



**Training Proposal for:
The Ezralow Company, LLC
Agreement Number: ET15-0227**

Panel Meeting of: July 25, 2014

ETP Regional Office: North Hollywood

Analyst: M. Paccereilli

PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Services Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Los Angeles; Placer	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: 310	U.S.: 310	Worldwide: 310
Turnover Rate:	7%		
Managers/Supervisors: (% of total trainees)	20%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$229,500		\$0	\$0		\$229,500

In-Kind Contribution:	100% of Total ETP Funding Required	\$364,124
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TRAINING PLAN

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 Imp.	204	8-200	0-20	\$1,125	\$14.90
				Weighted Avg: 75			

Minimum Wage by County: \$16.04 per hour for Los Angeles County and 14.90 per hour for Placer 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 \$3.13 per hour may be used to meet the Post-Retention Wage

Job 1 Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Assistant Property Manager Placer County Los Angeles County		27
Property Manager		42
Corporate Accounting Staff		24
Leasing Staff Placer County Los Angeles County		23
Maintenance Supervisor		33
Maintenance Technician		32
Corporate Support Staff		23

INTRODUCTION

Founded in 1972, The Ezralow Company, LLC (Ezralow) is engaged in the acquisition, development, redevelopment, financing, ownership and asset management of real estate properties in California and Washington. Ezralow currently owns 1,181,000 sq. ft. of industrial properties; 494,000 sq. ft. of commercial office spaces; 1,485,000 sq. ft. of retail centers; a 80,000 sq. ft. athletic club; 335,000 sq. ft. of self-storage; and 7,000 apartment units.

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Ezralow qualifies for standard ETP funding as a service provider facing competition with out-of-state property management companies, many of whom have lower operating costs and have reduced their expenses by outsourcing their financial and accounting tasks to companies in India and the Philippines. Ezralow does not outsource its services and has a full staff working in California. To remain competitive and reduce its operating costs, Ezralow is launching a new computer technology initiative and a 3-year construction/remodel initiative which will be the focus of the training in this proposal.

The Company recently invested in iPads with software such as Yardi's Inspection Module and Payscale for its property management, leasing and maintenance staff. These tools will streamline many of the Company's electronic processes such as accounts payable, purchase orders and work orders. This new process will eliminate traditional paper methods and give employees faster response time and better service to customers.

The Company is also rolling out a very large construction/remodel initiative over the next three years. Ezralow hired a development team to oversee a \$90 million project involving constructing new units and remodeling/upgrading 1,500 units. This project will require training to upgrade the skills of its maintenance staff in light construction and remodeling to support the General Contractor crews. Since this project will also affect its current tenants, Ezralow's staff needs to learn best practices and communication skills in order to address its tenants' needs and potential complaints as well as minimize inconveniences associated with large construction/remodeling projects.

PROJECT DETAILS

Training Plan

Business Skills (20%) – Training will be provided to all trainees to improve their communication skills, knowledge of business fundamentals, change management, time management, and implementation strategies. Maintenance Supervisors and Technicians will also receive project management training to effectively implement new job assignments related to the remodel and construction projects.

Commercial Skills (25%) – Training will be provided to Leasing Staff and Property Managers in new skills to market and lease properties. Maintenance Supervisors and Technicians will receive training in light construction to support the General Contractor crew's work.

Computer Skills (30%) – Training will be provided to all trainees on the Company's new technologies. The new iPad application systems will provide opportunities to improve quality and accountability and reduce errors and completion times in all facets of operations.

Continuous Improvement (10%) – Training will be provided to all trainees and is designed to improve processes throughout the organization. Training will focus on team building, change management, organizational process improvement and effective decision making.

Computer Based-Training (15%)

Training will serve as a supplement to the Business, Computer and Commercial Skills training either as a prerequisite or follow-up to ensure trainee's competency in the subject matter. Computer-Based Training is capped at 50% of the total training hours per trainee.

Commitment to Training

Ezralow has an annual training budget of \$250,000. The Company 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.

➤ **Training Infrastructure**

Ezralow has a new training center in Rocklin and purchased eight new computer stations to be used for the proposed training. There are nine in-house trainers that will conduct the instructor-led training and live webinars for off-site regional workshops. All training will be conducted at company locations and CBT will be accessed by trainees on company computers.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Ezralow retained Sierra Consulting Services in Cameron Park to assist with development of this proposal for a flat fee of \$10,000.

ADMINISTRATIVE SERVICES

Ezralow 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 and Video Conference Hours

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

Interpersonal Communications
Conflict Resolution: Dealing with Difficult People
Conflict Resolution (Supervisor Version)
Creative Marketing
Customer Service
Employee Coaching
Employee Motivation
Essential Skills for the New Supervisor
Business Communication
Business Fundamentals
Communication Styles
Cost Control
Financial Analysis
Negotiating
Planning and Organization
Product Knowledge
Relationship Building Through Sales & Service
Sales Strategies
Marketing Strategies
Time Management
Business Writing
Leadership
Strategic Planning
Behavior Style Strategies
Retaining Customers

COMMERCIAL SKILLS

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

Installation of Major Non-Structural Features
Cabinetry Assembly and Installation
Kitchen Sink Installation
Kitchen and Bathroom Plumbing Systems
Light Construction: Job Site Preparation
Light Construction Methodologies
Light Construction Job Site Sequencing
Light Construction Team Support
Building Systems
Material Handling

COMPUTER SKILLS

Yardi Check Scanning
Yardi for APM/PM-Full
Yardi for Leasing-Full
Yardi for Maintenance-Full
Yardi Portal
Yardi Reports
Yardi RUBS
Yardi Work Order Approval
Yardi Inspection Mobile Orientation
Yardi Inspection Tracking
Yardi Inspection Types
Yardi Inspection Procedures
Yardi Inspection Processes
Yardi Inspection Mobile Reports
Yardi Inspection Definable Areas and Elements
Yardi Inspection Vendor Cost Quotes
Yardi Inspection Purchase Orders
Yardi Inspection Work Orders
Yardi Inspection Letters of Notification
Yardi Inspection Unit & Work Order History
PAYscan Mobile Features Overview
PAYscan Processes
PAYscan Procedures
PAYscan Vendor Mapping
PAYscan Bill Pay
PAYscan Purchase Orders and Invoice Registers
PAYscan Workflow History
PAYscan Budgets

CONTINUOUS IMPROVEMENT

Quality Control
Problem Solving
Creating a Quality Organization
Change Management
How to Coach and Mentor
Effective Decision Making
Meeting Management
Organizational Process Improvement
Project Management
Team Building

CBT Hours

0-20

BUSINESS SKILLS

- Workplace Diversity (Supervisor Edition) (1 Hr)
- Customer Relationship Management (2 Hr)
- Customer Service as a Competitive Advantage (3 Hr)
- Yieldstar Relationship Selling Techniques (1 Hr)
- Conflict Resolution (2 Hr)
- Advanced Telephone Techniques (2 Hr)
- Performance Management (2)
- Employee Coaching (1 Hr)
- Train the Trainer: Calculating The ROI of Training (.5 Hr)
- Train the Trainer: Connecting with Content (.75 Hr)
- Train the Trainer: Training Objectives (.75 Hr)
- Train the Trainer: Successful Presentations (1 Hr)
- Train the Trainer: How to Conduct Successful Webinars (1 Hr)
- Introduction to Social Media (1 Hr)
- Traffic Generation (1 Hr)

COMMERCIAL SKILLS

- Yieldstar Closing More Leases (1 Hr)
- Yieldstar Leasing With Price Optimizer (1 Hr)
- Advanced Leasing (2 Hr)
- Internet Leasing (1 Hr)
- Preparing a Perfect Market Ready Apartment (2 Hr)
- Preventative Maintenance (1 Hr)
- Property Management Financials (2 Hr)
- Resident Retention for Todays Savvy Customers (3 Hr)
- Curb Appeal (1 Hr)
- Leasing for a Living (3 Hr)
- Maintenance for Office Staff (1 Hr)
- Marketing Principles for Multifamily Housing (2 Hr)
- Leadership: Profiles in Multifamily Housing (1 Hr)

COMPUTER SKILLS

- Train the Trainer: Technology Training for iPads (1 Hr)

Note: Reimbursement for retraining is capped at 200 total hours per trainee, regardless of method of delivery. CBT is capped at 50% of total training hours.