



**Training Proposal for:
FPI Management, Inc.
Agreement Number: ET15-0196**

Panel Meeting of: June 27, 2014

ETP Regional Office: Sacramento

Analyst: J. Basquez

PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Services Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Alameda, Contra Costa, El Dorado, Fresno, Los Angeles, Napa, Orange, Placer, Sacramento, Solano, Yolo	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: 1,402	U.S.:1,851	Worldwide: 1,851
<u>Turnover Rate:</u>	19%		
<u>Managers/Supervisors:</u> (% of total trainees)	19%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$180,000		\$0	\$0		\$180,000

In-Kind Contribution:	100% of Total ETP Funding Required	\$273,000
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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	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials	300	8-200	1-12	\$600	\$17.17
				Weighted Avg: 40			

Minimum Wage by County: ETP Standard Wages for: Alameda, Contra Costa, \$16.25, El Dorado, Fresno, Napa, Placer, Solano & Yolo \$14.90, Los Angeles \$16.04, Orange \$15.98, Sacramento \$15.59

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

\$3.17 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Community Director		100
Leasing Consultant		40
Leasing Manager		40
Maintenance Supervisor		30
Maintenance Technicians		72
Portfolio Manager		18

INTRODUCTION

Founded in 1968, with headquarters in Folsom and Costa Mesa, FPI Management, Inc. (FPI) <http://www.fpimgt.com> is a property management service firm. FPI provides maintenance and upkeep to more than 350 properties in California. Customers include developers, property owners, and financial institutions.

FPI is eligible for standard retraining as a company providing services to customers both inside and outside of California.

Need for Training

According to FPI, the property management industry In California is experiencing heavy out of state competition. These competitors are undercutting FPI’s prices by 5-20%. Additionally, according to FPI, in the past few years California’s property management customer base has changed from individual owners, to large corporations that are demanding higher levels of service.

Due to competition and customer demands, FPI is redesigning its existing training program to include the following components:

- New Training Methodology
 - A majority of CBT classes will be converted to Instructor Led Training (ILT) to increase training effectiveness. The ILT method is expected to integrate a team approach to solving problems.
- New Curriculum Content
 - New courses will move beyond basics toward intermediate and advanced training content. The new content will emphasize a more comprehensive approach in leasing, maintenance, and property management that will require a team approach.
- Promotion Emphasis
 - Intermediate and advanced skills are intended to provide a training track for promotional opportunities. This training program will focus on promoting Assistant Community Director to Community Director, Leasing Consultant to Leasing Manager, and Maintenance Technicians to Maintenance Supervisors.

PROJECT DETAILS

Training Plan

Instructor led training (ITL) will be provided at six FPI locations: Folsom, Fairfield, San Jose, Fresno, Costa Mesa and Los Angeles. In addition, FPI plans to provide Computer Based Training to focus on courses that are specific to the industry.

Business Skills (20%) - Training will be provided to all occupations specific to each trainee's job functions. Training will include topics such as leadership, strategic planning, team problem solving, managing change, effective decision making, and financial/budget skills to streamline operations, reduce costs, and conduct cost/benefit analysis.

Commercial Skills (20%) - Training will be provided to all occupations and will focus on tenant issues, work order processing, resident retention, and maintenance standards. FPI is instituting a new emphasis on best practices to achieve a greater level of safety and maintenance standards. Training will focus on positive relationships with tenants, longer tenant retention, and maintaining standards.

Computer Skills (5%) - Training will be provided to Community Directors, Assistant Community Directors and Leasing Agents. Training will focus on Yardi Voyager & Enterprise Income Verification software. The new software is intended to increase productivity and efficiency in processing payments and maintenance reports.

Continuous Improvement (20%) - Training will be provided to all occupations to improve their skill sets. Topics will include customer service, leasing and sales, industry and market trends, creating and maintaining curb appeal, and communication skills. Training will focus on improving customer service, leasing and sales.

Hazardous Materials (5%) - Training will be provided to Maintenance Supervisors and Maintenance Technicians to enhance a safe working environment. Topics include bloodborne pathogens, hazard communication program, FPI injury and illness prevention program, handling chemicals, reporting hazards and damages.

Computer Based Training (CBT) training is capped at 12 hours (30%) of total training hours per trainee. CBT will be provided to supplement FPI's ILT curriculum, and is a more convenient means of delivering basic training.

Electronic Recordkeeping

FPI has requested approval for their recordkeeping system ("MyteamFPI") to track training hours. ETP has reviewed and approved the system for use.

Commitment to Training

FPI 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. FPI reports an annual training budget of approximately \$200,000. Current and past training includes all state and federal mandated training, sexual harassment prevention, new employee orientation and various safety training. FPI uses Computer-Based Training online courses that are specific to the industry. Online courses include basic customer service, marketing, leadership, professional development, sales and leasing, conflict management, maintenance and safety training.

➤ Training Infrastructure

FPI is prepared to start training upon Panel approval. FPI has internal staff that will schedule the training and 20 in-house trainers to conduct ILT for the Company.

Impact/Outcome

Training will improve customer service ratings, reduce customer service complaints and increase response times to customer problems.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

FPI Management retained Sierra Consulting Services in Cameron Park to assist with development of this proposal for a flat fee of \$ 14,000.

ADMINISTRATIVE SERVICES

FPI Management 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

- Leadership
- Strategic planning
- Team/Individual Problem Solving
- Meeting for Results
- Building Successful Teams
- Group Effectiveness
- Managing Change
- Leading in a Changing Environment
- Risk Taking
- Conflict Management/Resolution
- Effective Decision Making
- Developing Relationships
- 360 Communication Fundamentals
- Managing Differences
- Dealing with Difficult Behavior
- Customer Needs Assessment
- Financial/Budget

COMMERCIAL SKILLS

- The Lease File
- Tenancy Issues
- Intent to Vacate
- Security Deposit Processing
- Collections
- Apartment Entry
- Work Order Processing
- The Management Agreement
- Office Administration and Reporting
- Resident Retention
- Lease Renewals
- Maintenance and Service Providers
- Sales and Leasing
- FPI Application Processing
- Building Maintenance
- Developing Procedures
- Inspection Standards
- Maintaining Equipment
- Access controls and security technologies
- Reporting Suspicious Activity
- Emergency equipment
- Security and safety standards

- Clean room standards

COMPUTER SKILLS

- Enterprise Income Verification (EIV) software
 FPI Use and Security Policy and Procedures
 HUD EIV Reporting Requirements
- Yardi Voyager Training
 Guest cards
 Prospect/applicant processing
 Move-in/out processing
 Rent/nsf/last fee posting
 Market rent updates
 Reporting
 Maintenance

CONTINUOUS IMPROVEMENT

- Customer Service – Intermediate and Advanced skills
- Leasing and Sales – Intermediate and Advanced skills
- Industry and Market trends
- Creating & Maintaining Curb Appeal
- Communication Skills

HAZARDOUS MATERIALS

- Bloodborne Pathogen (BBP)
- Isolating hazardous energy sources
- Discharging stored energy before lockout
- Hazard Communication Program
- Mixing and handling chemicals
- Cleaning devices
- Reporting property hazards and damages

Safety Training is capped at 10% of a trainee’s total training hours

CBT Hours

1 – 12 hrs.

CONTINUOUS IMPROVEMENT (CBT)

- Asbestos Awareness – (2 hrs.)
- Lead Poisoning Awareness – (2 hrs.)
- Mold Awareness – (1 hr.)

Customer Service

- Customer Relationship Management – (2 hrs.)
- Customer Service as a Competitive Advantage – (3 hrs.)

Maintenance

- Maintenance for Office Staff – (2 hrs.)
- Preparing a Perfect Market Ready Apartment – (2 hrs.)
- Preventative Maintenance – (1 hr.)

Management and Leadership

- Conflict Resolution – (2 hrs.)
- Essential Skills for the New Supervisor – (1 hr.)
- Leadership: Profiles in Multifamily Housing – (1 hr.)
- Performance Management – (1 hr.)
- Property Management Financials – (2 hrs.)

Marketing

- Curb Appeal – (1 hr.)
- Marketing Principles for Multifamily Housing – (2 hrs.)
- Resident Retention for Today's Savvy Customers – (3 hrs.)
- Traffic Generation – (1 hr.)

Professional Development

- Business Etiquette – (1 hr.)
- Business Writing: Grammar Works – (2 hrs.)

Sales and Leasing

- Advanced Leasing – (2 hrs.)
- Advanced Telephone Techniques – (2 hrs.)
- Follow-Up Techniques – (1 hr.)
- Internet Leasing – (1 hr.)
- Introduction to Social Media – (1 hr.)
- Leasing for a Living – (3 hrs.)
- Preparing for an Audit (1.5 hrs.)
- The Application and Verification Process: Introduction, Proper way to complete all forms and income questionnaire, verification (1.75 hrs.)
- Household Composition: Household size, maximum incomes, application, tenant in common, who to include/exclude (2.25 hrs.)
- Income: Introduction, Definitions, Inclusions, Exclusions, How to Calculate (1.5 hrs.)
- Self-Employment: Introduction, Application and Income Questionnaire, Verifying, Calculating (1.25 hrs.)
- Social Security and TANF: Introduction, Application and Income, Verifying, Calculating (1.25 hrs.)
- Child Support and Spousal Support: Introduction, Application and Income Questionnaire, Verifying, Calculating, Conclusion (1.25 hrs.)
- Unemployment and Workers Comp: Introduction, Application and Income Questionnaire, Verifying, Calculating, Conclusion (1.25 hrs.)
- Student Financial Assistance: Introduction, Application and Income Questionnaire, Verifying, Calculating, Conclusion (1.25 hrs.)
- Military Pay: Introduction, Application and Income Questionnaire, Verifying, Calculating (1.25 hrs.)
- Assets: Introduction, Calculating and the 5000 Dollar Rule

- (.75 hrs.)
- Cash, Banking & Retirement Accounts: Introduction, Application and Income Questionnaire, Verifying, Calculating (1.25 hrs.)
 - Real Estate, Rental Property & Reverse Mortgages: Introduction, Application and Income Questionnaire, Verifying & Calculating (1 hr.)
 - Full-time Students: Introduction, "The Full-time Student Rule", Exceptions to the Full-time Student Rule (1 hr.)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT hours are capped at 30% of total training hours per trainee.