompetition provisions as a real estate management service for customers located inside and outside of California.

PROJECT DETAILS

ConAm reports that the property management services industry is highly competitive in the acquisition and servicing of multi-family properties and the recruitment of personnel to manage those properties. Many property management firms from around the nation compete with ConAm for the best properties and for qualified personnel to manage, serve, and maintain the properties. Well-managed and maintained properties retain value and improve occupancy rates. Therefore, the Company determined the best way to realize these objectives is to train its on-site teams in the skills to improve service to tenants, maintain the properties, respond to tenant service requests promptly and efficiently, and sustain optimum occupancy levels.

In order to ensure the goals described above and remain competitive in its industry, ConAm must train its staff in more professional and sophisticated skills to manage, operate, market, retain, and maintain the properties it serves. ConAm has developed a training plan to deliver a variety of Business, Commercial, and Computer skills to its on-site apartment management and maintenance teams. The training is expected to give employees valuable skills to retain value of the properties, to promote with the company and develop a career track for in the property management business.

Training Plan

Training will provide ConAm's workforce with the skills needed to create a more cost-effective, streamlined environment to keep costs down for their business operations in California. Class/Lab and E-Learning training will cover new software technology, processes, and systems associated with each job function while promoting an enhanced level of tenant service. The Company will use E-Learning to provide Business and Commercial skills to staff located throughout the state for training that lasts no more than two hours in duration.

Business Skills (25%): - Training will be offered to Assistant Maintenance Directors, Assistant Managers, Business Managers, Community Managers, Groundskeepers, Housekeepers, Maintenance Directors, and Maintenance Technicians. These occupations need to improve customer service, communication, planning, organization, time management and conflict resolution skills to help ConAm improve operations performance, business services, and product knowledge. Maintenance Staff will also learn project and time management skills, so they can effectively implement new job assignments in a timely manner.

Commercial Skills (23%): - Training will be offered to Assistant Maintenance Directors, Assistant Managers, Business Managers, Community Managers, Groundskeepers, Housekeepers, Maintenance Directors, and Maintenance Technicians. Employees are expected to develop more sophisticated skills in tenant relations, leasing strategies and techniques, upselling, sales strategies, move-in procedures and other skills related to property management. Maintenance Supervisors and Maintenance Technicians need additional skills in repairing and using a wide range of HVAC, electrical, and plumbing systems and equipment.

Computer Skills (50%): - Training will be offered to Assistant Maintenance Directors, Assistant Managers, Business Managers, Community Managers, Maintenance Directors, and Maintenance Technicians in the use of new software and hardware and policies and procedures that go along with it. Training will affect nearly every aspect of ConAm's operations. It will provide quality skills for its staff, iPad and iPad applications training, and Property Solutions software training to streamline its processes.

Hazardous Materials (2%) – Training will be offered to Maintenance Assistants and Maintenance Directors. At the end of training, trainees will be certified to handle and remove asbestos and lead-based paints.

Retrainee - Job Creation

In this proposal, ConAm has committed to hiring 35 new employees (Job Number 2). The Company represents that the date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within term-of-contract. The Company also represents that these trainees will be hired into “net new jobs” as a condition of contract.

ConAm is in a substantial growth mode. Currently, the Company’s development arm is working on three new development communities. It will have to hire employees to manage and maintain the communities. Additionally, the Company estimates that over the next 2 years, the Company’s onsite employees are expected to increase substantially as its acquisition section acquires new properties and its third-party management section gains clients.

Managers

ConAm recently decided to add the title “manager” to many of its on-site property management, business, and maintenance associates to give them more authority in dealing with tenant issues. The Company found that tenants respond more positively to a “manager” rather than an associate in requesting repairs and dealing with leasing and other issues. Some Community Managers and Maintenance Directors directly supervise other staff as well as departments and business units or properties. However, the percentage of Managers/Directors that directly supervise other staff is less than 20% of the total trainee population. None of the Manager and Director occupations set company policy.

Commitment to Training

ConAm currently spends \$450,000 annually for training per California facility. ConAm represents that ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. As employees are promoted in the organization, they are trained in the mandatory, job specific skills required for their next position. ConAm provides training tracks to its staff to promote new skills and provide opportunities for promotion. The Company must also provide training in state and federal mandates such as OSHA and Fair Housing.

Training Infrastructure

Training will be administered from each location by internal staff. ConAm currently has three in-house trainers for Operations personnel and four in-house trainers for Maintenance personnel. Additionally, Sierra Consulting will assist in project administration.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

ConAm retained Sierra Consulting Services in Cameron Park to assist with development of this proposal for a flat fee of \$15,000.

ADMINISTRATIVE SERVICES

ConAm also retained Sierra Consulting Services to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Communication
- Business Fundamentals
- Business Writing
- Behavior Style Strategies
- Conflict Resolution
- Creative Marketing
- Customer Relationship Management
- Customer Service
- Dealing with Difficult People
- Employee Coaching
- Essential Skills for the New Supervisor
- Financial Analysis
- Marketing/Sales Techniques
- Operational Skills
- Product Knowledge
- Retaining Customers
- Relationship Building
- Time Management
- Communication Skills
- Change Management
- Decision Making
- How to Coach and Mentor
- Problem Solving and Decision Making
- Cross-Functional Job Skills

COMMERCIAL SKILLS

- Good Tenant Relations
- Leasing Strategies and Techniques
- Effective Complaint Resolutions
- Lease Renewals
- Resident Retentions
- Work Order Processing
- Application Processing
- Developing and Following Procedures
- Security Standards
- Rental Property Management
- Advanced Leasing
- Marketing Vacant Rentals
- Move-In Process for New Residents
- Overcoming Objections & Closing
- Follow-Up Techniques
- Maintenance Quality Control

- Building Systems
- Kitchen and Bathroom Plumbing Systems
- Kitchen Appliance Repairs
- HVAC Maintenance and Repair
- HVAC R-410A Refrigerant Handling and Replacement
- Pool Chemistry and Maintenance
- Electrical Meters
- Electrical Motors

COMPUTER SKILLS

- Property Solutions Entrata Core Software Suite
- Entrata Core Financial Management System
- ProspectPortal Leasing and Resident Management Software
- Entrata Core Guest
- MRI Property Management Software
- MRI Boston Post Affordable Housing Software

HAZARDOUS MATERIALS

- Asbestos Removal
- Hazardous Materials Handling

E-Learning Hours

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Advanced Telephone Techniques
- Business Etiquette
- Conflict Resolution
- Employee Coaching
- Time Management

COMMERCIAL SKILLS

- Advanced Leasing
- Asbestos Awareness
- Creative Marketing Promotions
- Curb Appeal
- Leasing for a Living
- Mold Awareness
- Preventative Maintenance
- Property Management Financials

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