



# ANNUAL REPORT

Securing California's economy through  
employee advancement and customized  
worker training

Barry Broad, Chairperson  
Janice Roberts, Vice-Chairperson  
Gloria Bell, Member  
Cheryl Akin, Member  
Gretchen Newsom, Member  
Ernesto Morales, Member  
Ali Tweini, Member  
Rick Smiles, Member

Stewart Knox, Executive Director  
Peter Cooper, Assistant Director  
Jill McAloon, Chief Deputy Director  
Tara Armstrong, Deputy Director  
Michael Cable, Legal Counsel



2  
0  
1  
7  
-  
1  
8

# LETTER FROM THE EXECUTIVE DIRECTOR

The Employment Training Panel (ETP) is pleased to present the Annual Report for 2017-18 which offers a year in review of our small agency with a big impact on California's economy. ETP plays a key role in funding training to ensure California employers have the support to hire, train, and retain highly skilled workers in order to be competitive in the global economy.

Consistent with the goals and objectives of ETP's Strategic Plan, working with its partners, ETP has made great strides to support high unemployment areas, apprenticeship training, veteran and disabled worker training, priority industries and small businesses - all areas of high economic impact.

With a high demand for rigorous apprenticeship training programs, ETP has expanded its apprenticeship training program since its inception in 2012. ETP has awarded nearly \$75 million in the last six years to serve 45,000 trainees. In the coming fiscal year, ETP forecasts an increasing need for skilled workers and anticipates a large influx of apprenticeship contracts hitting record highs.

A large focus throughout the year has been to engage employers in high unemployment areas (HUAs) providing additional training funds to offset the economic lag in rural areas, primarily in the Central Valley. ETP has seen a \$5.2 million increase in funding and a 25 percent increase in approved contracts from the previous year, providing training for more than 16,000 trainees.

As an advocate for Small Businesses and Veteran Programs, ETP was recognized in 2017 with receipt of the State Agency Recognition Award for Most Notable Improvement for Small Business. ETP also partnered with the Department of Rehabilitation and California Labor and Workforce Development Agency in issuing a \$1.5 million grant for the 2018 Summer Training and Education Program for Students (STEPS) with disabilities. The STEPS grant was a huge success, awarding 6 workforce agencies funds to offer paid work experience and job training.

Looking forward to 2019, ETP has laid the foundation for program improvements and simplifications to the funding process through an approved purchase of a new management information system. This new system will enable ETP to more efficiently provide resources to California businesses.

ETP and its dedicated staff have had a successful year, full of growth and strides toward the execution of our vision. Moving forward, we will continue strengthening California's competitive economy through our partnerships with Business and Labor.



Stewart Knox, Executive Director

# TABLE of CONTENTS

---

1	VISION AND MISSION STATEMENTS
2	THE EMPLOYMENT TRAINING PANEL A BRIEF HISTORY/ GOALS & OBJECTIVES
4	ETP HIGHLIGHTS & HISTORY
5	PRIORITY INDUSTRIES
6	OUR PARTNERS
7	NOTABLE ACHIEVEMENTS: SMALL BUSINESS / STEPS GRANT
10	PROCESS IMPROVEMENTS/ ETP FUNDING / CONTRACT ACTIVITY/ HUA
14	PILOTS & SPECIAL TRAINING PROGRAMS
16	FOCUS ON THE FUTURE

## appendices



A pdf version of this report and its accompanying appendices are available online  
at <https://etp.ca.gov/>

# 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 contributing to a healthy California economy;
- ▶ Provide workers secure jobs paying good wages and having opportunities for advancement;
- ▶ Assist employers to successfully compete in the global economy;
- ▶ Promote benefits and ongoing investment of employee training among employers.



ETP

Employment Training Panel

# EMPLOYMENT TRAINING PANEL

**T**he 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.

ETP is governed by an eight-member panel: three governor 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 regularly 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 \$1.58 billion for the successful training and employment retention of over 1.2 million workers employed by over 83,959 California businesses.

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





# 6 GOALS & OBJECTIVES

- 1 Enhance Visibility
  - 2 Target Priority Industries
  - 3 Support Small Businesses
  - 4 Support the Governor's Initiatives
  - 5 Enhance Impact on Job Creation and Retention
  - 6 Increase Efficiency and Effectiveness of the ETP Program
-

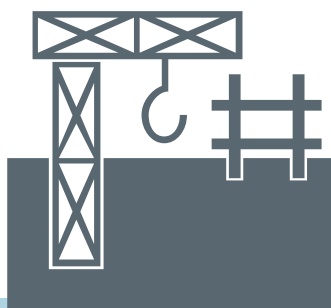
# ETP

## HIGHLIGHTS & HISTORY



'82

**ETP Created**  
ETP created to assist displaced workers



'88

**1%**  
**1% Enrolled**  
Enrolled 1% of California's workforce

'94

**SET Project**  
Special Employment Training Program created



'01

**Permanent Program**  
ETP becomes a permanent program

'05

**\$1B**  
**\$1 Billion**  
ETP approved more than \$1 Billion in training funding since 1982

'11

**\$3M**  
**Job Creation**  
Retrainee Contracts totalling \$3M approved for new jobs



**Today**  
Focus on process efficiency 2017 -18

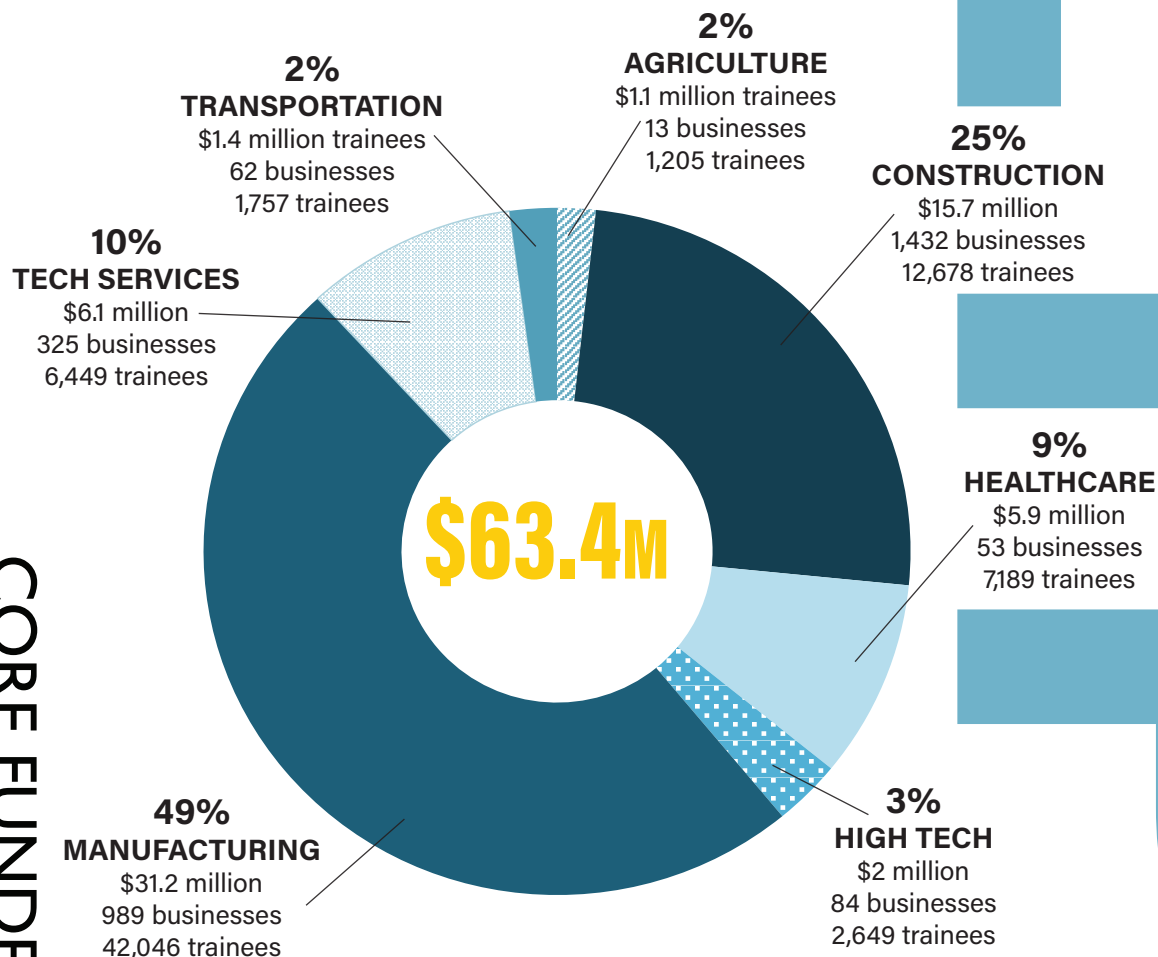
## 2018-19 STRATEGIC PLAN

ETP's Strategic Plan is updated annually based on assessments of California's economy and outlines corresponding goals and objectives for the year.

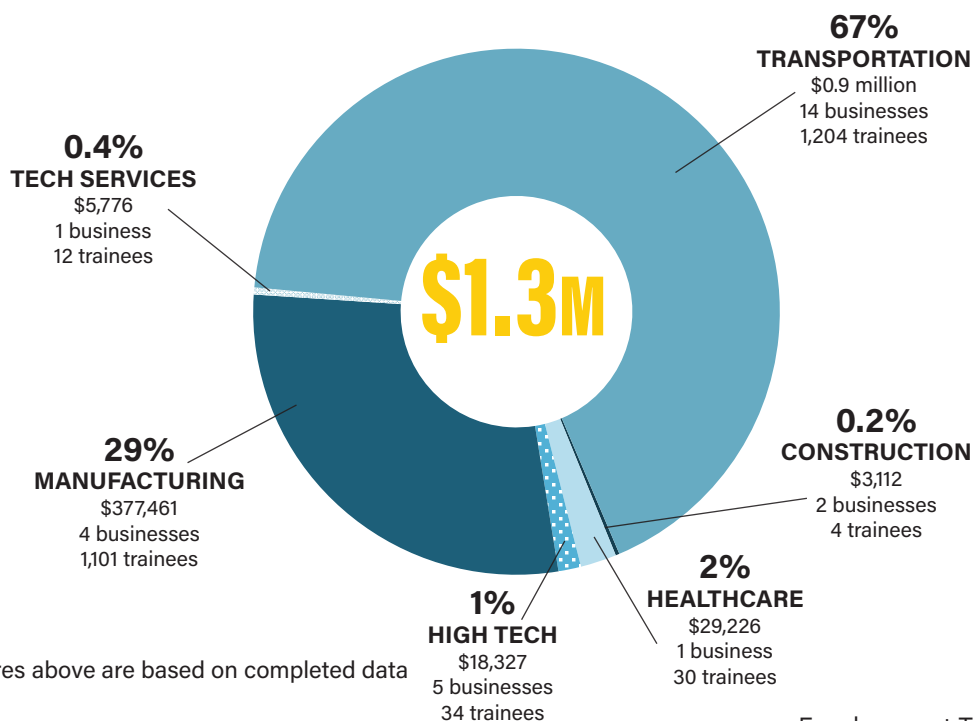


# PRIORITY INDUSTRIES

CORE FUNDED  
CONTRACTS



ALTERNATIVE FUNDED  
CONTRACTS



Figures above are based on completed data





# OUR PARTNERS

---

Utilizing vital state partnerships for alternative sources of funding enables ETP to respond to continued demand for workforce training. These critical partnerships strengthen the Panel's ability to respond to developing workforce needs.

- **CALIFORNIA COMMUNITY COLLEGES CHANCELLOR'S OFFICE**
- **CALIFORNIA DEPARTMENT OF INDUSTRIAL RELATIONS**
- **CALIFORNIA DEPARTMENT OF REHABILITATION**
- **DIVISION OF APPRENTICESHIP STANDARDS**
- **CALIFORNIA ENERGY COMMISSION**
- **CALIFORNIA INNOVATION HUB**
- **CALIFORNIA WORKFORCE DEVELOPMENT BOARD**
- **EMPLOYMENT DEVELOPMENT DEPARTMENT**
- **GOVERNOR'S OFFICE OF BUSINESS AND ECONOMIC DEVELOPMENT (GO-Biz)**
- **LABOR AND WORKFORCE DEVELOPMENT AGENCY**

# 2017-18 NOTABLE ACHIEVEMENTS



Ryan Boyd with Employment Training Panel accepts Most Notable Improvement for Small Business Award, 2017-18 State Agency Recognition Award Ceremony.

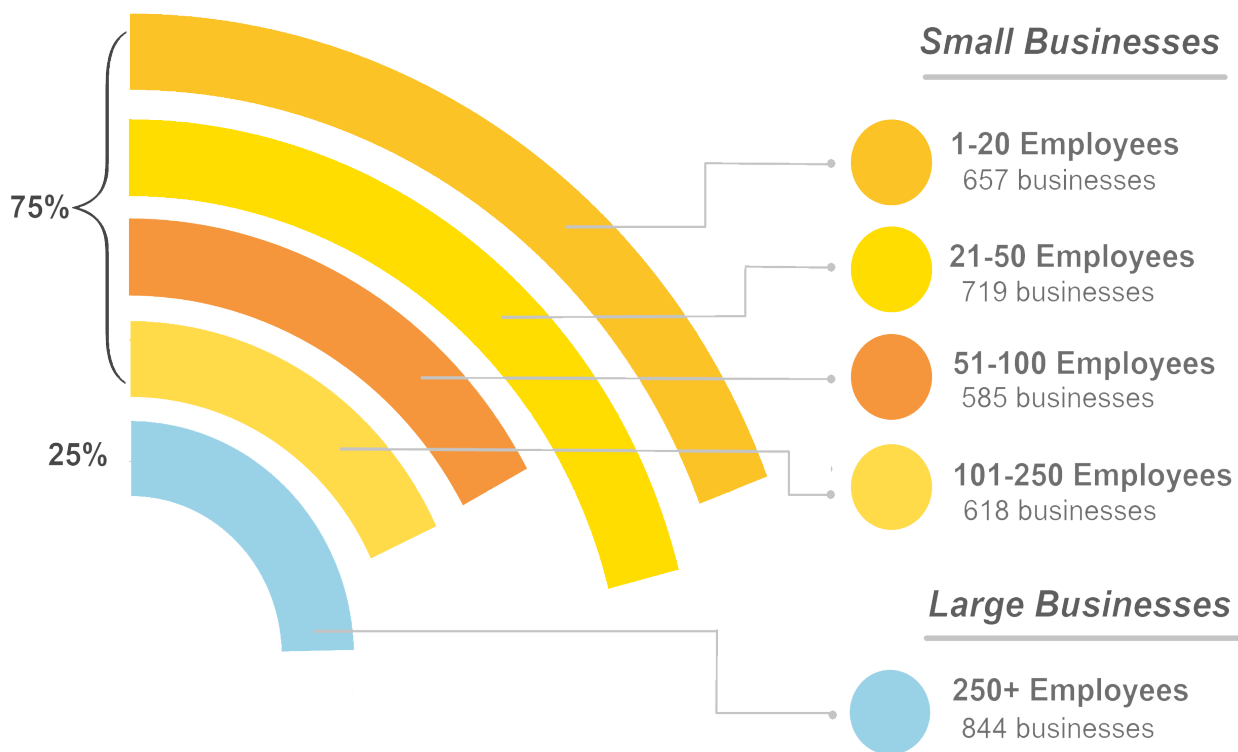
On November 13, 2017, the Department of General Services (DGS) presented ETP with the 2017 State Agency Recognition Award for Most Improved Small Business Participation for a small agency (\$250,000 to \$2 million). DGS recognizes outstanding achievement by state agencies and advocates in furthering small business and disabled veteran business enterprise contracting participation.

ETP procured 94 percent of its contracts with small businesses, which was a 63 percent notable increase from the previous fiscal year. ETP was proud to accept this award along with being named an "Agency of the Year Finalist" for furthering the "Best Practice" activities for Small Business and Disabled Veteran Business Enterprises.

# SMALL BUSINESS

ETP also provided essential resources for small businesses who may not have the ability to provide training to their workers. During the 2017-18 fiscal year, small businesses made up 75 percent of the core funded contracts. ETP's Small Business Program provides higher training reimbursement rates for businesses with 100 or fewer employees in California. Small Businesses can contract directly with ETP or participate in a Multiple Employer Contract (MEC), reducing the employers' cost of administration.

## CORE FUNDED BUSINESSES BY SIZE



**24.5K** TOTAL  
TRAINEES

**2.5K** TOTAL  
BUSINESSES

Figures above are based on completed data



# 2018 STEPS GRANT AWARDEES PROJECT



STEPS Grant Awardees at Employment Training Panel, September 28, 2018.

In partnership with the Department of Rehabilitation and California Labor and Workforce Development Agency, ETP awarded \$1.5 million in grants to the 2018 Summer Training and Education Program for Students (STEPS).

This grant provides paid work experience, workplace readiness skills, and pre-vocational skills to students with disabilities, ages 16 to 21.

ETP is proud to help empower students with disabilities through job training and work experience leading to jobs and careers.

- \$250,000 Mother Load Workforce Development Board
- \$250,000 Northern Rural Training and Employment Consortium
- \$100,000 Richmond Workforce Development Board
- \$250,000 Sacramento Employment Training Agency Workforce Board
- \$350,000 San Joaquin County Workforce Development Board
- \$300,000 Verdugo Workforce Development Board

# PROCESS IMPROVEMENTS

---

ETP received approval and is in the process of developing a new data management information system to improve program efficiencies and ensure comprehensive and seamless data collection and reporting. Consolidating business systems will also increase the accuracy of reporting data. It will allow for the retirement of outdated systems no longer supported by industry, and provide a more efficient and user-friendly experience for both staff and customers.

To bring ETP's business processes into alignment with the demands of the current economy, and to better align ETP with programs offered through the Labor & Workforce Development Agency and other agencies, ETP is in the process of assessing its legislation and regulations with the goal of simplifying and modernizing the program.

A Panel Committee formed to aid in policy making has adapted new policies regarding the application of health benefits to meet the ETP required minimum wage; raised fixed-fee reimbursement rates; simplified the Out-of-State Vendor and Out-of-State Training forms; refined policies surrounding repeat contractors; and relaxed restrictions on OSHA 10/30 training.







# ETP | FUNDING

## 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 training programs approved by Panel. ETP does not use Federal or State General Funds.

## ALTERNATIVE FUNDING

ETP uses alternative funding to support unique policy initiatives and reach public sector employers. ETP receives alternative funding from the California Energy Commission. Additionally, 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.

*See previous Annual Reports for other Alternative Funding Sources and Programs. Alternative Funding allows ETP to serve public sector employers who do not pay ETT and are not eligible for core funding.*



# CONTRACT ACTIVITY

ETP-funded training helps California's economic development through job sustainability and creation. It has also enabled large and small businesses to remain competitive.

## APPROVED CONTRACTS

Contracts approved by Panel

## ONGOING CONTRACTS

Contracts active and ongoing at the end of the fiscal year

## COMPLETED CONTRACTS

Closed contracts which successfully trained and retained employees

FUNDED CONTRACTS			
CONTRACT TYPE	CONTRACTS	TRAINEES	AMOUNT
Core Approved	423	106,844	\$92,291,099 (approved)
Core Completed	406	92,359	\$76,329,174 (earned)
Core Ongoing	377	91,390	\$84,663,524 (approved)
Alternative Approved	2	790	\$965,450 (approved)
Alternative Completed	5	2,507	\$1,433,893 (earned)
Alternative Ongoing	1	434	\$749,952 (approved)
<b>Total</b>	<b>1,214</b>	<b>294,324</b>	<b>\$256,433,092</b>

## FY 17-18 | THE NUMBERS APPROVED

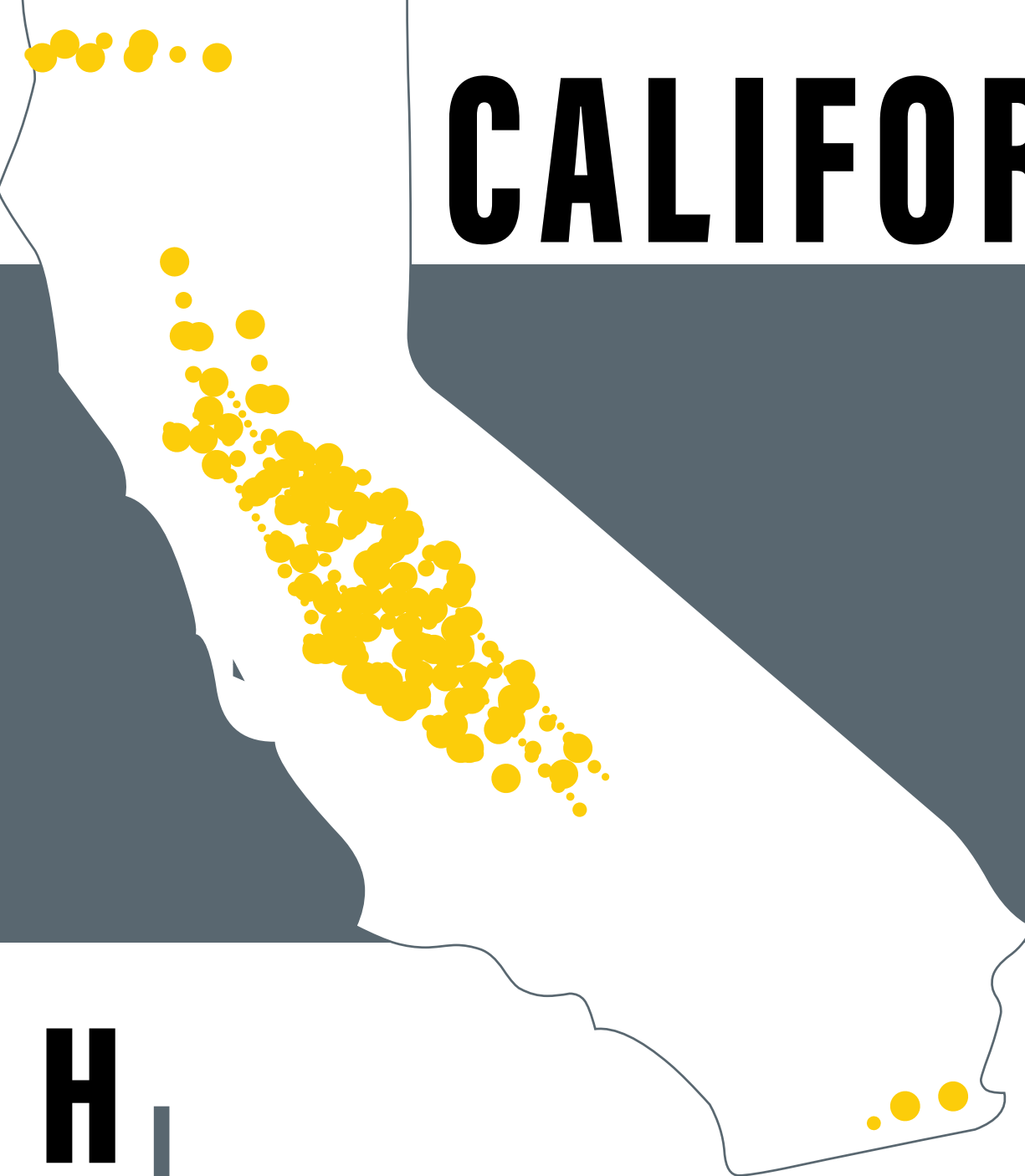
**425**  
CONTRACTS

**107,634**  
TOTAL APPROVED  
TRAINEES

**\$219,427**  
AVERAGE CONTRACT  
VALUE

**\$93.3M**  
TOTAL APPROVED  
AMOUNT

# CALIFORNIA



H  
U  
A

## HIGH UNEMPLOYMENT AREAS

The Panel targets training for workers in regions of the state with lagging economies and unemployment rates higher than the state average. During the 2017-18 fiscal year, over \$20.7 million was approved for training in high unemployment areas, providing training for over 25,000 workers.

See Appendix A-2 – Core Funding Contracts Approved in HUAs for more information

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 & SPECIAL TRAINING PROGRAMS



In response to administrative and legislative priorities, the Panel implements Pilot Programs to test training models that support California's changing workforce needs; including Alternative and Renewable Fuel and Vehicle Technology Program (ARFVTP), Job Creation, Apprenticeship Training Program, and Veterans Training.

## 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.

*August 2017 - El Camino College was awarded \$533,450 to train 470 workers in Clean Vehicle Technologies through the Energy Commission's Alternative Renewable Fuel and Vehicle Technology Program (ARFVTP). "This alternative fuel and vehicle funding contract allows El Camino College and its training partners to offer education, training and resources to increase employee's job skills in advanced transportation and clean technologies," said Eldon Davidson, director of the Center for Customized Training at El Camino College.*

## JOB CREATION

In the 2017-18 fiscal year, 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.

ARFVTP

January 2018 - Studio Arts, Ltd. was awarded \$600,000 to support advanced training in the high demand industry of entertainment and technology. "Our focus at Studio Arts is to educate frontline artists, technicians and other workers keep up with new global trends in the fiercely competitive entertainment industry," said Eric Huelsman, president of Studio Arts, Ltd. "With these funds we will be able to train people for in-demand jobs that use these advanced technologies in film and television." This will help ensure competitive businesses and additional job creation.

---

## *"ETP funds are vital..."*

---

### VETERANS/ APPRENTICESHIP

#### **APPRENTICESHIP**

Developed with input from key stakeholders, including the labor and apprenticeship communities, the Apprenticeship Training 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.

*March 2018 – Northern California Elevator Industry Joint Apprenticeship and Training Committee Trust Fund to train 680 Apprenticeship and Journeymen mechanics. "We have doubled the number of our apprentices over the last three years to meet the high demand of our employers," said James Leonard. "ETP funds are vital in helping us update our program by adding training through computer simulations and virtual elevators."*

#### **VETERANS**

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.

*September 2017 - Asian Neighborhood Design was awarded \$196,000 to train 46 workers in Construction and Green technology. Stewart Knox, the ETP's executive director stated, "Today's approved contracts include funding to help train individuals that face challenges and barriers to employment including at-risk youth, veterans, the formerly incarcerated, immigrants, and people with disabilities."*







# FOCUS ON THE FUTURE

---

ETP's focus in the coming year:

- Improvements and simplification to its program
  - Continue to support small businesses
  - Continue to support and provide essential resources to meet the needs of California businesses
  - Work with employers to understand future workforce needs
- 

2018



# ANNUAL REPORT APPENDICES

2017-18

---

APPROPRIATIONS AND EXPENDITURES .....	A-1
CORE FUNDING CONTRACTS APPROVED IN HUAs .....	A-2
COMPLETED CONTRACT DATA .....	B-1
A.    SUMMARY OF COMPLETED CONTRACTS	
B.    TRAINEES SERVED BY SIZE OF BUSINESS	
C.    TRAINING BY INDUSTRY	
D.    TRAINEE WAGES	
E.    LITERACY TRAINING	
F.    TRAINEE DEMOGRAPHICS	
G.    LEVERAGING FUNDS THROUGH DISENCUMBERANCES & REINVESTMENT	
COMPLETED CORE FUNDING CONTRACTS .....	B-2
COMPLETED ALTERNATIVE FUNDING CONTRACTS .....	B-3
TERMINATED CONTRACTS .....	C-1



## APPROPRIATIONS AND EXPENDITURES

In FY 2017-18, the Employment Training Fund (ETF) received a Budget Act appropriation of \$81.1 million. The FY 2017-18 ETF collection was conservatively forecast at \$89.9 million. The actual ETF revenue collection of \$94.0 million was higher than the ETF revenue projection. After deducting administrative costs, pro rata, and prior year liabilities, ETP had over \$27.5 million to fund new core training contracts in FY 2017-18. The Panel expended all of these training funds by May 2018.

### CORE FUNDING - Appropriation and Expenditure Report FY 2017-18

Employment Training Fund (ETF)	\$81,149,000
EDD Tax Branch (ETT Collection)	-\$6,082,000
<b>Total Appropriation to ETP:</b>	<b><u>\$75,067,000</u></b>

#### **ETP Budget Authority:**

Appropriation to ETP	\$75,067,000
Reinvested Funds (Provision 1)	\$3,000,494
Roll Over Funds from Active Contracts	\$3,182,994
Allocation for employee compensation, staff benefits, pension contribution adjustment	\$720,000
<b>Total Budget Authority for Fiscal Year 2017-18:</b>	<b><u>\$81,970,488</u></b>

#### **ETP Expenditures:**

Program Administration	\$13,448,300
EDD Support	\$241,883
Marketing and Research	\$106,710
Program Funds (new training contracts & prior year liabilities)	\$68,173,595
<b>Total Expenditures for Fiscal Year 2017-18:</b>	<b><u>\$81,970,488</u></b>

The available \$81.9 million in core funding for Fiscal Year 2017-18 was allocated by the Panel as follows:

- **Program Funds:** The Panel encumbered all available program funds (\$68.1 million) for training. Of this amount, \$36.7 million was used for prior-year contract liabilities resulting from incremental funding and \$31.4 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 \$13.4 million was used for program administration costs, including EDD support.
- **Marketing and Research:** Approximately \$107,000 was used for 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:** Pro rata is taken out at the fund level. ETP incurred over \$970,903 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.

# APPENDIX A-2

## CORE FUNDING PROJECTS APPROVED IN HIGH UNEMPLOYMENT AREAS

Contractor Name	Industry	County(ies) Served	# Trainees Approved	Approved Contract Amount
7173 NORTH SHARON AVENUE OPERATING COMPANY, LLC	HEALTHCARE	MARIN, SAN FRANCISCO, FRESNO, SAN DIEGO, SAN BERNARDINO, SHASTA, SACRAMENTO	160	\$129,600
7TH INNING STRETCH LLC	SERVICES (OTHER)	SAN JOAQUIN	13	\$7,722
AAA PLATING & INSPECTION, INC.	MANUFACTURING	LOS ANGELES	112	\$104,100
AEMERGE REDPAK SERVICES SOUTHERN CALIFORNIA, LLC	MANUFACTURING, GREEN TECHNOLOGY	SAN BERNARDINO	25	\$68,250
ALLERGY, IMMUNOLOGY & ASTHMA MEDICAL GROUP, INC.	HEALTHCARE	SAN JOAQUIN	38	\$33,440
AMRO FABRICATING CORP	MANUFACTURING	LOS ANGELES, RIVERSIDE	100	\$53,360
ANCON MARINE, INC.	TRANSPORTATION/ LOGISTICS, SERVICES	LOS ANGELES, KERN, SOLANO, IMPERIAL	73	\$52,560
ARC MID-CITIES, INC.	SERVICES	LOS ANGELES, ORANGE, RIVERSIDE	15	\$57,540
ARMSTRONG GARDEN CENTERS, INC.	AGRICULTURE	ALAMEDA, LOS ANGELES, MARIN, ORANGE, RIVERSIDE, SAN DIEGO, VENTURA	19	\$17,100
AUTOLAND INC	SERVICES	ALAMEDA, LOS ANGELES, MERCED, ORANGE, RIVERSIDE, SACRAMENTO, SAN BERNARDINO, SAN DIEGO, SANTA CLARA, VENTURA	1	\$484
BAKERSFIELD PIPE AND SUPPLY, INC.	WHOLESALE TRADE, MANUFACTURING	FRESNO, IMPERIAL, KERN, LOS ANGELES, SAN JOAQUIN, SHASTA, VENTURA	22	\$28,116
BELL BROTHER'S HEATING AND AIR, INC.	CONSTRUCTION	SACRAMENTO, STANISLAUS	90	\$194,400
BERNARDS BROS INC.	CONSTRUCTION	FRESNO, LOS ANGELES, ORANGE, SAN BERNARDINO, SAN LUIS OBISPO	4	\$2,232
B-K LIGHTING, INC.	MANUFACTURING	MADERA	107	\$129,980
BOKISCH, INC	AGRICULTURE	SAN JOAQUIN	20	\$14,400
BOOTH RANCHES LLC	AGRICULTURE	FRESNO	104	\$28,080
BRICKLEY CONSTRUCTION COMPANY, INC.	WASTE MANAGEMENT	SAN BERNARDINO	66	\$49,764
BROWN ARMSTRONG ACCOUNTANCY CORPORATION	PROFESSIONAL, SCIENTIFIC, AND TECHNICAL	FRESNO, KERN, ORANGE, SAN JOAQUIN	46	\$46,552
BUTTE-GLENN COMMUNITY COLLEGE DISTRICT	FINANCIAL SERVICES, MANUFACTURING, RETAIL, SERVICES, TECHNOLOGY/IT	STATEWIDE	713	\$717,821
CABER ENTERPRISES, INC.	HEALTHCARE	KINGS, TULARE	293	\$558,760
CALIFORNIA MANUFACTURERS AND TECHNOLOGY ASSOCIATION	MANUFACTURING, TECHNOLOGY/IT, AEROSPACE AND DEFENSE, BIOTECHNOLOGY/LIFE, SCIENCES	STATEWIDE	113	\$85,568

Contractor Name	Industry	County(ies) Served	# Trainees Approved	Approved Contract Amount
CALIFORNIA SHEET METAL WORKS INC.	MANUFACTURING	SAN DIEGO	137	\$132,818
CAREMERIDIAN, LLC	HEALTHCARE	ALAMEDA, FRESNO, LOS ANGELES, MARIN, ORANGE, PLACER, SACRAMENTO, SAN DIEGO, SANTA BARBARA, SANTA CLARA, VENTURA	42	\$47,920
CEPHEID	MANUFACTURING	SAN JOAQUIN, SANTA CLARA	301	\$217,660
CERTIFIED STAINLESS SERVICE, INC. DBA WEST-MARK	MANUFACTURING	KERN, MERCED, STANISLAUS	203	\$282,000
CHARLIE'S ENTERPRISES, INC. DBA OK PRODUCE INC.	WHOLESALE TRADE, WAREHOUSING, SERVICES	FRESNO	385	\$248,325
CINTAS CORPORATION NO. 3	SERVICES (OTHER)	CONTRA COSTA, FRESNO, KERN, LOS ANGELES, SACRAMENTO, SAN JOAQUIN, SANTA CLARA	99	\$144,045
CITADEL PREMIUM DESIGN, INC.	CONSTRUCTION	YOLO	32	\$37,440
COMPASSIONATE CARE HOME HEALTH AGENCY, LLC	HEALTHCARE	FRESNO	141	\$236,224
CONCRETE VALUE CORP	CONSTRUCTION, REAL ESTATE	FRESNO, KERN, MONTEREY, SACRAMENTO, SOLANO	149	\$74,052
CONSTELLATION BRANDS U.S. OPERATIONS, INC.	MANUFACTURING, TRANSPORTATION AND WAREHOUSING	MADERA, MENDOCINO, MONTEREY, NAPA, SAN JOAQUIN, SAN LUIS OBISPO, SONOMA, YOLO	871	\$391,950
CORRECTIONAL MEDICAL GROUP COMPANIES, INC.	HEALTHCARE	MONTEREY	566	\$407,520
COVENANT CARE CALIFORNIA, LLC	HEALTHCARE	FRESNO, STANISLAUS, VENTURA, ORANGE, YOLO, SAN JOAQUIN, LOS ANGELES, SAN DIEGO, SANTA CRUZ, SANTA CLARA	361	\$328,404
DIAMOND FOODS, LLC	MANUFACTURING	SAN JOAQUIN	362	\$371,087
DOCKSTADER AND DOCKSTADER, INC. ORPORATED	SERVICES (OTHER)	FRESNO	68	\$49,280
DOHRMANN INSURANCE AGENCY, INC.	FINANCE & INSURANCE	SAN JOAQUIN	29	\$21,120
DRISCOLL'S, INC.	AGRICULTURE	KERN, LASSEN, MERCED, MONTEREY, SANTA BARBARA, SANTA CRUZ, SHASTA, TEHAMA, VENTURA	602	\$210,528
DUMONT PRINTING, INC.	MANUFACTURING	FRESNO	45	\$33,280
ECO.LOGIC BRANDS INC.	MANUFACTURING	SAN JOAQUIN	21	\$23,140
ECONOMIC DEVELOPMENT COLLABORATIVE-VENTURA	MANUFACTURING, WHOLESALE TRADE, SERVICES	VENTURA, SANTA BARBARA, LOS ANGELES	5	\$2,405
ELEVATE HOME HEALTH, LLC	HEALTHCARE	LOS ANGELES, SAN JOAQUIN, FRESNO, SANTA CLARA, MONTEREY, SAN DIEGO, STANISLAUS	105	\$170,530
EMAZING LIGHTS, LLC	MANUFACTURING	LOS ANGELES, ORANGE	2	\$2,028

Contractor Name	Industry	County(ies) Served	# Trainees Approved	Approved Contract Amount
EMSER TILE, LLC	MANUFACTURING	ALAMEDA, FRESNO, KERN, LOS ANGELES, MONTEREY, ORANGE, RIVERSIDE, SACRAMENTO, SAN BERNARDINO, SAN DIEGO, SANTA CLARA, SOLANO, SONOMA, STANISLAUS	32	\$37,440
FARMERS GROUP, INC.	INSURANCE, SERVICES	STATEWIDE	126	\$75,600
FOSTER POULTRY FARMS	MANUFACTURING, AGRICULTURE, GOODS MOVEMENT	FRESNO, MERCED, STANISLAUS, LOS ANGELES	1,450	\$683,550
FPI MANAGEMENT INC.	SERVICES	STATEWIDE	48	\$22,725
FRAZER LLP	PROFESSIONAL, SCIENTIFIC, AND TECHNICAL	ORANGE, TULARE	18	\$10,296
FRESNO SURGERY CENTER, L.P.	HEALTHCARE	FRESNO	328	\$240,256
FUEL DELIVERY SERVICES, INC.	TRANSPORTATION AND WAREHOUSING	SAN JOAQUIN	209	\$247,680
GIROUX GLASS, INC.	CONSTRUCTION	FRESNO, LOS ANGELES, SAN BERNARDINO	22	\$22,176
GREATER SAN FERNANDO VALLEY CHAMBER OF COMMERCE	MANUFACTURING, CONSTRUCTION, SERVICES, ENGINEERING, HEALTHCARE	LOS ANGELES, ORANGE, VENTURA	25	\$11,750
HALL AMBULANCE SERVICE, INC.	HEALTHCARE, SERVICES	KERN	385	\$242,550
HYDRATECH, LLC	MANUFACTURING	FRESNO	38	\$59,280
I. J. LARSEN PUMPS, INC.	CONSTRUCTION	MERCED, STANISLAUS	12	\$10,712
INGOMAR PACKING COMPANY	MANUFACTURING	MERCED	440	\$215,280
INGREDION INC. ORPORATED	MANUFACTURING	SAN JOAQUIN	70	\$68,040
INLAND TRAINING FUND DBA INLAND EMPIRE ELECTRICAL TRAINING CENTER	CONSTRUCTION, GREEN TECHNOLOGY	SAN BERNARDINO, RIVERSIDE, MONO, INYO	209	\$369,952
J & J PROCESSING, INC.	MANUFACTURING	LOS ANGELES	80	\$49,920
J M CONSTRUCTION & ENGINEERING INC.	MANUFACTURING	MERCED, STANISLAUS	51	\$53,040
JACKSON FAMILY WINES, INC.	MANUFACTURING	MONTEREY, NAPA, SANTA BARBARA, SONOMA	117	\$25,272
JFK MEMORIAL HOSPITAL	HEALTHCARE	RIVERSIDE	180	\$247,200
JJR ENTERPRISES INC. DBA CALTRONICS BUSINESS SYSTEMS	RETAIL, SERVICES, BUSINESS	ALAMEDA, FRESNO, LOS ANGELES, SACRAMENTO, SANTA CLARA, SONOMA	25	\$33,975
JOHN BEAN TECHNOLOGIES CORP	MANUFACTURING	MADERA	169	\$243,360
JOHNS MANVILLE	MANUFACTURING	GLENN	335	\$429,044
JS AUDIT GROUP, INC.	PROFESSIONAL, SCIENTIFIC, AND TECHNICAL, SERVICES (OTHER)	SANTA BARBARA	30	\$49,500
JVS SOCIAL	HEALTHCARE, FINANCIAL SERVICES, MANUFACTURING, SERVICES	STATEWIDE	43	\$49,235

Contractor Name	Industry	County(ies) Served	# Trainees Approved	Approved Contract Amount
KAGOME INC.	MANUFACTURING	MERCED, SAN MATEO	158	\$227,520
KARMA AUTOMOTIVE LLC	MANUFACTURING, GREEN TECHNOLOGY, NANOTECHNOLOGY	ORANGE, RIVERSIDE	185	\$106,560
KCOE ISOM, LLP	PROFESSIONAL, SCIENTIFIC, AND TECHNICAL	BUTTE, COLUSA, FRESNO, SHASTA, STANISLAUS, SUTTER, YOLO	114	\$101,550
KERN COMMUNITY COLLEGE DISTRICT	AEROSPACE AND DEFENSE, AGRICULTURE, SERVICES, MANUFACTURING, TRANSPORTATION/LOGISTICS	STATEWIDE	70	\$38,420
KML ENTERPRISES CAREER DEVELOPMENT, LLC DBA NEW HORIZONS LEARNING GROUP	MANUFACTURING, SERVICES, TECHNOLOGY AND IT, ENGINEERING, AEROSPACE AND DEFENSE	STATEWIDE	1,075	\$210,637
KOOS MANUFACTURING, INC.	MANUFACTURING, TRADE (WHOLESALE)	LOS ANGELES	471	\$245,862
KRC SAFETY CO., INC.	MANUFACTURING, SERVICES	TULARE	93	\$73,280
KRUGER FOODS	MANUFACTURING	SAN JOAQUIN	120	\$108,000
LA TAPATIA TORTILLERIA, INC.	MANUFACTURING, TRANSPORTATION AND WAREHOUSING	FRESNO, SACRAMENTO	119	\$154,380
LA TORTILLA FACTORY, INC.	MANUFACTURING	ALAMEDA, LOS ANGELES, SONOMA, STANISLAUS, YOLO	39	\$38,136
LAKESHORE EQUIPMENT COMPANY	MANUFACTURING	LOS ANGELES	793	\$142,740
LANDSCAPE DEVELOPMENT, INC.	CONSTRUCTION	FRESNO, KERN, LOS ANGELES, RIVERSIDE, SAN LUIS OBISPO, VENTURA	70	\$75,600
LILI MIRTORABI, D.D.S., A PROFESSIONAL CORPORATION	HEALTHCARE, SERVICES	LOS ANGELES, ORANGE	110	\$130,680
LINDSAY TRANSPORTATION SOLUTIONS, INC.	MANUFACTURING, TRADE (WHOLESALE)	SOLANO	43	\$33,540
LOCKHEED MARTIN CORPORATION	MANUFACTURING	LOS ANGELES	800	\$400,602
M.J. HALL & CO., INC.	FINANCE & INSURANCE	FRESNO, LOS ANGELES, NAPA, SAN FRANCISCO, SAN JOAQUIN	75	\$52,650
MANN PACKING CO., INC.	AGRICULTURE	MERCED, MONTEREY	624	\$229,120
MANOR CARE OF CITRUS HEIGHTS CA, LLC	HEALTHCARE	CONTRA COSTA, ORANGE, RIVERSIDE, SACRAMENTO, SANTA CLARA	193	\$152,856
MATTHEW WARREN, INC.	MANUFACTURING	LOS ANGELES, SANTA BARBARA	189	\$204,120
MEDCOAST MEDSERVICES, INC. DBA MEDCOAST AMBULANCE SERVICES	HEALTHCARE, SERVICES	LOS ANGELES	75	\$114,750
MESA ENERGY SYSTEMS, INC.	CONSTRUCTION	ALAMEDA, FRESNO, KERN, ORANGE, SACRAMENTO, SAN DIEGO, VENTURA	113	\$40,680



Contractor Name	Industry	County(ies) Served	# Trainees Approved	Approved Contract Amount
MEYER CORPORATION, U.S.	MANUFACTURING	SOLANO	150	\$248,358
MILESTONE TECHNOLOGIES INC.	PROFESSIONAL, SCIENTIFIC, AND TECHNICAL, WASTE MANAGEMENT	ALAMEDA, BUTTE	554	\$600,326
MONARCH NUT COMPANY, LLC	AGRICULTURE	KERN	188	\$91,480
MONSTER CITY STUDIOS, INC.	PROFESSIONAL, SCIENTIFIC, AND TECHNICAL	FRESNO	16	\$18,200
MSWEST ENTERPRISES dba CERTIFIED COLLISION CENTER	SERVICES	EL DORADO, SACRAMENTO, SAN JOAQUIN, STANISLAUS	151	\$249,870
MT SAN ANTONIO COLLEGE	MANUFACTURING, WHOLESALE TRADE, GOODS MOVEMENT, TRANSPORTATION/LOGISTICS, SERVICES	LOS ANGELES, ORANGE, RIVERSIDE, SAN BERNARDINO	12	\$15,528
NIAGARA BOTTLING, LLC	MANUFACTURING	SAN BERNARDINO, SAN JOAQUIN	76	\$23,040
NL&A COLLECTIONS, INC.	MANUFACTURING, TRADE (WHOLESALE)	LOS ANGELES	10	\$14,300
NORTHERN CENTRAL DISTRIBUTING, INC.	RETAIL	FRESNO	51	\$46,640
ORGANIC BY NATURE, INC.	MANUFACTURING	LOS ANGELES	84	\$113,568
ORORA PACKAGING SOLUTIONS	MANUFACTURING	ALAMEDA, LOS ANGELES, ORANGE, SAN DIEGO, VENTURA, FRESNO, NAPA, PLACER, SAN BERNARDINO, SAN JOAQUIN, SAN LUIS OBISPO, MONTEREY	950	\$684,000
OWENS HEALTHCARE, INC.	RETAIL	BUTTE, LASSEN, SHASTA, SISKIYOU, SUTTER, TEHAMA, TRINITY	190	\$129,200
PACTIV LLC	MANUFACTURING	KERN	36	\$69,336
PACTIV LLC	MANUFACTURING	FRESNO	118	\$31,860
PB LOADER CORPORATION	MANUFACTURING	FRESNO	66	\$71,760
PLM OPERATIONS, LLC	MANUFACTURING	STANISLAUS	57	\$49,270
PREMIER COATINGS INC. DBA PREMIER FINISHING	MANUFACTURING	SAN JOAQUIN	74	\$69,600
PRODUCERS DAIRY FOODS INC.	MANUFACTURING	FRESNO, SOLANO	364	\$373,464
PURITAN BAKERY, INC.	MANUFACTURING	LOS ANGELES	107	\$77,040
QPE TECHNICAL INSTITUTE, INC.	MANUFACTURING	RIVERSIDE, SAN BERNARDINO, LOS ANGELES, SAN DIEGO	118	\$128,549
QUAD KNOPF, INC.	PROFESSIONAL, SCIENTIFIC, AND TECHNICAL	FRESNO, KERN, MERCED, PLACER, TULARE	96	\$72,384
QUINN GROUP, INC.	MANUFACTURING, TRADE (WHOLESALE)	FRESNO, KERN, KINGS, LOS ANGELES, MONTEREY, ORANGE, RIVERSIDE, SAN BERNARDINO, SAN LUIS OBISPO, SANTA BARBARA, TULARE, VENTURA	220	\$164,272
REBAS, INC.	TRADE (WHOLESALE), TRANSPORTATION AND WAREHOUSING	LOS ANGELES, ORANGE	118	\$42,480

Contractor Name	Industry	County(ies) Served	# Trainees Approved	Approved Contract Amount
RENEW HEALTH CONSULTING SERVICES, LLC	HEALTHCARE, SERVICES	LOS ANGELES, SAN BERNARDINO, ALAMEDA, CONTRA COSTA, ORANGE, RIVERSIDE, VENTURA	93	\$70,308
RICH PRODUCTS CORPORATION	MANUFACTURING	FRESNO	163	\$177,390
SAFETY STRIPING SERVICE, INC.	CONSTRUCTION	TULARE	34	\$53,040
SAN DIEGO ELECTRICAL TRAINING TRUST FUND	CONSTRUCTION, GREEN TECHNOLOGY	SAN DIEGO, IMPERIAL	232	\$508,237
SANTA ANA CHAMBER OF COMMERCE	MANUFACTURING, AEROSPACE AND DEFENSE, TECHNOLOGY/IT, TECHNOLOGY/OTHER	SOUTHERN CALIFORNIA	208	\$365,390
SANTA MONICA COMMUNITY COLLEGE	CONSTRUCTION, MANUFACTURING, TRANSPORTATION/LOGISTICS, WAREHOUSING, WHOLESALE TRADE	LOS ANGELES, ORANGE, RIVERSIDE, SAN BERNARDINO, SAN DIEGO, VENTURA	51	\$57,784
SCHOOLSFIRST FEDERAL CREDIT UNION	FINANCE & INSURANCE	LOS ANGELES, ORANGE, RIVERSIDE, SAN BERNARDINO, SAN DIEGO	140	\$31,500
SCRAM OF CALIFORNIA, INC.	HEALTHCARE	BUTTE, FRESNO, LOS ANGELES, ORANGE, PLACER, SAN BERNARDINO, SAN DIEGO, SAN MATEO, SANTA BARBARA	2	\$1,980
SENSIBA SAN FILIPPO, LLP	PROFESSIONAL, SCIENTIFIC, AND TECHNICAL	ALAMEDA, FRESNO, SAN FRANCISCO, SAN MATEO, SANTA CLARA	15	\$11,925
SETTON PISTACHIO OF TERRA BELLA, INC.	MANUFACTURING	TULARE	40	\$81,360
SMART & FINAL STORES, INC.	RETAIL, TRANSPORTATION AND WAREHOUSING	LOS ANGELES, RIVERSIDE	274	\$271,260
SOMA AEC INC. DBA OXMAN COLLEGE	ENGINEERING, SERVICES, HEALTHCARE	ALAMEDA, CONTRA COSTA, MARIN, SAN FRANCISCO, SANTA CLARA, SAN MATEO, SOLANO, SACRAMENTO	200	\$600,600
SST CONSTRUCTION, LLC	CONSTRUCTION	ALAMEDA, FRESNO, SACRAMENTO, SAN BERNARDINO	7	\$6,960
STAPLETON-SPENCE PACKING CO	MANUFACTURING	BUTTE	75	\$50,700
STEVE'S OILFIELD SERVICE, INC. DBA SOS CRANE & TRUCKING	SERVICES	LOS ANGELES, KERN	35	\$38,500
SUNRISE MEDICAL(US) LLC	MANUFACTURING	FRESNO	337	\$237,181
TAYLOR-LISTUG, INC.	MANUFACTURING	SAN DIEGO	466	\$408,044
TETER, LLP	PROFESSIONAL, SCIENTIFIC, AND TECHNICAL	FRESNO, KERN, SAN LUIS OBISPO, STANISLAUS, TULARE	86	\$82,550
THE NEIL JONES FOOD COMPANIES	MANUFACTURING	FRESNO	334	\$275,274
THE SPACESHIP CO., LLC	MANUFACTURING, AEROSPACE AND DEFENSE	KERN	545	\$653,000

Contractor Name	Industry	County(ies) Served	# Trainees Approved	Approved Contract Amount
THE WARDEN'S OFFICE, INC.	RETAIL	STANISLAUS	38	\$23,408
TIGER LINES, LLC	TRANSPORTATION AND WAREHOUSING	FRESNO, SAN JOAQUIN, STANISLAUS, YOLO	116	\$65,065
TREEHOUSE PRIVATE BRANDS, INC.	MANUFACTURING	TULARE	314	\$174,860
TRENCH PLATE RENTAL CO.	CONSTRUCTION, MANUFACTURING, PROFESSIONAL, SCIENTIFIC, AND TECHNICAL	ALAMEDA, CONTRA COSTA, FRESNO, LOS ANGELES, ORANGE, RIVERSIDE, SACRAMENTO, SAN BERNARDINO, SAN DIEGO, VENTURA	23	\$15,732
TRIUMPH AEROSTRUCTURES, LLC	MANUFACTURING	LOS ANGELES, SAN DIEGO	177	\$124,254
TULARE JOINT UNION HIGH SCHOOL DISTRICT	HEALTHCARE	TULARE	19	\$182,894
U.S. FARM SYSTEMS	MANUFACTURING, SERVICES (OTHER)	STANISLAUS, TULARE	89	\$73,320
ULTRA PRO INTERNATIONAL LLC	MANUFACTURING	LOS ANGELES	114	\$123,600
VILLARA CORPORATION	CONSTRUCTION	FRESNO, SACRAMENTO, SAN JOAQUIN, SANTA CLARA, SOLANO	49	\$31,800
W. BANKS MOORE, INC.	CONSTRUCTION	FRESNO	40	\$39,000
WALTER, WOLFE, LEACH, AND NII, LLC	FINANCIAL SERVICES	FRESNO	33	\$35,640
WILSON IVANOVA CERTIFIED PUBLIC ACCOUNTANTS, INC., A PROFESSIONAL ACCOUNTANCY CO	PROFESSIONAL, SCIENTIFIC, AND TECHNICAL	SAN BERNARDINO	9	\$9,108
WORLDWIND SERVICES, LLC	CONSTRUCTION, PROFESSIONAL, SCIENTIFIC, AND TECHNICAL	KERN	100	\$65,000
ZODIAC SEAT SHELLS U.S. LLC	MANUFACTURING	SANTA BARBARA	250	\$99,136
ZUCKERMAN FAMILY FARMS, INC.	AGRICULTURE	SAN JOAQUIN	109	\$112,906
<b>145 Contracts</b>			<b>25,254</b>	<b>\$20,734,332</b>
<b>Central Valley</b>			<b>16,099</b>	<b>\$13,798,549</b>

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.

## COMPLETED CONTRACT DATA

### A. SUMMARY OF COMPLETED CONTRACTS

	Core Funding	Alternative Funding
Number of Core Contracts	406	5
Amount Earned	\$77.9 million	\$1.4 million
Retained in Employment	92,359	2,507
Average Cost per Trainee	\$843	\$572

### B. TRAINEES SERVED BY BUSINESS SIZE

The following tables identify completed contracts by business size. Note that small business is defined as employing 250 or fewer employees worldwide. The graphs and tables provide details on the number of trainees and dollars earned. Under Core Funding, 26 percent of retrainees and 80 percent of new hires were employed by small businesses. Under the Alternative Funding, 64 percent of all retrainees were employed by small businesses.

#### All Business Sizes:

**Core Funding:** 3,423 businesses

- 75 percent small businesses
- 25 percent large businesses

**Alternative Funding:** 35 businesses

- 15 percent small businesses
- 57 percent large businesses

#### Small Businesses:

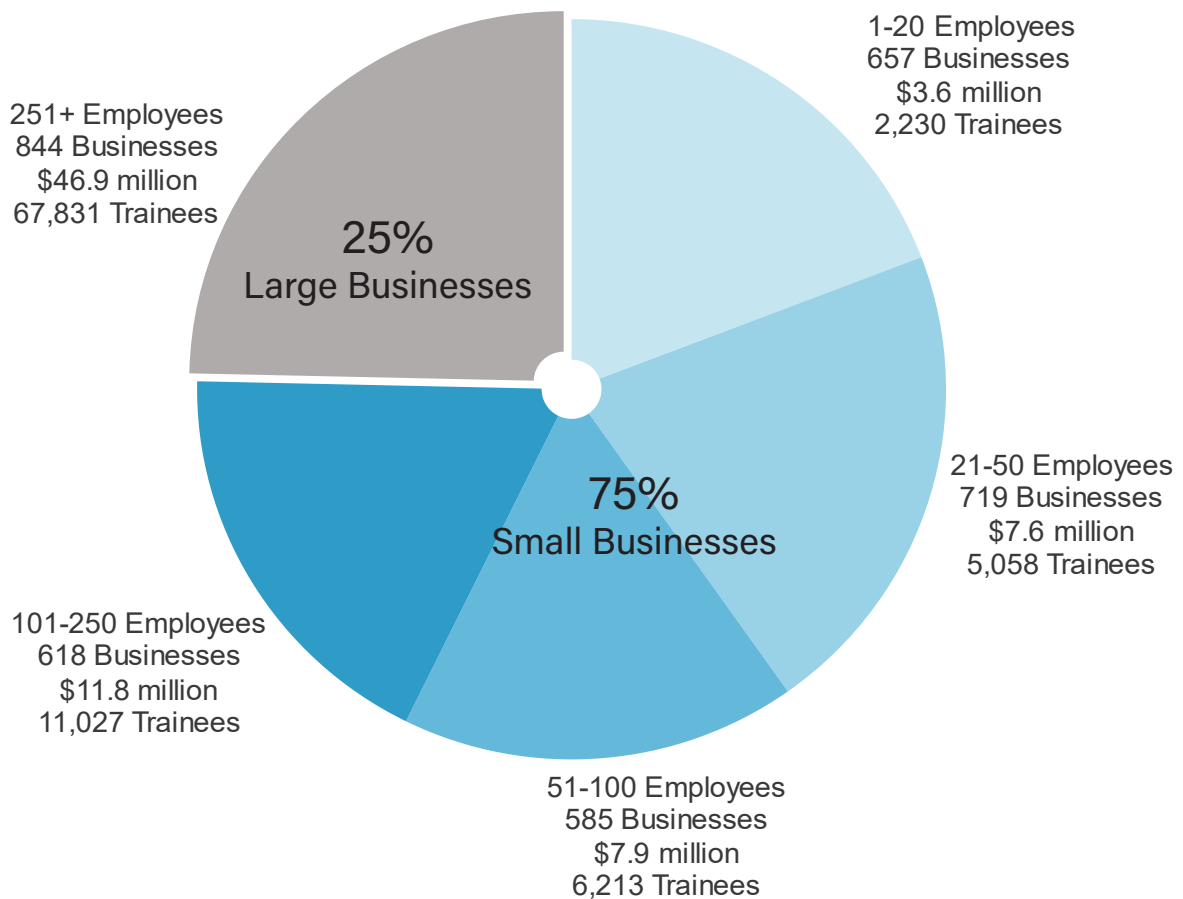
The Panel funds training for small business through both direct contracts with single employers and multiple-employer contracts (MECs), such as employer consortia or training agencies that train workers of multiple employers.

Core Funding: 170 small businesses served through direct contracts to provide training for 8,230 trainees; 2,409 small businesses were served through 68 MECs, providing training for 16,298 trainees.

Alternative Funding: 1 small business served through a direct contract to provide training for 3 trainees; 15 small businesses served through 2 MECs, providing training for 149 trainees.

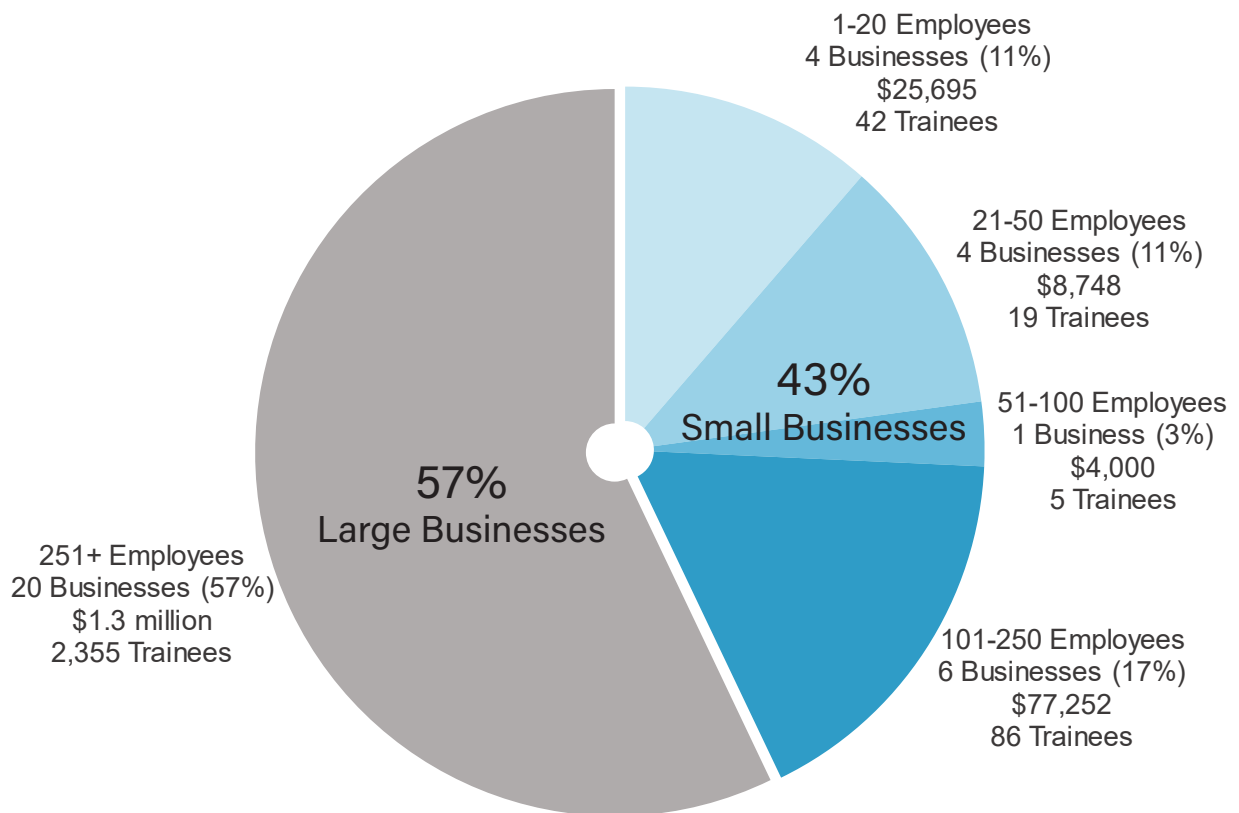
# CORE FUNDED CONTRACTS

Bus. Size	Retrainees	Retrainee \$ Earned	New Hires	New Hire \$ Earned	Total \$ Earned
1-20	2,169	\$3,321,785	61	\$282,486	\$3,604,271
21-50	5,026	\$7,434,993	32	\$162,235	\$7,597,228
51-100	6,098	\$7,330,306	115	\$580,156	\$7,910,462
101-250	10,975	\$11,571,499	52	\$251,675	\$11,823,174
251+	67,766	\$46,670,591	65	\$250,620	\$46,921,211
<b>Total</b>	<b>92,034</b>	<b>\$76,329,174</b>	<b>325</b>	<b>\$1,527,172</b>	<b>\$77,856,346</b>



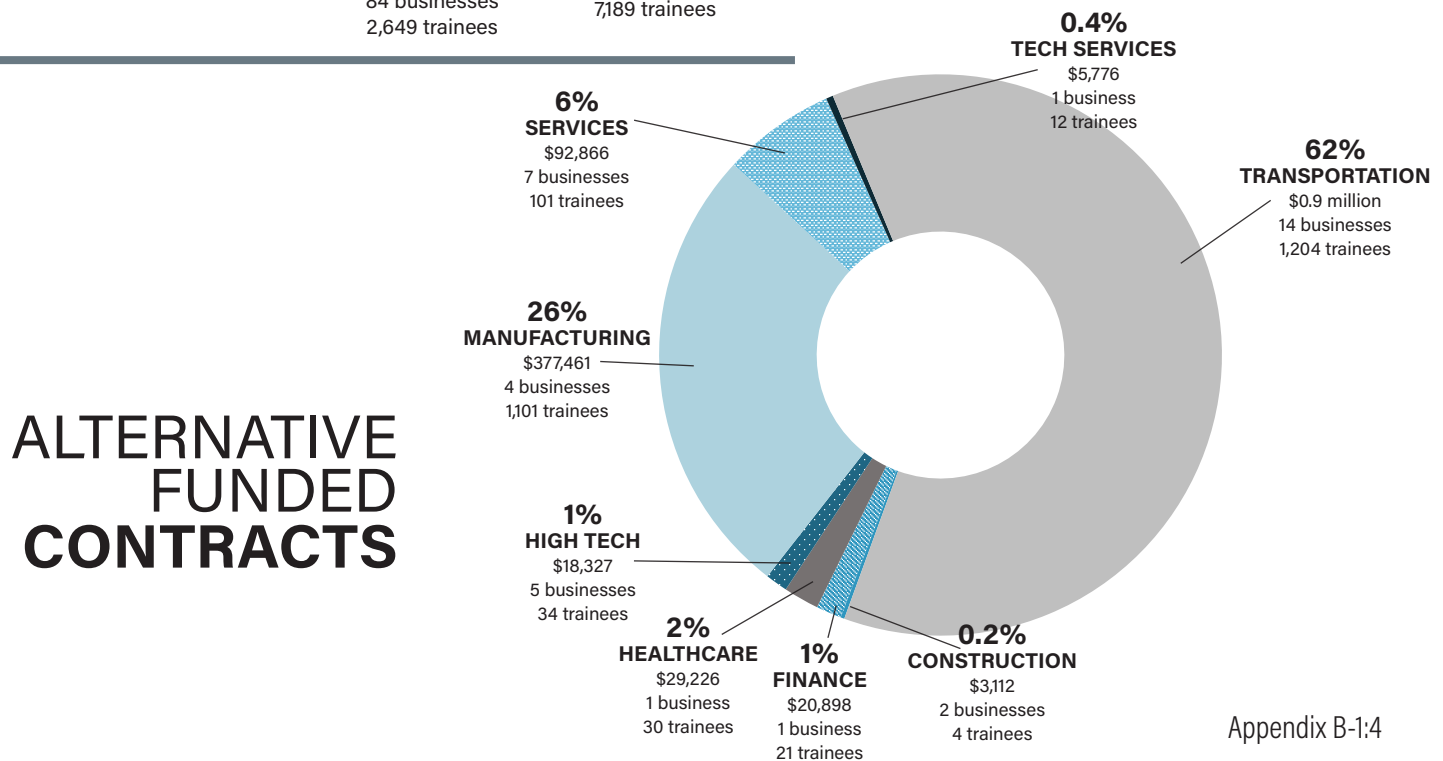
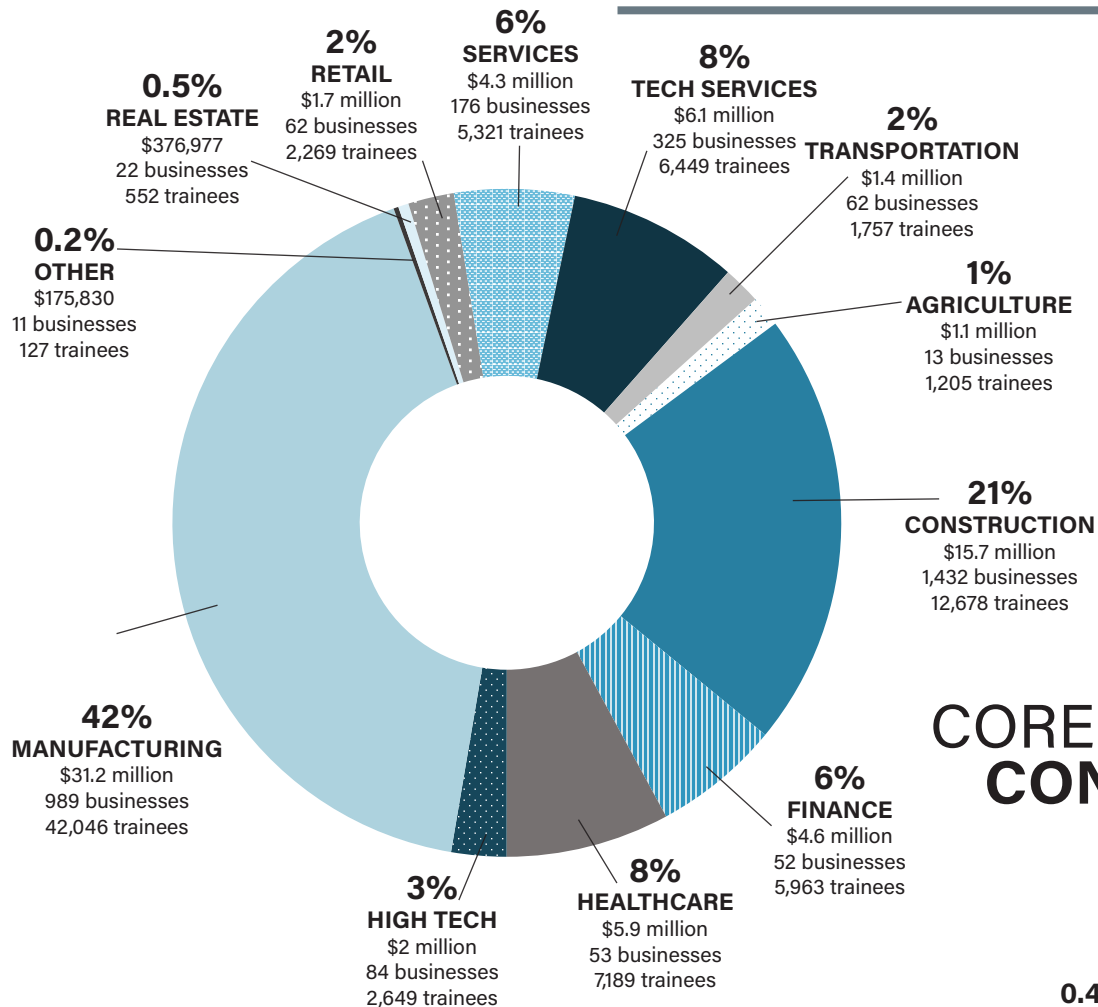
# ALTERNATIVE FUNDED CONTRACTS

Bus. Size	Retrainees	Retrainee \$ Earned	New Hires	New Hire \$ Earned	Total \$ Earned
1-20	42	\$25,695	0	\$0	\$25,695
21-50	19	\$8,748	0	\$0	\$8,748
51-100	5	\$4,000	0	\$0	\$4,000
101-250	86	\$77,252	0	\$0	\$77,252
251+	2355	\$1,318,198	0	\$0	\$1,318,198
<b>Total</b>	<b>2507</b>	<b>\$1,433,893</b>	<b>0</b>	<b>\$0</b>	<b>\$1,433,893</b>





## C. TRAINING BY INDUSTRY

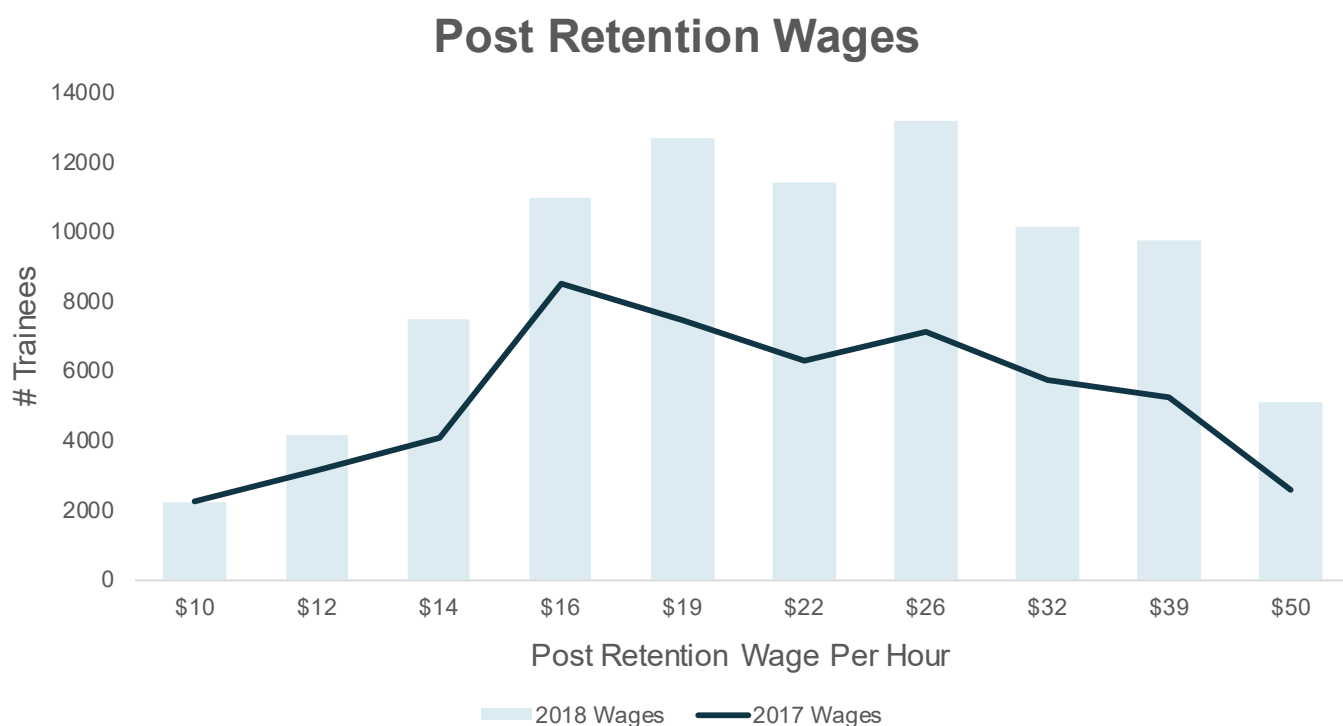


## D. TRAINEE WAGES

Among ETP core and alternative funding, the average post retention wage for 325 workers unemployed at the start of training (new hires) was \$18.72 per hour, \$5 per hour greater than last year. The average post-retention wage for 94,541 incumbent workers (retrainees) was \$31.20 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 graph below illustrates the distribution of trainee wages after training and retention in 2017 and 2018.

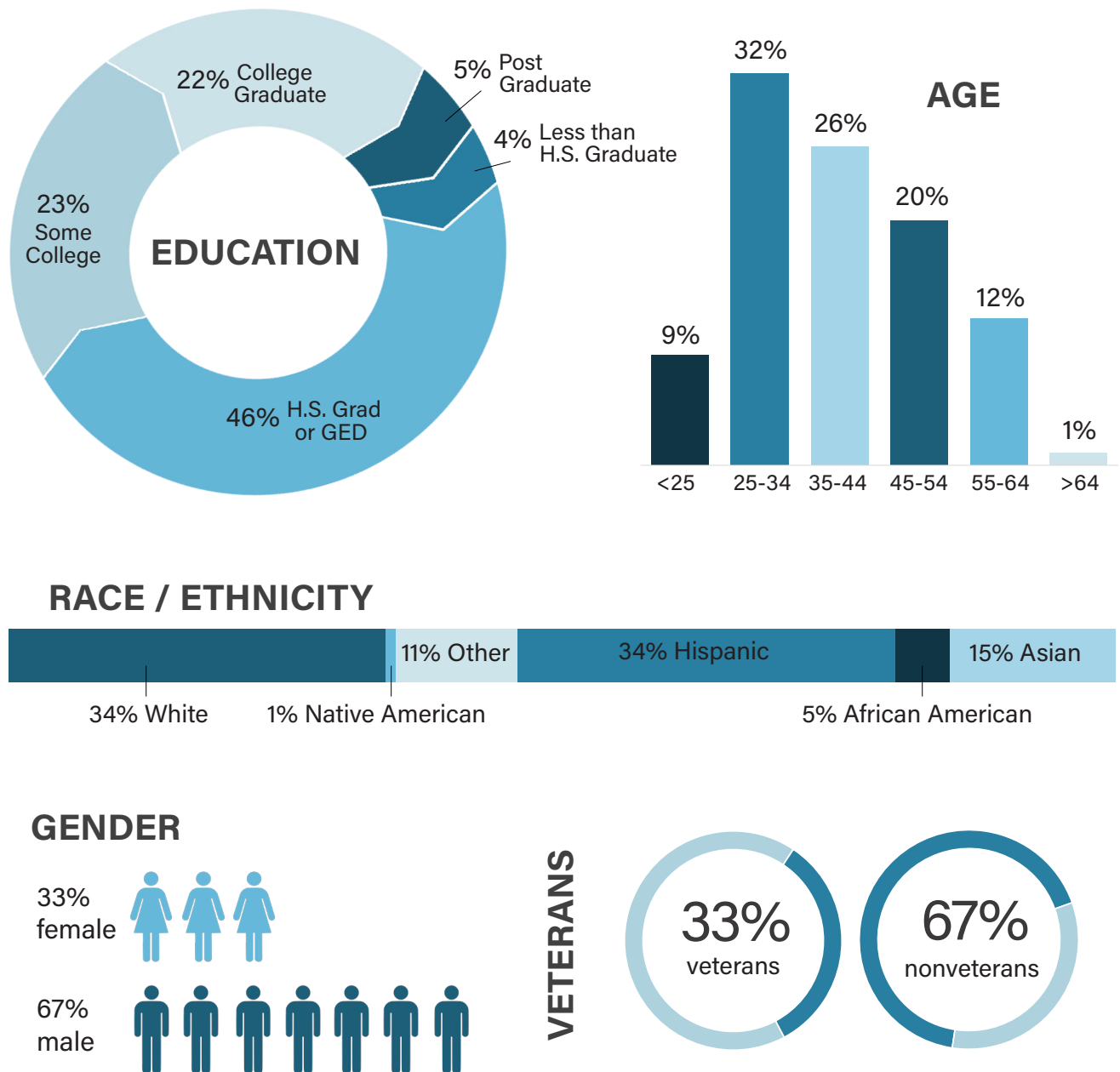


## E. LITERACY TRAINING

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 241 trainees.

## F. TRAINEE DEMOGRAPHICS

ETP trainee demographic characteristics have been reported for sex, age, education, ethnicity, and veterans.



Note: This data is for Core and Alternative Funding Sources.  
Data for veterans is based on New Hires who specified a veteran status.

## G. LEVERAGING FUNDS THROUGH DISENCUMBERANCES

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 interagency agreement (3/24/2010 through 3/30/2019).

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 17 percent in all contracts completing and terminating.

# APPENDIX B-2

## COMPLETED CORE FUNDING CONTRACTS

Contractor Name	County(ies) Served	Business Size	Industry	Retraitees	New Hires	Earned Amount	Percent Earned
7TH INNING STRETCH LLC DBA STOCKTON PORTS	SAN JOAQUIN	12	Services	11	0	\$7,662	64%
90210 DESERT RESORTS MANAGEMENT CO LLC	RIVERSIDE	157,000	Services	1,120	0	\$425,575	100%
A TEICHERT & SON INC	MULTI COUNTIES	1,300	Construction	671	0	\$329,076	100%
AAA PLATING & INSPECTION INC	LOS ANGELES	117	Manufacturing	118	0	\$92,603	97%
ADVANCED MEDICAL MANAGEMENT INC	LOS ANGELES	95	Services	104	0	\$46,854	97%
AGATE GROUP	SACRAMENTO	18	Technical Services	11	0	\$14,514	36%
AHMC GREATER EL MONTE COMMUNITY HOSPITAL/DBA GREATER EL MONTE COMMUNITY HOSPITAL	LOS ANGELES	6,500	Healthcare	160	0	\$194,633	53%
ALAMEDA COUNTY ELECTRICAL INDUSTRY APPRENTICESHIP AND TRAINING TRUST	ALAMEDA	MEC	Various	238	0	\$484,316	98%
ALEIA CORP DBA SURPLUS SERVICE	ALAMEDA	7	Wholesale/Distribution	8	0	\$15,600	172%
ALHAMBRA HOSPITAL MEDICAL CENTER LP	LOS ANGELES	460	Healthcare	64	0	\$160,032	160%
ALL FAB PRECISION SHEETMETAL INC	SANTA CLARA	90	Manufacturing	51	0	\$49,033	79%
ALL FOREIGN & DOMESTIC BODY SHOP	SAN JOAQUIN	72	Services	67	0	\$84,889	89%
ALLDATA LLC	SACRAMENTO	70,000	Manufacturing	159	0	\$93,899	65%
ALLEN, HAIGHT & MONAGHAN LLP	ORANGE	13	Technical Services	12	0	\$9,724	100%
ALLIANT TECHSYSTEMS OPERATION LLC	MULTI COUNTIES	12,000	Manufacturing	156	0	\$67,472	32%
ALTA HOSPITALS SYSTEM LLC	LOS ANGELES	3,900	Healthcare	562	0	\$635,880	96%
AMERICAN FASTENERS CO LTD	RIVERSIDE	20	Manufacturing	11	0	\$5,744	32%
AMERICAN FINANCIAL NETWORK INC	MULTI COUNTIES	1,010	Finance	244	0	\$201,075	100%
AMERICAN FUNDS SERVICE CO	ORANGE	7,836	Finance	398	0	\$515,613	71%
AMERICAN INTERNATIONAL INDUSTRIES INC	LOS ANGELES	740	Manufacturing	278	0	\$79,589	26%
AMERIFLEX INC	RIVERSIDE	103	Manufacturing	4	0	\$3,459	9%
AMGEN INC	MULTI COUNTIES	16,325	Manufacturing	366	0	\$198,000	100%
ANNIE'S INC	ALAMEDA	30,371	Manufacturing	29	0	\$13,346	20%
ANRITSU COMPANY	SANTA CLARA	3,500	Manufacturing	153	0	\$60,160	35%
ANTHEM COMPANIES INC	MULTI COUNTIES	52,000	Finance	510	0	\$426,541	86%
APPLIED CERAMICS INC	ALAMEDA	150	Manufacturing	23	0	\$28,704	100%
APPLIED TECHNOLOGIES ASSOCIATES INC	SAN LUIS OBISPO	1,700	Manufacturing	222	0	\$246,781	83%
APPRENTICE & JOURNEYMEN TRAINING TRUST FUND OF THE SOUTHERN CA PLUMBING & PIPING INDUSTRY	MULTI COUNTIES	MEC	Various	712	0	\$949,221	100%
ARCHITECTS ORANGE	ORANGE	208	Technical Services	37	0	\$11,372	5%
ARIAT INTERNATIONAL INC	ALAMEDA	418	Manufacturing	203	0	\$143,644	36%
ARLON GRAPHICS LLC	ORANGE	3,000	Manufacturing	184	0	\$198,050	88%
ARMANINO FOODS OF DISTINCTION INC	ALAMEDA	48	Manufacturing	19	0	\$10,950	60%
ARMSTRONG GARDEN CENTERS INC	MULTI COUNTIES	789	Agriculture	244	0	\$117,674	120%
ARO PISTACHIOS INC	TULARE	45	Agriculture	31	0	\$18,196	52%

Contractor Name	County(ies) Served	Business Size	Industry	Retrainees	New Hires	Earned Amount	Percent Earned
ASC PROCESS SYSTEMS INC	LOS ANGELES	271	Manufacturing	164	0	\$97,827	55%
ASEPCO INC	SANTA CLARA	15	Manufacturing	9	0	\$2,818	11%
ASIAN NEIGHBORHOOD DESIGN INC	SAN FRANCISCO	MEC	Various	0	34	\$137,673	71%
ASSOCIATED MICROBREWERIES INC DBA KARL STRAUSS BREWING CO	SAN DIEGO	146	Manufacturing	81	0	\$52,380	100%
ASSURED PARTNERS OF CALIFORNIA INSURANCE SERVICES, LLC	SACRAMENTO	44	Finance	48	0	\$31,625	95%
ATS SYSTEMS	ORANGE	66	Manufacturing	27	0	\$49,140	100%
AUDENTES THERAPEUTICS INC	MULTI COUNTIES	66	Technical Services	73	0	\$411,528	100%
AXIS ENERGY PARTNERS LLC	SACRAMENTO	17	Manufacturing	1	0	\$1,560	5%
B & B PIPE AND TOOL CO	MULTI COUNTIES	46	Manufacturing	0	0	\$0	0%
B&B MFG CO	LOS ANGELES	225	Manufacturing	137	0	\$109,980	100%
B/E AEROSPACE INC DBA TEKLAM	RIVERSIDE	9,000	Manufacturing	46	0	\$29,569	36%
BAE SYSTEMS SAN DIEGO SHIP REPAIR INC	SAN DIEGO	88,000	Manufacturing	1,303	0	\$739,026	89%
BAKER ELECTRIC INC	SAN DIEGO	1,300	Construction	43	0	\$16,128	100%
BALANCED BODY INC	SACRAMENTO	140	Manufacturing	10	0	\$3,577	6%
BAY AREA COUNTIES ROOFING & WATERPROOFING INDUSTRY APPRENTICESHIP TRAINING FUND	MULTI COUNTIES	MEC	Various	265	0	\$299,250	100%
BAYCORR PACKAGING INC DBA HERITAGE PAPER	MULTI COUNTIES	185	Manufacturing	67	0	\$90,420	46%
BEACHBODY LLC	LOS ANGELES	872	Services	475	0	\$216,126	89%
BELL BROTHER'S HEATING AND AIR INC	MULTI COUNTIES	173	Construction	235	0	\$495,459	88%
BELSHIRE ENVIRONMENTAL SERVICES INC	ORANGE	89	Transportation	69	0	\$53,997	96%
BERRETT-KOEHLER PUBLISHERS INC	ALAMEDA	30	Services	23	0	\$9,642	21%
BETH INCORPORATED DBA FIX AUTO DOWNTOWN LA	LOS ANGELES	35	Services	46	0	\$46,257	93%
BGI WORLDWIDE LOGISTICS INC	LOS ANGELES	27	Transportation	23	0	\$16,523	81%
BIG 5 SPORTING GOODS	LOS ANGELES	4,000	Retail	852	0	\$202,966	57%
BIOMARIN PHARMACEUTICAL INC	MARIN	2,500	Manufacturing	1,246	0	\$843,300	100%
BLUE BOX OPCO LLC DBA INFANTINO	MULTI COUNTIES	52	Wholesale/Distribution	44	0	\$15,499	86%
BOOTH RANCHES LLC	FRESNO	99	Agriculture	47	0	\$31,349	45%
BORAL ROOFING LLC	MULTI COUNTIES	9,000	Manufacturing	38	0	\$25,327	26%
BOUDREAU PIPELINE CORP	RIVERSIDE	266	Construction	177	0	\$94,847	51%
BRAND CONSULTING GROUP LLC DBA BRAND COLLEGE	MULTI COUNTIES	MEC	Various	173	0	\$878,914	99%
BRICKLAYERS AND ALLIED CRAFTWORKERS LOCAL #4 CALIFORNIA JOINT APPRENTICESHIP COMMITTEE	MULTI COUNTIES	MEC	Various	63	0	\$98,098	99%
BRICKLEY CONSTRUCTION COMPANY INC DBA BRICKLEY ENVIRONMENTAL	SAN BERNARDINO	50	Services	48	0	\$98,297	151%
BRIGHTVIEW LANDSCAPE SERVICES INC	MULTI COUNTIES	22,000	Technical Services	193	0	\$87,064	40%
BSI SERVICES AND SOLUTIONS (WEST) INC	MULTI COUNTIES	120	Technical Services	39	0	\$8,916	27%
BUILDING SKILLS PARTNERSHIP	LOS ANGELES	MEC	Various	254	0	\$58,176	100%
BURR PILGER MAYER INC	MULTI COUNTIES	359	Technical Services	300	0	\$201,005	95%
BUTTE-GLENN COMMUNITY COLLEGE DISTRICT	BUTTE	MEC	Various	1,060	0	\$585,429	145%

Contractor Name	County(ies) Served	Business Size	Industry	Retrainees	New Hires	Earned Amount	Percent Earned
C & H MACHINE INC	SAN DIEGO	53	Manufacturing	21	0	\$11,516	19%
C W DRIVER INC	MULTI COUNTIES	497	Construction	235	0	\$141,659	71%
CAL NET TECHNOLOGY GROUP	MULTI COUNTIES	105	Technical Services	0	0	\$0	0%
CALIFORNIA BOX CO	MULTI COUNTIES	202	Manufacturing	53	0	\$71,974	39%
CALIFORNIA FIELD IRON WORKERS APPRENTICESHIP TRAINING AND JOURNEYMAN RETRAINING FUND - NO CAL	MULTI COUNTIES	MEC	Various	498	0	\$518,825	100%
CALIFORNIA FIELD IRON WORKERS APPRENTICESHIP TRAINING AND JOURNEYMAN RETRAINING FUND - SO CAL	MULTI COUNTIES	MEC	Various	508	0	\$511,010	100%
CALIFORNIA MANUFACTURERS & TECHNOLOGY ASSOCIATION	SACRAMENTO	MEC	Various	1,229	0	\$1,199,737	100%
CALIFORNIA MFG TECHNOLOGY CONSULTING	LOS ANGELES	MEC	Various	986	0	\$1,199,745	100%
CALIFORNIA NEWSPAPERS PARTNERSHIP	MULTI COUNTIES	2,943	Manufacturing	1,190	0	\$743,688	100%
CALIFORNIA QUALITY PLASTICS INC	SAN BERNARDINO	69	Manufacturing	13	0	\$33,800	86%
CALIFORNIA TOOLING & MACHINING APPRENTICESHIP ASSOCIATION	MULTI COUNTIES	MEC	Various	43	0	\$74,170	93%
CALIFORNIA WORKFORCE ASSOCIATION	MULTI COUNTIES	MEC	Various	904	0	\$916,396	97%
CALPIPE INDUSTRIES INC	MULTI COUNTIES	150	Manufacturing	62	0	\$70,986	71%
CARPENTERS TRAINING COMMITTEE FOR NORTHERN CALIFORNIA	MULTI COUNTIES	MEC	Various	1,406	0	\$948,970	100%
CASEWORX INC	SAN BERNARDINO	42	Manufacturing	20	0	\$21,589	64%
CEPHEID	SANTA CLARA	1,560	Manufacturing	593	0	\$548,384	96%
CERTIFIED AVIATION SERVICES LLC	MULTI COUNTIES	240	Transportation	66	0	\$86,256	18%
CERTIFIED STAINLESS STEEL INC DBA WEST-MARK	MULTI COUNTIES	203	Manufacturing	197	0	\$327,598	96%
CHAFEEY COMMUNITY COLLEGE DISTRICT	MULTI COUNTIES	MEC	Various	754	0	\$483,754	86%
CHARLES E THOMAS COMPANY INC	LOS ANGELES	70	Construction	0	0	\$0	0%
CHEF WORKS INC	SAN DIEGO	210	Manufacturing	74	0	\$45,796	46%
CHOPRA ENTERPRISES LLC DBA THE CHOPRA CENTER	SAN DIEGO	78	Services	76	0	\$43,481	87%
CHROME COLLISION INC DBA FIX AUTO POWAY	SAN DIEGO	34	Services	28	0	\$22,828	65%
CICHON ACCURATE AUTO BODY INC DBA ACCURATE AUTO BODY	CONTRA COSTA	23	Services	12	0	\$10,983	60%
CITY AND COUNTY OF SAN FRANCISCO	SAN FRANCISCO	MEC	Various	0	113	\$514,476	100%
CITY OF RICHMOND WORKFORCE INVESTMENT BOARD	CONTRA COSTA	MEC	Various	0	25	\$123,680	97%
CLASSIC LITHO & DESIGN INC	LOS ANGELES	35	Manufacturing	5	0	\$7,800	16%
CLIFTONLARSONALLEN, LLP	PLACER	209	Technical Services	101	0	\$51,620	30%
CLOXOX CO	ALAMEDA	5,014	Manufacturing	750	0	\$311,334	66%
COCA-COLA REFRESHMENTS USA INC	LOS ANGELES	143,225	Manufacturing	370	0	\$186,465	52%
COHNREZNICK LLP	MULTI COUNTIES	2,506	Technical Services	106	0	\$57,426	58%
COMPREHENSIVE TRAINING SYSTEMS INC	SAN DIEGO	MEC	Various	0	36	\$192,558	77%



Contractor Name	County(ies) Served	Business Size	Industry	Retrainees	New Hires	Earned Amount	Percent Earned
CONSOLIDATED DISPOSAL SERVICE (A REPUBLIC SERVICES CORPORATION FOR MANUFACTURING EXCELLENCE)	MULTI COUNTIES	30,000	Services	826	0	\$341,332	134%
COSTTREE LLC	MULTI COUNTIES	MEC	Various	791	0	\$877,901	92%
COVENANT CARE CALIFORNIA LLC	SACRAMENTO	10	Retail	0	0	\$0	0%
COX COMMUNICATIONS CALIFORNIA LLC DBA COX COMMUNICATIONS CALIFORNIA	MULTI COUNTIES	6,601	Healthcare	773	0	\$509,555	68%
CUMMINS PACIFIC LLC	MULTI COUNTIES	41,276	High Tech	497	0	\$356,448	78%
CURTIN MARITIME CORP	MULTI COUNTIES	61,000	Wholesale/Distribution	151	0	\$99,000	100%
DANDELION CHOCOLATE	LOS ANGELES	43	Transportation	27	0	\$32,668	66%
DAUNTLESS INDUSTRIES INC DBA DAUNTLES MOLDS	SAN FRANCISCO	59	Manufacturing	31	0	\$9,619	37%
DEL AMO CONSTRUCTION INC	LOS ANGELES	23	Manufacturing	19	0	\$95,680	200%
DEMPSEY CONSTRUCTION INC	LOS ANGELES	90	Construction	73	0	\$44,772	100%
DENMAC INDUSTRIES INC	SAN DIEGO	30	Construction	35	0	\$17,265	85%
DENSO WIRELESS SYSTEMS AMERICA INC	LOS ANGELES	65	Manufacturing	52	0	\$45,445	91%
DIAMOND FOODS, LLC	SAN DIEGO	146,000	Manufacturing	0	0	\$0	0%
DISCOUNT TWO WAY	SAN JOAQUIN	1,700	Manufacturing	680	0	\$401,110	92%
DISTRICT COUNCIL 16 NORTHERN CALIFORNIA JOURNRYMEN AND APPRENTICE TRAINING TRUST FUND	LOS ANGELES	30	Retail	28	0	\$40,772	87%
DIVERIFIED COMMUNICATIONS SERVICES INC	MULTI COUNTIES	MEC	Various	640	0	\$904,707	95%
DOGEARED	ORANGE	75	Construction	60	0	\$73,415	147%
DORFMAN-PACIFIC CO	LOS ANGELES	108	Manufacturing	79	0	\$21,261	24%
DRAKE HAGLAN & ASSOCIATES INC	SAN JOAQUIN	157	Retail	51	0	\$15,751	17%
DREAMWORKS ANIMATION SKG INC	SACRAMENTO	37	Technical Services	21	0	\$17,134	41%
DT MATTSON ENTERPRISES INC DBA PRO-LINE	LOS ANGELES	2,135	High Tech	683	0	\$257,627	65%
DUARTE NURSERY INC	RIVERSIDE	48	Manufacturing	26	0	\$39,780	100%
E & J GALLO WINERY A WHOLLY-OWNED SUBSIDIARY OF DRY CREEK CORP (GALLO)	STANISLAUS	490	Agriculture	186	0	\$162,486	49%
E3 CALIFORNIA	MULTI COUNTIES	5,775	Manufacturing	613	0	\$740,000	100%
ECONOMIC DEVELOPMENT COLLABORATIVE-VENTURA COUNTY	SACRAMENTO	12	Technical Services	9	0	\$6,363	27%
EDWARDS LIFESCIENCES LLC	MULTI COUNTIES	MEC	Various	136	0	\$99,916	100%
EL CLASIFICADO	ORANGE	9,875	Manufacturing	766	0	\$353,401	75%
ELECTRONIC INTERFACE INC DBA APPLIED ENGINEERING INC	MULTI COUNTIES	168	Manufacturing	121	0	\$99,400	100%
EMPLOYERS GROUP	SANTA CLARA	50	Manufacturing	37	0	\$49,192	100%
ESET LLC	LOS ANGELES	MEC	Various	1,451	0	\$779,098	145%
ESTERLINE TECHNOLOGIES CORPORATION	SAN DIEGO	1,010	Technical Services	97	0	\$36,400	100%
ESURANCE INSURANCE SERVICES INC A SUBSIDIARY OF THE ALLSTATE CORP	MULTI COUNTIES	13,000	Manufacturing	538	0	\$324,470	74%
EVOLUTION FRESH INC	MULTI COUNTIES	38,343	Finance	301	0	\$164,589	80%
F LOFRANO & SON INC	SAN BERNARDINO	143,000	Manufacturing	120	0	\$52,064	100%
FARMERS GROUP INC	SAN FRANCISCO	74	Services	44	0	\$36,325	92%
FENDER MUSICAL INSTRUMENTS CORPORATION	MULTI COUNTIES	22,075	Finance	321	0	\$185,469	100%
	MULTI COUNTIES	2,163	Manufacturing	184	0	\$171,657	34%

Contractor Name	County(ies) Served	Business Size	Industry	Retrainees	New Hires	Earned Amount	Percent Earned
FILGER MFG	ORANGE	20	Manufacturing	14	0	\$8,434	38%
FORMFACTOR INC	ALAMEDA	1,500	Manufacturing	15	0	\$5,040	3%
FOSTER POULTRY FARMS	MULTI COUNTIES	12,500	Manufacturing	590	0	\$201,850	81%
FOUR STAR MEAT	LOS ANGELES	28	Manufacturing	31	0	\$43,680	100%
FOUR WHEEL CAMPERS INC	YOLO	77	Manufacturing	0	0	\$0	0%
FOWLER PACKING COMPANY INC	FRESNO	400	Agriculture	130	0	\$229,923	66%
FRESNO SURGERY CENTER LP DBA FRESNO SURGICAL HOSPITAL	FRESNO	251	Healthcare	265	0	\$229,920	100%
GENERAL MILLS OPERATIONS LLC	LOS ANGELES	43,000	Manufacturing	175	0	\$155,104	100%
GEORGIA PACIFIC CORRUGATED LLC	MADERA	35,000	Manufacturing	95	0	\$45,213	76%
GILIGIA COLLEGE	LOS ANGELES	MEC	Various	47	0	\$215,296	423%
GIROUX GLASS INC	MULTI COUNTIES	148	Construction	68	0	\$69,583	73%
GKN AEROSPACE CHEM-TRONICS INC DBA ASTECH ENGINEERED PRODUCTS	ORANGE	12,345	Manufacturing	36	0	\$14,694	3%
GLENDALE COMMUNITY COLLEGE PROFESSIONAL DEVELOPMENT CENTER	LOS ANGELES	MEC	Various	454	0	\$826,153	100%
GOLDEN STATE FOODS CORP	LOS ANGELES	5,000	Manufacturing	317	0	\$77,150	18%
GOODWEST RUBBER LININGS INCORPORATED DBA GOODWEST LININGS AND COATINGS	SAN BERNARDINO	48	Manufacturing	24	0	\$30,861	64%
GREATCALL INC	SAN DIEGO	925	High Tech	133	0	\$261,000	100%
GREATER OXNARD ECONOMIC DEVELOPMENT CORPORATION	VENTURA	MEC	Various	50	0	\$52,439	28%
GREEN COMMUTER INC	LOS ANGELES	5	Services	0	0	\$0	0%
GRIFOLS BIOLOGICALS INC	LOS ANGELES	14,700	Manufacturing	485	0	\$216,000	100%
GRISWOLD CONTROLS	ORANGE	73	Manufacturing	21	0	\$17,602	26%
GROSSMONT CUYAMACA COMMUNITY COLLEGE DISTRICT	SAN DIEGO	MEC	Various	0	18	\$90,000	100%
GUCKENHEIMER ENTERPRISES INC	SAN MATEO	3,247	Services	0	0	\$0	0%
H M ELECTRONICS INC	MULTI COUNTIES	649	Manufacturing	478	0	\$271,188	77%
HASKELL & WHITE LLP	MULTI COUNTIES	59	Technical Services	50	0	\$49,324	100%
HEADWAY TECHNOLOGIES INC	SANTA CLARA	702	Manufacturing	472	0	\$432,596	75%
HILMAR CHEESE CO INC	MULTI COUNTIES	1,410	Manufacturing	593	0	\$387,000	100%
HI-TEMP INSULATION INC	VENTURA	450	Manufacturing	222	0	\$67,044	51%
HOMEBOY INDUSTRIES	LOS ANGELES	295	Manufacturing	105	0	\$76,080	31%
HYDRO TEK SYSTEMS INC	SAN BERNARDINO	64	Manufacturing	14	0	\$15,357	55%
HYUNDAI CAPITAL AMERICA	ORANGE	80,000	Finance	279	0	\$177,702	35%
ILLUMINA INC	MULTI COUNTIES	4,237	Technical Services	789	0	\$314,585	55%
INFINITE ELECTRONICS, INC	ORANGE	96	Manufacturing	27	0	\$15,566	22%
INNOVATIVE MACHINING INC	SANTA CLARA	25	Manufacturing	9	0	\$19,604	100%
INSPEC TESTING INC	SAN DIEGO	49	Technical Services	27	0	\$39,533	97%
INTEGRATED MEDIA TECHNOLOGIES INC	LOS ANGELES	45	Technical Services	41	0	\$97,591	197%
INTERNATIONAL BUSINESS MACHINES CORP	MULTI COUNTIES	300,000	Manufacturing	1,010	0	\$388,378	100%
INTERNATIONAL TECHNOLOGIES & SYSTEMS CORPORATION DBA ITSCO	MULTI COUNTIES	100	Wholesale/Distribution	38	0	\$30,511	63%
JATC OF THE PLUMBING & PIPE FITTING INDUSTRY OF SAN MATEO COUNTY	SAN MATEO	MEC	Various	152	0	\$353,061	91%
JOINT APPRENTICESHIP COMMITTEE OPERATING ENGINEERS, 46 NORTHERN COUNTIES IN CA	MULTI COUNTIES	MEC	Various	490	0	\$948,894	100%
JPMORGAN CHASE BANK	MULTI COUNTIES	221,257	Finance	1,214	0	\$374,850	100%

Contractor Name	County(ies) Served	Business Size	Industry	Retraitees	New Hires	Earned Amount	Percent Earned
JSR MICRO INC	SANTA CLARA	171	Manufacturing	138	0	\$94,859	80%
K-1 PACKAGING GROUP	LOS ANGELES	130	Manufacturing	51	0	\$86,529	145%
KARL STORZ ENDOSCOPY - AMERICA INC	MULTI COUNTIES	7,198	Wholesale/Distribution	400	0	\$237,602	47%
KARMA AUTOMOTIVE LLC	MULTI COUNTIES	262	Retail	478	0	\$624,930	75%
KEITHLY-WILLIAMS SEEDS INC	MULTI COUNTIES	150	Wholesale/Distribution	15	0	\$5,137	10%
KERN COMMUNITY COLLEGE DISTRICT	MULTI COUNTIES	MEC	Various	1,166	14	\$605,536	64%
KITE PHARMA INC	LOS ANGELES	116	Manufacturing	21	0	\$10,148	10%
KML ENTERPRISES INC DBA NEW HORIZONS COMPUTER LEARNING CENTERS OF SOUTHERN CALIFORNIA	ORANGE	MEC	Various	622	0	\$232,511	71%
KRC SAFETY CO INC	MULTI COUNTIES	95	Real Estate	73	0	\$40,124	74%
KRT MARKETING, INC	CONTRA COSTA	31	Technical Services	25	0	\$36,400	94%
L&S FRAMING INC	PLACER	250	Construction	226	0	\$171,828	96%
L3 ELECTRON DEVICES, INC	LOS ANGELES	45,000	Manufacturing	351	0	\$349,500	100%
LA REINA INC	MULTI COUNTIES	432	Manufacturing	85	0	\$103,660	71%
LABEL IMPRESSIONS INC	ORANGE	51	Manufacturing	34	0	\$21,508	74%
LABORERS TRAINING AND RETRAINING TRUST FUND FOR SOUTHERN CALIFORNIA	MULTI COUNTIES	MEC	Various	866	0	\$490,565	100%
LAM RESEARCH CORPORATION	ALAMEDA	6,922	Manufacturing	113	0	\$39,519	81%
LANCE CAMPER MFG CORP	LOS ANGELES	462	Manufacturing	298	0	\$113,971	23%
LE TOTE INC	ALAMEDA	230	High Tech	171	0	\$128,811	89%
LOAN DEPOT	ORANGE	5,000	Finance	194	0	\$342,048	92%
LOCKHEED MARTIN SPACE SYSTEMS COMPANY, A DIVISION OF LOCKHEED MARTIN CORPORATION	SANTA CLARA	112,000	Manufacturing	914	0	\$509,221	68%
LOLLICUP USA INC	SAN BERNARDINO	219	Services	77	0	\$41,488	17%
LOMITA CHAMBER OF COMMERCE	MULTI COUNTIES	MEC	Various	384	0	\$425,833	92%
LOS ALAMITOS MEDICAL CENTER INC DBA LOS ALAMITOS MEDICAL CENTER - A CALIFORNIA CORP OF TENE	ORANGE	112,387	Healthcare	99	0	\$149,760	100%
LOS ANGELES COMMUNITY COLLEGE DISTRICT	LOS ANGELES	MEC	Various	1,590	0	\$830,674	88%
LOS ROBLES HOSPITAL AND MEDICAL CENTER	VENTURA	199,000	Healthcare	439	0	\$442,587	59%
LSL CERTIFIED PUBLIC ACCOUNTANTS	ORANGE	60	Technical Services	39	0	\$55,155	89%
LUMENTUM OPERATIONS LLC	SANTA CLARA	1,867	Manufacturing	19	0	\$15,768	16%
LUMILEDS LIGHTING US LLC	SANTA CLARA	8,500	Manufacturing	213	0	\$182,129	100%
LUSIVE DECOR	LOS ANGELES	66	Manufacturing	44	0	\$71,531	74%
M S AEROSPACE INC	LOS ANGELES	290	Manufacturing	8	0	\$3,972	2%
MANAGED CAREER SOLUTIONS INC	MULTI COUNTIES	MEC	Various	0	28	\$180,072	90%
MANAGEMENT ASSOCIATION INC	MULTI COUNTIES	550	Technical Services	80	0	\$33,011	16%
MARVIN TEST SOLUTIONS INC	ORANGE	761	Manufacturing	29	0	\$10,327	84%
MAXIM HEALTHCARE SERVICES INC	MULTI COUNTIES	14,756	Services	106	0	\$45,598	56%
MBK ENTERPRISES INC DBA MBK TAPE SOLUTIONS	LOS ANGELES	41	Manufacturing	38	0	\$49,920	100%
MCCARTHY BUILDING COMPANIES INC	MULTI COUNTIES	2,238	Construction	138	0	\$73,055	73%
MEDWAY PLASTICS CORP	LOS ANGELES	117	Manufacturing	106	0	\$95,833	60%
MEGGITT (NORTH HOLLYWOOD) INC	LOS ANGELES	11,000	Manufacturing	107	0	\$66,301	9%

Contractor Name	County(ies) Served	Business Size	Industry	Retraitees	New Hires	Earned Amount	Percent Earned
MENASHA PACKAGING CO LLC	LOS ANGELES	5,273	Manufacturing	27	0	\$9,028	13%
MEREX AIRCRAFT CO INC	VENTURA	150	Manufacturing	17	0	\$17,537	42%
MERILIZ INC DBA DOME PRINTING	MULTI COUNTIES	225	Manufacturing	172	0	\$239,816	71%
METHOD TECHNOLOGIES INC	ORANGE	25	Technical Services	26	0	\$39,133	177%
MICHAEL KORS (USA) INC	LOS ANGELES	7,528	Manufacturing	423	0	\$179,093	36%
MIDA INDUSTRIES INC	LOS ANGELES	210	Services	15	0	\$18,480	23%
MILESTONE TECHNOLOGIES INC	BUTTE	1,671	Technical Services	335	0	\$444,400	100%
MOMENTOUS INSURANCE BROKERAGE INC	LOS ANGELES	200	Finance	161	0	\$91,141	95%
MONSTER CITY STUDIOS	FRESNO	12	Technical Services	11	0	\$13,786	88%
MONTEREY BAY ANALYTICAL SERVICES INC	MONTEREY	8	Technical Services	6	0	\$4,053	54%
MORGAN ADVANCED CERAMICS INC	MULTI COUNTIES	13,000	Manufacturing	156	0	\$58,786	51%
MOUNTZ INC	SANTA CLARA	71	Manufacturing	23	0	\$10,053	61%
MP AERO, LLC	LOS ANGELES	45	Manufacturing	30	0	\$19,847	55%
MSC SOFTWARE CORP	MULTI COUNTIES	1,150	Technical Services	23	0	\$11,320	22%
MT SAN ANTONIO COLLEGE	MULTI COUNTIES	MEC	Various	156	0	\$189,384	92%
MULTICABLE INC	LOS ANGELES	150	Construction	140	0	\$90,374	81%
MURRIETA CHAMBER OF COMMERCE	MULTI COUNTIES	MEC	Various	406	0	\$373,348	198%
MURRIETTA CIRCUITS	ORANGE	71	Manufacturing	49	0	\$49,920	100%
NANOPRECISION PRODUCTS INC	MULTI COUNTIES	60	Manufacturing	81	0	\$187,638	90%
NATOMAS AUTO BODY & PAINT TOWING INC	MULTI COUNTIES	62	Transportation	56	0	\$45,183	91%
NEOPHOTONICS CORP	MULTI COUNTIES	2,560	Manufacturing	37	0	\$15,713	30%
NEW FLYER OF AMERICA INC	SAN BERNARDINO	3,500	Manufacturing	29	0	\$21,420	25%
NEW TECHNOLOGY TRAINING INSTITUTE	MULTI COUNTIES	MEC	Various	56	0	\$139,754	145%
NL&A COLLECTIONS INC	LOS ANGELES	50	Manufacturing	11	0	\$16,848	76%
NOBLE HOUSE SHELTER POINTE LLC DBA KONA KAI RESORT AND SPA	SAN DIEGO	3,150	Services	106	0	\$32,716	49%
NONGSHIM AMERICA INC	SAN BERNARDINO	5,000	Manufacturing	27	0	\$14,360	89%
NORTHERN CALIFORNIA PLASTERERS' JOINT APPRENTICESHIP AND TRAINING TRUST FUND	MULTI COUNTIES	MEC	Various	20	0	\$22,211	13%
NORTHERN CALIFORNIA SURVEYORS TRUST	MULTI COUNTIES	MEC	Various	124	0	\$186,104	100%
NORTHROP GRUMMAN CORP	MULTI COUNTIES	64,570	Manufacturing	2,013	0	\$899,684	100%
NTMA TRAINING CENTERS OF SOUTHERN CALIFORNIA	MULTI COUNTIES	MEC	Various	341	21	\$1,194,737	100%
OLIVIA COMPANIES LLC	SAN FRANCISCO	26	Services	14	0	\$6,441	15%
ORANGE COUNTY ELECTRICAL JATC	ORANGE	MEC	Various	261	0	\$477,825	100%
ORGANIC BY NATURE INC	LOS ANGELES	89	Manufacturing	65	0	\$74,958	151%
P2S ENGINEERING, INC	MULTI COUNTIES	116	Technical Services	139	0	\$105,960	100%
PACIFIC AWARD METALS INC	LOS ANGELES	2,420	Manufacturing	21	0	\$44,748	68%
PACIFIC COAST CABLING INC	MULTI COUNTIES	96	Construction	46	0	\$33,462	100%
PACIFIC IMAGING MANAGEMENT LLC DBA RADIOLOGY ASSOCIATES	MULTI COUNTIES	101	Healthcare	59	0	\$111,698	74%
PACMIN INC DBA PACIFIC MINIATURES	ORANGE	170	Manufacturing	36	0	\$49,400	100%
PANDORA MEDIA INC	MULTI COUNTIES	1,500	High Tech	553	0	\$249,600	100%
PBM SUPPLY AND MFG INC	MULTI COUNTIES	78	Manufacturing	62	0	\$59,150	100%
PENGUIN COMPUTING INC	ALAMEDA	106	Technical Services	49	0	\$33,176	95%

Contractor Name	County(ies) Served	Business Size	Industry	Retrainees	New Hires	Earned Amount	Percent Earned
PENNYMAC FINANCIAL SERVICES INC	MULTI COUNTIES	2,404	Finance	356	0	\$329,196	99%
PERFORMANCE FOOD SERVICE-SOUTHERN CALIFORNIA	LOS ANGELES	12,000	Wholesale/Distribution	216	0	\$185,120	102%
PHOENIX ENERGY TECHNOLOGIES INC	ORANGE	64	Technical Services	32	0	\$41,600	100%
PINER'S NURSING HOME	NAPA	65	Healthcare	7	0	\$3,899	38%
PIONEER INDUSTRIES INC	LOS ANGELES	29	Manufacturing	13	0	\$11,526	53%
PIPE TRADES JATC	MULTI COUNTIES	MEC	Various	399	0	\$557,535	87%
PLASTIC SPECIALTIES AND TECHNOLOGIES INC	LOS ANGELES	1,372	Manufacturing	65	0	\$28,607	39%
PLASTICS PLUS TECHNOLOGY INC	SAN BERNARDINO	35	Manufacturing	11	0	\$7,091	27%
PLATINUM ENGINEERING SOLUTION, INC	MADERA	10	Technical Services	6	0	\$9,360	100%
Primary Freight Services, INC	ORANGE	54	Transportation	33	0	\$82,186	82%
PRIME TECH CABINETS INC	ORANGE	133	Manufacturing	21	0	\$73,440	99%
PROCORE TECHNOLOGIES INC	MULTI COUNTIES	581	Technical Services	487	0	\$249,820	250%
PROCTER & GAMBLE PAPER PRODUCTS COMPANY	VENTURA	110,000	Manufacturing	254	0	\$148,240	30%
PROFESSIONALS IN HUMAN RESOURCES ASSOCIATION	MULTI COUNTIES	MEC	Various	690	0	\$708,514	295%
PROTRANSPORT-1, LLC	MULTI COUNTIES	500	Healthcare	165	0	\$73,249	14%
PROZYME INC	ALAMEDA	48	Manufacturing	47	0	\$48,360	68%
PSM INDUSTRIES INC	LOS ANGELES	210	Manufacturing	44	0	\$48,556	97%
PVH CORP	LOS ANGELES	12,000	Manufacturing	52	0	\$15,300	10%
Q C M INC DBA VERIS MFG	ORANGE	85	Manufacturing	44	0	\$67,159	178%
QPE TECHNICAL INSTITUTE INC	MULTI COUNTIES	MEC	Various	78	0	\$193,073	90%
QUALITY REFRIGERATION COMPANY INC	MULTI COUNTIES	32	Construction	30	0	\$46,282	195%
QUAL-PRO CORP	LOS ANGELES	200	Manufacturing	71	0	\$84,697	78%
R S S E INC	SHASTA	10	Construction	6	0	\$4,983	39%
RABOBANK NATIONAL ASSOCIATION	MULTI COUNTIES	55,000	Finance	475	0	\$201,783	84%
RALLY AUTO GROUP INC	LOS ANGELES	239	Retail	12	0	\$13,254	14%
READY PAC PRODUCE INC	LOS ANGELES	2,850	Retail	57	0	\$26,757	15%
REINHOLD INDUSTRIES INC	LOS ANGELES	3,500	Manufacturing	44	0	\$29,185	7%
RELIABLE IT LLC DBA BROADLEAF GROUP	ORANGE	170	Technical Services	16	0	\$10,399	36%
RENOVO SOLUTIONS LLC	ORANGE	240	Services	95	0	\$99,220	100%
REPLACEMENT PARTS INDUSTRIES INC	LOS ANGELES	31	Manufacturing	23	0	\$29,284	69%
RICH PRODUCTS CORP	ORANGE	9,200	Manufacturing	57	0	\$57,078	40%
RIDGE COMMUNICATIONS INC	CONTRA COSTA	50	Construction	33	0	\$35,014	92%
RIVER TERRACE INN LLC	NAPA	38	Services	21	0	\$6,754	22%
RIVERSIDE COMMUNITY COLLEGE DISTRICT	MULTI COUNTIES	MEC	Various	1,192	0	\$860,537	91%
RIVERSIDE COUNTY ECONOMIC DEVELOPMENT AGENCY	MULTI COUNTIES	MEC	Various	84	0	\$72,926	97%
RIVIERA INC DBA THE ENTERPRISE U	MULTI COUNTIES	MEC	Various	914	0	\$886,932	98%
ROCKVIEW DAIRIES INC	LOS ANGELES	300	Manufacturing	170	0	\$135,062	61%
ROLLS ROYCE HIGH TEMPERATURE COMPOSITES INC	ORANGE	54,100	Technical Services	50	0	\$60,622	61%
ROLLS-ROYCE ENGINE SERVICES-OAKLAND INC	ALAMEDA	54,100	Manufacturing	34	0	\$15,087	15%
RUFFSTUFF INC	PLACER	28	Manufacturing	40	0	\$45,981	92%
SAAMA TECHNOLOGIES INC	SANTA CLARA	826	Technical Services	34	0	\$8,812	3%
SACRAMENTO AREA ELECTRICAL WORKERS JATC		MEC	Various	205	0	\$449,163	61%



Contractor Name	County(ies) Served	Business Size	Industry	Retrainees	New Hires	Earned Amount	Percent Earned
SAFE CREDIT UNION	MULTI COUNTIES	608	Finance	590	0	\$438,417	58%
SAN BERNARDINO COMMUNITY COLLEGE DISTRICT	SAN BERNARDINO	MEC	Various	1,369	0	\$918,717	97%
SAN FRANCISCO ELECTRICAL INDUSTRY APPRENTICESHIP AND TRAINING TRUST	SAN FRANCISCO	MEC	Various	428	0	\$543,283	81%
SAN MATEO COUNTY ELECTRICAL JATC	SAN MATEO	MEC	Various	176	0	\$423,160	100%
SANTA CLARA COUNTY ELECTRICAL JATC	SANTA CLARA	MEC	Various	344	0	\$525,267	94%
SANTEC INC	LOS ANGELES	50	Manufacturing	21	0	\$49,400	99%
SEASPIKE INC	MULTI COUNTIES	280	Manufacturing	91	0	\$26,575	29%
SENGA ENGINEERING INC	ORANGE	42	Manufacturing	22	0	\$18,592	97%
SERVICE CHAMPIONS INC	ORANGE	185	Services	166	0	\$462,380	122%
SHAMROCK OFFICE SOLUTIONS INC	ALAMEDA	30	Wholesale/Distribution	24	0	\$19,173	75%
SHEET METAL & AIR CONDITIONING APPRENTICESHIP & JOURNEYMEN TRAINING FUND OF SAN DIEGO	MULTI COUNTIES	MEC9	Various	114	0	\$246,940	89%
SHEET METAL WORKERS LOCAL 104	MULTI COUNTIES	MEC	Various	510	0	\$949,932	100%
SHLEMMER+ALGAZE+ASSOCIATES INTERIORS & ARCHITECTURE INC	MULTI COUNTIES	134	Technical Services	121	0	\$90,800	100%
SIEMENS CORP	SACRAMENTO	343,000	Manufacturing	381	0	\$320,443	69%
SINECERA INC DBA CROWN VALLEY PRECISION MACHINING	LOS ANGELES	80	Manufacturing	46	0	\$48,476	49%
SKILLSERVE INC	MULTI COUNTIES	1,400	Healthcare	305	0	\$142,447	48%
SKYLINE HOMES INC	MULTI COUNTIES	1,285	Manufacturing	292	0	\$301,193	52%
SOCIAL IMPRINTS LLC	SAN FRANCISCO	30	Manufacturing	30	0	\$34,906	78%
SOMA AEC INC	SAN FRANCISCO	MEC	Various	299	0	\$538,741	99%
SOURCE ONE CABLE TECHNOLOGY INC	SANTA CLARA	74	Manufacturing	7	0	\$10,010	20%
SOUTH BAY WORKFORCE INVESTMENT BOARD	MULTI COUNTIES	MEC	Various	0	16	\$72,089	36%
SOUTHEAST LOS ANGELES COUNTY WIB	MULTI COUNTIES	MEC	Various	792	0	\$939,776	99%
SOUTHERN CA ROOFERS & WATERPROOFERS JOINT APPRENTICESHIP AND TRAINING FUND	MULTI COUNTIES	MEC	Various	604	0	\$449,332	100%
SOUTHERN CALIFORNIA HEAT & FROST INSULATORS AND ASBESTOS WORKERS JAC	MULTI COUNTIES	MEC	Various	273	0	\$417,175	91%
SOUTHERN CALIFORNIA PERMANENTE MEDICAL GROUP	MULTI COUNTIES	174,000	Healthcare	1,706	0	\$637,092	100%
SOUTHERN CALIFORNIA SHEET METAL JOINT APPRENTICESHIP AND TRAINING COMMITTEE	MULTI COUNTIES	MEC	Various	412	0	\$885,400	100%
SOUTHWEST MATERIAL HANDLING INC	MULTI COUNTIES	120	Services	46	0	\$24,444	34%
SPARTON IRVINE LLC	ORANGE	2,000	Manufacturing	21	0	\$4,777	20%
STATE BUILDING & CONSTRUCTION TRADES COUNCIL	MULTI COUNTIES	MEC	Various	288	0	\$568,269	89%
STUDIO ARTS LTD	LOS ANGELES	MEC	Various	819	0	\$899,608	100%
STURGEON SERVICES INTERNATIONAL INC	MULTI COUNTIES	792	Construction	452	0	\$194,550	48%
SUGAR BOWL BAKERY	ALAMEDA	273	Manufacturing	226	0	\$162,995	88%
SUMMIT MACHINE INC	SAN BERNARDINO	30,016	Manufacturing	112	0	\$49,356	49%



Contractor Name	County(ies) Served	Business Size	Industry	Retrainees	New Hires	Earned Amount	Percent Earned
SUNRISE MEDICAL LLC	FRESNO	1,600	Manufacturing	225	0	\$280,350	100%
SVC MFG INC	ALAMEDA	263,000	Manufacturing	41	0	\$37,145	39%
SYCAMORE HEALTHCARE ASSOCIATES DBA LEGACY NURSING AND REHABILITATION CENTER	CONTRA COSTA	102	Healthcare	42	0	\$48,724	95%
SYGMA NETWORK INC	SAN JOAQUIN	51,700	Transportation	99	0	\$64,214	72%
SYGMA NETWORK INC	LOS ANGELES	51,700	Transportation	199	0	\$135,864	137%
SYSCO FOOD SERVICES OF LOS ANGELES	LOS ANGELES	46,300	Wholesale/Distribution	146	0	\$255,600	100%
TAYLOR GUITARS	SAN DIEGO	910	Manufacturing	367	0	\$330,745	77%
TECHNICAL SCHOOL INC DBA TECHNICAL COLLEGE	LOS ANGELES	MEC	Various	0	20	\$95,123	82%
TEMPLE PARK CONVALESCENT HOSPITAL INC	LOS ANGELES	242	Healthcare	132	0	\$98,172	100%
TEN TECH LLC	LOS ANGELES	5	Technical Services	4	0	\$8,398	62%
TENET HEALTHSYSTEM MEDICAL INC	MULTI COUNTIES	112,387	Healthcare	922	0	\$592,946	99%
TETER LLP	MULTI COUNTIES	81	Technical Services	71	0	\$47,193	94%
THE CHEESECAKE FACTORY BAKERY INC	LOS ANGELES	37,249	Manufacturing	145	0	\$114,513	47%
THERM X OF CALIFORNIA	ALAMEDA	222	Manufacturing	193	0	\$96,258	97%
THORO PACKAGING INC	RIVERSIDE	186	Manufacturing	107	0	\$97,812	100%
TIMOTHY K GASPAR INSURANCE SERVICES INC	LOS ANGELES	34	Finance	20	0	\$14,911	75%
TONE SOFTWARE CORP	ORANGE	31	Manufacturing	18	0	\$14,890	56%
TREEHOUSE PRIVATE BRANDS INC	TULARE	36,000	Manufacturing	264	0	\$177,712	58%
TrendPoint Systems, INC	RIVERSIDE	15	Manufacturing	3	0	\$1,306	9%
TRIAGE CONSULTING GROUP	SAN FRANCISCO	466	Technical Services	408	0	\$367,495	78%
TRINUS CORP	LOS ANGELES	22	Technical Services	12	0	\$49,764	100%
TRIVISTA BUSINESS GROUP INC	ORANGE	65	Technical Services	19	0	\$9,076	57%
TRIWEST HEALTHCARE ALLIANCE CORP	MULTI COUNTIES	1,610	Finance	287	0	\$391,200	100%
TROFOLZ TECHNOLOGIES INC	PLACER	89	Technical Services	21	0	\$25,281	43%
TROON GOLF LLC	MULTI COUNTIES	10,742	Services	201	0	\$109,522	24%
TROPICANA MFG CO INC	LOS ANGELES	285,000	Manufacturing	65	0	\$58,635	87%
TTM TECHNOLOGIES INC	MULTI COUNTIES	26,527	Manufacturing	759	0	\$418,372	98%
TUCKER AUTOBODY & TOWING INC	IMPERIAL	21	Services	26	0	\$27,932	98%
ULTIMATE FORMULATIONS DBA BEST FORMULATIONS	LOS ANGELES	290	Manufacturing	105	0	\$88,976	95%
ULTIMATE SOFTWARE GROUP INC	ORANGE	2,756	Technical Services	13	0	\$43,434	100%
UNISON COMFORT TECHNOLOGIES LLC A DIVISION OF GREENHECK FAN CORP	SACRAMENTO	3,114	Manufacturing	41	0	\$37,933	24%
UNITED ASSOCIATION LOCAL 342 JOINT APPRENTICESHIP COMMITTEE	MULTI COUNTIES	MEC	Various	255	0	\$520,598	97%
UNITED FACILITIES INC	MULTI COUNTIES	339	Transportation	62	0	\$115,705	90%
UNIVERSAL HEALTH SERVICES OF RANCHO SPRINGS INC DBA SOUTHWEST HEALTHCARE SYSTEM	RIVERSIDE	53,223	Healthcare	262	0	\$426,000	100%
UNIVERSITY RX SPECIALISTS DBA UNIVERSITY COMPOUNDING PHARMACY	SAN DIEGO	142	Retail	56	0	\$48,770	28%
US CONTINENTAL MARKETING INC	RIVERSIDE	39	Manufacturing	20	0	\$16,167	39%
US FOODSERVICE INC	MULTI COUNTIES	25,000	Wholesale/Distribution	461	0	\$351,300	100%
USA PROPERTIES FUND INC	MULTI COUNTIES	381	Real Estate	281	0	\$122,318	71%
VALLEY BOX CO INC	SAN DIEGO	46	Manufacturing	32	0	\$18,986	71%

Contractor Name	County(ies) Served	Business Size	Industry	Retraitees	New Hires	Earned Amount	Percent Earned
VALLEY CORF INC	MULTI COUNTIES	35	Healthcare	10	0	\$11,167	76%
VAVRINEK TRINE DAY AND CO LLP	MULTI COUNTIES	245	Technical Services	158	0	\$108,670	88%
VCA CONSULTANTS INC	ORANGE	88	Technical Services	71	0	\$95,472	100%
VENTURA COUNTY ELECTRICAL JOINT APPRENTICESHIP AND TRAINING TRUST FUND	VENTURA	MEC	Various	130	0	\$220,024	99%
VENTURA FOODS INC	MULTI COUNTIES	2,776	Manufacturing	186	0	\$65,000	20%
VESCIO THREADING CO	LOS ANGELES	92	Manufacturing	38	0	\$24,251	63%
VF OUTDOOR LLC	MULTI COUNTIES	58,697	Manufacturing	247	0	\$71,943	22%
VIASAT INC	SAN DIEGO	3,361	Manufacturing	597	0	\$301,677	71%
VIRGIN GALACTIC LLC	MULTI COUNTIES	583	Technical Services	481	0	\$346,250	140%
VISTA COVE CARE CENTER AT SAN GABRIEL INC	MULTI COUNTIES	700	Healthcare	4	0	\$3,333	1%
VITAL RESEARCH LLC	LOS ANGELES	22	Technical Services	20	0	\$8,829	76%
VITAS HEALTHCARE CORP OF CALIFORNIA	MULTI COUNTIES	8,376	Healthcare	709	0	\$713,712	100%
W BANKS MOORE INC	FRESNO	39	Construction	38	0	\$44,654	90%
WALTER ANDERSON PLUMBING INC	SAN DIEGO	156	Construction	160	0	\$375,120	100%
WATSONVILLE AUTO BODY INC	SANTA CRUZ	38	Services	29	0	\$34,259	80%
WATSONVILLE HOSPITAL CORP DBA WATSONVILLE COMMUNITY HOSPITAL	SANTA CRUZ	135,000	Healthcare	30	0	\$41,791	33%
WEBER METALS INC	LOS ANGELES	8,600	Manufacturing	207	0	\$150,653	77%
WELLS CONSTRUCTION INC	PLACER	50	Construction	22	0	\$15,420	30%
WEST COMMUNICATION SERVICE, INC	SANTA CRUZ	7	Construction	6	0	\$7,474	86%
WESTECH COLLEGE	MULTI COUNTIES	MEC	Various	308	0	\$708,469	75%
WESTERN DIGITAL CORP	MULTI COUNTIES	84,000	Manufacturing	717	0	\$158,800	27%
WESTERN PUMP INC	SAN DIEGO	70	Other	47	0	\$32,474	44%
WFO CONCEPTS INC	PLACER	13	Manufacturing	14	0	\$21,606	73%
WHITEWAVE FOODS CO	LOS ANGELES	4,500	Manufacturing	304	0	\$333,591	77%
WINE GROUP INC	MULTI COUNTIES	1,246	Manufacturing	444	0	\$749,988	100%
WISOMAN FOODS INC	ALAMEDA	29	Manufacturing	13	0	\$4,778	12%
WONDERFUL CITRUS LLC FORMERLY PARAMOUNT CITRUS PACKING CO LLC	KERN	4,000	Agriculture	405	0	\$478,186	74%
WONDERFUL PISTACHIOS & ALMONDS, LLC	MULTI COUNTIES	5,000	Manufacturing	1,167	0	\$407,882	54%
WOODWARD HRT	LOS ANGELES	1,150	Manufacturing	267	0	\$134,726	40%
XYZ GRAPHICS INC	MULTI COUNTIES	56	Manufacturing	26	0	\$15,681	45%
YUBA SHASTA UA LOCAL 228 JATC	SUTTER	MEC	Various	33	0	\$40,468	100%
ZINC FINANCIAL INC	FRESNO	19	Finance	18	0	\$15,823	69%
ZOBRIST CONSULTING GROUP INC	MULTI COUNTIES	30	Technical Services	31	0	\$46,800	100%
ZODIAC SEAT SHELLS US LLC	SANTA BARBARA	30,900	Manufacturing	218	0	\$64,016	100%
<b>416 Contracts</b>				<b>92,034</b>	<b>325</b>	<b>\$77,856,346</b>	<b>81% **</b>

\*\* Median percent earned of all contracts listed

# APPENDIX B-3

## COMPLETED ALTERNATIVE FUNDING CONTRACTS

Contractor Name	County(ies) Served	Business Size	Industry	Retrainees	New Hires	Earned Amount	Percent Earned
CALIFORNIA LABOR FEDERATION AFL-CIO	MULTI COUNTIES	MEC	Various	920	0	\$583,089	43%
MAAS ENERGY WORKS INC	SHASTA	4	Manufacturing	3	0	\$2,807	18%
EL CAMINO COMMUNITY COLLEGE DISTRICT CACT	MULTI COUNTIES	MEC	Various	501	0	\$484,675	99%
TESLA MOTORS INC	MULTI COUNTIES	14,000	Manufacturing	1,075	0	\$362,090	81%
LOS ANGELES COMMUNITY COLLEGE DISTRICT	MULTI COUNTIES	MEC	Various	8	0	\$1,232	2%
5 Contracts				2,507	0	\$1,433,893	43% **

\*\* Median percent earned of all contracts listed

# APPENDIX C-1

## TERMINATED CONTRACTS

Twenty-two 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 \$2,640,366 to fund these contracts, encumbering and subsequently disencumbering 34 percent of the approved amount in the report year.

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

Contractor Name	Reason for Termination	Funding Amount	# Trainees	Industry	County
Wolfe Video LLC	Training Incomplete	\$19,500	15	Services - High Tech	Santa Clara
Detoronics Corp	Training Incomplete	\$23,660	14	Manufacturing	Los Angeles
Twist Bioscience	Training Incomplete	\$57,200	46	Technical Services	San Francisco
JA Cosmetics US Inc. dba Elf Cosmetics	Unknown	\$197,960	100	Trade - Retail	San Bernardino
Snap-On Logistics Company	Training Incomplete	\$149,760	130	Manufacturing	Los Angeles
Stack Labs Inc.	Training Incomplete	\$9,620	37	Manufacturing	Santa Clara
Dart Neuroscience LLC	Unknown	\$85,968	199	Technical Services	San Diego
Rocket Ems Inc.	Lack of Performance	\$143,370	177	Manufacturing	Santa Clara
Parker Hannifin Corporation	Out of State Relocation	\$57,024	300	Manufacturing	Stanislaus
Valley Pacific Petroleum Services, Inc.	Training Incomplete	\$7,800	10	Transportation	Shasta
PGP International Inc.	Training Incomplete	\$133,056	154	Manufacturing	Yolo, Colusa
Splay Inc.	Training Incomplete	\$69,300	70	Manufacturing	Colusa
Kellwood Company LLC	Business Restructuring	\$245,592	379	Manufacturing	Alameda
Shammas Investment Company LLC	Lack of Performance	\$70,200	104	Trade - Retail	Los Angeles, San Francisco
Mad Engine LLC	Unknown	\$98,280	182	Trade - Wholesale	San Francisco
Digital Media Management Inc.	Training Incomplete	\$9,240	12	Technical Services	Los Angeles
K&R Network Solutions	Training Incomplete	\$64,350	45	Technical Services	Multiple Counties
Partners Advantage Insurance Services, LLC	Training Incomplete	\$28,490	37	Finance & Insurance	Los Angeles
Abbott Stringham and Lynch A Professional Accountancy Corporation	Training Incomplete	\$72,006	64	Technical Services	San Diego
Hologic, Inc.	Training Incomplete	\$82,080	114	Manufacturing	Riverside
Southwest Carpenters Training Fund	Training Incomplete	\$949,310	1,402	Service	Santa Clara
DZH Phillips LLP	Business Restructuring	\$66,600	60	Technical Services	San Diego
	<b>Total</b>	<b>\$2,640,366</b>	<b>3,651</b>		

The Annual Report was prepared by the Research and Analytics Division staff:

Mario Maslac, Nancy Tran, Brittany Currie, Geraldine Giron, Madison Hummel, Bryan Lytle, Tiffany Maslac, Leslie Nowack, Kelsey Oehrke, Jenny Phang, Wenda Tejamo, and Holly Tibbett.

Additional copies of the Annual Report may be obtained by contacting the Employment Training Panel, at 1100 J Street, 4th Floor, Sacramento, CA 95814, (916) 327-5640.

The Employment Training Panel (ETP), as a recipient of state funds, is an Equal Opportunity Employer/Program; and is also subject to Section 504 of the Rehabilitation Act, and the Americans with Disabilities Act (ADA).

Individuals with disabilities who would like to receive the information contained in this publication in an alternate format may contact ETP at (916) 327-5640.

