

EMPLOYMENT TRAINING PANEL

ANNUAL REPORT

2016-2017

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ANNUAL REPORT THE EMPLOYMENT TRAINING PANEL 2016-2017

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Vision Statement

The Employment Training Panel will support economic development in California through strategic partnerships with business, labor, and government.

Mission Statement

The Employment Training Panel provides financial assistance to California businesses to support customized worker training to:

- *Attract and retain businesses that contribute to a healthy California economy;*
- *Provide workers with secure jobs that pay good wages and have opportunities for advancement;*
- *Assist employers to successfully compete in the global economy; and*
- *Promote the benefits and ongoing investment in employee training among employers.*

PREFACE

The Employment Training Panel is a statewide business-labor training and economic development program. The program supports the California economy by funding training to ensure employers have the skilled workers they need to compete globally. ETP funded training supports the creation and retention of high-wage, high-skilled, secure jobs in industries that have the greatest positive impact on California's economy.

The Panel¹ is one of the nation's premier state-funded programs for retraining incumbent workers. ETP is also an important economic incentive for job creation and business attraction, expansion, and retention in California. By ETP's 16th year, the performance-based program had become a national model.²

The Panel is an eight-member board consisting of three gubernatorial appointees, two Speaker of the Assembly appointees, two Senate pro Tempore appointees, and an ex-officio member representing the Governor's Office of Business and Economic Development (GO-BIZ). Panel members represent the interests of labor, employers, and the public. The Panel meets monthly to review and approve training contracts in accordance with statutory standards for eligibility and performance.

A Brief History – ETP was created in 1982 with the mandate of addressing the large displacement of workers resulting from a series of plant closures – by moving the unemployed quickly into jobs, and saving jobs of workers threatened with displacement. Though the program has expanded to benefit the overall California economy, the Panel continues to operate under its initial legislative mandate to promote a healthy labor market, with an emphasis on helping businesses overcome the challenge of out-of-state and international competition. The Panel is successful because its program responds to changes in economic conditions and workforce needs. For three decades, the Panel has supported California's workers and employers, providing approximately \$1.5 billion for the successful training and employment retention of over 1.1 million workers employed by over 80,500 California businesses.

Core Program Funding – ETP's core program is funded by the Employment Training Tax (ETT), paid by California companies participating in the Unemployment Insurance system to promote the development of California workers. ETT revenues are deposited in the Employment Training Fund (ETF), established to fund ETP and its training programs. ETP does not use Federal or State General Funds to fund its program.

Alternative Funding – ETP uses alternative funding to support unique policy initiatives and reach public sector employers:

¹ Throughout this report, the terms ETP and Panel are used interchangeably.

² National Governors' Association Center for Best Practices, A Comprehensive Look at State-Funded Employer-Focused Job Training Programs, 1999.

- ETP received alternative funding from the California Energy Commission (CEC). The Alternative and Renewable Fuel and Vehicle Technology Program (ARFVTP) was created in FY 2009-10 under AB 118 to provide workforce training in alternative fuels and vehicle technologies.
- Additionally, ETP continued to administer a drought program using State General Funds: The Rapid Employment Strategies Pilot on Natural Disasters (RESPOND) was created in 2014 to provide flexible training-related services to workers and employers in areas designated by the Governor for drought or other disaster relief.

See previous [Annual Reports](#) for other Alternative Funding Sources and Programs. See [Appendix A-I:C – Alternative Funding Sources](#) for more information. Alternative Funding allows ETP to serve public sector employers who do not pay the UIIT and are not eligible for core funding.

Why ETP Works – ETP funding works because it follows simple and effective principles:

- *Employers make decisions about their training program* and are involved in every aspect of training.
- *Training investments help companies become more profitable.* When employers up-skill their workforce they can increase the quality of their product. ETP contracts promote wage increases and require employers to retain trained workers for specific periods in order to earn ETP funds.
- *Employers are encouraged to assume significant responsibility for training.* Companies must pay the difference between ETP reimbursement and their actual training costs.
- *Performance-based contracting helps to ensure success.* A business may earn ETP funds only after a trainee completes all training, is retained for a minimum time period (normally 90 days) and earns a required wage. This pay-for-performance model relies on incremental payments to contract holders.
- *ETP funding is a catalyst for future workforce training.* Employers who participate in ETP-funded training are more likely to invest in future workforce training. The ETP experience provides them with the practical knowledge and tools to successfully implement a training plan.

Report Summary – This annual report describes the Panel’s actions and accomplishments during FY 2016-17 (July 1, 2016 through June 30, 2017). Because most ETP contracts cover a span of 24 months (small business contracts may be 12 months), this report includes:

- The report year’s activities and contracts approved;
- Contracts approved in prior years and completed during FY 2016-17;
- Contracts approved prior to the report year and ongoing at the end of the report year; and
- Appendices, which include: appropriation and expenditure information; funding in High Unemployment Areas (HUAs); completed contract data and participant demographic data; and information on contracts terminated during the report year.

THE YEAR IN REVIEW

OVERVIEW

In Fiscal Year (FY) 2016-17, ETP continued to support job creation and workforce development throughout California by supporting projects with the greatest impact on the economy. Through the establishment of funding priorities, the Panel maximized its limited funds.

In FY 2016-17 the Panel prioritized:

- Job creation projects
- Projects with a demonstrated investment in California's economy
- Projects serving drought-impacted regions of the state
- Critical Proposals³ – GO-BIZ References
- Projects serving veteran trainees
- Small business projects

The Panel also prioritized industries critical to the state's economy. In FY 2016-17 those industries remained unchanged from the previous fiscal year and included:

- Agriculture
- Allied Healthcare
- Biotechnology and Life Sciences
- Construction
- Goods Movement and Transportation Logistics
- Green/Clean Technology
- Information Technology Services
- Manufacturing
- Multimedia/Entertainment
- Technical Services

Driven by its mission to support economic development in California, ETP maintained its focus on job creation and retention, targeting High Unemployment Areas, reaching out to small business and veterans, supporting apprenticeship programs, and addressing workforce needs.

Vital partnerships to utilize alternative sources of funding once again proved to be a key component in responding to continued demand for workforce training. The critical partnerships with the Labor and Workforce Development Agency (LWDA), the California Workforce Development Board (CWDB), the California Community Colleges Chancellor's Office (CCCCO), the Employment Development Department (EDD), the California Department of Industrial Relations' (CDIR) Division of Apprenticeship Standards (DAS), and the California Energy Commission (CEC) continued to strengthen the Panel's ability to aptly respond to developing workforce needs.

¹Critical Proposal – Training proposals for Panel funding which are uniquely critical to the California economy

CONTRACT ACTIVITY

In FY 2016-17, the Panel approved \$96,622,340 (core and alternative-funded programs), to provide training to 106,825 (106,376 core and 449 alternative funded) new-hire and incumbent workers. ETP-funded training has helped California's economic recovery through job sustainability and creation, and also enabled big and small businesses to remain competitive. See: *Core and Alternative Funded Contract Activity* below.

1. Core Contract Activity

During the report year, ETP staff administered 1,146 core training contracts. These included: a) 471 new agreements approved in the report year; b) 332 contracts approved in prior years, and completed in FY 2016-17; and c) 343 contracts approved prior to FY 2016-17 that were active and ongoing at the end of the fiscal year. The following table illustrates this activity.

Core Funded Contracts				
	a)	b)	c)	TOTAL
	New Approved	Completed	Ongoing	
Contracts	471	332	343	1,146
Trainees	106,376	54,568	97,459	258,403

a) New Approved Core Contracts

A total of 471 core contracts were approved in FY 2016-17 to train 106,376 trainees. This is an increase of approximately 5,000 trainees from last year. ETP had \$29.8 million to fund these new contracts, as compared to \$27.5 million in the previous year.

b) Completed Core Contracts

A total of 332 contracts were completed in the report year, providing assistance to 3,323 employers for the training and employment retention of 54,568 workers, at an average cost of approximately \$862 per trainee.

- In, FY 2016-17, manufacturing, construction, and the high-technology & technical service industries captured nearly 69 percent of ETP funds.
- The breakdown for Small Business served by the Panel indicates:
 - 78 percent of all businesses employed 250 or fewer workers;
 - 60 percent of all businesses employed 100 or fewer workers;
 - 44 percent of all businesses employed 50 or fewer workers; and,
 - 22 percent of all businesses employed 20 or fewer workers.

The average post-training and employment retention wage for workers who were unemployed at the beginning of training (new hires) peaked in 2011-12. In the report year 2016-17 the average wage was \$13.78. The average post-retention wage for incumbent workers (retrainees) peaked in 2005-06, and in the report year 2016-17, it was \$29.29 per hour.

- Training focused on frontline workers in occupations in technical support, nursing, construction, design work, production, delivery and warehousing, mechanics, clerical and office support, accounting, sales, machining, and assembly.

For further information:

See [Appendix B-1 – Completed Contract Data](#);

See [Appendix B-2 – Characteristics of Panel Trainees](#);

See [Appendix B-3 – Completed Core Funding Contracts](#).

(Note: While the Completed Contracts in FY 2016-17 appendices may identify industries served in those contracts, many of those contracts also supported green/clean technology across various industry sectors.)

c) **Ongoing Core Contracts**

A total of 343 contracts approved prior to FY 2016-17 were still active and ongoing at the end of the fiscal year, including training for 97,459 workers.

2. **Alternative Funding Contract Activity**

During the report year, ETP staff administered 19 alternative-funded training contracts. These included: a) 2 new agreements approved in the report year; b) 12 contracts completed in FY 2016-17 and c) 5 contracts approved prior to FY 2016-17, which were still active at the end of the fiscal year. The following table illustrates this activity.

Alternative Funded Contracts				
	a)	b)	c)	TOTAL
	New Approved	Completed	Ongoing	
Contracts	2	12	5	19
Trainees	449	1,737	3,294	5,480

a) **New Approved Alternative Funding Contracts**

ETP continued to support California's economy and jobs through partnerships and leveraging resources. This year the Panel prioritized funding for the Alternative and Renewable Fuel and Vehicle Technology Program (ARFVTP). Two contracts, to train 449 trainees were approved for \$808,452 under ARFVTP.

b) *Completed Alternative Funding Contracts*

Twelve contracts (seven under the ARFVTP, and five under the RESPOND program) were completed, resulting in the training of 1,737 workers (1,067 under ARFVTP and 670 under RESPOND).

For further information:

See [Appendix B-1 – Completed Contract Data](#);

See [Appendix B-2 – Characteristics of Panel Trainees](#);

See [Appendix B-4 – Completed Alternative Funding Contracts](#).

c) *Ongoing Alternative Funding Contracts*

Five contracts approved prior to FY 2016-17, under the ARFVTP/AB 118 Funding Category, were still active and ongoing at the end of the fiscal year. These projects targeted training for 3,294 workers.

KEY ACTIONS AND ACCOMPLISHMENTS

In FY 2016-17, ETP successfully met key program goals and objectives for the report year. Following are highlights from ETP's core and alternative programs:

- **Priority Industries:** Seventy-Nine percent of approved core and alternative program funds were targeted to priority industries including green technology, manufacturing, high technology, biotechnology, multimedia entertainment, construction, goods movement and transportation, logistics, research and development, and healthcare.
- **Economic Development/Job Creation:** ETP continued its work with state, local, and regional economic development organizations, and Go-Biz to attract, expand, and retain California businesses. In core and alternative-funded programs, ETP considered critical proposals, new hire contracts, and job creation as economic development. In total 9,370 new jobs were approved in FY 2016-17:

Economic Development/Job Creation			
	# of Contracts	Approved Amount	# of Trainees
Retrainee Job Creation Initiative in Critical Proposals	4	\$751,000	618
Retrainee Job Creation Initiative	205	\$10,707,240	7,845
New Hire	7	\$2,717,711	907
Job Creation & New Hire Totals:	216	\$14,175,951	9,370

- **Marketing the Central Valley:** Unemployment rates in the Central Valley and rural Northern California have been persistently high for nearly three decades. In the report year, ETP worked with the California Partnership for the San Joaquin Valley, coordinating with business leaders, state and local public agencies, and educational institutions to support job creation. ETP prioritized this geographically hard-hit area with 129 contracts, serving the Central Valley with approximately \$28.9 million in core and alternative funds for over 31,000 trainees.
- **Direct Contracts with Small Business:** The Panel approved over \$8.3 million to train 7,998 trainees in 179 new core and alternative direct contracts with small businesses (100 or fewer employees in California and 250 or fewer employees worldwide). Additionally, the Panel supports many small businesses through multi-employer contracts.
- **Green Technology/Industries:** The Panel targeted training for companies employing "green technology" methods including: Renewable energy, efficiency,

and distributed renewable energy; and other green business practices, processes, and products.

- Core Funding: the Panel approved 21 Core funding agreements in the amount of \$8,370,723 to train 7,042 workers in “green-clean” related projects (7 were Apprenticeship projects).
- Alternative Funding: Under our alternative funding programs the Panel approved 2 agreements in the amount of \$808,452 to train 449 trainees. Under the ARFVTP (AB 118).

- **Career Technical Education (CTE)**: CTE prepares youth and adults for successful careers and increases public awareness and appreciation for career and technical programs. The Panel supports CTE and related programs, such as apprenticeship training, to meet the growing demand for employment in occupations requiring vocational education such as Certified Nurse Assistants, Medical Assistants, Radiology and Lab Technicians, Material Handlers, Carpenters, Electricians, Plumbers, Estimators, Pipefitters, etc. In the report year, the Panel approved over \$46.4 million for CTE-related projects to train 55,397 workers.
- **Healthcare**: The Panel, approving nearly \$11.7 million in core contract program funds for the training of 7,348 nurses and 3,910 workers for positions in healthcare-related fields including medical office administrators, medical billing technicians, lab technicians and medical assistants.
- **High Unemployment Area (HUA)**: The Panel targets training for workers in regions of the state with lagging economies and unemployment rates higher than the state average. During the report year, over \$15.6 million was approved for 125 contracts serving HUAs⁴, and providing training for 17,268 workers.

See [Appendix A-2 – Core Funding Contracts Approved in HUAs](#) for more information.

⁴ HUAs are defined as counties or sub-county areas with unemployment rates at least twenty-five percent higher than the State average, based on data from EDD’s Labor Market Information Division.

PILOTS AND SPECIAL TRAINING PROGRAMS

(Core and Alternative Funding)

In response to Administrative and Legislative priorities, the Panel implements Pilot Programs to test training models that support California's changing workforce needs:

- **Drought – Rapid Employment Strategy Pilot on Natural Disasters (RESPOND):** On January 17, 2014, Governor Brown declared a state of emergency in California due to extreme drought. Dry conditions and lack of precipitation effected several key industry sectors and led to loss of jobs within these areas. Hardest hit was the San Joaquin Valley and Central Coast areas. ETP's RESPOND pilot program used \$2 million in General Funds to fund employment training in the designated drought-impacted regions of the state. The funds were used to: (1) support displaced workers; (2) avert layoffs; and (3) help employers transition to more sustainable operations and practices. In addition, some Drought designated projects were approved under the Core Funding Category.
- **Alternative and Renewable Fuel and Vehicle Technology Program (ARFVTP):** In FY 2016-17, the Panel partnered with the CEC funding workforce training in support of the ARFVTP. Administered by the Energy Commission, the Alternative and Renewable Fuel and Vehicle Technology Program is a workforce development and training program supporting the development and employment of renewable alternative fuels and clean vehicle technologies in the marketplace.
- **Job Creation:** In FY 2016-17, ETP supported job creation, funding projects with demonstrated investment in California's economy, including critical proposals developed in conjunction with GO-Biz. The Panel also prioritized projects developed under the "Retrainee – Job Creation" guidelines, which demonstrated a strong link to job creation and business expansion, including employer's investment in new workers, expanded or new facilities, new equipment, or other measurable investments in hiring of workers and expansion of California's workforce.
- **Apprenticeship Training Program:** In FY 2016-17, ETP continued to support its Apprenticeship Training Program. Developed with input from key stakeholders, including the labor and apprenticeship communities, the Program was designed to help alleviate the steady decline in state funds dedicated to the related and supplemental instruction (RSI) portion of an apprenticeship curriculum. ETP recognizes apprenticeship training as a unique and valuable component to the development of a strong workforce. The Apprenticeship Program is helping fill the funding gap between state reimbursement and the actual cost of delivering the RSI portion of apprenticeship training, offsetting the hourly cost of classroom training.
- **Veterans Training:** Throughout FY 2016-17, ETP prioritized training for veterans and members of the National Guard reentering California's civilian workforce. Based on the number of active and reservist personnel who have performed military service in recent years, the need for employment training assistance for veterans is projected to increase. ETP's Veteran Training Program helps unemployed veterans and members of the National Guard obtain high-skilled, high-wage jobs in secure industries. Through participation in the Governor's Interagency Council on Veterans, ETP participates in statewide efforts to identify and prioritize the needs of veterans.

PLANNING FOR THE FUTURE

The Panel identifies and prioritizes industries essential to California's economic growth and stability. These priority industries have not changed from the previous year, although ETP has considered the general economic climate, alternative funding and investment, and the growing green technology sector. Agriculture, Allied Healthcare, Biotechnology and Life Sciences, Construction, Goods Movement and Transportation Logistics, Green/Clean Technology, Information Technology Services, Manufacturing, Multimedia/Entertainment, and Technical Services remain priority industries in California's economy.

The Panel also seeks to collaborate effectively with other workforce agencies. State-level partners include the LWDA, Go-Biz, CWDB, EDD, the California Community Colleges Chancellors Office (CCCCO), and California Energy Commission (CEC), among others. ETP also works with community workforce partners on the local level, including Local Workforce Development Boards (LWDBs), colleges, and non-profit organizations. ETP is an integral part of the CWDB 2012-17 Strategic Plan to coordinate workforce funding and resources. ETP participates in LWDA's effort to implement the Workforce Innovation and Opportunity Act and CWDB's Strategic Plan as required.

ETP's ARFVTP (AB 118) program represents one such partnership. The program operates through an interagency agreement with the CEC to train individuals in new transportation technologies to meet the workforce needs of companies engaged in the development and/or deployment of alternative fuels and vehicle technologies. See [Appendix A-1:C – Alternative Funding Sources](#), under ARFVTP for more information.

These strategies aimed to enhance ETP's role as an effective, resource in supporting the economic development goals of the Governor and Legislature. ETP will continue to allocate resources for projects that lead to the creation of new jobs and the retention of high quality jobs. ETP supports California's role as the nation's leader in green sector job growth and continues efforts to revitalize the state's other key industry sectors.

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A. APPROPRIATIONS AND EXPENDITURES

In FY 2016-17, the ETF received a Budget Act appropriation of \$76.3 million. The FY 2016-17 ETF collection was conservatively forecast at \$82.3 million. The actual ETF revenue collection of \$86.8 million was higher than the ETF revenue projection. After deducting administrative costs, pro rata, and prior year liabilities, ETP had over \$29.8 million to fund new core training contracts in FY 2016-17. The Panel expended all of these training funds by May 2017.

CORE FUNDING - Appropriation and Expenditure Report	FY 2016-17
Employment Training Fund (ETF)	\$76,285,000
EDD Tax Branch (ETT Collection)	-\$5,942,000
Total Appropriation to ETP:	\$70,343,000
<u>ETP Budget Authority:</u>	
Appropriation to ETP	\$70,343,000
Reinvested Funds (Provision 1)	\$2,772,848
Roll Over Funds from Active Contracts	\$3,032,131
Allocation for employee compensation, staff benefits, pension contribution adjustment	\$512,000
Total Budget Authority for Fiscal Year 2016-17:	\$76,609,979
<u>ETP Expenditures:</u>	
Program Administration	\$11,690,324
EDD Support	\$761,701
Pro Rata	\$1,387,000
Marketing and Research	\$120,731
Program Funds (new training contracts & prior year liabilities)	\$62,650,223
Total Expenditures for Fiscal Year 2016-17:	\$76,609,979

The available \$76.6 million in core funding for Fiscal Year 2016-17 was allocated by the Panel as follows:

- **Program Funds:** The Panel encumbered all available program funds (\$62.6 million) for training. Of this amount, \$32.8 million was used for prior-year contract liabilities resulting from incremental funding and \$29.8 million was encumbered into new training contracts.
- In order to maximize program funds, ETP incrementally encumbers training funds, initially encumbering about 38 percent of the contract amounts to cover first year costs and mitigate second year liabilities. Funding is disbursed over a two-year term per project.

- **Program Administration:** Approximately \$11.7 million was used for program administration costs, including EDD support.
- **Marketing and Research:** Approximately \$121,000 was used for a third-party program evaluation and strategic marketing efforts. These marketing efforts include event sponsorships and memberships that develop and maintain ETP's relationships with industry, labor, and other organizations.
- **Pro Rata:** ETP incurred over \$1.4 million for shared Pro Rata costs. Pro Rata costs are for services provided by departments and agencies such as the State Controller's Office and the Department of Finance.

B. NEW CORE TRAINING CONTRACT APPROVALS

In FY 2016-17, \$29.8 million was encumbered for new core training contracts. Since the Panel incrementally encumbers about 38 percent of the total approved amount of contracts in their first year, the Panel approved nearly \$96 million in total contract amount in FY 2016-17 for new projects. These training funds were approved under (a) the regular Economic Development category, primarily for the retraining of incumbent workers in businesses threatened by out-of-state competition, as well as training for unemployed workers; and (b) the Special Employment Training (SET) category for businesses and workers not eligible under regular program criteria. Approximately 97.2 percent of funds were targeted for retraining, with 2.8 percent going for the training of unemployed workers. (Retrainees represented 99.1 percent of the trainee population, and new hires 0.9 percent.)

FY 2016-17 CORE FUNDING COMMITMENTS	Total
Approved Training Projects	471
Total Approved Funding*	\$95,813,888
Workers Targeted for Training	106,376
Average Cost per Trainee**	\$901

*\$29.8 million was encumbered for new training, with the remaining liability to be covered in future fiscal years' funds, based on project performance.

**Overall average cost per trainee for new hires was \$2,996; for retrainees it was \$883.

Following key industries and the percentage of core training contracts approved in each industries:

- Manufacturing (40 percent)
- Construction (16 percent)
- Services (35 percent)
 - Healthcare
 - High-Technology
 - Other Services
- Other (Agriculture, Finance, Trade, Transportation) (9 percent)

C. ALTERNATIVE FUNDING SOURCES

ETP has historically accomplished its mission without appropriations from the State General Fund. Beginning in FY 2009-10, ETP began receiving alternative funds on an annual basis. The FY 2016-17 alternative funding was provided through AB 118, (originally established in 2007, the Alternative and Renewable Fuel and Vehicle Technology program (ARFVTP) is part of the state's efforts to address climate change). ETP also received \$2 million in General Fund monies late in FY 2013-14 for use in FY 2015-16 for Drought RESPOND projects.

ARFVTP: In 2007, ARFVTP was created under AB 118 – with the goal of transforming California's fuel and vehicle types to meet the state's climate change policies. The ARFVTP is administered by the CEC. ETP partnered with CEC, Fuels and Transportation Division to deliver a workforce development and training component consistent with the goals of AB 118. An Interagency Agreement (IA) with the CEC was approved in 2010, with the objective of training individuals in new transportation technologies to help attain the workforce needs of companies engaged in the development and/or deployment of alternative fuels and vehicle technologies. This IA has provided ETP over \$11.5 million to provide services and support related to the ARFVTP. (See the funding table below.)

	Training	Admin	Total
FY 2009-10	\$4,500,000	\$500,000	\$5,000,000
FY 2010-11	\$900,000	\$100,000	\$1,000,000
FY 2011-12	\$3,852,000	\$428,000	\$4,280,000
FY 2012-13	\$0	\$0	\$0
FY 2013-14	\$1,088,124	\$150,000	\$1,238,124
FY 2014-15	\$0	\$0	\$0
FY 2015-16	\$0	\$0	\$0
FY 2016-17	\$1,800,000	\$200,000	\$2,000,000
Totals:	\$12,140,124	\$1,378,000	\$13,518,124

See previous [Annual Reports](#) for prior year statistics.

To support the ARFVTP, ETP currently has \$3.0 million in on-going reimbursable budget authority. In FY 2016-17, the Panel approved just over \$808 thousand to train 449 workers in two contracts. Seven contracts ended (closed) during the fiscal year, earning over \$715 thousand to train 1067 trainees who met job retention requirements.

By the end of FY 2016-17, there were five ongoing ARFVTP contracts. (See the table below for a breakdown of approved, ongoing, closed, and terminated).

	Approved	Active	Closed	Terminated*
FY 2009-10	5	0	2	3
FY 2010-11	10	0	5	2
FY 2011-12	7	0	5	0
FY 2012-13	4	0	4	0
FY 2013-14	3	0	3	0

	Approved	Active	Closed	Terminated*
FY 2014-15	6	0	2	0
FY 2015-16	6	0	5	0
FY 2016-17	2	5	7	0
Totals	43	5	33	5

Since this program began in FY 2009-10, ETP has approved nearly \$12.0 million for 43 contracts to train approximately 17 thousand workers. These funds have assisted over 154 businesses and 16 municipalities⁵.

RESPOND/Drought: In January, 2014, Governor Brown declared a state of emergency in response to one of the worst droughts in recent history in California. In an effort to help mitigate the effects of the drought on some of the hardest hit areas of the state, especially the San Joaquin Valley and Central Coast, Governor Brown signed omnibus legislation (Senate Bills 103 & 104) which appropriated \$2 million in General Fund monies to ETP to help provide training-related services to workers and employers in these areas. The Panel subsequently adopted the Rapid Employment Strategy Pilot on Natural Disasters (RESPOND) Pilot Guidelines.

Under the RESPOND/Drought Guidelines, the original \$2 million funding allocation was divided into two funding streams of \$1 million each. One million was dedicated to ETP's Alternative Funding programs (for Single and Multiple Employers). One million was used for a two-year Inter-Agency Agreement between ETP and the California Community Colleges Chancellor's Office (CCCCO), for the CCCCCO to administer training programs targeting employers and workers in designated areas affected by the drought.

Please see table below.

	Approved	Ongoing	Completed	Canceled
FY 2014-15	6	5	0	1
FY 2015-16	0	0	0	0
FY 2016-17	0	0	5	0
Totals	6	0	5	1

⁵ Source: 2017-18 ARFVTP Investment Plan, 1/17

Core Funding Projects Approved in High Unemployment Areas (HUAs)
FY 2016-17

Appendix A-2

Contractor	Industry	County(ies) Served	# of Trainees Approved in HUA	Portion of Approved Contract Amount in HUA
BLUE DIAMOND GROWERS	Manufacturing	Sacramento, Stanislaus	87	\$130,920
CIGNA HEALTH AND LIFE INSURANCE COMPANY	Insurance	Tulare	170	\$304,500
THE SHERWIN-WILLIAMS COMPANY	Manufacturing, Retail, Services	Statewide	120	\$34,560
CALIFORNIA ASSOCIATION OF PEST CONTROL ADVISERS	Agriculture, Services	Sacramento	211	\$84,556
EMERALD KINGDOM GREENHOUSE LLC	Manufacturing, Agriculture	Shasta, Trinity	25	\$39,000
SHASTA CASCADE FOREST PRODUCTS INC	Transportation, Warehousing, Goods Movement	Shasta	10	\$7,800
BENNETT & BENNETT INC.	Construction, Agriculture	Kings	40	\$73,200
POMWONDERFUL LLC	Manufacturing	Fresno, Los Angeles	170	\$89,210
BT AUTOMOTIVE INC DBA ALL FOREIGN AND DOMESTIC AUTO BODY INC	Services	San Joaquin	77	\$95,544
MOTION INDUSTRIES, INC.	Wholesale Trade, Retail, Services, Manufacturing	Alameda, Kern, Contra Costa, Fresno, Los Angeles, Monterey, Orange, Sacramento, San Bernardino, San Diego, San Francisco, San Joaquin, Santa Clara, Solano, Stanislaus, Tulare, Ventura	98	\$70,560
PAYCHEX NORTH AMERICA INC	Services, Insurance, Financial	Contra Costa, Fresno, Kern, Los Angeles, Riverside, Orange, San Diego, San Luis Obispo, San Mateo, Sacramento, Santa Cruz, Santa Clara, Sonoma, Ventura, Woodland Hills	66	\$69,300
ORANGE COAST TITLE COMPANY	Financial Services	Statewide	30	\$15,750
NORTH AMERICAN HEALTH CARE INC	Services, Healthcare	Los Angeles, Sacramento, Solano, San Joaquin	363	\$222,156
PBM SUPPLY & MFG	Manufacturing	Butte, Fresno, Riverside	65	\$59,150
PAVEMENT RECYCLING SYSTEMS, INC.	Construction	Riverside, San Diego, Sacramento, San Bernadino	184	\$124,110
PROCESS COOLING INTERNATIONAL INC DBA APPLIED PROCESS COOLING CORP	Construction	San Joaquin, Fresno, Sonoma	106	\$66,492
THE WINE GROUP INC	Manufacturing	Alameda, Fresno, Kern, Madera, Monterey, San Joaquin, Tulare	402	\$599,990
LANCASTER CHAMBER OF COMMERCE	Manufacturing, Warehousing, Engineering, Financial Services, Services	Los Angeles	21	\$58,380
PARKER HANNIFIN CORPORATION	Manufacturing	Stanislaus	198	\$57,024
ROSEVILLE TERMITE & PEST CONTROL INC DBA ADVANCED INTEGRATED PEST MANAGEMENT INC	Services, Construction, Agriculture	Placer, Sacramento, Stanislaus, Contra Costa, Santa Clara	5	\$6,240
CALIFORNIA WORKFORCE ASSOCIATION	Manufacturing, Services	Statewide	335	\$435,730
PACIFIC COAST COMPANIES INC	Manufacturing, Green Technology	Statewide	112	\$162,274
7TH INNING STRETCH LLC DBA STOCKTON PORTS	Multimedia/Entertainment	San Joaquin	12	\$11,880
DIGITAL PATH INC	Services	Butte	71	\$60,528
BOWMAN & COMPANY, LLP	Services	San Joaquin	48	\$47,916
ORCHARD MACHINERY CORPORATION	Manufacturing	Sutter	143	\$79,974
WONDERFUL PISTACHIOS & ALMONDS LLC	Manufacturing, Agriculture	Fresno, Kern, Los Angeles	1129	\$711,270
CHARLES MCMURRAY CO	Wholesale, Services	Fresno, Sacramento	86	\$90,324
SYSCO CENTRAL CALIFORNIA INC	Wholesale	Stanislaus	275	\$196,350

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HUAs are defined as counties or sub-county areas with unemployment rates at least 25 percent higher than the State average, based on data from EDD's LMID.

**Core Funding Projects Approved in High Unemployment Areas (HUAs)
FY 2016-17**

Appendix A-2

Contractor	Industry	County(ies) Served	# of Trainees Approved in HUA	Portion of Approved Contract Amount in HUA
CLAUDE LAVAL CORPORATION	Manufacturing	Fresno	119	\$56,000
LIDESTRI FOODS INC	Manufacturing	Fresno	198	\$231,160
ZUCKERMAN-HERITAGE, INC. DBA DELTA BLUEGRASS COMPANY	Agriculture	San Joaquin	86	\$88,920
SYSCO SACRAMENTO INC	Wholesale Trade	Sutter	400	\$309,145
ADT LLC	Services	Alameda, Contra Costa, Fresno, Kern, Los Angeles, Orange, Riverside, Sacramento, San Diego, San Mateo, Santa Barbara, Stanislaus	54	\$19,440
ALTMAN SPECIALTY PLANTS INC	Agriculture	Monterey, Riverside, San Diego	265	\$120,650
PSM INDUSTRIES INC	Manufacturing	Los Angeles	80	\$49,920
NORTHERN CALIFORNIA CONSTRUCTION TRAINING, INC	Construction	Sacramento, San Joaquin, Stanislaus, Mendocino, Placer, Yolo	48	\$211,392
SANTA MONICA COLLEGE	Construction, Healthcare, Manufacturing, WholesaleTrade, Transportation/Logistics	Los Angeles, Orange, Riverside, San Bernardino, San Diego, Ventura	63	\$62,055
BAKERSFIELD BASEBALL CLUB LLC DBA BAKERSFIELD BLAZE	Services	Kern	8	\$7,040
PHYSICIANS FOR HEALTHY HOSPITALS INC	Services, Healthcare	Riverside	362	\$385,550
BELKORP AG LLC	Wholesale, Agriculture, Services	Mendocino, Merced, Napa, Sacramento, San Joaquin, Sonoma, Stanislaus	134	\$194,160
BAY ALARM COMPANY	Construction, Services	Alameda, Contra Costa, Los Angeles, Orange, Sacramento, San Bernardino, San Diego, San Joaquin, San Mateo, Santa Clara, Shasta, Sonoma, Ventura	100	\$48,600
GLENDALE COMMUNITY COLLEGE PROFESSIONAL DEVELOPMENT CENTER	Manufacturing, Aerospace and Defense, Warehousing, Transportation/Logistics, Services	Los Angeles, Orange, Riverside, San Bernardino, San Diego, Ventura, Kern	8	\$11,120
APPLUS RTD USA SERVICES INC	Services, Construction, Aerospace & Defense	Kern, Ventura, Orange	215	\$92,880
PGP INTERNATIONAL INC	Manufacturing	Yolo, Colusa	154	\$133,056
SYNTROL PLUMBING HEATING AND AIR	Construction, Services, Green	Placer	9	\$10,680
MEDAMERICA BILLING SERVICES INC	Services	San Francisco	330	\$425,000
COOPER LIGHTING LLC	Manufacturing	San Bernardino	103	\$77,868
GALLO CATTLE COMPANY LP DBA JOSEPH GALLO FARMS	Manufacturing	Merced	347	\$374,760
UNIVERSAL FOREST PRODUCTS INC THORNTON	Manufacturing	San Joaquin	92	\$99,360
SCALED COMPOSITES LLC	Manufacturing	Kern	190	\$69,120
HUB INTERNATIONAL INSURANCE SERVICES INC	Services	Statewide	7	\$5,600
ONE WORLD BEEF PACKERS LLC	Manufacturing	Imperial	235	\$470,000
ENGEO INCORPORATED	Engineering, Construction, Technology/Other	Statewide	150	\$64,800
CENTRAL VALLEY TRAINING CENTER INC	Services	San Joaquin, Fresno, Stanislaus, Merced, Tulare	84	\$99,792
CLARK PEST CONTROL OF STOCKTON, INC. DBA CLARK PEST CONTROL	Services	Merced, San Joaquin, Shasta, Stanislaus, Sutter	290	\$261,000
DNC PARKS & RESORTS AT TENAYA INC DBA TENAYA LODGE AT YOSEMITE	Services	Mariposa	160	\$114,000
CAL SHEETS LLC	Manufacturing	San Joaquin	74	\$73,112

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Contractor	Industry	County(ies) Served	# of Trainees Approved in HUA	Portion of Approved Contract Amount in HUA
MARIANI PACKING COMPANY INC	Agriculture, Manufacturing	Solano	50	\$41,400
ONESTOP INTERNET INC	Services	Los Angeles	34	\$27,540
COTTAGE BAKERY INC	Manufacturing	San Joaquin	430	\$255,420
GAR TOOTELIAN INC	Wholesale Trade, Trade	Fresno	133	\$124,575
BEHAVIORAL & EDUCATIONAL STRATEGIES & TRAINING	Healthcare	Stanislaus	84	\$82,200
ON TIME AIR CONDITIONING AND HEATING INC DBA SERVICE CHAMPIONS	Construction	Alameda, Contra Costa, Placer, Santa Clara	90	\$276,000
CHICO REHABILITATION HOSPITAL LLC DBA CALIFORNIA PARK REHABILITATION HOSPITAL	Healthcare	Merced, Fresno, Butte	416	\$641,708
MORENO VALLEY COLLISION, INC. DBA FIX AUTO MORENO VALLEY	Services	Riverside	28	\$33,264
PLATINUM ENGINEERING SOLUTION, INC.	Engineering	Madera	10	\$9,360
LYONS MAGNUS INC	Manufacturing	Fresno	107	\$44,334
EMINENCE HEALTHCARE, INC.	Services, Healthcare	Fresno	58	\$54,010
COLLEGE OF THE SEQUOIAS	Manufacturing, Services	Kings, Tulare	237	\$152,876
AMERICAN FASTENERS CO LTD	Manufacturing	Riverside	20	\$18,200
THE CONRAD CORPORATION DBA CONQUEST IMAGING	Manufacturing	San Joaquin	41	\$63,960
BOOTH RANCHES LLC	Agriculture	Fresno	99	\$69,498
RIVERSIDE COUNTY ECONOMIC DEVELOPMENT AGENCY	Manufacturing, Services, Warehousing, Healthcare, Technology/Other	Riverside, San Bernardino, Orange, Los Angeles	131	\$77,386
AMERICAN CUSTOM MEATS LLC	Manufacturing	San Joaquin	86	\$99,580
HUTCHINSON AND BLOODGOOD LLP	Services	Los Angeles, San Diego, Imperial, Santa Cruz	77	\$62,678
HERITAGE INTERESTS LLC	Manufacturing, Agriculture	Butte, Sacramento	248	\$186,780
NIACC-AVITECH TECHNOLOGIES INC	Transportation / Communications, Aerospace & Defense, Manufacturing, Services	Fresno	105	\$104,800
KLEAN KANTEEN INC	Manufacturing	Butte	72	\$50,284
ARO PISTACHIOS INC	Agriculture	Tulare	45	\$35,100
BURRTEC WASTE INDUSTRIES INC	Services	San Bernardino, Riverside, Imperial, Los Angeles	70	\$54,180
EDGAR S MACIAS MD INC DBA MACIAS DERMATOLOGY	Healthcare	Fresno	22	\$26,520
ARB INC	Construction	Orange, Kern, Contra Costa, Solano, San Diego, Los Angeles	150	\$91,800
CAL-SIERRA PIPE LLC	Wholesale, Services	San Joaquin	21	\$29,484
ERNIE BALL INC	Manufacturing	San Luis Obispo, Riverside	50	\$41,400
ARROW SIGN COMPANY	Manufacturing, Construction	Alameda, San Joaquin	6	\$2,496
CENTER FOR SOCIAL DYNAMICS	Healthcare	Alameda, Solano, Santa Clara, Sacramento, San Mateo, Santa Cruz, Stanislaus	64	\$99,840
ROLAND Construction INC	Construction	San Joaquin	34	\$42,432
KEITHLY-WILLIAMS SEEDS INC	Wholesale Trade	Imperial, Santa Barbara, Monterey	47	\$33,088
ZSC LLC DBA ZEROREZ	Manufacturing	Orange, Los Angeles, Riverside	26	\$32,448
DYCOR TRANSITIONAL HEALTH-MANCHESTER LLC	Healthcare	Fresno, Kern, San Joaquin, Sacramento, Santa Clara	360	\$438,560
BROOKS BROTHERS INTERIORS	Services	Kern	14	\$13,200
TOP OF THE THIRD INC	Multimedia/Entertainment	Tulare	14	\$10,780
HANA HOU ALLIANCE LLC DBA PERSON CENTERED SERVICES INC.	Services	San Joaquin	109	\$91,124
CALIFORNIA MATERIALS, INC.	Transportation, Construction, Services	San Joaquin	80	\$99,398
PROVIDENCE WEST VALLEY HEALTHCARE CENTER LLC	Healthcare, Services	Los Angeles, Riverside, Tulare, San Bernardino, Ventura	429	\$263,480

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Core Funding Projects Approved in High Unemployment Areas (HUAs)
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Appendix A-2

Contractor	Industry	County(ies) Served	# of Trainees Approved in HUA	Portion of Approved Contract Amount in HUA
BRICKLEY CONSTRUCTION COMPANY INC DBA BRICKLEY ENVIRONMENTAL	Services, Construction	San Bernardino	48	\$64,896
HEALTHCARE PARTNERS LLC	Healthcare	Los Angeles, Orange, Santa Barbara	6	\$1,512
PLEASANT MATTRESS INC	Manufacturing	Fresno	97	\$85,554
CLOVIS LANDSCAPE MAINTENANCE, INC.	Services	Fresno	49	\$37,796
WALTER WOLFE LEACH AND NII LLP DBA THE W CPA GROUP	Services, Finance/Insurance	Fresno	27	\$29,304
SAN BERNARDINO COMMUNITY COLLEGE DISTRICT	Aerospace & Defense, Manufacturing, Services, Transportation	San Bernardino	15	\$5,775
LIFE GENERATIONS HEALTHCARE LLC DBA GENERATIONS HEALTHCARE	Healthcare, Services	Orange, Los Angeles, Santa Clara, San Diego, Alameda, Stanislaus, San Bernardino, San Mateo, Santa Barbara, Sacramento	114	\$61,560
A TEICHERT & SON INC	Construction	Alameda, El Dorado, Fresno, Nevada, Placer, Sacramento, San Joaquin, Sutter, Yolo, Yuba	402	\$213,408
SIMPSON STRONG-TIE COMPANY INC	Manufacturing	San Joaquin	165	\$192,858
AMERICAN MEDICAL RESPONSE OF SOUTHERN CALIFORNIA	Healthcare	Statewide	60	\$128,400
FOX FACTORY INC	Manufacturing	Santa Cruz, San Diego	380	\$309,240
DMC POWER INC	Manufacturing	Los Angeles	36	\$23,030
CONIFER REVENUE CYCLE SOLUTIONS, LLC	Services	Statewide	10	\$3,750
RIVERSIDE COMMUNITY COLLEGE DISTRICT, OFFICE OF ECONOMIC DEVELOPMENT	Manufacturing, Construction, Engineering, Transportation	Riverside	503	\$269,588
MURRIETA CHAMBER OF COMMERCE	Manufacturing, Goods Movement, Transportation/Logistics, Aerospace and Defense, Wholesale Trade	Riverside, San Bernardino, San Diego, Orange, Los Angeles	232	\$249,801
PROFESSIONALS IN HUMAN RESOURCES ASSOCIATION	Aerospace and Defense, Manufacturing,	Statewide	170	\$114,970
EMPLOYERS GROUP SERVICE CORP	Manufacturing, Engineering, Services, Technology/Other, Transportation/Logistics	Statewide	10	\$8,080
CALIFIA FARMS LLC	Manufacturing	Los Angeles, Kern	256	\$193,200
W C HEATING & AIR CONDITIONING INC DBA WE CARE	Construction	Riverside	75	\$70,240
ARMSTRONG FLOORING INC.	Manufacturing	Los Angeles	103	\$127,617
BETTS COMPANY	Manufacturing	Alameda, Fresno, Los Angeles, Sacramento, San Bernardino, San Joaquin	164	\$211,740
BRAND CONSULTING GROUP LLC DBA BRAND COLLEGE	Technology/IT, Manufacturing, Services, Retail	Statewide	60	\$133,440
WEI CHUAN USA, INC.	Manufacturing	Los Angeles, San Francisco	33	\$35,640
SACRAMENTO EMPLOYMENT & TRAINING AGENCY	Construction, Retail	Sacramento	250	\$464,000
WEST COMMUNICATION SERVICE, INC.	Construction	Santa Cruz	8	\$8,736

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Core Funding Projects Approved in High Unemployment Areas (HUAs)
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Appendix A-2

Contractor	Industry	County(ies) Served	# of Trainees Approved in HUA	Portion of Approved Contract Amount in HUA
SUTTER HOME WINERY, INC.	Manufacturing	Amador, Napa, San Joaquin, San Luis Obispo	652	\$299,850
WATERMAN INDUSTRIES, LLC	Manufacturing	Tulare	133	\$117,860
THE BROWNIE BAKER, INC.	Manufacturing	Fresno	82	\$83,980
125 Contracts			17,261	\$15,597,876

Central Valley Only	12,606	\$11,139,440
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COMPLETED CONTRACT DATA

Of 344 contracts closed within the report year, 332 were core funded and 12 were Alternative funding. Training assisted employers in implementing technological innovations, diversifying goods and services, and transitioning to high-performance workplaces.

A. SUMMARY OF COMPLETED CONTRACTS

Core Contracts: The following table illustrates FY 2016-17 completed core contracts. The Panel funded training for 54,568 workers at an average cost of \$862 per trainee.

	Total
Number of Core Contracts	332
Amount Earned (in millions)	\$47.1
Retained in Employment	54,568
Average Cost per Trainee	\$862

See [Appendix B-3 – Completed Core Funding Contracts](#) for a list of the year's completed contracts.

The percentage of actual to planned placements was 79 percent (76 percent for new hires, and 82 percent for retrainees). The placement rate for new hires increased by 34 percent and retrainees by 5 percent from the previous fiscal year. The average cost was \$862 per trainee. The average cost per trainee for new hires was \$3,926, and for retrainees was \$851. This average cost decreased \$240 from last year for retrainees, and decreased \$1,142 for new hires.

Alternative Funding Contracts: Seven AB 118/ARFVTP and five Drought/RESPOND contracts completed in the reported year. These contracts trained 1,737 incumbent workers, earning a total of \$1.2 million.

	Total
Number of Alternative Funding Contracts	12
Amount Earned (in millions)	\$1.2
Retained in Employment	1,737
Average Cost per Trainee	\$699

See [Appendix B-4 – Completed Alternative Funding Contracts](#) for a list of the year's completed contracts.

B. TRAINEES SERVED BY SIZE OF BUSINESS

The following tables identify completed contracts by business size. Note that small business is defined as employing 250 or fewer employees worldwide. The tables provide details on the number of trainees and dollars earned. Under core funding, 31 percent of retrainees and 70 percent of new hires were employed by small businesses. Under the Alternative Funding, 14 percent of all retrainees were employed by small businesses.

Core Funding					
Bus. Size	Retrainees	New Hires	Retrainee \$ Earned	New Hire \$ Earned	Total \$ Earned
1-20	2,434	56	\$3,063,821	\$227,751	\$3,291,572
21-50	3,752	65	\$4,739,563	\$255,084	\$4,994,647
51-100	4,208	9	\$4,793,488	\$47,368	\$4,840,856
101-250	6,678	12	\$6,364,306	\$35,113	\$6,399,419
251+	37,292	62	\$27,299,840	\$235,554	\$27,535,394
Totals:	54,364	204	\$46,261,018	\$800,870	\$47,061,888

Alternative Funding					
Bus. Size	Retrainees	New Hires	Retrainee \$ Earned	New Hire \$ Earned	Total \$ Earned
1-20	44	0	\$38,207	\$0	\$38,207
21-50	101	0	\$82,124	\$0	\$82,124
51-100	45	0	\$23,311	\$0	\$23,311
101-250	56	0	\$42,072	\$0	\$42,072
251+	1,491	0	\$1,028,670	\$0	\$1,028,670
Totals	1,737	0	\$1,214,384	\$0	\$1,214,384

C. BUSINESSES SERVED BY SIZE

Following statistics for completed projects in the report year:

All Business Sizes:

Core Funding: 3,323 businesses were served.

- 78 percent small business;
 - 60 percent of businesses employed 100 or fewer workers;
 - 44 percent employed 50 or fewer workers;
 - 22 percent employed 20 or fewer workers.
- (See following chart.)

Alternative Funding: 91 businesses were served in this year's Alternative Funded completed contracts – over twice as many as last year.

- 69 percent of businesses were small;
- 54 percent employed 100 or fewer workers;
- 20 percent employed 20 or fewer workers.

(See following chart.)

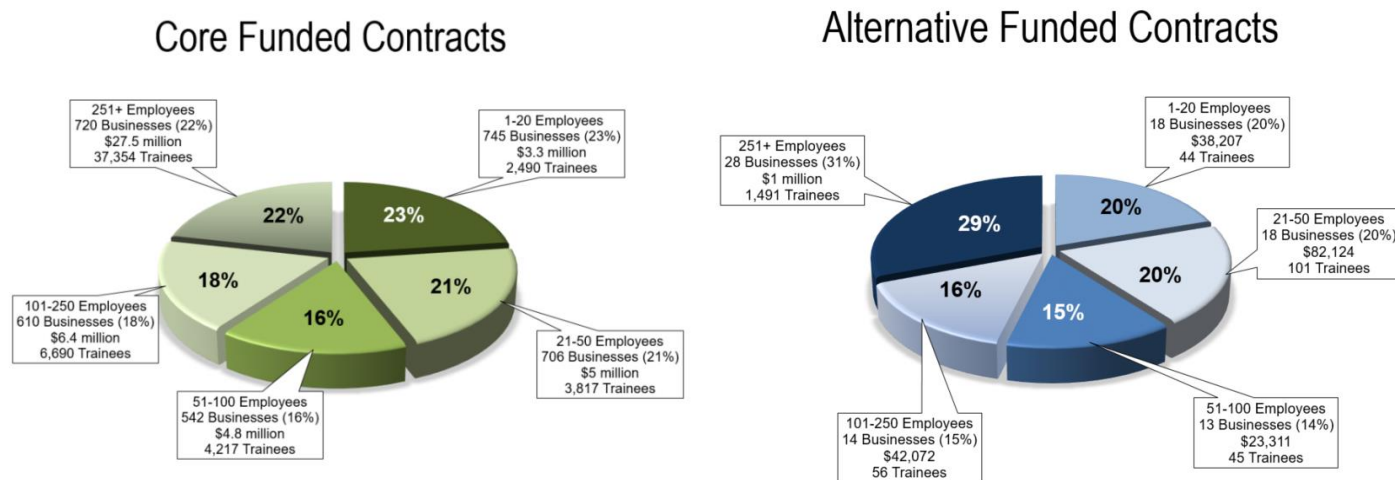
Small Business Size:

The Panel funds training for small business through both direct contracts with single employers and multiple-employer contracts (MECs), such as employer consortia or training agencies that train workers of multiple employers.

Core Funding: 145 small businesses served through direct contracts to provide training for 5,643 workers; and 2,458 small businesses were served through 47 MECs, providing training for 11,571 workers.

Alternative Funding: 3 small businesses served through direct contracts to provide training for 47 workers; and 60 small businesses served through 3 MECs, providing training for 199 workers.

NUMBER & SIZE OF BUSINESSES SERVED



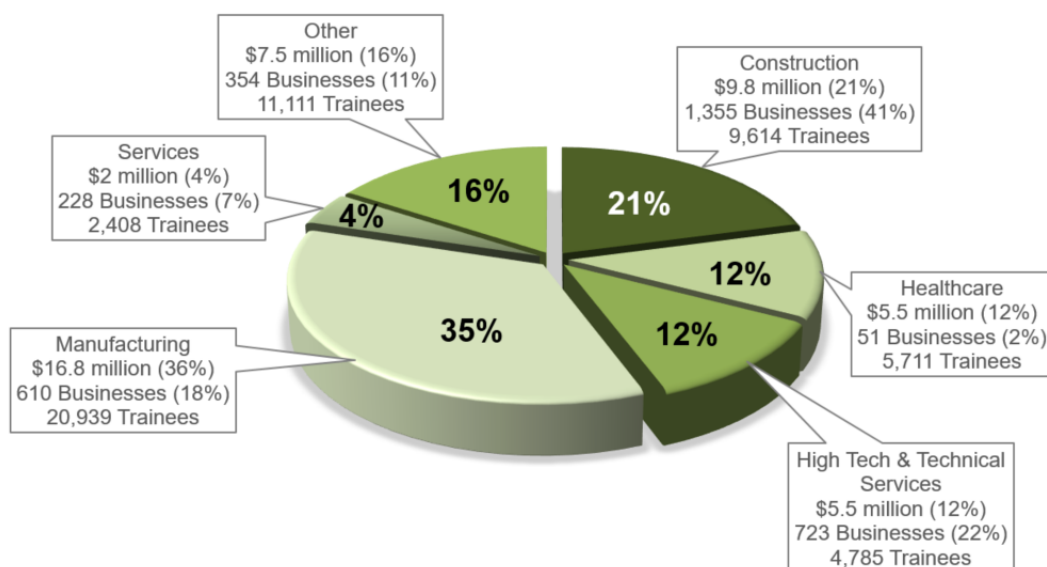
D. TRAINING BY INDUSTRY

The majority of core funding was earned in the following industries (in descending order): manufacturing, construction, healthcare, high technology & technical services, wholesale & distribution, and services. The majority of alternative funding was earned in manufacturing, agriculture, healthcare, wholesale & distribution and service industry sectors.

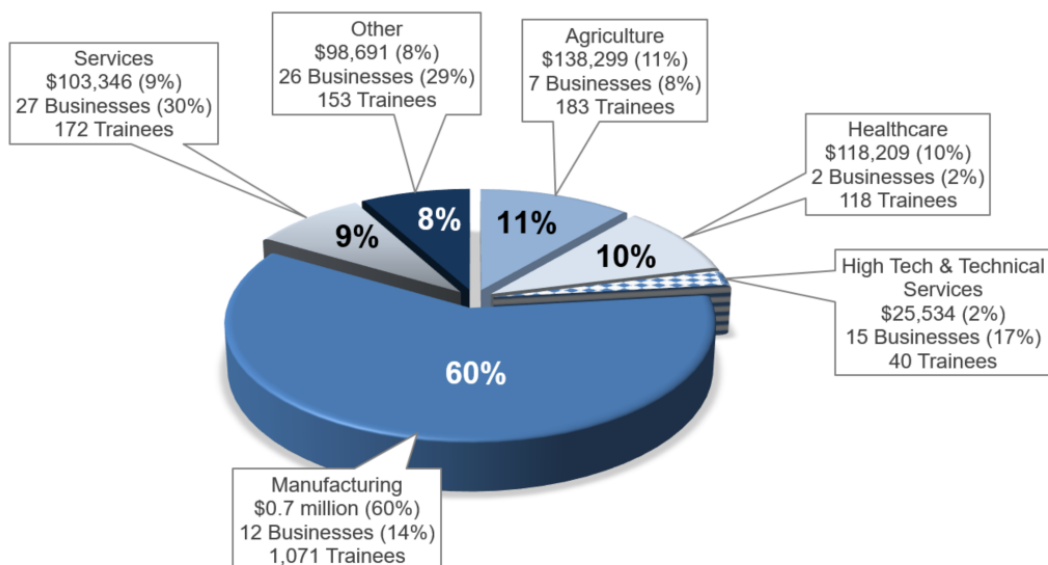
The following charts identify (by Industry):

- The numbers of individuals trained;
- Dollar amounts earned;
- Percent of dollars earned across all industries; and,
- Percent of businesses served across all industries

Core Funded Contracts



Alternative Funded Contracts



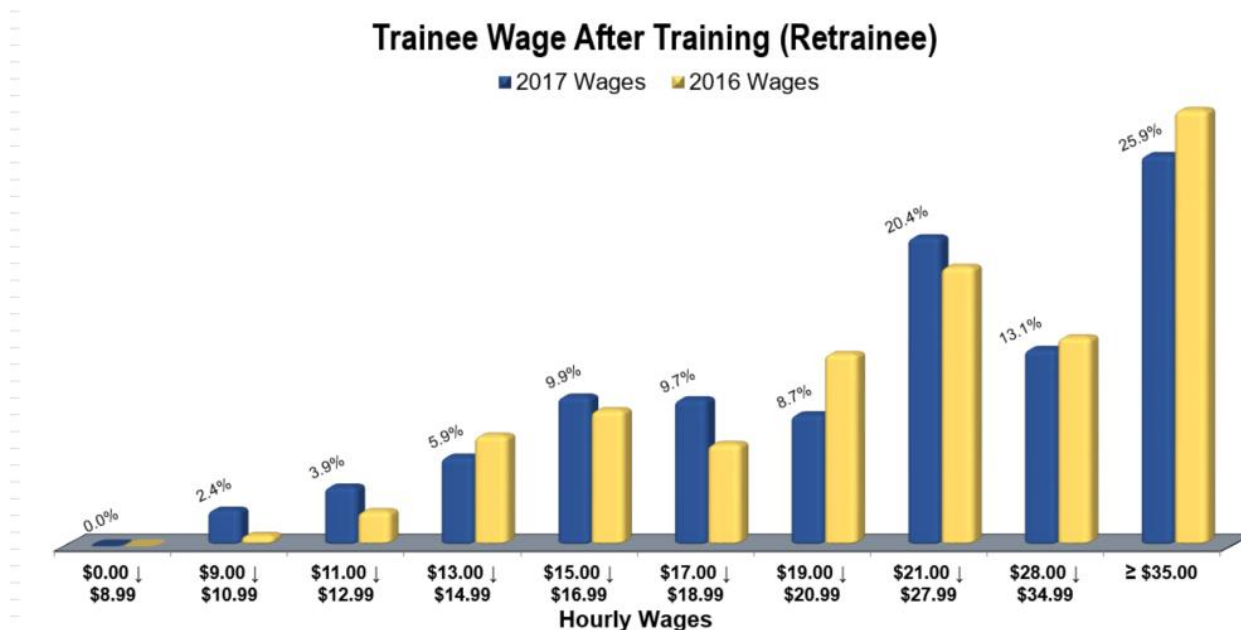
E. TRAINEE WAGES

In ETP Core and Alternative funding, the average post retention wage for 204 workers unemployed at the start of training (New Hires) was \$13.78 per hour.

The average post-retention wage for 56,101 incumbent workers (Retrainees) was \$29.29 per hour.

While ETP funds training for high-wage, high-skill jobs, it also funds training for lower-wage workers to assist them in advancing to better-paying, more secure jobs.

The table below illustrates the distribution of trainee wages after training and retention (in the report year).



F. LITERACY TRAINING

The Panel supports literacy training (reading, writing, language comprehension, math, and Vocational English as a Second Language) linked to job skills. Most literacy training was for frontline workers in manufacturing. Nine completed core contracts included literacy training for 322 trainees.

G. TRAINEE DEMOGRAPHICS

Retrainee Characteristics (Core and Alt. funding): 70 percent of the population was male; 30 percent was female.

New Hire Characteristics (Core and Alt. funding): 40 percent of the population was male; 60 percent was female.

See [Appendix B-2 – Characteristics of Panel Trainees](#) for more information.

H. LEVERAGING FUNDS THROUGH DISENCUMBERANCES & REINVESTMENT

Since ETP contracts are “performance based”, a contractor does not earn funds until a trainee completes training and a subsequent employment retention period, earning a specified minimum wage. Any funds encumbered in a training contract but not actually earned are subsequently disencumbered and reinvested in new training projects*.

** Unearned Alternative Funding for AB 118 can be reinvested into new training contracts within the term of the IA (5/14/2010 through 3/30/2017), but unearned WIA funds cannot be reinvested.*

Research conducted by the University of California Los Angeles indicates disencumberances are an integral bi-product of performance-based contracting – assuring that funds not earned by contractors are disencumbered and reinvested in new training projects. Disencumberances result largely from changes in economic and business conditions that force firms to reduce or forego training – all conditions out of ETP’s control. Nonetheless, the Panel has taken steps to reduce and minimize disencumberances, including the use of incremental funding, where contract funds are encumbered in phases at minimal levels, with additional funds encumbered only as the contractor demonstrates performance.

Panel actions to reduce disencumberances include:

- Limiting the number of training hours in projects;
- Requiring top management involvement in the contract process to insure company support for training; and,
- Early intervention in poorly performing projects through increased technical assistance, helping contractors be successful. If intervention is unsuccessful, the project is terminated, and funds are disencumbered and reinvested in new training projects.

In its earlier years, ETP incurred disencumberance rates at levels averaging 40 percent annually. However, through Panel administrative action described above, disencumberances have reduced significantly, evidenced by the low rate of 30 percent in all contracts completing and terminating.

DEMOGRAPHIC CHARACTERISTICS OF PANEL TRAINEES

<u>Characteristic</u>	<u>New Hire</u>	<u>Retrainee</u>
<u>SEX:</u>		
Female	60%	30%
Male	40%	70%
<u>AGE:</u>		
<25	57%	9%
25-34	19%	32%
35-44	8%	26%
45-54	8%	20%
55-64	8%	11%
65-90	0%	2%
<u>EDUCATION:</u>		
Less than H.S. Grad.	15%	6%
H.S. Graduate/GED	59%	47%
Some College	16%	17%
College Graduate	9%	25%
Post Graduate	1%	5%
<u>ETHNICITY:</u>		
White	9%	33%
African-American	22%	5%
Hispanic	61%	32%
Asian	3%	15%
Native American	0%	1%
Other	5%	14%
<u>VETERAN:</u>		
Yes	2%	2%
No	52%	48%
Unspecified	46%	50%

Note: This data is for Core and Alternative Funding Sources

**Completed Core Funding Contracts
FY 2016-17**

APPENDIX B-3

Contractor Name	County(ies) Served	Business Size *	Industry	Retraitees	New Hires	Earned Amount	Percent Earned
360 DG OCLA LLC DBA 360 DESTINATION GROUP	MULTI COUNTIES	2	Services	5	0	\$2,040	14%
5TH PLANET GAMES INC	PLACER	2	High Tech	8	0	\$3,099	8%
ABCO TECHNOLOGY INC	MULTI COUNTIES	6	Various	78	0	\$66,967	69%
ABRAM INTERSTATE INSURANCE SERVICES INC	PLACER	1	Finance	20	0	\$14,186	82%
ACADEMYX INC	SAN FRANCISCO	6	Various	132	0	\$53,239	20%
ACCENT COMPUTER SOLUTIONS INC	SAN BERNARDINO	1	Technical Services	37	0	\$16,613	37%
ADVANCEDCATH TECHNOLOGIES LLC DBA ADVANCEDCATH A TE MEDICAL CO	SANTA CLARA	4	Manufacturing	32	0	\$8,772	25%
AEROJET ROCKETDYNE INC	MULTI COUNTIES	5	Manufacturing	1,258	0	\$468,660	100%
AGREEYA SOLUTIONS INC	SACRAMENTO	5	Technical Services	110	0	\$148,247	79%
AHMC ANAHEIM REGIONAL MEDICAL CENTER LP	ORANGE	5	Healthcare	431	0	\$326,878	100%
AJIT HEALTHCARE INC DBA WESTLAKE CONVALESCENT HOSPITAL	LOS ANGELES	4	Healthcare	205	0	\$182,467	51%
ALPHA EMS CORP	ALAMEDA	3	Manufacturing	38	0	\$38,880	100%
ALPHA MECHANICAL INC	SAN DIEGO	4	Construction	112	0	\$98,636	99%
ALPINE CORP	LOS ANGELES	1	Wholesale/Distribution	35	0	\$40,729	87%
ALTA NEWPORT HOSPITAL INC DBA FOOTHILL REGIONAL MEDICAL CENTER	ORANGE	5	Healthcare	86	0	\$135,508	44%
ALTMAN SPECIALTY PLANTS INC	MULTI COUNTIES	5	Agriculture	810	0	\$352,500	100%
ALYN INDUSTRIES INC	LOS ANGELES	2	Manufacturing	19	0	\$23,400	100%
AMERICAN MEDICAL RESPONSE OF SOUTHERN CALIFORNIA	MULTI COUNTIES	5	Healthcare	481	0	\$497,448	94%
AMERICAN POLYMERS CORP DBA POLYCOAT PRODUCTS	LOS ANGELES	2	Manufacturing	2	0	\$1,622	3%
AMERILLUM LLC	SAN DIEGO	2	Manufacturing	33	0	\$19,370	44%
ANDERSON BROTHERS AUTO WHOLESALE INC DBA ANDERSON BROS BODY SHOP	MULTI COUNTIES	1	Services	33	0	\$35,410	96%
ANDREW FURUETH SCHOOL OF SEAMANSHIP	MULTI COUNTIES	6	Various	34	0	\$34,650	100%
APHRB INC DBA AMCHECK	ORANGE	1	Technical Services	7	0	\$2,970	36%
APPLIED MATERIALS INC	SANTA CLARA	5	Manufacturing	376	0	\$456,969	92%
ARCHITECTURAL DESIGN & SIGNS INC	RIVERSIDE	3	Manufacturing	39	0	\$22,995	46%
ARLON GRAPHICS LLC	ORANGE	5	Manufacturing	174	0	\$264,831	95%
ARMSTRONG WORLD INDUSTRIES INC	LOS ANGELES	5	Manufacturing	110	0	\$151,355	73%
ARROW SIGN CO	ALAMEDA	2	Manufacturing	23	0	\$9,979	79%
ARVINYL LAMINATES LP	RIVERSIDE	1	Manufacturing	25	0	\$28,988	60%
ASSOCIATED BUILDERS AND CONTRACTORS OF SOUTHERN CA INC MERIT TRAINING TRUST FUND	MULTI COUNTIES	6	Various	170	0	\$338,604	100%
ASSOCIATED GENERAL CONTRACTORS OF AMERICA	MULTI COUNTIES	6	Various	168	0	\$230,569	70%
AUTO CENTER AUTO BODY INC DBA FIX AUTO	MULTI COUNTIES	3	Services	101	0	\$118,925	100%
AVANIR PHARMACEUTICALS INC	ORANGE	5	Wholesale/Distribution	43	0	\$12,225	19%

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** Median percent earned of all contracts listed

**Completed Core Funding Contracts
FY 2016-17**

APPENDIX B-3

Contractor Name	County(ies) Served	Business Size *	Industry	Retrainees	New Hires	Earned Amount	Percent Earned
B.H.K.H INC DBA HENSON'S FIX AUTO ESCONDIDO	SAN DIEGO	1	Services	12	0	\$19,910	100%
BALFOUR BEATTY CONSTRUCTION INC	MULTI COUNTIES	5	Construction	322	0	\$300,043	86%
BAY ALARM CO	MULTI COUNTIES	5	Construction	213	0	\$425,809	100%
BAY AREA VIDEO COALITION INC	MULTI COUNTIES	6	Various	359	0	\$377,012	62%
BAY CITIES PAVING & GRADING INC	CONTRA COSTA	4	Construction	34	0	\$8,163	36%
BEN CLYMER'S THE BODY SHOP INC	RIVERSIDE	2	Services	67	0	\$49,268	99%
BENCHMARK ELECTRONICS INC	CONTRA COSTA	5	Manufacturing	211	0	\$132,074	67%
BENNETT ENGINEERING SERVICES INC	PLACER	1	Technical Services	21	0	\$12,675	91%
BERG LACQUER CO DBA ELLIS PAINT CO	LOS ANGELES	3	Manufacturing	94	0	\$111,133	97%
BERGELECTRIC CORP	MULTI COUNTIES	5	Construction	423	0	\$182,186	43%
BESTOP BAJA, LLC DBA BAJA DESIGNS	SAN DIEGO	1	Manufacturing	33	0	\$30,583	92%
BETTS CO	FRESNO	4	Manufacturing	109	0	\$98,388	100%
BOEHRINGER INGELHEIM FREMONT INC	ALAMEDA	5	Technical Services	246	0	\$249,388	100%
BOEING CO	MULTI COUNTIES	5	Manufacturing	745	0	\$747,484	100%
BOOTH RANCHES LLC	FRESNO	2	Agriculture	58	0	\$41,980	84%
BOTTLING GROUP LLC DBA PEPSI BEVERAGES CO	RIVERSIDE	5	Manufacturing	72	0	\$21,777	13%
BOTTLING GROUP LLC DBA PEPSI BEVERAGES CO	MULTI COUNTIES	5	Manufacturing	69	0	\$41,821	19%
BP LUBRICANTS USA INC	CONTRA COSTA	5	Manufacturing	37	0	\$72,256	80%
BP-QUALITY PAINT & BODY INC	TULARE	2	Services	0	0	\$0	0%
BRICKLEY CONSTRUCTION CO INC DBA BRICKLEY ENVIRONMENTAL	SAN BERNARDINO	1	Services	37	0	\$49,564	99%
BRIDPORT AIR CARRIER INC DBA AMSAFE BRIDPORT	ORANGE	5	Manufacturing	49	0	\$49,095	72%
BRITEWORKS INC	LOS ANGELES	2	Services	8	0	\$3,608	12%
BROKER SOLUTIONS INC DBA NEW AMERICAN FUNDING	MULTI COUNTIES	5	Finance	348	0	\$147,281	47%
BUILDING SKILLS PARTNERSHIP	MULTI COUNTIES	6	Various	544	0	\$351,679	91%
C & H SUGAR CO INC	CONTRA COSTA	4	Manufacturing	81	0	\$54,483	69%
CABER ENTERPRISES INC DBA MISSION CARE GROUP	MULTI COUNTIES	4	Healthcare	235	0	\$307,163	72%
CALIFORNIA AMFORGE CORP	LOS ANGELES	3	Manufacturing	82	0	\$44,712	83%
CALIFORNIA FIELD IRON WORKERS APPRENTICESHIP TRAINING AND JOURNEYMAN RETRAINING FUND	MULTI COUNTIES	6	Various	405	0	\$423,515	100%
CALIFORNIA FIELD IRON WORKERS APPRENTICESHIP TRAINING/JOURNEYMAN RETRAINING FUND	MULTI COUNTIES	6	Various	458	0	\$359,500	100%
CALIFORNIA HEALTH SCIENCES UNIVERSITY LLC	FRESNO	1	Healthcare	22	0	\$4,927	52%

**Completed Core Funding Contracts
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APPENDIX B-3

Contractor Name	County(ies) Served	Business Size *	Industry	Retraitees	New Hires	Earned Amount	Percent Earned
CALIFORNIA LABOR FEDERATION AFL-CIO	MULTI COUNTIES	6	Various	376	0	\$678,720	100%
CALIFORNIA MANUFACTURERS & TECHNOLOGY ASSOCIATION	SACRAMENTO	6	Various	662	0	\$649,725	100%
CALIFORNIA MFG TECHNOLOGY CONSULTING	MULTI COUNTIES	6	Various	1,007	0	\$1,249,990	100%
CALIFORNIA PLUMBING & MECHANICAL CONTRACTORS ASSOCIATION	LOS ANGELES	6	Various	280	0	\$151,701	76%
CALIFORNIA WORKFORCE ASSOCIATION	MULTI COUNTIES	6	Various	961	0	\$636,223	98%
CALLCATCHERS INC DBA FREEDOMVOICE SYSTEMS	SAN DIEGO	2	Services	15	0	\$3,861	8%
CALMONT ENGINEERING & ELECTRONICS CORP	ORANGE	1	Manufacturing	33	0	\$20,334	58%
CALPORTLAND CO	LOS ANGELES	5	Manufacturing	117	0	\$59,766	22%
CARDINAL HEALTH INC	MULTI COUNTIES	5	Wholesale/Distribution	1,204	0	\$383,603	50%
CARGO NETWORK SERVICES CORPORATION DBA CNCS CORPORATION	LOS ANGELES	6	Various	26	0	\$19,118	7%
CAROLLO ENGINEERS INC	MULTI COUNTIES	5	Technical Services	61	0	\$16,807	87%
CARPENTERS TRAINING COMMITTEE FOR NORTHERN CALIFORNIA	MULTI COUNTIES	6	Various	1,133	0	\$948,416	100%
CASCO CONTRACTORS INC	ORANGE	2	Construction	39	0	\$42,276	100%
CENTRAL VALLEY MOTHER LODE PLUMBERS PIPE AND REFRIGERATION FITTERS JATC	MULTI COUNTIES	6	Various	71	0	\$144,455	62%
CFHS HOLDINGS INC DBA MARINA DEL REY HOSPITAL	LOS ANGELES	5	Healthcare	131	0	\$129,081	89%
CHAYA CENTERS INC DBA GREENRIDGE SENIOR CARE	MULTI COUNTIES	3	Healthcare	65	0	\$91,518	80%
CLARKWESTERN DIETRICH BUILDING SYSTEMS LLC	MULTI COUNTIES	5	Manufacturing	135	0	\$82,800	100%
CLAUDE LAVAL CORP	FRESNO	3	Manufacturing	71	0	\$63,491	52%
COBHAM ADVANCED ELECTRONIC SOLUTIONS INC	SANTA CLARA	5	Manufacturing	70	0	\$39,149	20%
COMPASS COMPONENTS INC	ALAMEDA	4	Manufacturing	69	0	\$45,888	37%
COMPASS HEALTH INC	MULTI COUNTIES	5	Healthcare	103	0	\$39,600	100%
CON AM MANAGEMENT CORP	MULTI COUNTIES	5	Real Estate	565	0	\$175,668	89%
CONAGRA FOODS PACKAGED FOODS CO INC	STANISLAUS	5	Manufacturing	137	0	\$75,637	18%
CONIFER REVENUE CYCLE SOLUTIONS LLC	MULTI COUNTIES	5	Healthcare	210	0	\$126,063	86%
CONRAD CORP DBA CONQUEST IMAGING	SAN JOAQUIN	1	Manufacturing	42	0	\$55,328	100%
CORK SUPPLY USA INC	SOLANO	4	Manufacturing	43	0	\$49,870	51%
COSTA MESA HEALTHCARE INC DBA NEWPORT SUB-ACUTE HEALTHCARE CENTER	ORANGE	3	Healthcare	26	0	\$22,024	11%
CPH HOSPITAL MANAGEMENT LLC DBA COAST PLAZA HOSPITAL	LOS ANGELES	5	Healthcare	88	0	\$150,336	100%
CSU CHICO RESEARCH FOUNDATION	BUTTE	6	Various	0	0	\$0	0%

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**Completed Core Funding Contracts
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DEARDEN'S	MULTI COUNTIES	4	Retail	55	0	\$17,057	10%
DEL MONTE FOODS INC	MULTI COUNTIES	5	Manufacturing	268	0	\$117,870	58%
DELUXE VIDEO SERVICES INC / DELUXE SHARED SERVICES	LOS ANGELES	5	High Tech	15	0	\$2,277	6%
DIGITAL DOC LLC	EL DORADO	1	Manufacturing	4	0	\$1,664	5%
DIRECT MARKETING PARTNERS	MULTI COUNTIES	1	Technical Services	24	0	\$20,065	58%
DISTRICT COUNCIL 16 NORTHERN CA JOURNEYMEN AND APPRENTICE TRAINING TRUST FUND	MULTI COUNTIES	6	Various	450	0	\$445,172	100%
DIVING UNLIMITED INTERNATIONAL INC	SAN DIEGO	2	Manufacturing	29	0	\$25,041	52%
DOCKSTADER AND DOCKSTADER INC	FRESNO	1	Services	35	0	\$43,604	89%
DOCUSIGN INC	SAN FRANCISCO	5	Manufacturing	36	0	\$12,869	7%
DOLE PACKAGED FOODS LLC A SUBSIDIARY OF DOLE FOOD CO INC	MULTI COUNTIES	5	Manufacturing	359	0	\$377,135	89%
DOUGLAS STEEL SUPPLY INC	LOS ANGELES	2	Wholesale/Distribution	67	0	\$39,312	100%
DOW-KEY MICROWAVE CORP	VENTURA	5	Manufacturing	112	0	\$21,816	100%
EA MACHINING INC	SANTA CLARA	1	Manufacturing	7	0	\$6,721	83%
EASTWESTPROTO INC DBA LIFELINE AMBULANCE	LOS ANGELES	3	Healthcare	235	0	\$250,292	80%
EL CAMINO COMMUNITY COLLEGE DISTRICT CACT	MULTI COUNTIES	6	Various	803	0	\$531,161	82%
EMINENCE HEALTHCARE INC	FRESNO	1	Healthcare	65	0	\$40,128	100%
EMSOLUTIONS INC	ALAMEDA	1	Manufacturing	9	0	\$16,289	83%
ENGEO INC	MULTI COUNTIES	3	Technical Services	110	0	\$82,272	80%
EUROMARKET DESIGNS, INC. DBA CRATE AND BARREL	SAN JOAQUIN	5	Retail	129	0	\$48,175	77%
EVY OF CALIFORNIA INC	LOS ANGELES	3	Manufacturing	95	0	\$46,570	25%
EZRALOW CO LLC	MULTI COUNTIES	4	Construction	228	0	\$101,061	44%
FINANCIAL STATEMENT SERVICES INC	ORANGE	3	Finance	71	0	\$38,220	43%
FINELITE INC	ALAMEDA	3	Manufacturing	33	0	\$7,920	100%
FINISHING TRADES INSTITUTE / JOINT APPRENTICESHIP TRAINING TRUST FUND	MULTI COUNTIES	6	Various	491	0	\$597,805	92%
FLATIRON WEST INC	MULTI COUNTIES	5	Construction	611	0	\$388,960	100%
FLAVOR PRODUCERS INC	LOS ANGELES	3	Manufacturing	2	0	\$1,533	2%
FLEXCARE LLC	PLACER	1	Services	75	0	\$49,500	100%
FLEXTRONICS INTERNATIONAL USA INC	MULTI COUNTIES	5	Manufacturing	110	0	\$31,092	14%
FLOWERS BAKING CO OF MODESTO LLC	STANISLAUS	5	Retail	22	0	\$10,860	11%
FOUNTAIN VALLEY REGIONAL HOSPITAL AND MEDICAL CENTER	ORANGE	5	Healthcare	87	0	\$41,274	25%
FOX FACTORY HOLDING CORP	SANTA CRUZ	5	Manufacturing	316	0	\$314,936	100%
FRESNO MADERA KINGS & TULARE COUNTIES ELECTRICAL INDUSTRIES JATC	MULTI COUNTIES	6	Various	150	0	\$203,927	64%
FUSCOE ENGINEERING INC	MULTI COUNTIES	3	Technical Services	77	0	\$31,141	35%
GAR TOOTELIAN INC	FRESNO	2	Wholesale/Distribution	54	0	\$43,345	87%

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**Completed Core Funding Contracts
FY 2016-17**

APPENDIX B-3

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GASKET SPECIALTIES INC	MULTI COUNTIES	1	Manufacturing	24	0	\$26,113	52%
GENERAL DYNAMICS NASSCO	SAN DIEGO	5	Manufacturing	402	0	\$329,170	91%
GENMARK AUTOMATION INC	SANTA CLARA	3	Manufacturing	106	0	\$80,144	81%
GEORG FISCHER HARVEL LLC	KERN	3	Manufacturing	37	0	\$30,132	70%
GHM MANAGEMENT DBA MERITAGE HEALTHCARE LLC	MULTI COUNTIES	4	Healthcare	230	0	\$269,234	60%
GLENDAL COMMUNITY COLLEGE PROFESSIONAL DEVELOPMENT CENTER	MULTI COUNTIES	6	Various	425	0	\$648,666	100%
GOLDEN COMMUNICATIONS INC	ORANGE	1	Technical Services	30	0	\$15,600	100%
GOLDEN EAGLE MFG	LOS ANGELES	1	Manufacturing	4	0	\$1,280	11%
GRANVILLE HOMES INC	FRESNO	2	Construction	8	0	\$4,082	11%
GREEN PINE HOME HEALTH CARE SERVICE INC	LOS ANGELES	1	Healthcare	31	0	\$24,403	49%
GYL DECAUWER LLP	SAN BERNARDINO	1	Technical Services	21	0	\$24,024	100%
HAMMOND ENTERPRISES INC	CONTRA COSTA	1	Manufacturing	11	0	\$10,855	18%
HARVEYS INDUSTRIES INC	ORANGE	2	Retail	33	0	\$47,762	100%
HAWKER PACIFIC AEROSPACE	LOS ANGELES	4	Transportation	371	0	\$288,633	74%
HEALTHCARE PARTNERS LLC	MULTI COUNTIES	5	Healthcare	285	0	\$99,388	100%
HEALTHSOUTH CORP	MULTI COUNTIES	5	Healthcare	76	0	\$60,724	23%
HEART HOSPITAL OF BK LLC DBA BAKERSFIELD HEART HOSPITAL	KERN	5	Healthcare	61	0	\$129,493	52%
HIXSON METAL FINISHING	ORANGE	3	Manufacturing	51	0	\$63,627	74%
HOLT OF CALIFORNIA	MULTI COUNTIES	5	Wholesale/Distribution	201	0	\$148,540	90%
HOSPITALITY INDUSTRY TRAINING AND EDUCATION FUND DBA HOSPITALITY TRAINING ACADEMY	LOS ANGELES	6	Various	0	14	\$25,201	26%
HUB INTERNATIONAL INSURANCE SERVICES INC	MULTI COUNTIES	5	Finance	688	0	\$312,450	100%
HUNTER TECHNOLOGY CORP	SANTA CLARA	3	Manufacturing	0	0	\$0	0%
ICON AIRCRAFT INC	SOLANO	2	Manufacturing	0	0	\$0	0%
INFINEON TECHNOLOGIES AMERICAS CORPORATION	MULTI COUNTIES	5	Manufacturing	752	0	\$358,383	89%
INNOVATIVE ENGINEERING GROUP INC	LOS ANGELES	1	Technical Services	25	0	\$31,483	84%
INTA TECHNOLOGIES CORPORATION	SANTA CLARA	1	Manufacturing	23	0	\$31,668	100%
INTEGRATED HEALTHCARE HOLDINGS INC OF CALIFORNIA DBA WESTERN MEDICAL CENTER SANTA ANA	ORANGE	5	Healthcare	238	0	\$335,080	70%
J.J.R. ENTERPRISES INC. DBA CALTRONICS BUSINESS SYSTEMS	SACRAMENTO	4	Retail	196	0	\$253,522	84%
JADRA INC DBA PLASTICS PACKAGING INC	SACRAMENTO	3	Manufacturing	15	0	\$5,185	28%
JAMES R GLIDEWELL DENTAL CERAMICS INC	MULTI COUNTIES	5	Manufacturing	285	0	\$445,040	66%
JARIDLY CORP DBA THE ORIGINAL MR CABINET CARE	ORANGE	2	Construction	50	0	\$43,756	88%
JDZ INC DBA ALESMITH BREWING CO	SAN DIEGO	1	Manufacturing	23	0	\$24,778	27%
JEWISH VOCATIONAL SERVICE OF LOS ANGELES	MULTI COUNTIES	6	Various	123	155	\$648,055	100%

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JFK MEMORIAL HOSPITAL INC DBA JOHN F KENNEDY MEMORIAL HOSPITAL	RIVERSIDE	5	Healthcare	161	0	\$122,130	76%
JOHANSON DIELECTRICS INC	MULTI COUNTIES	4	Manufacturing	108	0	\$111,512	63%
K&R NETWORK SOLUTIONS INC	SAN DIEGO	1	Technical Services	41	0	\$45,760	100%
KERN COUNTY ELECTRICAL JOINT APPRENTICESHIP & TRAINING	KERN	6	Various	181	0	\$307,377	98%
KIMBERLY-CLARK WORLDWIDE INC	ORANGE	5	Manufacturing	335	0	\$199,818	73%
KINKISHARYO INTERNATIONAL LLC	LOS ANGELES	5	Manufacturing	109	0	\$140,224	41%
KLEAN KANTEEN INC	BUTTE	1	Manufacturing	58	0	\$47,814	96%
KMC ACQUISITION CORP DBA KIRK HILL RUBBER	LOS ANGELES	3	Manufacturing	38	0	\$79,487	87%
KROGER CO	LOS ANGELES	5	Manufacturing	405	0	\$236,438	56%
L-3 COMMUNICATIONS SONOMA EO INC	SONOMA	5	Technical Services	91	0	\$96,809	53%
LABEL IMPRESSIONS INC	ORANGE	1	Manufacturing	25	0	\$15,600	100%
LABORATORY DATA CONSULTANTS INC	MULTI COUNTIES	1	Technical Services	40	0	\$44,389	91%
LABORERS TRAINING AND RETRAINING TRUST FUND FOR SOUTHERN CALIFORNIA	MULTI COUNTIES	6	Various	558	0	\$358,704	100%
LANCASTER BURNS CONSTRUCTION INC	PLACER	3	Construction	236	0	\$140,280	100%
LAWRENCE LIVERMORE NATIONAL LABORATORY	ALAMEDA	5	Technical Services	14	0	\$17,010	70%
LEV LAD LLC	LOS ANGELES	5	Manufacturing	176	0	\$175,624	77%
LHOIST NORTH AMERICA OF ARIZONA, INC.	MONTEREY	5	Manufacturing	68	0	\$37,344	58%
LIFE GENERATIONS HEALTHCARE LLC DBA GENERATIONS HEALTHCARE	MULTI COUNTIES	5	Healthcare	701	0	\$512,510	70%
LILI MIRTORABI DDS MS A PROFESSIONAL CORP	LOS ANGELES	3	Healthcare	46	0	\$99,885	100%
LITTLE JOHN'S BODY WORKS DBA FIX AUTO DOWNEY	LOS ANGELES	1	Services	11	0	\$12,469	67%
LOCKHEED MARTIN AERONAUTICS CO A DIVISION OF LOCKHEED MARTIN CORP	MULTI COUNTIES	5	Manufacturing	884	0	\$524,880	100%
LOS ANGELES & ORANGE COUNTIES AIR CONDITIONING REFRIGERATION JOINT JATC	MULTI COUNTIES	6	Various	203	0	\$300,110	100%
LOS ANGELES PACIFIC COLLEGE	LOS ANGELES	6	Various	27	9	\$79,599	55%
LOUROE ELECTRONICS INC	LOS ANGELES	1	Manufacturing	15	0	\$12,194	32%
LUMENS LIGHT & LIVING, LLC	SACRAMENTO	2	Retail	57	0	\$46,104	92%
LUSIVE DECOR	LOS ANGELES	2	Wholesale/Distribution	35	0	\$49,920	100%
MANN , URRUTIA, NELSON CPA'S & ASSOCIATES, LLP	MULTI COUNTIES	1	Technical Services	35	0	\$24,836	95%
MARICOPA ORCHARDS LLC	FRESNO	1	Agriculture	0	0	\$0	0%
MARY ANN'S BAKING CO INC	SACRAMENTO	3	Manufacturing	126	0	\$375,161	88%
MATSUDA'S BY GREEN ACRES LLC	SACRAMENTO	3	Wholesale/Distribution	55	0	\$24,556	23%
MAVENLINK INC	MULTI COUNTIES	2	Technical Services	103	0	\$130,422	77%
MB CALRAM LLC	VENTURA	1	Manufacturing	8	0	\$5,397	56%

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MEDAMERICA BILLING SERVICES INC	MULTI COUNTIES	5	Technical Services	162	0	\$419,680	100%
MERLE NORMAN COSMETICS INC	LOS ANGELES	4	Manufacturing	67	0	\$45,264	46%
METRO RF SERVICES INC	SAN BERNARDINO	2	Technical Services	0	0	\$0	0%
METTLE INC DBA VERVE NETWORKS	SAN JOAQUIN	1	Technical Services	0	0	\$0	0%
MHM GLASS ETCHING INC	SAN DIEGO	1	Manufacturing	11	0	\$21,534	95%
MITCHELL INTERNATIONAL INC	MULTI COUNTIES	5	Manufacturing	188	0	\$60,725	76%
MOLDEX - METRIC INC	LOS ANGELES	4	Manufacturing	14	0	\$14,432	15%
MORENO VALLEY AUTO COLLISION, INC. DBA FIX AUTO MORENO VALLEY	RIVERSIDE	1	Services	26	0	\$38,427	95%
MR C MANAGER LLC	LOS ANGELES	3	Services	125	0	\$75,140	82%
MSJ HEALTHCARE LLC DBA GRANDCARE HOME HEALTH SERVICES	LOS ANGELES	1	Healthcare	32	0	\$73,725	74%
NATIONAL LINK INC	LOS ANGELES	1	Wholesale/Distribution	29	0	\$41,782	84%
NATOMAS AUTO BODY & PAINT INC	MULTI COUNTIES	2	Services	25	0	\$31,289	76%
NATURES IMAGE INC	ORANGE	2	Technical Services	42	0	\$37,963	82%
NEC CORP OF AMERICA	MULTI COUNTIES	5	Technical Services	58	0	\$21,742	27%
NFCC INC DBA NORTH FRESNO COLLISION CENTER	FRESNO	1	Services	39	0	\$38,071	91%
NIAGARA BOTTLING LLC	MULTI COUNTIES	5	Manufacturing	197	0	\$123,550	52%
NICHOLS FARMS INC	KINGS	4	Agriculture	329	0	\$272,257	64%
NISHIMOTO TRADING CO LTD	MULTI COUNTIES	5	Wholesale/Distribution	42	0	\$10,391	44%
NL&A COLLECTIONS INC	LOS ANGELES	2	Wholesale/Distribution	17	0	\$22,438	96%
NOR-CAL BEVERAGE CO INC	MULTI COUNTIES	4	Manufacturing	366	0	\$114,776	84%
NORMAN INDUSTRIAL MATERIALS INC	LOS ANGELES	4	Manufacturing	64	0	\$28,906	31%
NORTHERN CA DISTRICT COUNCIL OF LABORERS CONSTRUCTION CRAFT LABORERS J.A.T.C	MULTI COUNTIES	6	Various	638	0	\$269,744	100%
NORTHERN CA HEAT & FROST INSULATORS AND ALLIED WORKERS JATC	MULTI COUNTIES	6	Various	84	0	\$200,160	100%
NORTHERN CALIFORNIA CONSTRUCTION INSPECTORS JOINT APPRENTICESHIP COMMITTEE	MULTI COUNTIES	6	Various	94	0	\$238,414	100%
NORTHROP GRUMMAN CORP	SAN BERNARDINO	5	Transportation	345	0	\$143,822	44%
OIL-DRI CORP OF AMERICA	KERN	5	Other	12	0	\$9,314	19%
OLDCASTLE BUILDINGENVELOPE INC	MULTI COUNTIES	5	Manufacturing	12	0	\$10,489	11%
OMNI LOS ANGELES HOTEL AT CALIFORNIA PLAZA	SAN DIEGO	5	Services	282	0	\$92,506	22%
OMNICARE ESC LLC	MULTI COUNTIES	5	Retail	0	0	\$0	0%
ON-SITE MANAGER INC	SANTA CLARA	3	Manufacturing	166	0	\$200,838	86%
ORORA NORTH AMERICA	MULTI COUNTIES	5	Manufacturing	364	0	\$624,448	100%
PAMC LTD DBA PACIFIC ALLIANCE MEDICAL CENTER INC	LOS ANGELES	5	Healthcare	314	0	\$485,140	100%

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Contractor Name	County(ies) Served	Business Size *	Industry	Retraitees	New Hires	Earned Amount	Percent Earned
PARAMOUNT PICTURES CORP	LOS ANGELES	5	High Tech	169	0	\$94,611	50%
PARKER DIVING SERVICE LLC	LOS ANGELES	2	Construction	24	0	\$36,340	100%
PARMATECH CORP	SONOMA	4	Manufacturing	46	0	\$30,082	54%
PARTNERS ADVANTAGE INSURANCE SERVICES LLC	RIVERSIDE	2	Finance	40	0	\$29,282	70%
PARTNERS IN CONTROL INC DBA ENTERPRISE AUTOMATION	MULTI COUNTIES	1	Technical Services	20	0	\$52,000	100%
PENSION GROUP INC	ORANGE	3	Finance	25	0	\$12,676	39%
PERILLO INDUSTRIES INC DBA CENTURY ELECTRONICS	VENTURA	1	Manufacturing	22	0	\$26,272	63%
PETERSON BROTHERS CONSTRUCTION INC	ORANGE	4	Construction	193	0	\$99,752	100%
PHYSICIANS FOR HEALTHY HOSPITALS INC	RIVERSIDE	5	Healthcare	102	0	\$327,517	89%
PLATINUM ENGINEERING SOLUTION INC.	MADERA	1	Technical Services	6	0	\$8,294	100%
PRECISION SWISS PRODUCTS INC	SANTA CLARA	2	Manufacturing	36	0	\$17,345	36%
PREFERRED MFG SERVICES INC	EL DORADO	0	Manufacturing	45	0	\$29,839	60%
PRIMARY FREIGHT SERVICES INC	ORANGE	2	Transportation	32	0	\$47,463	95%
PRL GLASS SYSTEMS INC	LOS ANGELES	4	Manufacturing	166	0	\$235,588	96%
PRN AMBULANCE INC	LOS ANGELES	4	Healthcare	159	0	\$79,519	66%
PROFESSIONAL MEDICAL STAFF MEMORIAL HOSPITAL OF GARDENA	LOS ANGELES	5	Healthcare	74	0	\$252,460	100%
Q C M INC DBA VERIS MFG	ORANGE	2	Manufacturing	30	0	\$49,140	100%
QBI LLC	MULTI COUNTIES	2	Finance	27	0	\$17,700	70%
QUALIFIED BILLING & COLLECTIONS LLC	LOS ANGELES	3	Services	26	0	\$20,325	20%
QUEST DIAGNOSTICS INC	MULTI COUNTIES	5	Healthcare	476	0	\$177,424	42%
QUINCY ENGINEERING INC	MULTI COUNTIES	2	Technical Services	38	0	\$32,461	66%
QUINN GROUP INC	MULTI COUNTIES	5	Wholesale/Distribution	328	0	\$224,098	100%
RALPHS GROCERY COMPANY	LOS ANGELES	5	Retail	552	0	\$182,017	43%
RAMBUS INC	SANTA CLARA	4	Real Estate	64	0	\$19,958	11%
RAYPAK INC	VENTURA	5	Manufacturing	104	0	\$41,361	75%
RBF CONSULTING	MULTI COUNTIES	5	Technical Services	62	0	\$35,077	35%
REMEC INC	SAN DIEGO	5	Manufacturing	401	0	\$197,086	60%
RETAIL EQUATION INC	ORANGE	1	Technical Services	10	0	\$10,204	21%
RICH PRODUCTS CORP	FRESNO	5	Manufacturing	145	0	\$107,378	99%
RICOH AMERICAS CORP	MULTI COUNTIES	5	Wholesale/Distribution	190	0	\$127,489	92%
RIVERBED TECHNOLOGY INC	MULTI COUNTIES	5	Technical Services	373	0	\$120,044	90%
RIVERSIDE HEALTHCARE SYSTEMS LLC DBA RIVERSIDE COMMUNITY HOSPITAL	RIVERSIDE	5	Healthcare	123	0	\$272,750	100%
ROBERT MANN PACKAGING INC	MULTI COUNTIES	3	Manufacturing	0	0	\$0	0%
SACRAMENTO AREA ELECTRICAL WORKERS JATC	MULTI COUNTIES	6	Various	244	0	\$330,610	99%
SAFE REFUGE	LOS ANGELES	1	Healthcare	10	0	\$3,432	24%
SAMSUNG SEMICONDUCTOR INC	MULTI COUNTIES	5	Wholesale/Distribution	467	0	\$323,804	43%
SAN DIEGO ELECTRICAL TRAINING TRUST	MULTI COUNTIES	6	Various	266	0	\$356,362	100%
SAN MATEO COUNTY ELECTRICAL JATC	SAN MATEO	6	Various	169	0	\$257,994	100%

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* (1) 1-50; (2) 51-100; (3) 101-250; (4) 251 - 500; (5) 501+ (6) Multiple Employers

** Median percent earned of all contracts listed

**Completed Core Funding Contracts
FY 2016-17**

APPENDIX B-3

Contractor Name	County(ies) Served	Business Size *	Industry	Retrainees	New Hires	Earned Amount	Percent Earned
SANTA ANA CHAMBER OF COMMERCE	MULTI COUNTIES	6	Various	626	0	\$937,147	99%
SANTA CLARITA COMMUNITY COLLEGE DISTRICT	MULTI COUNTIES	6	Various	434	0	\$468,474	100%
SAPUTO CHEESE USA INC	TULARE	5	Manufacturing	29	0	\$34,181	34%
SAVASENIORCARE ADMINISTRATIVE SERVICES LLC	MULTI COUNTIES	5	Healthcare	130	0	\$34,139	8%
SCANDIC SPRINGS INC	ALAMEDA	1	Manufacturing	16	0	\$6,737	80%
SCHOOL INNOVATIONS & ACHIEVEMENT	MULTI COUNTIES	2	Manufacturing	60	0	\$48,048	100%
SHEET METAL & AIR CONDITIONING APPRENTICESHIP & JOINT TRAINING FUND	MULTI COUNTIES	6	Various	126	0	\$248,721	100%
SHEPARD BROS INC	MULTI COUNTIES	3	Manufacturing	2	0	\$429	2%
SHIELDS NURSING CENTERS INC	CONTRA COSTA	3	Healthcare	82	0	\$106,549	37%
SIMPSON STRONG-TIE CO INC	RIVERSIDE	5	Manufacturing	205	0	\$162,000	100%
SIMPSON STRONG-TIE CO INC	SAN JOAQUIN	5	Manufacturing	268	0	\$159,144	99%
SKY ONC INC DBA VERTEX CHINA	LOS ANGELES	1	Wholesale/Distribution	12	0	\$19,017	73%
SKYWORKS SOLUTIONS INC	MULTI COUNTIES	5	Manufacturing	131	0	\$37,367	89%
SMART INVESTOR	PLACER	1	Finance	6	0	\$7,920	67%
SNOWTECH INC	NEVADA	1	Construction	6	0	\$3,056	34%
SNYDER LANGSTON LP	ORANGE	2	Construction	88	0	\$49,868	100%
SONOMA PINS ETC CORP DBA SONOMA PROMOTIONAL SOLUTIONS	SONOMA	1	Technical Services	18	0	\$12,604	75%
SOUTHERN CALIFORNIA RESILIENT FLOOR & DECORATIVE COVERING CRAFTS JATC	MULTI COUNTIES	6	Various	162	0	\$196,972	100%
SOUTHERN CALIFORNIA SHEET METAL JOINT APPRENTICESHIP AND TRAINING COMMITTEE	MULTI COUNTIES	6	Various	271	0	\$448,448	100%
SOUTHERN CALIFORNIA SURVEYORS JOINT APPRENTICESHIP COMMITTEE	MULTI COUNTIES	6	Various	68	0	\$153,700	100%
SOUTHERN CALIFORNIA SURVEYORS JOINT APPRENTICESHIP COMMITTEE	MULTI COUNTIES	6	Various	0	0	\$0	0%
SPACE MAINTAINERS LABORATORY	LOS ANGELES	2	Manufacturing	26	0	\$38,532	90%
SPACE MICRO INC	SAN DIEGO	2	Technical Services	47	0	\$20,306	41%
SPACE SYSTEMS LORAL INC	SANTA CLARA	5	Manufacturing	1,200	0	\$421,200	100%
SPARTA CONSULTING INC DBA KPIT	MULTI COUNTIES	5	Technical Services	24	0	\$33,930	17%
SPRINGER COLLISION CENTERS	SANTA CLARA	1	Services	28	0	\$27,478	98%
ST GEORGE WAREHOUSE & TRUCKING CO OF CALIFORNIA INC	LOS ANGELES	4	Transportation	0	0	\$0	0%
STANFORD MEDICAL BILLING	FRESNO	1	Technical Services	3	0	\$2,368	31%
STUDIO ARTS LTD	LOS ANGELES	6	Various	604	0	\$732,124	98%
SUKUT CONSTRUCTION INC	ORANGE	4	Construction	89	0	\$52,305	94%
SUNGEVITY INC	ALAMEDA	4	Technical Services	29	0	\$5,102	2%
SUPERIOR FOODS INC	SANTA CRUZ	5	Wholesale/Distribution	49	0	\$29,628	49%
SUTTER HOME WINERY	MULTI COUNTIES	5	Manufacturing	512	0	\$610,948	81%

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** Median percent earned of all contracts listed

**Completed Core Funding Contracts
FY 2016-17**

APPENDIX B-3

Contractor Name	County(ies) Served	Business Size *	Industry	Retrainees	New Hires	Earned Amount	Percent Earned
SYSKO FOOD SERVICES INC	ALAMEDA	5	Wholesale/Distribution	204	0	\$248,223	94%
TAYLOR WALK INC DBA PACIFIC OFFICE INTERIORS	LOS ANGELES	1	Construction	29	0	\$31,738	64%
TECHNOLOGY COUNCIL OF SOUTHERN CALIFORNIA	MULTI COUNTIES	6	Various	423	0	\$639,318	98%
TECHSERVE ALLIANCE - SO CAL CHAPTER INC	MULTI COUNTIES	6	Various	509	0	\$638,614	98%
TENERGY CORP	ALAMEDA	2	Manufacturing	43	0	\$20,655	43%
TESTAMERICA LABORATORIES INC	MULTI COUNTIES	5	Technical Services	66	0	\$12,239	21%
THALES AVIONICS INC	ORANGE	5	Manufacturing	504	0	\$277,200	100%
TIGER LINES LLC	MULTI COUNTIES	3	Transportation	125	0	\$64,746	43%
TOOLING UNIVERSITY-SOCIETY OF MFG ENGINEERS	MULTI COUNTIES	6	Various	216	0	\$192,083	100%
TOP OF THIRD INC	TULARE	1	Services	11	0	\$10,780	100%
TOROSIAN & WALTER LLP	FRESNO	1	Technical Services	23	0	\$26,154	96%
TOTAL TRANSPORTATION & DISTRIBUTION INC	LOS ANGELES	2	Transportation	64	0	\$99,580	100%
TRADER JOE'S CO	MULTI COUNTIES	5	Retail	786	0	\$213,303	34%
TRINITY PROPERTY CONSULTANTS LLC	MULTI COUNTIES	5	Real Estate	0	0	\$0	0%
TURBINE ENGINE COMPONENTS TECHNOLOGIES	LOS ANGELES	5	Manufacturing	47	0	\$116,480	100%
ULTRA PRO INTERNATIONAL LLC	LOS ANGELES	2	Manufacturing	80	0	\$49,920	100%
UNITED FOOD & COMMERCIAL WORKER NORTHERN CA MEAT APPRENTICESHIP TRUST FUND	MULTI COUNTIES	6	Various	124	0	\$125,100	100%
UNITED PARCEL SERVICE INC	MULTI COUNTIES	5	Transportation	273	0	\$309,781	41%
URBAN CORPS OF SAN DIEGO	SAN DIEGO	6	Various	0	26	\$143,832	87%
US FARM SYSTEMS	MULTI COUNTIES	2	Manufacturing	64	0	\$44,126	88%
VALLEY TRUCK AND TRACTOR CO	MULTI COUNTIES	3	Wholesale/Distribution	84	0	\$48,964	20%
VANGUARD ELECTRONICS CO	ORANGE	3	Manufacturing	21	0	\$18,375	41%
VIA TRADING CORP	LOS ANGELES	1	Wholesale/Distribution	0	0	\$0	0%
VILLARA CORP (FORMERLY BEUTLER CORP)	SACRAMENTO	5	Construction	446	0	\$218,940	100%
WARDEN'S OFFICE INC	STANISLAUS	1	Wholesale/Distribution	30	0	\$22,968	100%
WATTS EQUIPMENT CO	SAN JOAQUIN	1	Wholesale/Distribution	33	0	\$11,385	24%
WELLEX CORP	ALAMEDA	4	Manufacturing	48	0	\$67,384	68%
WEST COMMUNICATION SERVICE INC	SANTA CRUZ	1	Construction	6	0	\$5,772	100%
WESTECH COLLEGE	MULTI COUNTIES	6	Various	315	0	\$703,445	94%
WESTERN ELECTRICAL CONTRACTORS ASSOCIATION INC	MULTI COUNTIES	6	Various	153	0	\$298,016	100%
WINDES INC	MULTI COUNTIES	3	Technical Services	84	0	\$34,033	42%
WINTEC INDUSTRIES INC	SANTA CLARA	3	Manufacturing	0	0	\$0	0%
WONDERFUL CO LLC	MULTI COUNTIES	5	Wholesale/Distribution	199	0	\$86,625	100%
WONDERFUL PISTACHIOS & ALMONDS, LLC	MULTI COUNTIES	5	Manufacturing	1,086	0	\$743,400	100%
WORKING DOG, INC.	ORANGE	1	Technical Services	19	0	\$16,984	47%
WRIGHT FORD YOUNG & CO	ORANGE	2	Technical Services	48	0	\$26,195	63%

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** Median percent earned of all contracts listed

**Completed Core Funding Contracts
FY 2016-17**

APPENDIX B-3

Contractor Name	County(ies) Served	Business Size *	Industry	Retraitees	New Hires	Earned Amount	Percent Earned
YAMABE & HORN ENGINEERING INC	FRESNO	1	Technical Services	19	0	\$5,611	20%
ZOLL CIRCULATION INC	SANTA CLARA	5	Technical Services	45	0	\$54,202	29%
332 Contracts				54,364	204	\$47,061,888	78% **

**Completed Alternative Funding Contracts
FY 2016-17**

APPENDIX B-4

Contractor Name	County(ies) Served	Business Size*	Industry	Retrainees	New Hires	Earned Amount	Percent Earned
ALTEC INDUSTRIES INC	SOLANO	5	Manufacturing	53	0	\$40,194	100%
APPLIED MATERIALS INC	SANTA CLARA	5	Manufacturing	920	0	\$598,500	100%
ATLAS DISPOSAL INDUSTRIES LLC	SACRAMENTO	2	Services	10	0	\$4,290	46%
BUSTER BIOFUELS LLC	SAN DIEGO	1	Manufacturing	1	0	\$3,900	7%
BUTTE-GLENN COMMUNITY COLLEGE DISTRICT	MULTI COUNTIES	6	Various	179	0	\$116,042	100%
CAL POLY CORP	MULTI COUNTIES	6	Various	165	0	\$134,426	57%
GFP ETHANOL, LLC DBA CALGREN RENEWABLE FUELS	TULARE	1	Manufacturing	36	0	\$47,568	96%
JOHN L SULLIVAN CHEVROLET INC	PLACER	4	Retail	47	0	\$21,196	91%
KERN COMMUNITY COLLEGE DISTRICT	MULTI COUNTIES	6	Various	261	0	\$222,760	96%
LOCAL GOVERNMENT COMMISSION	SACRAMENTO	6	Various	65	0	\$25,508	20%
SACRAMENTO AREA REGIONAL TECHNOLOGY ALLIANCE	MULTI COUNTIES	6	Various	0	0	\$0	0%
SACRAMENTO AREA REGIONAL TECHNOLOGY ALLIANCE	SACRAMENTO	6	Various	0	0	\$0	0%
12 Contracts				1,737	0	\$1,214,384	74% **

TERMINATED CONTRACTS

Nineteen core-funded contracts terminated prior to completion of the contract term. In the majority of these cases, training never began; see table below for known reasons for termination. The Panel approved \$1,946,121 to fund these contracts, encumbering and subsequently disencumbering 34 percent of the approved amount in the report year.

The following table identifies: contracts terminated in the report year, reason for terminations, funding amount, number of trainees, industry, and county of training.

Terminated Core Contracts					
Contractor Name	Reason for Termination	Funding Amount	No. of Trainees	Industry	County
AIR CONDITINING TRADE ASSOCIATION	Change in Training	\$28,360	10	Construction	Multi Counties
EMPIRE TRANSPORTATION INC	Lack of Performance	\$99,725	170	Services	Multi Counties
PERKINS INC DBA AFRICAN AMERICAN EXPRESSIONS	Lack of Performance	\$9,680	8	Wholesale Trade	Sacramento
FIDELIS MARKETING INC	Unknown	\$16,146	14	Services	Sacramento
ENGINEERED WELL SERVICE INTERNATIONAL INC	Business Restructuring	\$49,808	67	Services	Multi Counties
LAVINE LOFGREN MORRIS & ENGELBERG LLP	Unable to Complete Training	\$17,556	38	Services	San Diego
ABLE DISABLED ADVOCACY INC	Unable to Complete Training	\$199,748	59	Technology	San Diego
MAXIM INTEGRATED PRODUCTS, INC.	Lack of Performance	\$731,538	713	Manufacturing	Multi Counties
HOSPITAL OF BARSTOW INC DBA BARSTOW	Lack of Performance	\$243,810	129	Healthcare	San Bernardino
WHITE LABS INC	Lack of Performance	\$19,136	46	Manufacturing	Multi Counties
HERO NUTRITIONALS LLC	Business Restructuring	\$21,580	39	Manufacturing	Orange
MVINIX CORP	Unable to Complete Training	\$22,880	27	Manufacturing	Santa Clara
AIRBORNE AMERICA INC	Lack of Performance	\$66,990	28	Services - Retail	San Diego
TUBEMOGUL INC	Business Restructuring	\$172,800	280	Technology	Multi Counties
BAKERSFIELD BASEBALL CLUB LLC DBA BAKERSFIELD BLAZE	Business Closure	\$7,040	8	Services	Kern
SADDLEBACK ROOFING INC	Lack of Performance	\$39,520	38	Construction	Orange
NORTHROP GRUMMAN TECHNOLOGY SERVICES INC	Business Restructuring	\$144,680	460	Aerospace and Defense	San Bernardino
R/C METALS ELECTRONIC INC DBA FREELANCE ELECTRONICS	Unknown	\$7,700	10	Wholesale Trade	Los Angeles
THE NINTHLINK INC	Business Restructuring	\$47,424	19	Technology	San Diego

Total:	\$1,946,121	2,163
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<http://www.etp.ca.gov>

The Annual Report was prepared by the Research and Analytics Division staff:
Jeff Brooks, Brittany Currie, Bryan Lytle, Mario Maslac, Leo Melton, Leslie Nowack, Jenny
Phang, Elisabeth Testa, Nancy Tran and Tiffany Woodruff.

Additional copies of the Annual Report may be obtained by contacting the Employment
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