



**Training Proposal for:
Top of the Third, Inc.**

Small Business

ET16-0307

Approval Date: December 22, 2015

ETP Regional Office: Sacramento

Analyst: W. Sabah

CONTRACTOR

- Type of Industry: Multimedia/Entertainment
- Priority Industry: Yes No
- Number of Full-Time Employees
 - California: 14
 - Worldwide: 14
 - Number to be trained: 14
 - Owner Yes No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 30%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$10,780
- In-Kind Contribution: \$15,000

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 SB <100 SET HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement	14	8-60	0-8	\$770	*\$11.30
				Weighted Avg: 35			

*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.

- Reimbursement Rate: \$22 SB Non-Priority

- County(ies): Tulare
- Occupations to be Trained: Administration Staff, Facility Operations Staff, Marketing Staff, Event Coordinator, Ticketing Staff, Frontline Manager

- Union Representation: Yes
 No

- Health Benefits: \$0.97 per hour

SUBCONTRACTORS

- Development Services: Strategic Business Solutions, LLC of Visalia assisted with development services for a flat fee of \$900.

- Administrative Services: Strategic Business Solutions, LLC will also provide administrative services for a fee not to exceed 7% of payment earned.

- Training Vendors: To Be Determined

OVERVIEW

Founded in 1946 and located in Visalia, Top of the Third, Inc. (Top of the Third) (<http://www.rawhidebaseball.com>) owns and operates The Visalia Rawhide, a class A baseball farm team affiliated with the Arizona Diamondbacks Major League Baseball franchise. This baseball venue provides professional baseball entertainment, high school playoffs, concerts, charitable events and other community activities. Under this ETP contract, Top of the Third plans to train stadium, operations and event employees.

Need for Training

Although Top of the Third is a for-profit corporation, it depends primarily on community support and disposable income, for ticket and related sales and event fees. This requires staff to

continuously improve services and maximize the value in products offered to the community. To attract more customers and increase market share, the Company will implement a comprehensive training plan to cross-train employees on computer software, ticketing software, facility equipment, sales, marketing and social media.

Top of the Third plans to improve employee professionalism to promote a cohesive corporate culture through leadership and teambuilding. Trainees will also receive training in facility management to better manage, maintain and repair the facility and its equipment.

Training Plan

Trainees will receive between 8–60 hours of classroom/laboratory training and may receive between 0–8 hours of computer-based training.

Business Skills: Training will be offered to Marketing Staff, Event Coordinators, Ticketing Staff and Frontline Managers to improve employee skills on marketing strategies, social media tools, promotion and packages, charitable presence and broadcast/print media. Training will increase sales and allow the organization to obtain a larger fan base. Training course topics will include Sales and Marketing.

Commercial Skills: Training will be offered to Managers, Facility Operations and Administration Staff and on the newly upgraded systems and operations of the facility including environmental control systems, lighting, irrigation, fire suppressions and HVAC systems. Managers and Administration Staff will require training on some equipment in the case Facility Operations Staff are not available. Training will allow staff to apply best practices to insure an efficient, green oriented, community friendly facility. Training course topics will Facilities Operations and Maintenance, and Turf Maintenance Machinery Operation, Maintenance and Repair.

Computer Skills: Training will be offered to Administration Staff, Marketing Staff, Event Coordinators and Managers on new programs such as Vevonet Software and ACT! Sage Software to improve customer database, contact management, and sales functions. Training will also focus on QuickBooks and Ticket Return Software to increase efficiency between customers and vendors and improve ticket tracking, smartphone ticketing and ticket swap functions.

Continuous Improvement: Training will be offered to all occupations to provide a cohesive workforce to focus on the goals of the organization, promote a sense of team and support each other towards excellence. Managers and select trainees will also receive Leadership training to lead teams, coach, motivate and mentor staff to provide a better work environment and increase team morale. Training course topics will include Teambuilding and Leadership.

Turnover Rate

The ETP program is designed to fund training for stable, secure jobs. Thus, the employer's turnover rate cannot exceed 20% annually for the facility where training is requested. But the Panel may accept a higher turnover rate if the employer provides evidence that the proposed training will significantly decrease the turnover, or if the employer experienced a singular reduction in workforce, or if industry data supports a higher turnover rate.

In 2014, Top of the Third experienced turnover at a rate of 30%. The Company represents that this is considered average for sports management, due to the cyclical nature of services delivered in this industry sector. According to the Company, employees routinely leave in order to pursue career advancement in a bigger market or at a major-league club. The occupations that typically leave the Company for higher pay are included in this proposal: Administration,

Ticketing and Marketing Staff. This factor is reflected in the high turnover rate. However, the company believes training will ultimately enable it to achieve its goal of lowering the turnover rate and providing more opportunities for employees.

If the Panel chooses to fund this training, Top of the Third understands that it will earn the final 25% payment for each trainee only if it achieves an average turnover rate of 20% or less for the last 12 months of the Agreement.

SET/HUA

Under Special Employment Training (SET), the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

However, all trainees work in a High Unemployment Area (HUA) exceeding the state average by at least 25%. The Company's location in Tulare County qualifies for HUA status under these standards. Top of the Third is requesting an HUA wage modification to \$11.30 per hour.

RECOMMENDATION

Staff recommends approval of this proposal, including the 20% turnover trigger rate and wage modification.

Exhibit B: Menu Curriculum

Class/Lab Hours

8- 60

Trainees may receive any of the following:

BUSINESS SKILLS

- Sales
- Marketing

COMMERCIAL SKILLS

- Facilities Operation and Maintenance
- Turf Maintenance Machinery Operation, Maintenance, and Repair

COMPUTER SKILLS

- QuickBooks
- Ticket Return Software
- ACT! Sage Software
- Vevonet Software

CONTINUOUS IMPROVEMENT

- Teambuilding
- Leadership

CBT Hours

0-8

COMPUTER SKILLS

- Ticket Return Software (4 Hours)
- Vevonet Software (4 hours)

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery. CBT is capped at 50% of total training hours, per-trainee excluding OSHA 10/30, HAZWOPER or HAZMAT.