



Training Proposal for:

Valley Crest Companies dba The Brickman Group, Ltd.

Agreement Number: ET16-0399

Panel Meeting of: March 25, 2016

ETP Regional Office: San Francisco Bay Area

Analyst: C. Hoover

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Engineering Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Contra Costa, Alameda, Placer, Sacramento, San Mateo, Santa Clara	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: 4,847	U.S.: 22,000	Worldwide: 22,000
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	18%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$216,000		\$0	\$0		\$216,000

In-Kind Contribution:	100% of Total ETP Funding Required	\$250,000
------------------------------	---	------------------

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, Commercial Skills, Computer Skills, Mgmt. Skills	300	8-200	0	\$720	\$15.60
				Weighted Avg: 40			

Minimum Wage by County: \$17.02 per hour for Alameda, Contra Costa, San Mateo and Santa Clara counties. \$16.10 per hour for Sacramento County. \$15.60 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 \$4.02 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administration/Support Staff		50
Technical Staff		89
Production Staff		105
Supervisor/Manager I		22
Manager II		25
Manager III		6
Manager IV		3

INTRODUCTION

Valley Crest Companies (Valley Crest) dba The Brickman Group Ltd. (www.brickmangroup.com) designs, engineers, fabricates, builds and maintains natural environments for corporate campuses, developers, commercial real estate owners, public agencies, cities, hospitals, hotels, property managers and home builders. The Company, founded in 1949 and headquartered in Pleasanton, has locations nationwide. This proposal will include nine locations in Alameda, Contra Costa, Placer, Sacramento, San Mateo and Santa Clara.

Valley Crest provides environmental-landscape structures for commercial use. The structures are “turnkey” insofar as the design concept is carried forward through design, fabrication and installation. These are hardscape and softscape systems with all-trade integration (HVAC, electrical plumbing, carpentry). Projects range from historic restorations to site makeovers, to entire communities. Customers include Google, Facebook, Sandia Labs, PG&E and the City of San Jose.

Valley Crest is requesting ETP funding to deliver training to upgrade worker skills. Due to the drought and new statewide water conservation regulations, there is increased client demand for drought-tolerant landscaping, conservation-driven irrigation and water management solutions. In addition, the preference for organic gardens and other new horticultural practices have created growth in this industry.

PROJECT DETAILS

ETP funding will enable Valley Crest to integrate new products, software and equipment into its business operations. Training will improve worker skills in the following:

- New equipment (equipment operations)
- Technology upgrades (E-One HRIS, iLawn, Salesforce.com)
- Drought solutions (landscape designs, irrigation systems, water management)
- Organic landscaping solutions (organic gardening skills)

Training Plan

Business Skills (30%): Training will be offered to the Administration/Support Staff. This training will enable the Company to change its sales structure from branch leadership to a team-member structure. Branch leaders will focus on clients and team members, versus selling. Team members will focus on obtaining new business using cloud-based tools.

Commercial Skills (35%): Training will be offered to Technical and Production Staff. This training in equipment and practical skills for production will cover drought conservation solutions, horticultural business practices and organic gardening skills.

Computer Skills (27%): Training will be offered to Supervisors/Managers, Administration/Support and Technical Staff. This training will focus on upgrading key operational software systems and equipment. The Company is implementing iLawn technology, which provides up-to-the-minute, real-time images of property, structures and surrounding areas via the internet. This system will reduce bid and change order lead-time, on-site project hours and scrap material returns. Salesforce.com solutions will assist business development with cloud-based tools to increase sales. E-One Human Resource Information System training provides a fully integrated single software platform. Training will include a new Proprietary Software System to designed for a cloud-driven reporting system.

Management Skills (8%): Training will be offered to Supervisors/Managers to manage growth and ensure the Company is maintaining productivity while upgrading technology and expanding services. This training will help Supervisors/Managers lead teams to create realistic short and long-term plans to align with strategic initiatives.

Commitment to Training

Valley Crest spends \$65,000 on training annually per facility in California. Basic skills, employee orientation, basic and intermediate computer systems, human resources and regulatory training are provided via on-the-job training, E-Learning, classroom and laboratory methods. Ad-hoc trainings are offered for unforeseen needs. Both job-specific and company-wide training is delivered as needed.

Valley Crest 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

Valley Crest's Vice President (VP) of Human Resources (HR) and in-house Supervisors/Managers will ensure training meets ETP guidelines, while documenting ETP approved rosters. Branch Leaders will ensure training needs are met. The third party administrator will enroll and track training and the VP of HR will meet with ETP as its lead contact and will oversee the entire project.

Green/Clean Operations

Valley Crest optimizes landscape design to enhance sustainable features, while using environmentally-friendly horticultural practices. The Company protects sites for habitats and natural vegetation; in addition, it protects soil quality, watershed and groundwater resources. While using healthy integration of land, natural resources, aesthetics and structure, the Company supports wetlands' restoration, native re-vegetation and green-roof initiatives. Green-roof initiatives include the use of recyclable roofing materials when possible and rainwater collection systems for plant and garden maintenance. LEED certified staff design and engineer projects in accordance with environmental building practices.

Impact/Outcome

Business Skills training is projected to increase sales leads by 10% over the next 6-18 months. Computer Skills training should boost efficiency in processing orders by 5-7% over the next 12-36 months and save 10% in administrative hours by eliminating double entry. Commercial Skills training will help meet the increase in business.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Sallyanne Monti Consulting in San Francisco assisted with development for a flat fee of \$8,500.

ADMINISTRATIVE SERVICES

Sallyanne Monti Consulting will also perform administrative services for a fee of 13% of payment earned.

TRAINING VENDORS

Hydropoint of Petaluma has been retained to provide some Commercial Skill training. Other training vendors will be identified for ETP record-keeping purposes, as they are retained.

Exhibit B: Menu Curriculum**Class/Lab/E-learning Hours**

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- ✚ Team Selling Skills:
 - Building Effective Working Relationships
 - Finding Solutions to Team Challenges
 - Team Selling Techniques
- ✚ Performance Management:
 - Creating & Measuring Goals
 - Financial Metrics Analysis
 - Performance Benchmarks & Reporting
 - Performance Management During Rapid Change
 - Resource Management
 - Strategic Planning

COMMERCIAL SKILLS

- ✚ Drought Conservation Solutions:
 - Landscape Designs
 - Irrigation Systems
 - Plant Identification
 - Water Management
- ✚ Equipment Operations
- ✚ Horticultural Business Practices
- ✚ Organic Gardening Skills

COMPUTER SKILLS

- ✚ E-One Human Resource Information System
- ✚ iLawn Internet-Based Measuring
- ✚ Proprietary Software Interface for Reporting
- ✚ Salesforce.com

MANAGEMENT SKILLS (Managers/Supervisors Only)

- ✚ Leadership Skills for Supervisors/Managers for Growth:
 - Building Trust
 - Communication Techniques
 - Conflict Resolution
 - Delegating Dynamics
 - Leadership Styles
 - Motivating Teams

E-learning Hours

8-200

BUSINESS SKILLS

- ✚ Team Selling Skills:
 - Building Effective Working Relationships
 - Finding Solutions to Team Challenges
 - Team Selling Techniques
- ✚ Performance Management:
 - Creating & Measuring Goals

- Financial Metrics Analysis
- Performance Benchmarks & Reporting
- Performance Management During Rapid Change
- Resource Management
- Strategic Planning

COMMERCIAL SKILLS

- ✚ Drought Conservation Solutions:
 - Landscape Designs
 - Irrigation Systems
 - Plant Identification
 - Water Management
- ✚ Equipment Operations
- ✚ Horticultural Business Practices
- ✚ Organic Gardening Skills

COMPUTER SKILLS

- ✚ E-One Human Resource Information System
- ✚ iLawn Internet-Based Measuring
- ✚ Proprietary Software Interface for Reporting
- ✚ Salesforce.com

MANAGEMENT SKILLS (Managers/Supervisors Only)

- ✚ Leadership Skills for Supervisors/Managers for Growth:
 - Building Trust
 - Communication Techniques
 - Conflict Resolution
 - Delegating Dynamics
 - Leadership Styles
 - Motivating Teams

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