

**DELEGATION ORDER**



**RETRAINEE - JOB CREATION**

**Training Proposal for:**

**EasyTurf, Inc.**

**Agreement Number: ET17-0145**

**Approval Date:** July 12, 2016

**ETP Regional Office:** San Diego

**Analyst:** H. Bernard

**PROJECT PROFILE**

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Services Construction  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego, Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 118	U.S.: 570	Worldwide: 740
<u>Turnover Rate:</u>	17%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$97,038		\$0	\$0		\$97,038

<b>In-Kind Contribution:</b>	<b>100% of Total ETP Funding Required</b>	<b>\$150,500</b>
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**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 Priority Rate	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mgmt. Skills	61	8 - 200	0	\$1,458	*\$16.46
				Weighted Avg: 81			
2	Retrainee Job Creation Priority Rate	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp.,	5	8 - 200	0	\$1,620	*\$15.00
				Weighted Avg: 81			

\*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention (Final Payment) regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

**Minimum Wage by County:** Job Number 1: \$16.46 in San Diego County and \$16.48 in Los Angeles County

Job Number 2 (Job Creation): \$13.72 in San Diego County and \$13.73 in Los Angeles County

**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

Up to \$1.48 per hour may be used to meet the Post-Retention Wage in Job Number 1.

**Wage Range by Occupation**

Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Staff		6
Installers		9
Design/Sales Staff		37
Warehouse/Distribution Staff		7
Manager/Supervisor		7

**INTRODUCTION**

EasyTurf, Inc. (EasyTurf) ([www.easyturf.com](http://www.easyturf.com)) is a wholly owned subsidiary of Tarkett Sports (acquired in August 2015). The Company distributes and installs synthetic grass surfaces for residential and large commercial properties. EasyTurf's artificial turf can be found on sports fields, playgrounds, rooftops, dog parks, golf courses and residential installations. Notable commercial installations include San Diego's Petco Park bullpen, Legoland and Cesar Millan's dog training facility. EasyTurf has two locations in San Diego and Los Angeles counties, both participating in training.

This will be EasyTurf's second contract with ETP. In its first ETP contract (ET14-0237), EasyTurf focused on the initial implementation of SysPro and standard operating procedures.

Training focused on Administrative and Office Staff. This project will focus on new software systems and reorganizing the sales department. The Company reports that the first project with ETP enabled it to provide structured formal skills training to its employees for the first time. As a result, the Company has been able to implement a culture of training in which training is ongoing.

## **PROJECT DETAILS**

EasyTurf's product offerings provide a "green" alternative to conventional sod and natural grass lawns. As consumers become more energy conscious and water shortages increase, the demand for EasyTurf's products and services has skyrocketed. To keep up with demand, EasyTurf has implemented an aggressive growth strategy. This strategy focuses on retail business expansion through targeted partnerships with big box retailers, warehouse clubs and large home improvement retailers. These partnerships have led to territory expansions resulting in significant expansion of retail store representation this year. The expansion into the retail market has changed the way the Company organizes its sales team, therefore the Company is planning an overhaul of the sales department.

Additionally, the Company has implemented a new phone system with better management and training tools for call center operations. The Company's SysPro ERP System is updated for functionality twice a year. These updates require training for staff. The Company anticipates enhancing its current Customer Relationship Management Tool (CRM) in early 2017. The change will ensure that the CRM can better integrate with SysPro and provide a more effective way to manage customer information. This will require extensive training for all staff to ensure that Company can effectively manage customer information through staff workflows.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

In this proposal, EasyTurf has committed to hiring five new employees (Job Number 2). EasyTurf 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 the term-of-contract. The Company also represents that these trainees will be hired into "net new jobs" as a condition of contract.

With the sales expansion into the retail market, the Company will hire two Sales Staff to help manage territory and promotion efforts. They will also hire two Administrative Staff to assist with client relationship management and one Installer to focus on putting greens and high-end service calls.

### **Training Plan**

All training will be provided via classroom/laboratory training in the following:

**Business Skills (30%):** Training will be offered to Managers/Supervisors, Sales/Design and Administrative Staff. Communication and customer service skills will enable employees to interact with customers on a more professional level. Sales Staff, Installers and select Managers/Supervisors will learn negotiation and marketing/sales skills on new products and services. Training will focus on the Sales Staff team restructure.

**Commercial Skills (30%):** Training will be delivered to all occupations. Staff needs to be knowledgeable about products and services offered. Installers, Sales and Warehouse Staff will

receive training in landscape layout design and blue print reading to minimize material waste generated on each job.

**Computer Skills (15%):** Training will be delivered to all occupations on the SysPro ERP system and the upgraded CRM or Salesforce CRM system. Warehouse and Administrative Staff will be trained on WMS and related tools (barcode/scanners) for inventory management. As needed, Excel and other Microsoft productivity software training will be provided to optimize efficiency in various back-office support functions.

**Continuous Improvement (15%):** Training will be offered to all occupations. Topics are designed to streamline processes, reduce waste, and maximize worker efficiency through the utilization of Lean concepts, problem solving, team building and process improvement skills.

**Management Skills (10%):** Training will be offered to Managers and Supervisors. Topics will include Strategic Planning and Forecasting designed to train management staff in leadership skills, focusing on identifying and analyzing business trends and performance management.

### **Commitment to Training**

EasyTurf currently spends approximately \$12,200 per year on training for both facilities including new hire orientation, sexual harassment prevention, job specific installation instructions, safety training and on-the-job training. This training will continue at the Company's expense. EasyTurf represents that ETP funds will not displace the existing financial commitment to training.

#### ➤ Training Infrastructure

The HR Administrator will have program oversight and, with an Office Assistant, will schedule and track training and provide ETP attendance rosters to all field locations. The majority of training will be delivered by in-house instructors; however, the Company may utilize a training vendor if necessary. EasyTurf will utilize an administrative subcontractor for enrolling and tracking trainees in the ETP online systems.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET14-0237	Various	12/16/13 – 12/15/15	\$98,560	\$98,560	(100%)

### **DEVELOPMENT SERVICES**

CalTraining, Inc. in Upland assisted with development of this proposal for a flat fee of \$3,000.

### **ADMINISTRATIVE SERVICES**

CalTraining, Inc. will also perform administrative services for a fee not to exceed 13% of payment earned.

**TRAINING VENDORS**

N/A

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

8 – 200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Customer Service Skills
- Negotiation Skills
- Lead Prospecting/Generation
- Closing the Sale
- Post-Sales Follow-Up Skills
- Referral Generation
- Accounting Skills
- Project Management
- Analytics/Reporting

**COMMERCIAL SKILLS**

- Blueprint/Landscape Layout Design
- Blueprint/Landscape Layout Interpretation
- Product Knowledge
- Competitive Comparisons
- Pricing
- Project Management

**COMPUTER SKILLS**

- Bar Code Training
- WMS – BFI Warehouse Management
- SysPro updates
- CRM – Salesforce
- Advanced Microsoft Office
- Relevant Productivity Apps & Tools

**CONTINUOUS IMPROVEMENT**

- Warehouse Management Procedures
- ET Standard Operating Procedures
- Process Improvement
- Innovation Changes

**MANAGEMENT SKILLS** (Managers/Supervisors Only)

- Strategic Planning
- Forecasting & Budgeting
- Competitive Analysis
- Performance Management

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