



Training Proposal for:

Troon Golf, LLC

Agreement Number: ET17-0100

Panel Meeting of: June 24, 2016

ETP Regional Office: Sacramento

Analyst: M. Mazzone

PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Services Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Napa, Riverside	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Laborers' International Union of North America, Local Union 1184; and Laborers' International Union of North America, Local Union 261.		
Number of Employees in:	CA: 926	U.S.: 8,742	Worldwide: 10,742
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	3%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$450,750		\$0	\$0		\$450,750

In-Kind Contribution:	100% of Total ETP Funding Required	\$472,300
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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, Cont. Impv., Hazardous Materials, Management Skills	601	8-200	0-24	\$750	*\$15.60
				Weighted Avg: 50			

* 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: Napa and Riverside Counties require a minimum of \$15.60 per hour for Retrainees.

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 \$4.07 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Manager		13
Food & Beverage Staff		264
Administrative Staff		8
Accounting Staff		5
Golf Operations Staff		155
Maintenance		126
Sales Representative		8
Retail Staff		17
Supervisor		5

INTRODUCTION

Founded in Scottsdale Arizona in 1990, Troon Golf, LLC (Troon) has become the largest third-party manager of golf courses and golf club operations in the world. The Company has grown from managing one golf club, to managing golf operations in 29 different countries and 34 U.S. states. Troon does not own or lease any of the golf facilities. The Company provides the following services at the golf clubs in which they manage: golf operations; agronomy; food and beverage; sales and marketing; human resources; procurement; finance and accounting; legal; risk management; and information technology.

In California, Troon manages 17 golf clubs. The following clubs will participate in this Agreement: Classic Club in Palm Desert, The Westin Mission Hills Golf Resort & Spa in Rancho Mirage, Indian Wells Golf Resort in Indian Wells, and Silverado Resort & Spa in Napa.

Need for Training

Troon's past company training was managed independently at each facility. Now the Company hopes to take a more uniform and formal approach through this ETP Agreement. General Managers of the participating golf clubs and Troon headquarters have developed a training plan which will be implemented across the organization and serve as a prototype for future training.

The training plan will focus on the development and enhancement of staff's hospitality, customer service, computer, and on process improvement skills. Focusing in these areas will improve customer satisfaction and create new business. Identifying customer needs and exceeding expectations will ensure repeat business.

All trainees will receive cross-training and/or job specific certification training to increase job advancement possibilities within the Company.

PROJECT DETAILS

Trainees will receive a combination of Classroom/Laboratory and Computer-Based Training (CBT) in the below types of training.

Training Plan

Business Skills (25%): Training will be delivered to Administrative Staff, Accounting Staff, Golf Operations Staff, Sales Representatives, Retail Staff, Supervisors, and Managers. Troon will focus training efforts on the improvement of hospitality and customer service skills. Staff requires skills to generate repeat business, to create new business, and to improve overall customer satisfaction. Troon will provide training in course topics such as advanced communication skills, interpersonal skills, negotiation skills, putting the guest first, advanced sales skills, upselling techniques, meeting customer expectations, and customer focused selling.

Commercial Skills (15%): Training will be provided to Maintenance, Food & Beverage Staff, and Golf Operations Staff to improve staff's knowledge of equipment operation. Cross-training will be provided to increase the future growth opportunities for trainees. Training topics will include: golf transportation equipment operation and maintenance, kitchen equipment operation and maintenance, groundskeeper equipment operation and maintenance, and pump station operation and maintenance.

Computer Skills (10%): Training will be provided to Administrative Staff, Accounting Staff, Sales Representatives, Supervisors, Managers, Food and Beverage Staff, and Retail Staff. Staff will receive job specific training, on the software usage to increase efficiency and provide a higher level of customer service. Training topics will include Sales Force, Intermediate and Advanced Microsoft Office, Act Software, Oracle Software, Star Guest Software, and Jonas Software.

Continuous Improvement (25%): Training will be delivered to all occupations to improve standard working procedures and to improve the confidence and problem solving skills of front-line workers. Training topics will include courses such as critical thinking, problem solving,

decision making and resolution, team building skills, leadership skills, and process improvements.

Management Skills (15%): Training for Supervisors and Managers will focus on effective leadership, improving efficiencies, and how to motivate staff. Training will include motivation, coaching/mentoring skills, team building, supervisory skills, and leadership skills.

Hazardous Materials (5%) Training will be provided to Food and Beverage and Maintenance Staff. Staff will learn the proper procedures for identifying, dispensing, handling, storing and transporting hazardous materials. Training will include pesticide application skills, handling toxic materials and HAZMAT operating procedures. In addition to these hazardous materials training course topics, staff may receive HAZMAT Certification training, which is detailed below.

Certified Safety Training (5%)

Hazardous Materials (HAZMAT) This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT.

Maintenance Staff will receive HAZMAT coursework as needed to attain or refresh their certification. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. The certification entity has not yet been determined.

Computer-Based Training

Computer-based training (CBT) will be delivered to Food and Beverage Staff, Supervisors, and Managers to lay a foundation that will be expanded on in classroom/laboratory training. CBT will be provided in Business Skills, Commercial Skills and Management Skills. CBT will not exceed 50% of any trainee’s total training hours.

In addition, staff may receive certifications in Professional Golfers Association (PGA) Management, Pesticide Application, and Spray Rig Application.

Union Support

ETP has received a union support letter from the Laborers' International Union of North America, Local Union 261, who represent Approximately 36 Maintenance Staff at the Silverado Resort & Spa in Napa, and a union support letter from the Laborers' International Union of North America, Local Union 1184, who represent Maintenance Staff at Westin Mission Hills Golf Resort & Spa in Rancho Mirage.

Commitment to Training

Troon commits approximately \$35,000 annually to each managed worksite to provide staff training in safety, sexual harassment prevention, CPR, first aid, employee retention, guest services, and new employee orientation. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. ETP funds will not displace their existing financial commitment to training.

ETP funds will enable the Company to provide formalized training. After the completion of the ETP Agreement, Troon is committed to expanding the training plan to include more advanced skills training.

➤ Training Infrastructure

Each participating location has been involved in the development of this proposal. The general managers from each location and representatives from Troon's headquarters in Scottsdale, AZ worked with their development subcontractor, from the National Training Company, to create the projected training plan and curriculum.

Training will begin June 1, 2016. Training will be delivered by in-house subject matter experts and outside training vendors, as necessary. Each participating location has a designated representative who will be responsible for overseeing implementation of training and administrative responsibilities. Troon has also hired a third party representative, National Training Company, to handle administrative functions for the ETP Agreement.

Impact/Outcome

ETP funding will enable Troon to institutionalize a training culture into their club operations. Standardization of training will lead to the development of career mapping for employees and greater opportunity for upward mobility and a higher retention rate.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Troon retained National Training Company in Middletown to assist with development of this proposal for a flat fee of \$7,500.

ADMINISTRATIVE SERVICES

Troon has also retained National Training Company 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

- Accounting Skills
- Business Processes
- Advanced Communication Skills
- Confidentiality & Privacy of Client Data Procedures
- Customer Focused Selling
- Dealing with Difficult People
- Getting Results Through Accountability
- Guest Service Skills
- Hospitality & Communication Skills
- Identifying/Meeting Guest Needs
- Interpersonal Skills
- Meeting Customer Expectations
- Meeting Guest Needs
- Negotiation Skills
- Operating Procedures
- Putting the Guest First
- Reducing Negativity in the Workplace
- Resolving Guest Complaints
- Advanced Sales Skills
- Service Standards
- Time Management Skills
- Tournament Procedures
- Upselling Techniques
- Professional Golfers Association (PGA) Certified Professional

COMMERCIAL SKILLS

- Golf Transportation Equipment Operation & Maintenance
- Kitchen Equipment Operation & Maintenance
- Groundskeeper Equipment Operation & Maintenance
- Pump Station Operation & Maintenance

COMPUTER SKILLS

- Jonas Software
- Club Essential Software
- Intermediate and Advanced Microsoft Office
- Salesforce
- Act Software
- Easylinks Software
- Fortees Software
- Star Guest Software
- Oracle Software

CONTINUOUS IMPROVEMENT

- Critical Thinking Skills
- Kaizen Events
- Measuring for Success
- Problem Solving, Decision Making, and Resolution
- Standard Work Procedures
- Team Building Skills
- Leadership Skills
- Process Improvements

0-24 Hours

HAZARDOUS MATERIALS (HAZMAT)

- Pesticide Application Skills
- Handling Toxic Materials
- HAZMAT Operating Procedures
- HAZMAT – Annual Refresher Course (8 hours)
- HAZMAT – Complete Certification Course (24 hours)

MANAGEMENT SKILLS (Managers and Supervisors Only)

- Motivation
- Coaching/ Mentoring Skills
- Team Building
- Supervisory Skills
- Leadership Skills

CBT

0-24

BUSINESS SKILLS

- PGA Certified Professional Program 2.0 (6 hours)

COMMERCIAL SKILLS

- F & B Stewart Busser (4 hours)
- F & B Stewart Host (4 hours)
- Cook Level 1 (5 hours)
- Server Level 1 (5 hours)
- Bartender Level 1 (5 hours)
- Banquet Level 1 (5 hours)
- Banquet Server Level 1 (5 hours)
- Cook Level 2 (8 hours)
- Cook Line Level 1 (8 hours)
- Expediter Level 1 (8 hours)
- Golf Course Superintendent (8 hours)
- Sous Chef (24 hours)

MANAGEMENT SKILLS (Managers and Supervisors Only)

- Restaurant Manager (24 hours)
- Kitchen Manager (24 hours)

Safety Training cannot exceed 10% of total training hours per-trainee

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

LABORERS' INTERNATIONAL UNION OF NORTH AMERICA

AFFILIATED WITH A. F. OF L. AND C.I.O.

LOCAL No. 1184

RIVERSIDE AND IMPERIAL COUNTIES

1128 E. LA CADENA DRIVE
RIVERSIDE, CALIFORNIA 92507
951 / 684-1484 • FAX 951 / 779-1445



WILLIAM G. SMITH
PRESIDENT

JOHN L. SMITH
BUSINESS MANAGER

March 30, 2016

Dear Anthony,

The Union is in receipt of your request to begin training sessions at Westin Mission Hills for Golf Course Maintenance workers in various disciplines related to maintaining the golf course. It is our understanding that an outside company will be brought in to train the workforce. Please consider this letter notification that the Union has no objections to the training sessions planned for our members. Per our collective bargaining agreement certain subcontracting is permitted, as long as the subcontracting of work shall "...not be used as a precedent for permanently subcontracting such work...[and]...no such work will permanently displace employees of the Employer covered by this Agreement."

Training and Union principles go hand in hand. The Union not only agrees to, but welcomes education and training that enhances the skills set of its members.

If you have any further questions, feel free to contact me.

Michael S. Dea
RS/Business Agent
Local 1184
Riverside & Imperial Counties
Ph-760-343-0533 Fax-760-343-0883



LABORERS' INTERNATIONAL UNION OF NORTH AMERICA

LOCAL UNION NO. 261

April 26, 2016

RAMON HERNANDEZ

Business Manager

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Phone: (415) 826-4550

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Phone: (650) 344-7168

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MARIN COUNTY

4174 Redwood Highway

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San Rafael, CA 94913

Phone: (415) 492-0936

Fax: (415) 492-8233

Employment Training Panel
1100 J Street 4th Floor
Sacramento, CA 95814

Re: Silverado Resort and Spa Employment
Training Panel
Ref: 15-0660

To Whom It May Concern:

Laborers 261 supports the proposed Employment Training Panel (ETP) training for Silverado Resort and Spa.

The Union understands that the ETP training program will provide various types of training to: Maintenance staff.

Sincerely,

RAMON HERNANDEZ
Business Manager

