



**2023-2024 ANNUAL REPORT**  
**THE EMPLOYMENT TRAINING PANEL**





# THE PANEL & LEADERSHIP TEAM



## PANEL MEMBERS

**Rebecca Bettencourt**  
Chairperson Appointee

**Rick Smiles**  
Member

**Gretchen Newsom**  
Member

**Madison Hull**  
Member

**Douglas R. Tracy**  
Member

**Michael Hill**  
Member

**Jennifer Fothergill**  
Member

**Chris Dombrowski**  
Ex-Officio Member

## LEADERSHIP TEAM

**Jessica Grimes**  
Executive Director

**Peter Cooper**  
Assistant Executive Director

**Kumani Armstrong**  
Assistant Director/Chief Counsel

**Jaime Gutierrez**  
Chief Deputy Director

**Tara Armstrong**  
Chief Director of Technical Branch/CIO

**Laura Campbell**  
Chief of Program Operations

**Charlie Mutua**  
Chief of Administration Division

**Michael Cable**  
Staff Attorney

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# Mission

Partner with California businesses to create and retain high-wage jobs while ensuring equitable access for all workers to train for career advancement.



# Vision

To be the premier resource for workforce training leading to high wages and career progression with a focus on diversity, equity, inclusion, and accessibility.



# Values

**Communication**

**Trust**

**Empathy**

**Respect**

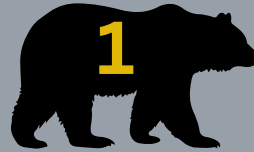
**Integrity**

**Accountability**



# GOALS & OBJECTIVES

Follow the bears to see the pages that align with our Goals & Objectives



## Support California's workforce with sustainable jobs & strong career pathways



- a. Developing strategies to create high-quality, high-growth jobs and increase training for the California workforce.
- b. Supporting issues addressing Climate Change impacts, including wildfire, forest resiliency, and natural disasters.
- c. Expanding services to veterans, workers with disabilities and individuals with employment barriers.
- d. Diversifying apprenticeship training infrastructure by partnering with workforce development, Community Colleges and Division of Apprenticeship Standards (DAS).
- e. Accelerating and exploring non-traditional apprenticeship programs in sectors showing high-growth including advanced manufacturing and healthcare.



## Support for small businesses through private-public partnerships

- a. Identifying projects demonstrating a direct economic impact to the State.
- b. Increasing outreach, raising awareness and providing accessibility through the ETP program.
- c. Championing solutions that strengthen the education system by providing career technical colleges training to assist small businesses.
- d. Providing financial support through grant programs.
- e. Strengthening partnerships with cities, local counties, workforce development boards and community colleges.
- f. Creating Multiple Employer Contracts providing direct support.
- g. Opening channels of communication for partners and stakeholders through forums, policy committees and direct feedback.



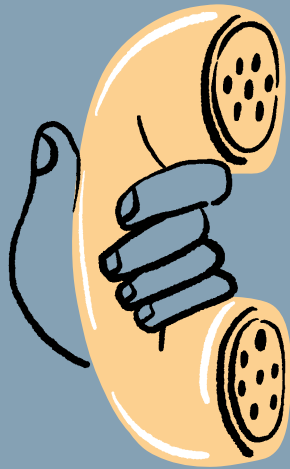
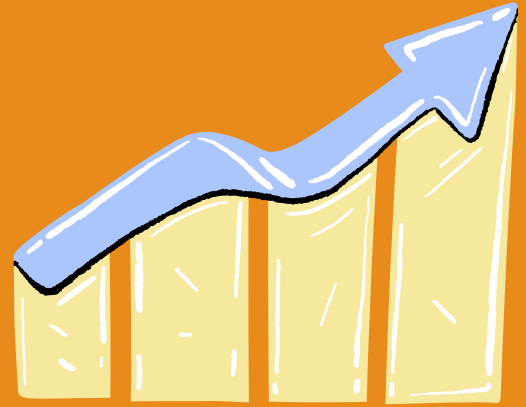
# GOALS & OBJECTIVES

## (Cont.)



### Contribute to California's growth

- Breaking down existing barriers to equity by developing training opportunities to create a more diverse, equitable and inclusive workforce.
- Creating economic resiliency by targeting training in high unemployment areas and expanding training opportunities in new and emerging industries.
- Securing alternative funding streams to maximize support for priority industries.
- Identifying solutions for sustainable economic growth and employment opportunities through educational pathways and workforce training.



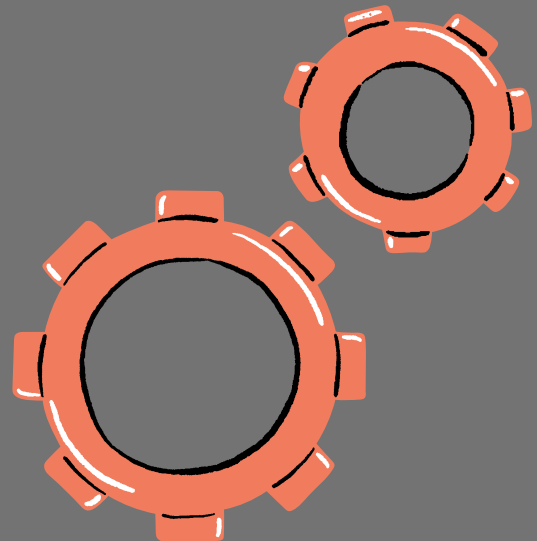
### Communication & engagement in internal operations

- Promoting employee innovation through teamwork, training, communication, and leadership support.
- Increasing camaraderie, team building, and boosting employee morale through organizational activities.
- Creating a platform of engagement through consistent All-Staff meetings by building transparency and inclusivity within the organization.
- Investing in employee's professional and personal growth and developing their strengths, dedication, and emotional connection to ETP.



### Commitment to innovation in technology and data

- Improving program efficiencies and ensuring comprehensive, seamless data collection and reporting.
- Continuing to maximize data security and risk management.
- Conducting internal evaluations and assessments of program and program/contracting process.
- Supporting and improving employees' performance through technology tools.
- Advocating timely and effective implementation of organizational changes to maximize overall process efficiency.





## A BRIEF HISTORY

The Employment Training Panel (ETP) is a statewide business-labor training and economic development program. The program supports the California economy by funding training to ensure employers have skilled workers to compete globally. ETP-funded training supports the creation and retention of high-wage, high-skilled, secure jobs in industries that positively impact 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 requirements for eligibility and performance.

ETP was created in 1982 to address the large displacement of workers due to a series of plant closures - moving the unemployed quickly into jobs and saving workers threatened with displacement. Through the years, the program has expanded to benefit the California economy as a whole. The Panel continues to operate under its initial legislative mandate to promote a healthy labor market with an emphasis on helping businesses overcome the challenges of out-of-state and international competition.

The Panel's success is due to the program's ability to quickly respond to economic changes and workforce needs. For over four decades, the Panel has supported California's workers and employers, providing **102,052** California businesses with approximately **\$2.02 billion** for the successful training and employment retention of **1.63 million** workers.



# HISTORY

## OVER 40 YEARS OF ETP

### 1982

ETP Created to Assist Displaced Workers

'88

Enrolled 1% of California's Workforce

'94

Out-of-State Competition Created

'01

ETP Becomes Permanent Program

'10

ETP adopts Alternative Funding

'11

\$3 Million in Retrainee Contracts Funded

'12

Apprenticeship Pilot Program Begins

'20

Response to COVID 19 Pandemic

'22

10 Year Apprenticeship Pilot Anniversary

'24

\$2 Billion in Training Funded

## FY 2023-24 BY THE NUMBERS

**102K**  
BUSINESSES  
FUNDED

**1.6M**  
WORKERS TRAINED  
& RETAINED FOR  
EMPLOYMENT

**\$2.0B**  
TRAINING  
FUNDED



# HIGHLIGHTS 2024

## Completed Alternate Funding Projects

California Community College Funds (CCCF): The budget appropriated \$15 million in fiscal year 21/22 for the ETP program, aligning with California Community Colleges to enhance workforce development. These funds supported ETP's mission to attract businesses and create secure jobs. ETP awarded \$12.5 million across 13 contracts, successfully placing 13,545 trainees.

Expansion Funds (EXP): In fiscal year 21/22, \$50 million was appropriated to the Expansion Funds program through SB 129 to enhance high-demand sector training. This initiative collaborated with businesses, labor, and government to provide inclusive, licensed training while addressing pandemic impacts. It builds upon existing ETP Core programs and supports California businesses in developing tailored training to promote job stability and advancement. ETP distributed \$44.8 million to 134 contracts and placed 31,670 trainees.

The final reports for both the CCCF and EXP programs will be accessible on [ETP's website](#).

## Wage Progression

ETP achieved its vision and mission of assisting workers in advancing to better paying, more secure jobs. In this past fiscal year, trainees received an average \$2.62 wage increase upon completion of the training program, 8% higher than the previous year.

This growth highlights the need for targeted training that adapt to job market demands, ultimately strengthening the workforce and economy for the future.

## Literacy Training

The Panel supports literacy training that encompasses reading, writing, language comprehension, math, and English as a Second Language, all of which are tied to job skills.

With ETP training funds, eight additional contractors provided essential vocational skills to 250 more workers in sectors such as Agriculture, Construction, Manufacturing, Public Administration, and Transportation & Warehousing, marking an improvement from the previous year.

Utilizing vital state partnerships for alternative sources of funding and monthly meetings, enables ETP to respond to continued demand for workforce training and the development of workforce needs.

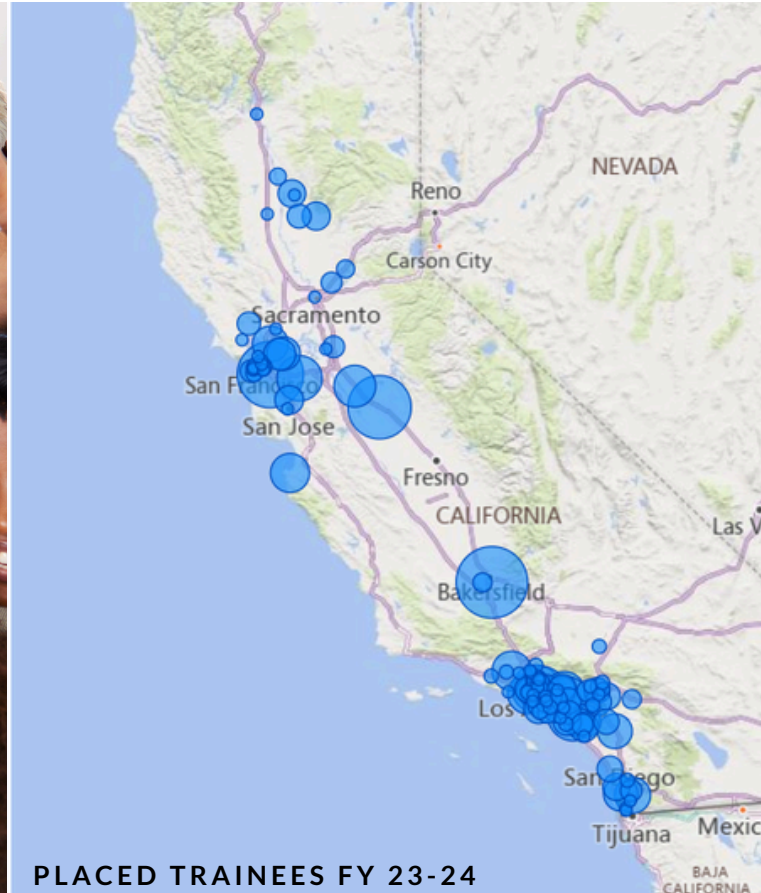


## OUR PARTNERS

- CALIFORNIA ALTERNATIVE ENERGY AND ADVANCED TRANSPORTATION FINANCING AUTHORITY (CAEATFA)
- CALIFORNIA COMMUNITY COLLEGES AND CHANCELLOR'S OFFICE
  - FOUNDATION FOR CALIFORNIA COMMUNITY COLLEGES
- CALIFORNIA DEPARTMENT OF FORESTRY AND FIRE PROTECTION (CALFIRE)
- CALIFORNIA DEPARTMENT OF INDUSTRIAL RELATIONS
  - DIVISION OF APPRENTICESHIP STANDARDS
- CALIFORNIA DEPARTMENT OF REHABILITATION
- CALIFORNIA ENERGY COMMISSION
- CALIFORNIA FORWARD
- CALIFORNIA FEDERATION OF LABOR UNIONS
- CALIFORNIA JOBS FIRST
- CALIFORNIA MANUFACTURERS AND TECHNOLOGY ASSOCIATION
- CALIFORNIA MANUFACTURING AND TECHNOLOGY CONSULTING (CMTC)
- CALIFORNIA MILITARY COUNCIL
- CALIFORNIA STATE BUILDING AND CONSTRUCTION TRADES COUNCIL
- CALIFORNIA WORKFORCE ASSOCIATION
- CALIFORNIA WORKFORCE DEVELOPMENT BOARD
- EMPLOYMENT DEVELOPMENT DEPARTMENT
- GOVERNOR'S OFFICE OF BUSINESS AND ECONOMIC DEVELOPMENT (GO-BIZ)
  - CALIFORNIA BUSINESS INVESTMENT SERVICES (CALBIS)
  - CALIFORNIA OFFICE OF THE SMALL BUSINESS ADVOCATE (CALOSBA)
- GOVERNOR'S OFFICE OF LAND USE AND CLIMATE INNOVATION
- LABOR AND WORKFORCE DEVELOPMENT AGENCY
- THE CORPORATION FOR MANUFACTURING EXCELLENCE (MANEX)



# DIVERSITY, EQUITY, INCLUSION & ACCESSIBILITY



In compliance with Governor Newsom's Executive Order N-16-22 regarding diversity, equity, inclusion and accessibility (DEIA), the ETP seeks to make improvements on providing inclusive and equitable opportunities for underserved populations through ongoing data analysis and measurement, exploring pathways for minorities to build meaningful careers and creating policy that breaks down barriers and provides more opportunities for advancement.

These efforts not only encompass external customers and stakeholders but include discussions on a holistic level - from ongoing work with internal staff through core DEI training modules, to conversations with consultants on program enhancements and committee meetings with Panel members regarding concrete and significant actions that can be taken.

ETP's strategy includes new marketing efforts and creating programs to incentivize proposals. Through these efforts, ETP stands boldly behind its promise to California's workforce and the fundamental commitment to advancement and opportunity for all.

# PRIORITY INDUSTRIES

Annually, the Panel sets funding priorities for the fiscal year and identifies key industries that contribute to a healthy labor market in a growing, competitive economy.

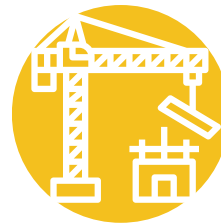
ETP partnered with the EDD Labor Market Information Division (LMID) to gather data-driven insights that enable adaptation to industry changes for the benefit of California. By reviewing employment projections and average weekly wages, industries crucial to the state's economic growth are identified. This grants businesses priority status for higher reimbursement rates or lower wage requirements, (panel approval on a case-by-case basis). ETP bases its decisions on legislation, California initiatives, and North American Industry Classification System (NAICS) trends. The Panel has approved:

- Adopt (23) new NAICS codes as Priority Industry, focusing on those with positive economic growth, higher wages, and rising employment.
- Remove (67) NAICS codes from Priority Industry status due to nominal employment gains, weak job demand, or lower wages than the statewide average.

## Priority Industries:

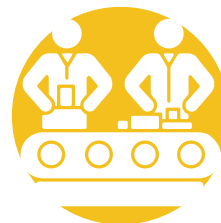
- Accommodation and Food Services
- Agriculture, Forestry, Fishing and Hunting
- Arts, Entertainment, and Recreation
- Construction
- Finance and Insurance
- Health Care and Social Assistance
- Information
- Manufacturing
- Mining, Quarrying, and Oil and Gas Extraction (except Oil and Gas)
- Other Services (except Public Administration)
- Professional, Scientific, and Technical Services
- Retail Trade
- Transportation and Warehousing
- Utilities

## TOP PERFORMING PRIORITY INDUSTRIES



### Construction

\$28.7 Million  
3,223 Businesses  
21,882 Trainees



### Manufacturing

\$19.5 Million  
954 Businesses  
26,348 Trainees



### Health Care & Social Assistance

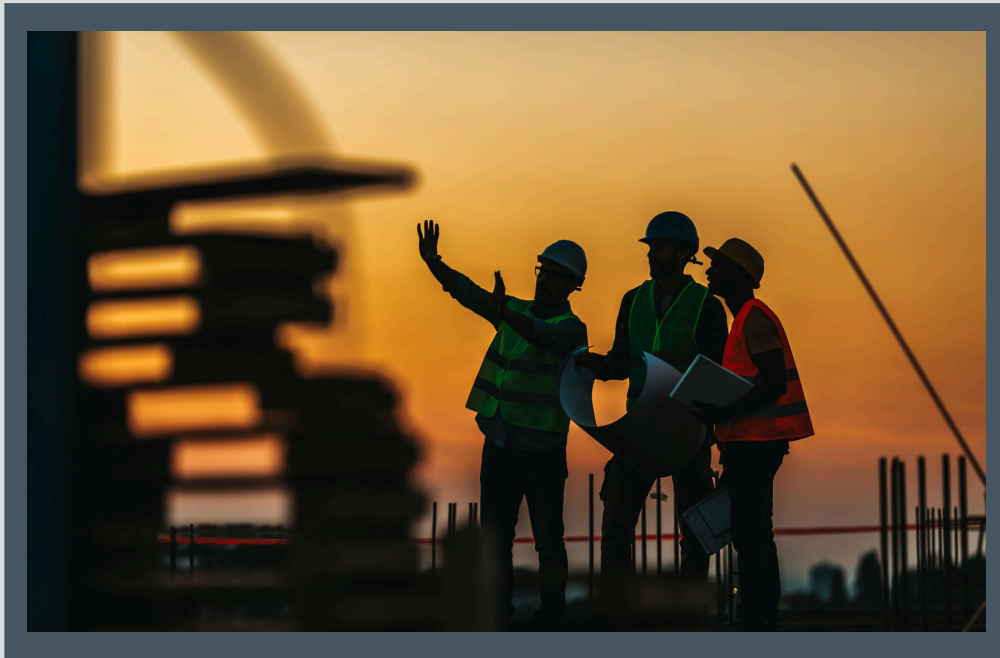
\$11.9 Million  
188 Businesses  
11,868 Trainees

# 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 may receive Alternative Funds from a source other than the Employment Training Tax. The alternative funds may be from any federal, state, or local governmental entity, as appropriated in statute or other means. ETP uses the alternative funding to support unique policy initiatives and reach public sector employers.

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

CORE AND ALT FUNDS

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 APPROVED BY PANEL BY FY23-24



**87,443**   
TOTAL TRAINEES **+12.3%**



**\$99.6M**   
TOTAL AMOUNT **+13.2%**



**307**   
CONTRACTS **-6.6%**



**\$319K**   
AVERAGE CONTRACT AMOUNT **-8.6%**

### CONTRACTS ACTIVE AND ONGOING AT THE END OF THE FISCAL YEAR

## ONGOING



**\$84.7M**   
TOTAL AMOUNT **-11.8%**



**75,111**   
TOTAL TRAINEES **-8.9%**



**\$263K**   
AVERAGE CONTRACT AMOUNT **-22.4%**



**322**   
CONTRACTS **+14.2%**

## COMPLETED

### CLOSED CONTRACTS WHICH SUCCESSFULLY TRAINED AND RETAINED EMPLOYEES



**76,645**   
TOTAL TRAINEES **+76.0%**



**\$82.4M**   
TOTAL AMOUNT **+50.6%**



**282**   
CONTRACTS **+19.0%**



**\$292K**   
AVERAGE CONTRACT AMOUNT **+42.4%**

# SMALL BUSINESS



## DIRECT CONTRACTS PARTICIPATING IN A Multiple Employer Contract (MEC)

ETP played a crucial role in supporting small businesses unable to provide employee training. In fiscal year 2023-24, small businesses accounted for 79% of core-funded contracts. ETP's Small Business Program offers higher training reimbursement rates for California businesses with 100 or fewer employees. These businesses can engage directly with ETP or participate in a Multiple Employer Contract (MEC) reducing the employer's administrative costs.

### Contracts by Business Size



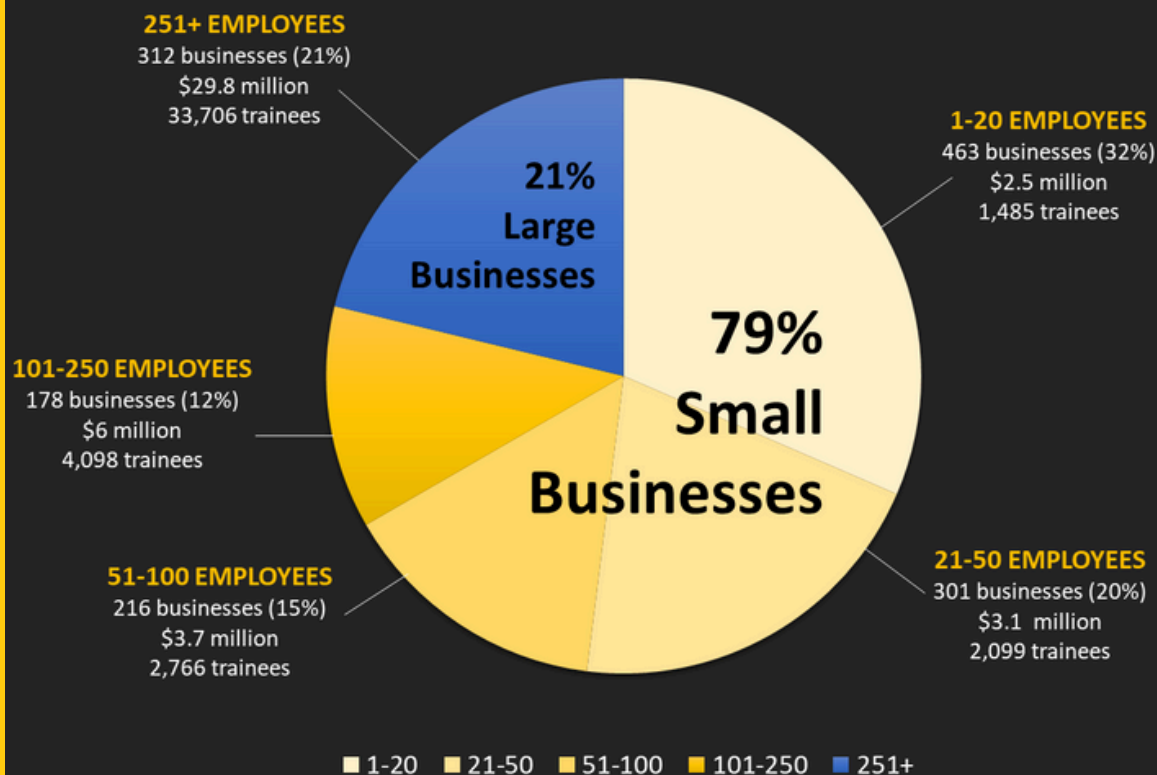
**3.2K**  
TOTAL SMALL  
BUSINESSES



**10.4K**  
TOTAL SMALL  
BUSINESS TRAINEES

Figures above are based on completed data for core funded contracts

### CONTRACTS BY BUSINESS SIZE



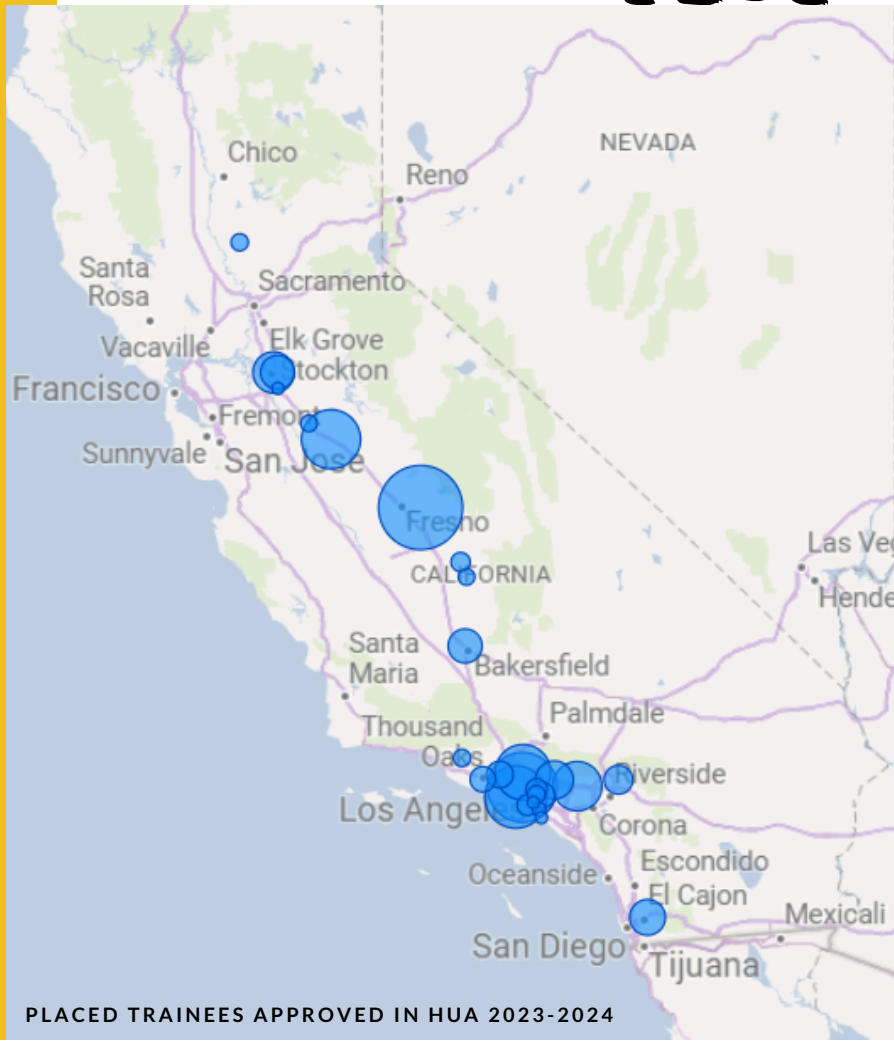
Unknown: Due to a variety of factors, a number of participating businesses' business sizes are undetermined and not included in this visual.



# HIGH UNEMPLOYMENT AREAS (HUA)

High Unemployment Areas (HUA) 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.

.....  
**\$17.9M**  
IN APPROVED FUNDING



## ESTIMATED TO TRAIN



**15K**  
WORKERS

The Panel targets training for workers in regions of the State with lagging economies and unemployment rates higher than the state average.

During the 2023-24 fiscal year, **\$17.9M** was approved for training in **high unemployment areas**, providing training for **15K** workers. This was an 83% increase in comparison to the last fiscal year.



# SUPPORTING THE CREATION OF NEW JOBS



In the 2023-24 fiscal year, ETP has funded \$14,024,237 for 131 contracts to create 6,960 new jobs.

In conjunction to the Panel prioritizing projects developed under the “Retrainee – Job Creation” guidelines, employer’s investment in new workers, expanded or new facilities, new equipment, or other measurable investments in hiring of workers, ETP continues to support new employment opportunities and fund projects that demonstrate investment into California’s economy and expansion of the workforce.

**\$14M**  
IN FUNDING  
FOR THE CREATION OF  
**6,960**  
NEW JOBS



# INCENTIVES & SPECIAL PROGRAMS



## APPRENTICESHIP



**\$21M**

IN APPROVED FUNDING  
ESTIMATED TO TRAIN OVER

**22K**

TRAINEES IN  
APPRENTICESHIPS

ETP's Apprenticeship Program has been funding apprentices, pre-apprentices and journeyworkers across the state since 2012. The program continues to evolve as ETP receives input from stakeholders including the Division of Apprenticeship Standards, contractors, labor organizations, nonprofits and employer groups. ETP is actively collaborating with partners across the state to meet Governor Newsom's goal of serving 500,000 apprentices by 2029.





# VETERANS

**APPROVED**  
**\$289K**  
**IN FUNDING**  
**ESTIMATED TO TRAIN**  
**210 VETERANS**  
**UNDER THE ETP**  
**VETERANS TRAINING PROGRAM**

# JUSTICE INVOLVED OPPORTUNITIES

\*Formerly Ex-Offender At-Risk Youth

**APPROVED**  
**\$348K**  
**IN FUNDING**  
**ESTIMATED TO TRAIN**  
**159 TRAINEES**  
**UNDER THE FORMER ETP**  
**EX-OFFENDER AND AT-RISK YOUTH**  
**TRAINING PROGRAM**





# AGRICULTURE INITIATIVE



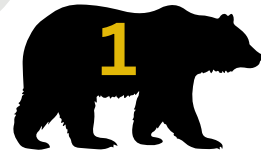
In fiscal year 2023-24 ETP allocated \$10 million in funding to serve employers and workers in the agriculture industry. The goal of this funding allocation is to upskill farmworkers to transition into better jobs. This allocation is aligned with a broader effort spearheaded by the California Labor and Workforce Development Agency (LWDA) to expand the number of workers with the educational capacity necessary to enter higher training programs, increase access to existing and emerging high-paying jobs in the agricultural industry, and improve job-quality and wages.

**\$2.6M**

DISBURSED TO

**10**

AGRICULTURE  
INITIATIVE  
CONTRACTS



# HEALTHCARE WORKERS

The 2023-24 budget appropriated \$25 million in training for nonprofit and public employers seeking to address the critical shortage of entry-level healthcare workers in health and human service jobs. Healthcare Workforce Advancement Fund (HWAF) supports job seekers in occupations with accessible entry points to career path opportunities and assists current workers who seek career advancement and wage progression opportunities to move out of poverty. Due to limited access to resources, the worker shortage and career progression; challenges are even greater for formerly incarcerated women, persons of color, immigrants, and workers in rural areas of the state.

APPROVED  
**\$14.5M**  
 IN FUNDING  
 ESTIMATED TO TRAIN  
**6K**  
 TRAINEES



Under the HWAF, public and private non-profit healthcare and human service employers, who are ineligible for funding under the ETP core program, can directly contract with ETP. The funding provided for the HWAF is a one-time allocation from the General Fund to the ETP and distributed by the end of the state fiscal year.





## WORKFORCE LITERACY PILOT PROGRAM

The budget appropriated \$10 million as a one-time allocation from the General Fund, in the 2022-2023 Fiscal Year, to enhance and expand workforce literacy training throughout California. ETP distributed these funds in 2023 to support eligible applicants in establishing or broadening programs that focus on improving workforce literacy skills for immigrants, refugees, and other English language learners. ETP is currently in contract with 29 organizations for the Workforce Literacy Pilot Program to potentially reach over 6,000 trainees.

In California, a significant number of immigrants, refugees, and other English language learners encounter obstacles that restrict their access to education and workforce development services, including job-training programs that can lead to better skills and higher wages. ETP aims to tackle these barriers by collaborating with employers to enhance the skills of their workers, thereby improving the competitiveness of their businesses. The goal of this approach is to help lift individuals out of poverty and set them on a trajectory of upward mobility.

**APPROVED**  
**\$7.5M**  
**IN FUNDING**

**ESTIMATED TO TRAIN**  
**4.9K**  
**TRAINEES**



# SOCIAL ENTREPRENEURS FOR ECONOMIC DEVELOPMENT (SEED) GRANT



The Social Entrepreneurs for Economic Development (SEED) Initiative provides micro-grants, entrepreneurial training, and technical assistance to immigrants and limited English proficient (LEP) individuals who are starting or maintaining small businesses in California aimed at addressing social problems or meeting community needs. ETP works closely with select non-profit community based organizations who develop and implement SEED program components. The SEED initiative supports California's economic diversity and spurs business innovation in vital California industries. In support of the Governor's objectives, the SEED Initiative supports existing immigrant/LEP owned small businesses throughout the state while increasing the number of small businesses in California. The second round of SEED projects were successfully completed and ended on 5/31/2024.

**\$16.9M**  
DISBURSED TO  
**14**  
SEED 2  
RECIPIENTS

## SEED 2 RECIPIENTS

- Mission Economic Development Agency
- California Center for Cooperative Development
- Southwestern College Foundation
- Women's Economic Ventures
- Local Initiatives Support Corporation San Diego
- Renaissance Entrepreneurship Center
- Libreria Del Pueblo
- Bay Area Community Resources
- Caravanserai Project
- Pars Equality Center, Los Angeles
- City Heights Community Development Corporation
- El Pajaro Community Development Corp.
- Community Initiatives (Immigrants Rising)
- Initiating Change in Our Neighborhoods Community Development Corporation





# PAID FAMILY LEAVE (PFL) FOR SMALL BUSINESSES GRANT



Through the Paid Family Leave Small Business 3 Grant (PFL 3), which opened for applications in January of 2024, ETP worked closely with multiple employer groups to provide outreach and funds to California small businesses impacted by at least one employee utilizing the PFL program. ETP will distribute and administer \$1,000,000 from the 2023-24 fiscal year in grant funds to businesses to help offset the costs incurred when training employees to cover the duties of the individual that utilized PFL. The PFL program helps businesses with costs associated with training and upskilling existing staff, hiring and training new employees, as well as marketing, recruitment, and training expenses related to these efforts. Businesses with 51-100 employees whom utilized the PFL, received up to \$1,000 per employee or \$2,000 per employee for businesses with 50 or less employees.

## PFL RECIPIENTS

- Santa Maria Valley Chamber of Commerce
- Greater San Fernando Valley Chamber of Commerce



# TECHNOLOGY



## Contract Management System

### Cal-E-Force

Cal-E-Force has been instrumental in helping ETP become more efficient, responsive, and strategic.

ETP's Cal-E-Force system holds two subcategories: Cal-E-Program for ETP's program and Cal-E-Grants for ETP and California Workforce Development Board's (CWDB) Grant funding opportunities.

- Cal-E-Program is continuing to add enhancements to streamline the application process, the internal contract development pieces, and print forms for routing and approvals.
- Cal-E-Grants is a shared platform for ETP and CWDB allowing customers to apply to many different grant funding opportunities. This system allows the application process to grant management from the beginning and allows agency efficiencies for processing, routing, and reporting requirements.



# LEVERAGING ETP FOR



**California For All reflects the diversity of the state and reminds us of the values of different voices, partnerships and visions. Through education and training, Californians can achieve the California dream of a better life, regardless of where they started out.**

ETP's program and funds are used to further initiatives important to the Governor and the Panel, for example:

- Supporting Training Related to Climate Change
- Expanding the Apprenticeship Model
- Expanding Support of Healthcare Professions
- Supporting Immigrants and Refugee Communities
- Supporting Diversity, Equity, Inclusion, and Accessibility



# SPOTLIGHT ON SUCCESS



## National Veterans Chamber of Commerce

Founded in 2017, and headquartered in Oceanside, National Veterans Chamber of Commerce (NVCC) is a non-profit corporation. Its mission is to promote and improve opportunities for Veterans of the U.S. Military Services. NVCC services approximately 4,000 members in California. NVCC is dedicated to assisting individuals and businesses seeking better employment, career paths, supporting and promoting business interests, and making existing businesses more competitive in California.

### Multiple Employer Contract

**\$74K**

APPROVED  
TO TRAIN AN ESTIMATED

**100** TRAINEES

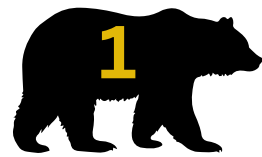
*"This has helped several employees move up in our organization"*

*"They appreciate the company providing this opportunity for them and they say they learn valuable information to help them in their current work."*

*-Jo Nell Bevington  
Allied Mechanical, HR Director*

*"NTMA gave me the skills and knowledge, also confidence to succeed in life, I've been a Machinist for over 18 years"*

*-Daniel Padillas  
Brek Manufacturing*



## PROFESSIONALS IN HUMAN RESOURCES ASSOCIATION

Established in 1944 and headquartered in Gardena, CA, Professionals in Human Resources Association (PIHRA) is a non-profit membership organization dedicated to providing business education, networking, and advocacy with an emphasis on the human resources environment. PIHRA is the largest affiliate of the Society for Human Resources Management Organization, and serves approximately 4,600 members in California. PIHRA provides yearly educational seminars in human resources-related topics for existing and new members, with a focus on keeping businesses current on issues relevant to human resource professionals.

### Multiple Employer Contract

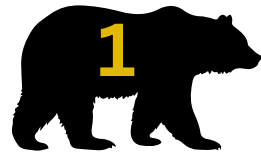


“An entire department was threatened with being eliminated by the overseas parent company due to poor performance. By implementing lean manufacturing training through PIHRA’s (ETP) funding, the manufacturing team increased efficiency. This resulted in a higher profit margin, saving the department and current employees and allowing the organization to hire more employees.”

“Another company that received PIHRA ETP-funded training had their employees complete process improvement training. As a result, the organization created a “learning center” to help further reduce manufacturing errors and increase product output.”

“One of the organizations that received ETP-funded leadership development training decided to include leads and above plus high-potential employees. In this case, a high potential employee who participated in the training received her certificate of completion and simultaneously was promoted to a management position. ”

-Liliana Argüello, MBA, SHRM-SCP  
Director, Membership



## United Food & Commercial Workers Union Local 5

Founded in 1949 and headquartered in Hayward, UFCW Northern California Meat Apprenticeship Trust Fund is a non-traditional Apprenticeship program. The current program sponsored by UFCW Northern California Meat Joint Apprenticeship Committee was formed by a merger of three separate Joint Apprenticeship Training Committees (JATC) in Local 5 and Local 8: Humboldt & Del Norte Meat Cutters, Oakland & Vicinity Meat Industry, and Santa Clara County Meat Cutters.

Multiple Employer Contract - JATC



Leigha Tubbs, Bel Air Head Meat Cutter

### Leigha Tubbs

It was a long road, but with the assistance of UFCW Meat Apprenticeship Program, Leigha Tubbs has arrived at a bright new career. After starting out in the food service at Raley's, she made her way to the meat department. She soon began instruction at the UFCW Northern California Meat Apprenticeship program, taking classes every Tuesday night for nine months. In addition to bookwork and classroom study, the program included visits to UFCW-affiliated meat processing facilities.

*"The program teaches you to take pride in your work, because for some people this doesn't come naturally. They get you excited about your job," Tubbs said. Last September, Tubbs was promoted to the position of Head Meat Cutter at her Bel Air store in Roseville.*



# SPOTLIGHT ON SUCCESS

## Pars Equality Center, Los Angeles (PARs)

### Social Entrepreneurs for Economic Development (SEED 2) Grant

Pars Equality Center, Los Angeles (PARs) and partner organization, Asian Pacific Islander (API) Small Business Collaborative, provided micro-grants, entrepreneurial training, and technical assistance to SEED target populations to support them in starting or maintaining a small business in California. PARs focused on serving aspiring entrepreneurs and micro/small business owners among the Iranian and Afghan refugee and immigrant populations.



Graduates from PARs Entrepreneurial Program



Students at PARs Entrepreneur Training Program

PARs' Entrepreneur Training Program taught entrepreneurs how to start a business by covering business planning and basic operations. PARs and API provided training on a broad outline of issues that new businesses must consider including corporate legal forms of business, business permits and licenses, bookkeeping and basic accounting, insurance, marketing, and access to capital.

"The support from the technical assistance partner, Pars Equality Center, was pivotal in our business outcomes. Through their workshops, training courses, and seminars, we found avenues to fund our startup, covering initial costs. With over seven consultation sessions, they guided our transition from an idea to a comprehensive and feasible business plan. Their contribution played a crucial role in shaping our business trajectory, for which we are immensely grateful."  
-Sarah Bagheri, RainJoy





# FOCUS ON THE FUTURE



## Focus in the coming year:

- Accelerate and build upon Diversity, Equity, Inclusion, and Accessibility
- Program & Process Improvements
- Redefining Organization Structures
- Support for Small Businesses, Stakeholders and Partners
- Innovation and Technologies



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## **A-1** APPROPRIATIONS & EXPENDITURES

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## **A-2** CORE FUNDING CONTRACTS APPROVED IN HIGH UNEMPLOYMENT AREAS (HUA)

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## **B-1** COMPLETED CONTRACT DATA

**A** SUMMARY OF COMPLETED CONTRACTS

**B** TRAINEES SERVED BY BUSINESS SIZE

**C** TRAINING BY INDUSTRY

**D** TRAINEE WAGES

**E** WAGE PROGRESSION

**F** LITERACY TRAINING

**G** TRAINEE DEMOGRAPHICS

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## **B-2** COMPLETED CORE FUNDING CONTRACTS

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## **C-1** LEVERAGING FUNDS THROUGH DISENCUMBERANCE

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## **C-2** TERMINATED AND NON-PERFORMING CONTRACTS

# APPENDIX A-1

## APPROPRIATIONS AND EXPENDITURES

In FY 2023-24, the ETF received a Budget Act appropriation of \$125.3 million. The FY 2023-24 ETF collection was forecast at \$137.7 million. After deducting administrative costs, and anticipated prior year liabilities, ETP had over \$56.5 million to fund new Core training contracts in FY 2023-24. The Panel expended all of these training funds by June 2024.

### **CORE FUNDING - Appropriation and Expenditure Report FY 2023-24**

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ETF Budget Act Appropriation	\$125,325,000.00
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#### **ETP Budget Spending Authority:**

Appropriation to ETP	\$125,325,000.00
Reinvested Funds (Provision 1)	\$1,857,576.75
Roll Over Funds from Active Contracts	\$2,199,589.52
Allocation for employee compensation, staff benefits, pension contribution adjustment	<u>\$959,000.00</u>
<b>Total Budget Authority for Fiscal Year 2023-24:</b>	<b>\$130,341,166.27</b>

#### **ETP Expenditures:**

Program Administration	\$20,932,413.00
EDD Tax Branch (EDD Collection)	\$7,542,000.00
EDD Support	\$82,714.98
Marketing and Research	\$0.00
Program Funds (new & prior year liabilities for training contracts)	<u>\$101,039,638.29</u>
<b>Total Expenditures for Fiscal Year 2023-24:</b>	<b>\$130,341,166.27</b>



The available \$130.3 million in Core funding for Fiscal Year 2023-24 was allocated by the Panel as follows:

- **Program Funds:** In order to maximize program funds, ETP incrementally encumbers training funds, this year ETP initially encumbered at 60 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. The Panel encumbered \$101 million, the total amount of available program funds for FY 23-24. Of this amount, \$23.6 million was used for prior-year contract liabilities resulting from incremental funding and \$77.4 million was encumbered into new training contracts.
- **Program Administration:** Approximately \$21.8 million was used for program administration costs, including EDD support.
- **Marketing and Research:** ETP did not have any marketing contracts in Fiscal Year 2023-24 due to the on-going demand for ETP funds. ETP training contracts did not require a high level of marketing expenditures as in years past.

# APPENDIX A-2

## CORE FUNDING PROJECTS APPROVED IN HIGH UNEMPLOYMENT AREAS (HUA)

Contractor Name	County/Counties Served	Industry	Trainees Approved in HUA	Approved Amount in HUA
Advanced Integrated Pest Management	Sacramento, Placer, San Joaquin, Merced, Contra Costa, Santa Clara, Sonoma, San Diego, Sutter, Butte	Administrative and Support and Waste Management and Remediation	243	\$316,560
Allied Potato, Inc.	Kern	Agriculture, Forestry, Fishing and Hunting	61	\$74,359
American Medical Response of Southern California	Contra Costa, Imperial, Los Angeles, Monterey, Riverside, Sacramento, San Bernardino, San Diego, San Joaquin, Santa Clara, Sonoma, Stanislaus, Ventura, Yolo	Healthcare	483	\$499,905
American Medical Response West	Contra Costa, Stanislaus, And Napa Counties.	Healthcare	180	\$393,300
Apparel Graphics	Stanislaus	Manufacturing	21	\$19,320
Applus RTD USA Services, Inc.	Kern, Ventura, And Los Angeles Counties	Professional, Scientific, and Technical	30	\$51,750
Ardagh Glass Inc.	Madera, Ca	Manufacturing	87	\$52,026
Armstrong Garden Centers, Inc.	Los Angeles, San Diego, Orange, Alameda, Marin, Riverside, Ventura	Retail Trade	42	\$25,200
Autism Behavior Service Inc.	San Diego, Orange, Riverside, San Bernardino, Los Angeles, Ventura, Kern, Santa Barbara, Stanislaus, Sacramento, San Joaquin, Merced, Monterey, San Mateo	Services, Healthcare	29	\$32,016

Contractor Name	County/Countries Served	Industry	Trainees Approved in HUA	Approved Amount in HUA
Automatic Data Processing, Inc.	Los Angeles, San Bernardino, San Diego, Santa Clara, Alameda, Orange, Sacramento, Fresno, San Francisco.	Professional, Scientific, and Technical Services	543	\$456,120
Bandy Manufacturing, LLC	Los Angeles	Manufacturing	73	\$85,997
Brand Consulting Group, LLC	Los Angeles, Ventura, Orange, Riverside, San Bernardino, Kern, San Diego	Professional, Scientific, and Technical Services	69	\$88,527
Browning Contractors, Inc.	Fresno	Construction	266	\$244,720
Butte County Office of Education	Statewide	Manufacturing	36	\$120,420
Butte Glenn Community College District	Statewide	Manufacturing, Construction, Services	28	\$11,004
California Manufacturing and Engineering Co., LLC	Fresno County	Manufacturing	203	\$191,429
Central California Builders Exchange	Fresno, Madera, Merced, San Joaquin, Stanislaus	Construction	211	\$197,074
Certified Stainless Service, Inc.	Kern, Merced, Stanislaus	Manufacturing	200	\$280,600
Chrisp Company	Alameda, Fresno, Monterey San Bernadino, San Joaquin, Sonoma, Ventura, Yolo	Construction	315	\$460,575
CiminoCare	Butte, Glenn, Lassen, Sacramento, San Joaquin, Sutter, Yolo, Yuba	Health Care and Social Assistance	119	\$135,585
College of the Sequoias	Fresno, Kern, Madera, Merced, Stanislaus, Tulare, Kings	Manufacturing	480	\$468,448
DMM Packaging, Inc.	Fresno	Manufacturing	15	\$11,385
Dumont Printing Inc.	Fresno	Manufacturing	54	\$44,712
Etchegaray Farms LLC	Kern	Agriculture, Forestry, Fishing and Hunting	105	\$74,290
Forward BMH, Inc.	Fresno	Health Care and Social Assistance	58	\$106,720
Fowler Packing Co.	Fresno	Agriculture, Forestry, Fishing and Hunting	169	\$93,288



Contractor Name	County/Countries Served	Industry	Trainees Approved in HUA	Approved Amount in HUA
FreshPoint California, Inc.	Stanislaus	Wholesale Trade	180	\$205,200
Fresno Skilled Nursing & Wellness Centre, LLC	Fresno	Health Care and Social Assistance	210	\$260,360
Gallo Glass Company	Stanislaus	Manufacturing	530	\$499,790
Grandmark Service Company Inc.	Fresno, Kern, And Sacramento	Construction	44	\$60,720
Green Day Power	Fresno, Riverside, Sacramento	Construction	59	\$74,290
Hall Ambulance Service, Inc.	Kern County	Healthcare	120	\$441,600
Herman Weissker, Inc.	Riverside, Los Angeles, Kern, Tulare	Construction	400	\$322,000
J.G. Boswell Company	Kings, Kern, And Tulare Counties	Agriculture, Forestry, Fishing and Hunting	581	\$587,972
Janco Industries, Inc.	San Joaquin	Construction	200	\$73,600
Jim Jonas, Inc.	Lake	Construction	36	\$72,680
Kern Community College District	Statewide	Agriculture, Forestry, Fishing and Hunting, Mining, Manufacturing, Healthcare	200	\$15,890
Kern County Builders' Exchange Incorporated	Fresno, Kern, Kings, Tulare	Construction	211	\$197,074
L&M Logistics Group, Inc.	Los Angeles	Transportation and Warehousing	57	\$52,440
Land O'Lakes, Inc.	Tulare	Manufacturing	470	\$497,260
Long Beach Community College District	Statewide	Manufacturing	41	\$56,457
Mammoth Biosciences, Inc.	San Mateo	Professional, Scientific, and Technical Services	135	\$235,750
Mariani Packing Co., Inc.	Solano, Yuba	Manufacturing	229	\$210,680
Medtrans, Inc.	Los Angeles, San Bernardino	Transportation and Warehousing	50	\$69,000
Modesto Chamber of Commerce	Stanislaus, San Joaquin, Tulare	Manufacturing	302	\$408,606
Montage Medical Group	Monterey	Health Care and Social Assistance	198	\$291,456

Contractor Name	County/Countries Served	Industry	Trainees Approved in HUA	Approved Amount in HUA
Motive Energy Telecommunications Group, Inc.	Los Angeles, Orange, Riverside, San Bernardino, Sacramento, Tulare	Construction	3	\$1,035
North Point Healthcare & Wellness Center, LP	Fresno	Health Care and Social Assistance	78	\$97,980
O'Neill Beverages Co. LLC	Fresno, Marin, San Luis Obispo	Manufacturing	251	\$173,144
Orange Coast Title Company	Statewide	Finance & Insurance	25	\$15,000
Person Centered Services, Inc.	San Joaquin	Health Care and Social Assistance	130	\$100,045
POM Wonderful LLC	Fresno	Wholesale Trade	311	\$295,780
Quinn Group, Inc.	Fresno, Kern, Kings, Los Angeles, Monterey, Orange County, Santa Barbara, Tulare, Ventura	Wholesale Trade	519	\$453,606
Reiter Affiliated Companies	Santa Cruz	Agriculture, Forestry, Fishing and Hunting	252	\$173,880
Reiter Affiliated Companies	Ventura, Santa Barbara	Agriculture, Forestry, Fishing and Hunting	467	\$322,230
S. Martinelli & Company	Santa Cruz	Manufacturing	249	\$240,534
Safety Striping Service, Inc.	Tulare	Construction	32	\$44,160
San Joaquin County Economic Development Association	San Joaquin	Manufacturing	199	\$146,862
Shasta Builder's Exchange	Shasta, Modoc, Trinity	Construction	150	\$147,600
Silgan Containers Manufacturing Corporation	Contra Costa, Los Angeles, Stanislaus	Manufacturing	192	\$198,720
Skori, Inc.	Los Angeles, Orange, San Diego	Healthcare	64	\$47,104
SOMA AEC, Inc.	San Francisco, Alameda, Contra Costa, Marin, San Mateo, Santa Clara, Sacramento, And Monterey Counties.	Healthcare	40	\$157,440
Sunrise Medical (US) LLC	Fresno	Manufacturing	213	\$345,230
Super Center Concepts, Inc.	Kern, Los Angeles, Orange, Riverside, San Bernardino, Tulare, Ventura	Retail Trade	135	\$102,465
Tarltan and Son Inc.	Fresno	Construction	10	\$9,200
Tulare King Hispanic Chamber of Commerce	Tulare County, Kings County	Agriculture, Forestry, Fishing and Hunting, Mining, Manufacturing	500	\$615,000

Contractor Name	County/Countries Served	Industry	Trainees Approved in HUA	Approved Amount in HUA
Ways Home Care & Health Agency LLC	Los Angeles	Health Care and Social Assistance	19	\$16,445
Wonderful Pistachios & Almonds LLC	Fresno, Kern, Los Angeles	Manufacturing	313	\$280,761
Wood Connection, Inc.	Stanislaus	Manufacturing	23	\$36,340
<b>72 Contracts</b>			<b>12,811</b>	<b>\$13,424,052</b>



# APPENDIX B-1

## COMPLETED CONTRACT DATA

### A. SUMMARY OF COMPLETED CONTRACTS

	Core Funding	Alternative Funding
<b>Number of Contracts</b>	144	138
<b>Amount Earned</b>	\$34,694,356	\$47,734,536
<b>Retained in Employment</b>	31,389	45,256
<b>Average Cost per Trainee</b>	\$1,105	\$1,055

### B. TRAINEES SERVED BY BUSINESS SIZE

The following tables identify completed contracts by reported business size, the number of trainees and dollars earned.

#### CORE FUNDED CONTRACTS

Bus. Size	Retrainees	Retrainee \$ Earned	New Hires	New Hire \$ Earned	Total \$ Earned
<b>1-20</b>	1347	\$2,355,357.30	0	\$0.00	\$2,355,357.30
<b>21-50</b>	1876	\$2,770,641.97	0	\$0.00	\$2,770,641.97
<b>51-100</b>	2422	\$3,189,382.44	0	\$0.00	\$3,189,382.44
<b>101-250</b>	2964	\$4,607,981.76	0	\$0.00	\$4,607,981.76
<b>251+</b>	15463	\$11,877,534.26	3	\$11,596.60	\$11,889,130.86
<b>Unknown*</b>	7018	\$8,452,610.90	296	\$1,431,250.64	\$9,883,861.54
<b>Total</b>	31,090	\$33,253,508.63	299	\$1,442,847.24	\$34,696,355.87

#### ALTERNATIVE FUNDED CONTRACTS

Bus. Size	Retrainees	Retrainee \$ Earned	New Hires	New Hire \$ Earned	Total \$ Earned
<b>1-20</b>	138	\$150,458.06	0	\$0.00	\$150,458.06
<b>21-50</b>	223	\$335,007.93	0	\$0.00	\$335,007.93
<b>51-100</b>	344	\$485,369.92	0	\$0.00	\$485,369.92
<b>101-250</b>	1134	\$1,405,661.08	0	\$0.00	\$1,405,661.08
<b>251+</b>	18240	\$17,869,935.56	0	\$0.00	\$17,869,935.56
<b>Unknown*</b>	24844	\$26,176,664.74	333	\$1,309,439.11	\$27,486,103.85
<b>Total</b>	44,923	\$46,423,097.29	333	\$1,309,439.11	\$47,732,536.40

\* Unknown: Due to a variety of factors, a number of business sizes of participating employers are undetermined and not included in this report.

## **Businesses Served by Size:**

### **Core Funding:** 1,424 businesses

- 45 percent small businesses
- 10 percent large businesses
- 45 percent unknown

### **Alternative Funding:** 1,879 businesses

- 1 percent small businesses
- 2 percent large businesses
- 97 percent unknown

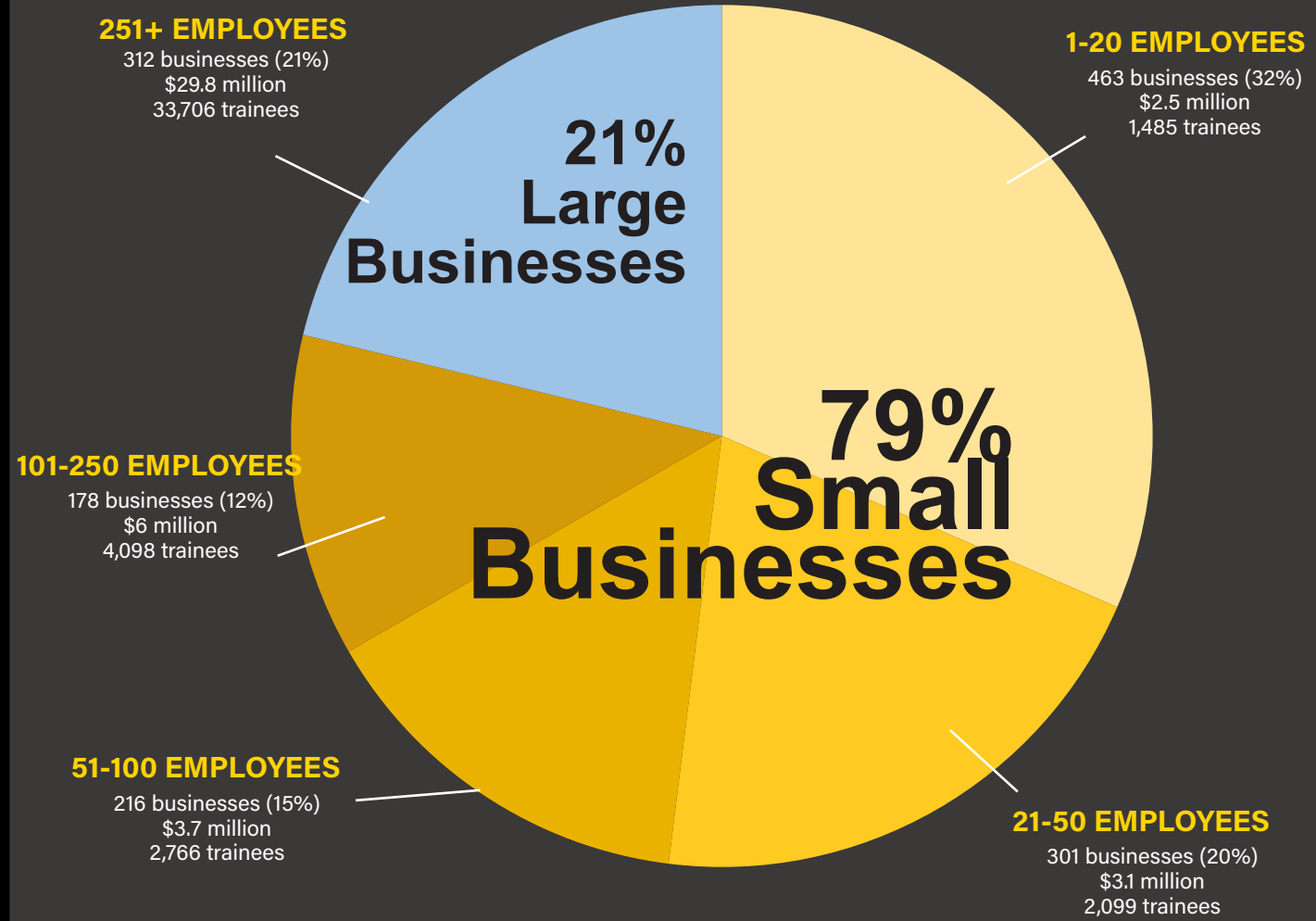
## **Small Businesses:**

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: 61 small businesses served through direct contracts, providing training for 3,662 trainees; 1,054 small businesses were served through 33 MECs, providing training for 4,947 trainees.

Alternative Funding: 28 small business served through direct contracts, providing training for 1,713 trainees; 15 small businesses were served through 54 MECs, providing training for 154 trainees.

# CONTRACTS BY BUSINESS SIZE (CORE + ALTERNATIVE)



\* Unknown: Due to a variety of factors, a number of business sizes of participating employers are undetermined and not included in this visual.



## C. TRAINING BY INDUSTRY

### CORE FUNDED CONTRACTS

Major Industry	Earned Amount	Number of Businesses	Number of Trainees	Percentage of Earned Total
Accommodation and Food Services	\$94,029.96	4	113	0.27%
Administrative and Support and Waste Management and Remediation	\$324,218.89	19	1564	0.93%
Agriculture, Forestry, Fishing and Hunting	\$1,457,532.71	97	631	4.20%
Arts, Entertainment, and Recreation	\$16,851.00	3	18	0.05%
Construction	\$15,474,411.51	840	9706	44.60%
Educational Services	\$13,238.65	2	3	0.04%
Finance and Insurance	\$99,098.60	5	141	0.29%
Health Care and Social Assistance	\$3,186,496.45	28	2537	9.18%
Information	\$984,487.95	54	1023	2.84%
Management of Companies and Enterprises	\$127,031.80	7	5	0.37%
Manufacturing	\$6,478,913.41	203	7345	18.67%
Mining, Quarrying, and Oil and Gas Extraction	\$40,792.78	23	125	0.12%
Other Services (except Public Administration)	\$761,744.18	7	898	2.20%
Professional, Scientific, and Technical Services	\$3,086,707.69	64	3723	8.90%
Real Estate and Rental and Leasing	\$48,799.72	4	131	0.14%
Retail	\$18,007.20	1	18	0.05%
Retail Trade	\$67,527.78	5	110	0.19%
Transportation and Warehousing	\$420,026.06	17	566	1.21%
Utilities	\$103,966.40	2	88	0.30%
Waste Management	\$821,840.37	3	809	2.37%
Wholesale Trade	\$1,070,632.76	36	1835	3.09%
<b>TOTAL</b>	<b>\$34,696,355.87</b>	<b>1,424</b>	<b>31,389</b>	<b>100.00%</b>

# ALT FUNDED CONTRACTS

Major Industry	Earned Amount	Number of Businesses	Number of Trainees	Percentage of Earned Total
Accommodation and Food Services	\$77,749.20	13	58	0.2%
Administrative and Support and Waste Management and Remediation	\$1,248,963.81	53	1299	2.6%
Agriculture, Forestry, Fishing and Hunting	\$654,863.79	26	960	1.4%
Arts, Entertainment, and Recreation	\$13,494.25	3	4	0.0%
Construction	\$13,886,270.60	834	11350	29.1%
Educational Services	\$941,927.03	22	463	2.0%
Finance and Insurance	\$369,292.29	23	532	0.8%
Health Care and Social Assistance	\$9,531,589.67	76	7022	20.0%
Information	\$192,372.53	8	218	0.4%
Management of Companies and Enterprises	\$2,549.60	3	3	0.0%
Manufacturing	\$14,405,917.05	441	16112	30.2%
Mining, Quarrying, and Oil and Gas Extraction	\$93,645.87	1	115	0.2%
Other Services (except Public Administration)	\$240,244.33	14	165	0.5%
Professional, Scientific, and Technical Services	\$1,339,362.74	109	1364	2.8%
Public Administration	\$407,772.41	14	749	0.9%
Real Estate and Rental and Leasing	\$344,080.01	11	151	0.7%
Retail Trade	\$727,710.90	109	908	1.5%
Transportation and Warehousing	\$1,980,255.39	42	2496	4.1%
Utilities	\$100,675.89	4	132	0.2%
Wholesale Trade	\$1,175,799.04	73	1156	2.5%
<b>TOTAL</b>	<b>\$47,734,536.40</b>	<b>1,879</b>	<b>45,257</b>	<b>100.0%</b>

## D. TRAINEE WAGES

Among ETP Core and Alternative Funding, the average post-retention wages incumbent workers (retrainees) earned was \$37.59; an 8% increase from the previous 2022-23 fiscal year.

While ETP funds training for high-wage, high-skills jobs, it also funds training for lower wage workers or those reentering the workforce to assist in advancing to better paying, more secure jobs. For workers who were unemployed at the start of training (new hires), the average post-retention wages earned was \$18.37

## E. WAGE PROGRESSION

In pursuit of its mission for trainees to attain higher wages, ETP began gathering wage data at two key stages – the beginning and end of training<sup>1</sup>.

1. This wage comparison is necessary to meet legislative reporting requirements related to trainee wages<sup>2</sup>;

2. This information is self-reported by employers into Cal-E-Force and forms the foundation of ETP's wage analysis.

For fiscal year 2023-24, median self-reported wage at enrollment and post-retention wages were analyzed. While the average wage at enrollment for trainees was \$29.38, the average post-retention wages were \$32.00, resulting in an increased wage gain of **\$2.62** at the end of their training.

This ongoing effort emphasizes ETP's dedication to work with employers so their employees are equipped with the knowledge and skills they need to secure and thrive with higher-paying wages. By fostering stronger partnerships and refining data collection methodologies, ETP aims to enhance the precision and reliability of future wage progression analysis.

## F. LITERACY TRAINING

The Panel supports literacy training (reading, writing, language comprehension, math, and vocational english as a Second Language) linked to job skills. Nine Core and Alternative Funded completed contracts included some sort of literacy training for 253 workers. With ETP training funds, eight additional contractors were able to provide 250 more workers with essential vocational skills within the Agriculture, Construction, Manufacturing, Public Administration, and Transportation & Warehousing sectors compared to the previous year.

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<sup>1</sup> Wage at enrollment data collection began February 2022.

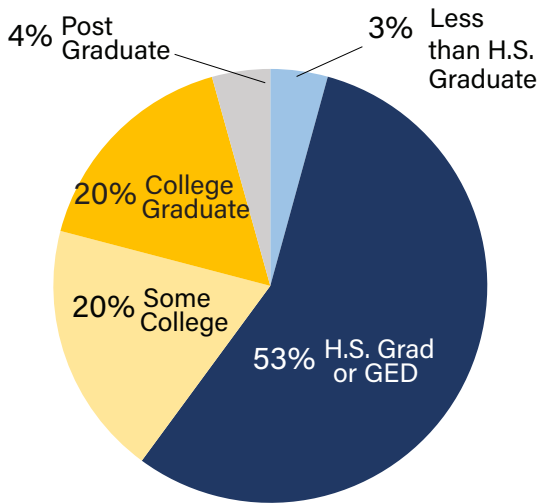
<sup>2</sup> See [Unemployment Insurance Code Section 10205 \(g\)](#).



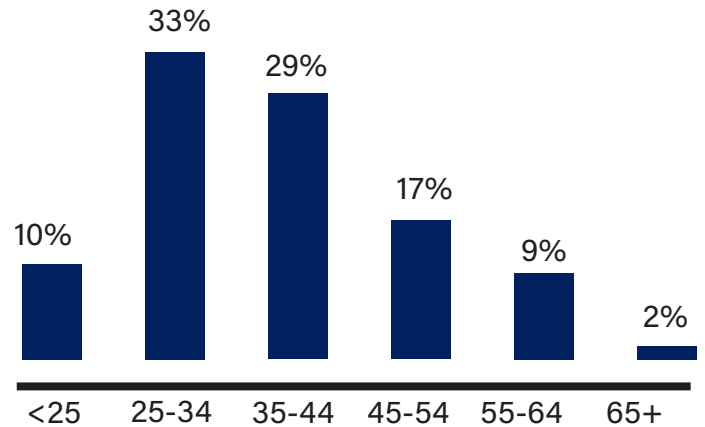
# G. TRAINEE DEMOGRAPHICS

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

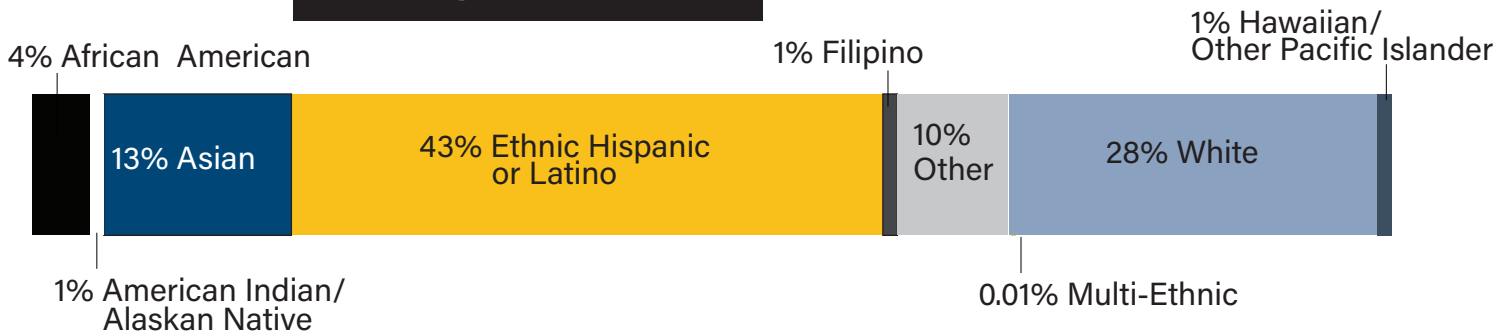
## EDUCATION



## AGE



## RACE / ETHNICITY



## GENDER

**70% MALE**

**30% FEMALE**

**0.1% NON-BINARY**

## TRAINEE TYPE

**99% RETRAINING**

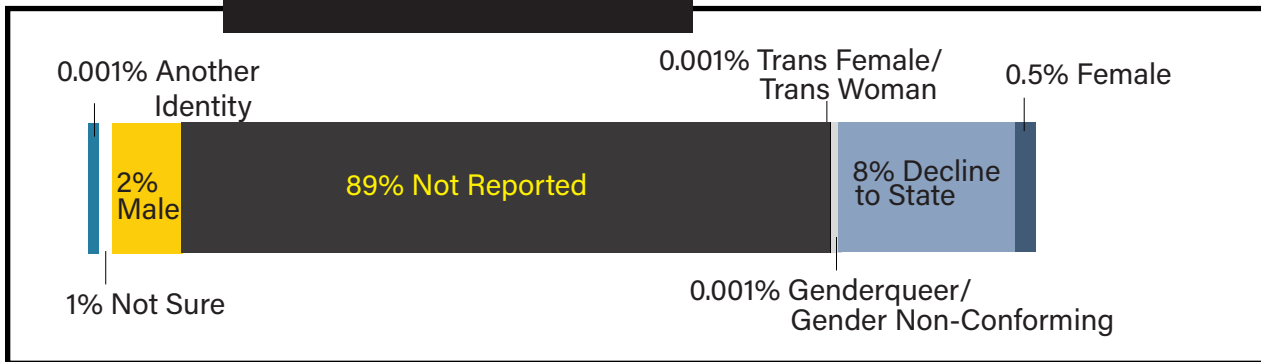
**1% NEW HIRE**

**1.3% VETERANS**

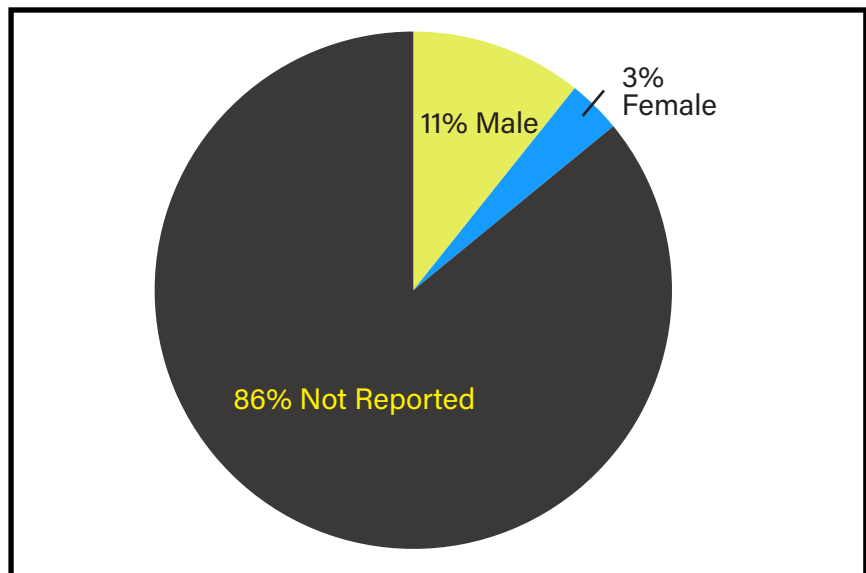
*ETP trainees who specified a veteran status*

# OPTIONAL DATA\*

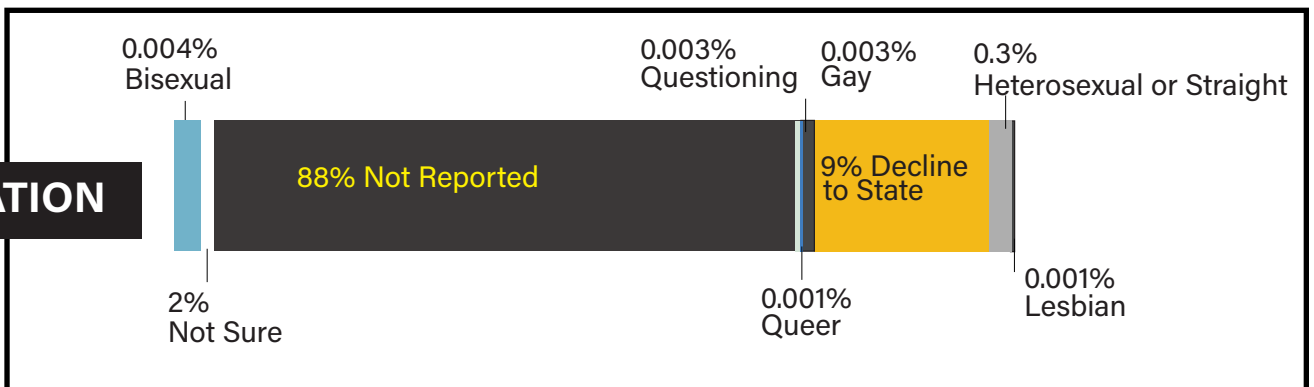
## IDENTITY



## SEX AT BIRTH



## ORIENTATION



Note: This data is for placed trainees from Core and Alternative Funding Sources. Placed trainees are individuals who have completed training and a post retention period.

\*Optional data are discretionary survey data. Respondents may refuse to answer, resulting in a high percentage of "Not Reported."

# APPENDIX B-2

## COMPLETED CORE FUNDING CONTRACTS

Contractor Name	County/Counties Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
AAA Plating & Inspection Inc.	Los Angeles	115	Manufacturing	98	0	\$118,729.45	97.40%
Abbott Cardiovascular System Inc.	San Mateo, Santa Clara, Riverside	113,000	Manufacturing	1,327	0	\$499,100.00	100.00%
ACC-GWG, LLC	Colusa, Glenn	97	Manufacturing	22	0	\$13,409.46	19.05%
ADCO Drywall and Metal Framing, Inc.	Sacramento, Alameda	545	Construction	114	0	\$232,543.80	94.78%
AHMC Healthcare, Inc. Monterey Park Hospital	Los Angeles	892	Health Care and Social Assistance	220	0	\$399,648.00	100.00%
Aikyum Inc.	Orange	14	Professional, Scientific, and Technical Services	5	0	\$10,120.00	100.00%
Airco Mechanical, Inc.	Sacramento; Alameda	194	Construction	144	0	\$219,305.00	100.00%
Alameda County Electrical Industry Apprenticeship and Training Trust	Alameda	MEC	Construction	166	0	\$441,212.25	73.88%
Allied Potato, Inc.	Kern	181	Agriculture	50	0	\$154,629.00	99.16%
Alpine Corporation	Los Angeles	47	Transportation and Warehousing	36	0	\$83,133.50	77.07%
Apex Site Solutions, Inc.	Sacramento	93	Construction	134	0	\$166,750.00	100.00%
AppFolio, Inc.	Santa Barbara; San Diego; Los Angeles	1,470	Professional, Scientific, and Technical Services	741	0	\$414,456.32	96.53%
Applied Technologies Associates, Inc.	San Luis Obispo	1,700	Manufacturing	161	0	\$121,248.41	42.01%
Apprentice and Journeymen Training Trust Fund of the Southern California Plumbing and Piping Industry	Imperial, Inyo, Kern, Los Angeles, Orange, Riverside, San Bernardino, San Diego, San Luis Obsispo, Santa Barbara, Ventura	MEC	Construction	362	0	\$489,514.00	100.00%



Contractor Name	County/Countries Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
Aranda's Tortilla Company, Incorporated	San Joaquin	69	Manufacturing	18	0	\$12,328.69	20.30%
Associated Construction and Engineering, Inc.	Orange, San Luis Obispo, Riverside	228	Construction	55	0	\$58,482.33	50.04%
Axonics, Inc.	Orange	500	Professional, Scientific, and Technical Services	88	0	\$63,651.58	36.41%
Balanced Comfort	Fresno	68	Construction	87	0	\$117,066.32	55.08%
Bandy Manufacturing, LLC	Los Angeles	65	Manufacturing	54	0	\$28,323.58	97.35%
Basin Enterprises, Inc.	Tehama	129	Construction	17	0	\$6,014.50	4.22%
Bay Area Counties Roofing Industry Apprenticeship Training Fund	Alameda, Contra Costa, Lake, Marin, Mendocino, Monterey, Napa, San Benito, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma	MEC	Construction	383	0	\$592,505.00	98.78%
B-K Lighting, Inc.	Madera, Placer	107	Manufacturing	99	0	\$127,207.25	90.37%
Blue Diamond Growers	Sacramento, Stanislaus	1,614	Manufacturing	892	0	\$482,366.81	97.03%
Bobrick Washroom Equipment, Inc.	Los Angeles	752	Manufacturing	50	0	\$19,498.48	17.83%
Boehringer Ingelheim Fremont, Inc.	Alameda	52,000	Professional, Scientific, and Technical Services	421	0	\$499,100.00	100.00%
Bonney Plumbing, LLC	Sacramento, Contra Costa	215	Construction	152	0	\$280,628.06	87.88%
Brand Consulting Group, LLC	Kern, Los Angeles, Orange, Riverside, San Bernardino, San Diego, Ventura	MEC	Manufacturing	127	0	\$588,181.80	98.04%

Contractor Name	County/Countries Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
Breakwater International (California) LLC	Los Angeles	33	Manufacturing	16	0	\$27,243.50	98.71%
Brick Masons' Apprenticeship and Training Trust Fund	Los Angeles; Orange; San Diego; Imperial; Riverside; San Bernardino; Inyo; Mono; Tulare; Kern; Ventura; San Luis Obispo; Santa Barbara	MEC	Construction	64	0	\$147,657.25	64.36%
California Creative Solutions, Inc.	San Diego	500	Professional, Scientific, and Technical Services	34	0	\$154,790.00	61.18%
California Field Ironworkers Apprenticeship Training and Journeyman Retraining Fund - Northern CA	Northern And Central California	MEC	Construction	396	0	\$565,140.10	94.58%
California Field Ironworkers Apprenticeship Training and Journeyman Retraining Fund - Southern CA	Southern California	MEC	Construction	596	0	\$596,807.00	100.00%
California Fire Stop, Inc.	San Diego	70	Construction	19	0	\$30,337.00	28.27%
California Labor Federation AFL-CIO	Statewide	MEC	Construction	271	0	\$570,018.41	96.06%
California Manufacturers and Technology Association	Statewide	MEC	Services (Other)	671	9	\$599,791.00	100.00%
California Plumbing & Mechanical Contractors Association	Statewide	MEC	Construction	351	0	\$177,075.99	92.28%
California Tooling and Machining Apprenticeship Association	Statewide	MEC	Manufacturing	25	0	\$48,277.37	50.00%
Central Valley-Mother Lode Plumbers Pipe and Refrigeration Fitters JATC	San Joaquin, Stanislaus	MEC	Construction	99	0	\$217,769.33	74.17%
CHCM, Inc.	Orange	2,475	Health Care and Social Assistance	135	0	\$29,698.75	6.91%
CHLB, LLC	Los Angeles	2,475	Health Care and Social Assistance	732	0	\$499,560.00	100.00%
Clarkwestern Dietrich Building Systems LLC	Riverside, Yolo	1,500	Manufacturing	217	0	\$328,955.43	94.78%
Coast Packing Company	Los Angeles	85	Manufacturing	102	0	\$121,823.64	92.92%
Cognizant Technology Solutions U.S. Corporation	San Francisco, Alameda, San Diego	330,600	Professional, Scientific, and Technical Services	1,099	0	\$458,850.00	100.00%

Contractor Name	County/Countries Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
College Hospital, Inc.	Los Angeles; Orange	2,475	Health Care and Social Assistance	332	0	\$330,310.59	83.11%
Collins Electrical Company, Inc.	Alameda, Fresno, Monterey, San Joaquin, Stanislaus, Yolo	509	Construction	400	0	\$476,565.98	98.25%
Consolidated Disposal Service, LLC	Los Angeles, Orange, Fresno, Monterey, Sacramento, San Joaquin, San Francisco	36,000	Administrative and Support and Waste Management and Remediation	815	0	\$351,294.87	58.55%
Dellavalle Laboratory, Inc.	Fresno, Kings, Yolo	86	Professional, Scientific, and Technical Services	82	0	\$147,627.47	91.43%
Descor, Inc.	Sacramento, Napa	87	Construction	83	0	\$52,801.97	40.28%
DMM Packaging, Inc.	Fresno	140	Manufacturing	33	0	\$102,581.84	61.43%
Emazing Lights LLC	Orange	49	Transportation and Warehousing	19	0	\$44,901.75	90.38%
Emerald Site Services, Inc.	Sacramento	69	Construction	60	0	\$49,634.00	50.78%
Encompass Health Corp	Multi Counties	35,878	Health Care and Social Assistance	380	0	\$409,584.00	100.00%
Finishing Trades Institute DC 36 - Slauson LLC	Los Angeles; Orange; Riverside; San Bernardino; Imperial; Kern; Mono; Inyo; San Diego; San Luis Obispo; Santa Barbara; Ventura	MEC	Construction	438	0	\$598,122.00	100.00%
First Software USA	Los Angeles, Orange, Kern, Riverside, Ventura, San Bernardino, San Diego	MEC	Finance and Insurance	1,395	0	\$483,612.84	97.82%
Gallo Cattle Company LP	Merced	235	Manufacturing	200	0	\$349,416.00	100.00%
Glaziers, Architectural Metal and Glass Workers Local Union No. 636	Los Angeles, Orange, Riverside, San Bernardino, Santa Barbara, Ventura	MEC	Construction	343	0	\$484,100.00	100.00%



Contractor Name	County/Counties Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
Gnomon	Statewide	MEC	Administrative and Support and Waste Management and Remediation	399	0	\$324,600.00	100.00%
Golden Star Technology Inc.	Los Angeles	142	Professional, Scientific, and Technical Services	100	0	\$173,690.25	97.44%
Haggerty Construction, Inc.	San Joaquin	70	Construction	84	0	\$117,291.90	90.74%
Harris & Sloan Management, Inc.	Contract Costa; Sacramento	76	Professional, Scientific, and Technical Services	53	0	\$70,367.12	61.19%
Holz Rubber Co. Inc.	San Joaquin	87	Manufacturing	86	0	\$96,002.00	100.00%
Huft Heating and Air Conditioning, Inc.	Sacramento, Sutter, Yuba	101	Construction	89	0	\$215,137.40	79.67%
Hunter Industries Inc.	San Diego	3,706	Manufacturing	304	0	\$79,061.42	30.80%
Infineon Technologies Americas Corp.	Alameda; Los Angeles; Riverside; Santa Clara	34,000	Manufacturing	156	0	\$100,139.74	22.57%
Insurance Education Association LLC	Los Angeles, Orange, San Diego	MEC	Professional, Scientific, and Technical Services	237	0	\$354,000.00	100.00%
International Business Machines Corporation	San Francisco, Santa Clara, San Mateo, San Diego, Orange	361,192	Wholesale Trade	851	0	\$497,904.00	100.00%
Iron Mechanical, Inc.	Sacramento, Orange	325	Construction	102	0	\$39,793.45	15.93%
Jim Jonas, Inc.	Lake	38	Construction	22	0	\$36,225.00	100.00%
JLS Environmental Services, Inc.	Madera; Placer	94	Construction	113	0	\$213,440.00	100.00%
JS Audit Group, Inc.	Santa Barbara	63	Professional, Scientific, and Technical Services	35	0	\$74,437.66	97.63%
JTE Electrical, Inc.	Sacramento	52	Construction	27	0	\$6,432.00	7.87%
JVS SoCal	Los Angeles, Orange, San Diego, San Bernardino, Riverside, Ventura, Kern	MEC	Finance and Insurance	0	135	\$514,460.53	85.89%

Contractor Name	County/Countries Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
K.W. Emerson, Inc.	Calaveras	59	Construction	7	0	\$6,072.00	7.12%
Kana Pipeline, Inc.	Riverside	204	Construction	75	0	\$110,331.00	100.00%
Kern Community College District	Statewide	MEC	Services (Other)	1,261	1	\$585,802.10	98.18%
Key Code Media, Inc.	Los Angeles, Orange, San Francisco	MEC	Professional, Scientific, and Technical Services	92	0	\$96,432.00	96.04%
L&S Framing, Inc.	Placer	368	Construction	282	0	\$204,290.14	77.16%
Laborers Training and Re-Training Trust Fund for Southern California	Los Angeles	MEC	Construction	624	0	\$593,184.00	99.46%
Lee's Accu-Tech Service, Inc.	Placer, Fresno, Madera, Tulare, Yolo	120	Construction	59	0	\$54,421.91	19.98%
Local 250 - Apprentice and Journeymen Training Trust Fund of the Southern California Plumbing and Piping Industry	Los Angeles	MEC	Construction	467	0	\$494,479.00	100.00%
Los Angeles & Orange Counties Air Conditioning & Refrigeration Apprentice Training Committee	Imperial, Kern, Los Angeles, Orange, San Bernardino, Riverside, San Diego, Ventura, Santa Barbara, San Luis Obispo	MEC	Manufacturing	227	0	\$598,170.00	100.00%
Lloyd E. Williams Pipe Trades Training Center	San Benito; Santa Clara	MEC	Construction	346	0	\$596,674.00	100.00%
Lund Construction Co.	Sacramento	139	Construction	110	0	\$68,402.00	55.49%
Mariani Packing Co., Inc.	Solano, Yuba	399	Manufacturing	166	0	\$161,018.63	50.37%
Martin Brothers Construction	Sacramento	80	Construction	31	0	\$57,934.93	60.12%
Martinez Unified School District, Martinez Adult Education	San Francisco, Alameda, Santa Clara, San Mateo, Contra Costa, Marin	MEC	Retail Trade	0	15	\$76,357.48	15.78%
Meras Engineering Inc.	Stanislaus	42	Professional, Scientific, and Technical Services	24	0	\$18,394.25	23.01%
Modesto Industrial Electrical Co., Inc.	Fresno; Stanislaus	209	Construction	97	0	\$95,002.88	38.68%
Mountain F. Enterprises, Inc.	Placer, Sacramento, Nevada, Butte, El Dorado, Sonoma, Santa Clara	1,200	Administrative and Support and Waste Management and Remediation	514	0	\$396,025.50	78.54%

Contractor Name	County/Counties Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
Multispan, Inc.	Alameda	8	Professional, Scientific, and Technical Services	3	0	\$13,800.00	35.29%
Murrieta Chamber of Commerce	Multiple Counties	MEC	Manufacturing	433	0	\$575,535.20	96.19%
Nippon Trends Food Service, Inc.	Santa Clara	68	Manufacturing	17	0	\$27,439.00	36.71%
Nor-Cal Beverage Co., Inc.	Orange, Yolo	795	Manufacturing	505	0	\$116,190.00	48.11%
Northern California Elevator Industry Joint Apprentice Training Committee Trust Fund	Northern California	MEC	Wholesale Trade	556	0	\$599,586.00	100.00%
NTMA Training Centers of Southern California	Los Angeles, Orange, Riverside, San Bernardino	MEC	Wholesale Trade	169	0	\$597,600.00	100.00%
O'Neill Beverages Co. LLC	Fresno; San Luis Obispo; Marin	330	Manufacturing	177	0	\$186,256.07	66.26%
Outback Contractors, Inc.	Tehama	237	Construction	2	0	\$948.06	0.39%
PASCO Scientific	Placer	116	Manufacturing	35	0	\$13,793.56	10.96%
PB Loader Corporation	Fresno	107	Manufacturing	40	0	\$52,279.00	46.26%
Penumbra, Inc.	Alameda, Placer	3,879	Manufacturing	472	0	\$416,015.72	83.80%
Perez Farms LP	Stanislaus	75	Agriculture	35	0	\$18,103.76	27.72%
Phil Barnett Plumbing Inc.	Alameda	22	Construction	22	0	\$27,680.50	60.78%
Pioneer Circuits, Inc.	Orange	288	Manufacturing	89	0	\$85,269.51	54.63%
Porterville Adult School	Tulare	MEC	Health Care and Social Assistance	21	41	\$338,878.43	60.03%
Red Door Interactive Inc.	San Diego	79	Professional, Scientific, and Technical Services	74	0	\$36,815.47	84.25%
Redwood Empire Electrical Joint Apprenticeship Trust	Del Norte, Humboldt, Lake, Marin, Mendocino, Sonoma	MEC	Construction	102	0	\$348,348.00	100.00%
RightVarsity Technologies, LLC	Statewide	MEC	Real Estate and Rental and Leasing	42	1	\$141,996.00	41.67%
Riviera, Inc.	Statewide	MEC	Information	782	0	\$597,880.00	100.00%



Contractor Name	County/Countries Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
Rolls-Royce High Temperature Composites Inc.	Orange	54,000	Professional, Scientific, and Technical Services	35	0	\$17,043.80	23.06%
San Diego Electrical JATC / San Diego Sound Technic	San Diego; Imperial	MEC	Construction	250	0	\$595,892.00	100.00%
San Francisco Electrical Industry Apprenticeship and Training Trust	San Francisco	MEC	Construction	209	0	\$443,767.32	74.34%
San Mateo County Electrical Apprenticeship and Training Trust	San Mateo	MEC	Educational Services	157	0	\$599,297.00	100.00%
School Innovations & Achievement	El Dorado; Shasta; Los Angeles	68	Information	36	0	\$41,960.97	47.81%
SCRAM of California, Inc.	Multi-County	47	Administrative and Support and Waste Management and Remediation	54	0	\$74,520.00	100.00%
SOMA AEC, Inc.	Statewide	MEC	Health Care and Social Assistance	198	0	\$596,992.80	99.70%
South Orange County Community College District, Saddleback College	Statewide	MEC	Manufacturing	486	0	\$235,348.20	88.91%
Southern California Floor Covering Apprentice Trust Fund	Multi Counties	MEC	Construction	164	0	\$490,200.00	100.00%
Stanislaus Business Alliance, Inc.	Merced, Stanislaus	MEC	Manufacturing	18	0	\$17,121.60	80.32%
T&R Communications, Inc.	Sacramento	50	Information	30	0	\$43,619.50	77.41%
Terrakotta, Inc.	Los Angeles	110	Manufacturing	75	0	\$54,956.66	97.13%
Teter LLP	Fresno, Kern, San Luis Obispo, Stanislaus, Tulare	120	Professional, Scientific, and Technical Services	127	0	\$97,235.03	82.57%
The Inland Empire Joint Apprenticeship Training Center	Inyo, Mono, Riverside, San Bernardino	MEC	Construction	203	0	\$596,377.00	100.00%
The Olive Oil Factory, LLC	Solano	35	Manufacturing	74	0	\$24,352.40	80.82%
The Shirley Ware Education Center SEIU-United Healthcare Workers-West	Statewide	MEC	Other Services (except Public Administration)	35	0	\$54,796.50	9.43%
Thinkbox Technology Group LLC	Orange	35	Professional, Scientific, and Technical Services	8	0	\$2,340.25	6.46%

Contractor Name	County/Counties Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
Tri-Counties Sheet Metal Workers JATC	San Luis Obispo, Santa Barbara, Ventura	MEC	Educational Services	66	0	\$210,628.60	99.43%
Trinity Safety Company LLC	Kern	80	Professional, Scientific, and Technical Services	51	0	\$43,719.55	63.68%
Tri-Square Construction Company, Inc.	El Dorado	60	Construction	36	0	\$140,070.00	100.00%
Trofholz Technologies, Inc.	Sacramento, Placer	55	Professional, Scientific, and Technical Services	10	0	\$5,585.09	17.35%
Trojan Battery Company, LLC	Los Angeles	2,500	Manufacturing	398	0	\$444,360.00	100.00%
U.A. Local 342 Joint Apprenticeship and Training Trust	Alameda, Contra Costa	MEC	Construction	280	0	\$599,251.00	100.00%
U.A. Local 342 Joint Apprenticeship and Training Trust	Multi Counties		Construction	224	0	\$493,433.00	100.00%
Undersea Systems International, Inc.	Orange	64	Manufacturing	34	0	\$55,200.00	100.00%
University of California Riverside Extension	Los Angeles, Orange, Riverside, San Bernardino, San Diego, Ventura	MEC	Manufacturing	206	0	\$145,545.90	54.37%
Valdez Painting, Incorporated	Sacramento, San Francisco, Yolo	272	Construction	176	0	\$192,429.04	77.25%
Valley Roofers Joint Apprenticeship Training Fund	Northern California	MEC	Construction	77	0	\$85,154.00	68.81%
Valmetal Tulare Inc.	Tulare, Stanislaus	100	Manufacturing	65	0	\$33,506.25	32.23%
Verve Cloud Inc.	San Diego	93	Professional, Scientific, and Technical Services	36	0	\$53,963.75	99.76%
Visalia Adult School, Visalia Unified School District	Tulare	MEC	Health Care and Social Assistance	0	97	\$564,640.00	100.00%
Walter Anderson Plumbing, Inc.	San Diego	250	Construction	201	0	\$403,425.75	99.77%
Webasto Charging Systems, Inc.	Los Angeles	15,000	Professional, Scientific, and Technical Services	68	0	\$38,522.40	22.33%

Contractor Name	County/Counties Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
West Coast MediaNews LLC	Alameda, Butte, Contra Costa, Humboldt, Lake, Los Angeles, Main, Mendocino, Orange, Riverside, San Bernardino, San Mateo, Santa Clara, Santa Cruz, Solano, Tehama, Yolo	1,197	Information	492	0	\$499,583.00	100.00%
Workforce Development Corporation of Southeast Los Angeles County, Inc.	Statewide	MEC	Construction	424	0	\$596,432.66	99.47%
Yuba Shasta UA Local 228 JATC	Northern California	MEC	Construction	41	0	\$89,194.61	62.90%
<b>144 Contracts</b>				<b>31,090</b>	<b>299</b>	<b>\$34,694,355.87</b>	<b>73.66%</b>

# APPENDIX B-3

## COMPLETED ALT FUNDING CONTRACTS

Contractor Name	County/Countries Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
A. Teichert & Son, Inc.	Alameda, El Dorado, Fresno, Los Angeles, Merced, Nevada, Placer, Sacramento, San Bernardino, San Joaquin, Stanislaus, Sutter, Tulare, Yolo, Yuba	2,846	Construction	988	0	\$499,100.00	100.00%
Agilent Technologies, Inc.	Sacramento, Santa Clara, Santa Barbara	14,800	Manufacturing	411	0	\$499,100.00	100.00%
Amcor Rigid Packaging USA, LLC	Butte, Solano	48,000	Manufacturing	215	0	\$477,135.00	100.00%
Apeel Technology, Inc.	Riverside, Tulare, Santa Barbara, Ventura	499	Agriculture	172	0	\$125,810.00	20.98%
Applied Composite Structures, Inc.	Orange And San Diego	770	Manufacturing	239	0	\$249,351.97	49.90%
Applied Materials, Inc.	Santa Clara	24,000	Manufacturing	659	0	\$498,640.00	100.00%
Arrow Sign Co.	San Joaquin And Alameda	70	Manufacturing	36	0	\$22,262.85	99.28%
AWT Construction Group, Inc.	Solano	101	Construction	73	0	\$113,361.25	78.43%
BioMarin Pharmaceutical Inc.	Marin	3,400	Manufacturing	813	0	\$492,823.39	99.66%
Bivar, Inc.	Orange	38	Manufacturing	39	0	\$17,008.96	50.31%
Blue Mountain Construction Services, Inc.	Solano	462	Construction	205	0	\$166,608.78	97.36%
Bricklayers and Allied Crafts Local No. 3 Apprentice Training Trust	Multiple Counties	MEC	Construction	69	0	\$130,739.00	100.00%
Brody Heating, Air Conditioning & Electrical Contractors, Inc.	Los Angeles	45	Construction	73	0	\$87,604.70	89.83%



Contractor Name	County/Counties Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
Building Skills Partnership	Los Angeles	MEC	Transportation and Warehousing	884	0	\$479,081.00	100.00%
Butte Glenn Community College District	Statewide	MEC	Manufacturing	1,278	0	\$1,660,497.00	100.00%
California Family Foods, LLC	Colusa	84	Manufacturing	74	0	\$56,168.76	52.86%
California Labor Federation, AFL-CIO	Alameda, Contra Costa, San Francisco, Marin, Santa Clara	MEC	Transportation and Warehousing	142	0	\$78,781.50	17.02%
California Manufacturers and Technology Association	Statewide	MEC	Manufacturing	873	0	\$599,440.00	100.00%
California Manufacturing Technology Consulting	Statewide	MEC	Manufacturing	657	0	\$599,694.00	100.00%
Carpenters Training Trust Fund for Northern California	Northern & Central California	MEC	Construction	707	0	\$598,290.00	100.00%
Cedars-Sinai Medical Center	Los Angeles	15,040	Health Care and Social Assistance	292	0	\$499,100.00	100.00%
Central Valley Roofers & Waterproofers Joint Apprenticeship	Fresno, Madera, Kings, Tulare, Kern, Mono, Inyo	MEC	Construction	88	0	\$160,174.47	84.06%
Cepheid	Alameda, Santa Clara, San Joaquin	4,750	Manufacturing	425	0	\$391,000.00	100.00%
CFHS Holdings, Inc.	Los Angeles	730	Health Care and Social Assistance	226	0	\$383,644.60	76.96%
Chaffey Community College District, Chaffey College	Statewide	MEC	Manufacturing	752	3	\$1,026,124.80	99.40%
Children's Hospital of Orange County	Orange County	4,289	Health Care and Social Assistance	176	0	\$499,100.00	100.00%
Chrisp Company	San Bernardino, San Joaquin, Yolo, Fresno, Ventura, Monterey, Alameda	255	Construction	135	0	\$397,670.00	100.00%

Contractor Name	County/Counties Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
College of the Sequoias	Contra Costa, Fresno, Kern, Madera, Merced, Stanislaus, Tulare, Kings, Imperial, Los Angeles	MEC	Public Administration	2,256	6	\$1,300,335.02	86.20%
Comfort Now, Inc.	Tulare, Kings	47	Manufacturing	20	0	\$15,864.25	18.85%
Community Hospitals of Central California	Fresno	1,875	Health Care and Social Assistance	999	0	\$464,186.00	100.00%
Conagra Foods Packaged Foods, LLC	Stanislaus	18,489	Manufacturing	93	0	\$373,734.36	97.07%
Cook General Engineering, Inc.	Sacramento	61	Construction	63	0	\$90,229.00	100.00%
Creating Coding Careers	San Diego	27	Services (Other)	25	0	\$104,791.35	67.15%
Darin Fong and Associates, Inc. Consulting Structural Engineers	Orange County	15	Professional, Scientific, and Technical Services	10	0	\$6,647.00	96.33%
De Hart Plumbing, Heating & Air, Inc.	Stanislaus	65	Construction	30	0	\$40,250.00	100.00%
Diamond Technologies, Inc.	Kern	23	Professional, Scientific, and Technical Services	22	0	\$55,023.36	92.65%
Economic Development Collaborative - Ventura County	Ventura, Santa Barbara, Los Angeles, San Luis Obispo	MEC	Manufacturing	161	0	\$106,600.00	100.00%
Edwards Lifesciences LLC	Orange	15,240	Manufacturing	379	0	\$247,250.00	100.00%
El Camino Community College District	Statewide	MEC	Manufacturing	2,080	0	\$1,662,570.00	100.00%
ELS Investments	Sacramento	200	Construction	186	0	\$185,387.13	91.32%
Emergency Restoration & Cleaning Inc.	Sacramento	20	Construction	19	0	\$43,113.50	98.66%
Employed Security Service Center, Inc.	Statewide	MEC	Services (Other)	0	44	\$131,370.96	48.76%
Express Sewer & Drain Inc.	Sacramento	95	Construction	87	0	\$182,694.75	78.65%
Finishing Trades Institute Of Northern California And Nevada Trust Fund	Statewide	MEC	Construction	189	0	\$184,800.00	92.80%

Contractor Name	County/Countries Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
Finishing Trades Institute Of Northern California And Nevada Trust Fund	Statewide	MEC	Construction	134	0	\$123,123.00	61.83%
Finishing Trades Institute Of Northern California And Nevada Trust Fund	Statewide	MEC	Construction	173	0	\$199,134.00	100.00%
FM Industries, Inc.	Alameda	22,000	Manufacturing	507	0	\$297,111.64	70.40%
Fresno Madera Kings & Tulare Counties JATC	Fresno, Madera, Kings, Tulare	MEC	Construction	132	0	\$339,228.00	100.00%
Fullerton Chamber of Commerce	Alameda, Kern, Los Angeles, Orange, Riverside, San Diego, Santa Clara	MEC	Construction	563	0	\$422,932.62	85.19%
Gar Bennett	Fresno, Kern, Kings, San Joaquin	294	Utilities	64	0	\$64,612.29	86.70%
Gilmore Services, LLC	El Dorado, Sacramento	117	Construction	123	0	\$212,878.34	70.12%
Glendale Community College Professional Development Center	Los Angeles, Orange, Riverside, San Bernardino, Ventura	MEC	Manufacturing	720	0	\$1,020,704.00	100.00%
Global Power Group, Inc.	San Diego	85	Construction	6	0	\$3,984.06	2.89%
Gradelink Corporation	Orange	28	Information	20	0	\$37,924.70	99.33%
G.S. Williams Inc.	Placer	12	Construction	15	0	\$20,803.50	90.45%
Hoag Memorial Hospital Presbyterian	Orange	7,400	Health Care and Social Assistance	305	0	\$499,100.00	100.00%
HP Hood LLC	Sacramento	3,000	Manufacturing	188	0	\$292,560.00	100.00%
Intuitive Surgical, Inc.	Santa Clara	8,571	Professional, Scientific, and Technical Services	453	0	\$196,650.00	100.00%
Jewish Vocational and Career Counseling Service	San Francisco, Marin, Contra Costa, San Mateo, Alameda, Santa Clara	MEC	Health Care and Social Assistance	0	120	\$362,535.25	73.76%

Contractor Name	County/Counties Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
JobTrain, Inc.	San Francisco, Marin, Santa Clara, Contra Costa, Alameda, San Mateo	MEC	Health Care and Social Assistance	0	59	\$381,250.00	100.00%
Kagome Inc.	Merced, Kern, San Mateo, San Benito	2,500	Manufacturing	218	0	\$226,194.96	92.60%
Kern Community College District	Statewide	MEC	Health Care and Social Assistance	855	0	\$678,948.72	68.67%
Kern County Electrical Journeyman and Apprentice Training Trust	Kern	MEC	Construction	97	0	\$244,100.50	75.76%
Keysight Technologies, Inc.	Placer; Santa Clara; Sonoma	13,000	Manufacturing	1,119	0	\$494,500.00	100.00%
Kirkhill, Inc.	Orange	18,000	Manufacturing	137	0	\$124,178.38	54.13%
KLA Corporation	Santa Clara	12,000	Manufacturing	724	0	\$499,100.00	100.00%
Kozy Shack Enterprises, LLC	San Joaquin, Stanislaus, Madera	8,892	Manufacturing	239	0	\$400,845.38	97.97%
Lam Research Corporation	Alameda	12,000	Manufacturing	719	0	\$494,500.00	100.00%
Lockheed Martin Corporation	Kern, Santa Cruz, Los Angeles, Santa Clara	114,000	Manufacturing	595	0	\$499,744.00	100.00%
Los Angeles County Electrical Educational and Training Trust Fund	Los Angeles	MEC	Construction	292	0	\$594,207.00	100.00%
Los Angeles Metropolitan Transportation Authority	Los Angeles	10,600	Transportation and Warehousing	233	0	\$242,328.00	48.74%
Los Angeles Pacific College	Los Angeles, Orange, Ventura, Riverside, San Bernardino	MEC	Services (Other)	0	22	\$116,041.63	75.23%
Los Angeles Trade Technical College	Los Angeles, Orange, San Bernardino	MEC	Public Administration	1,781	10	\$1,005,658.20	99.90%
Luxer Corporation	Sacramento	48,500	Manufacturing	59	0	\$35,990.86	23.96%
MAG Aerospace Industries, LLC	Los Angeles	95,000	Manufacturing	29	0	\$14,748.75	9.96%



Contractor Name	County/Counties Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
Michaels Stores Procurement Company Inc.	San Joaquin	3,500	Transportation and Warehousing	52	0	\$40,065.77	14.84%
Mt. San Antonio College	Los Angeles, Riverside, San Bernardino, Orange, Ventura	MEC	Real Estate and Rental and Leasing	528	0	\$512,581.18	87.79%
National Veterans Chamber of Commerce - NVCC	Statewide	MEC	Manufacturing	33	0	\$62,440.00	84.08%
Nibbi Bros. Associates, Inc.	San Francisco And Alameda	300	Construction	300	0	\$336,284.38	69.62%
Nor-Cal Pipeline Services	Alameda, Los Angeles, Placer, Riverside, San Diego, Yolo	128	Construction	70	0	\$52,397.22	29.06%
Northern California Laborers JATC	Statewide	MEC	Construction	817	0	\$595,162.00	100.00%
Northern California Tile Industry Apprenticeship and Training Trust Fund	Northern California	MEC	Construction	106	0	\$110,545.04	97.03%
Nwestco LLC	Fresno	33	Trade (Wholesale)	15	0	\$10,539.75	30.43%
O'Brien Steel Erectors Inc.	San Joaquin	381	Construction	90	0	\$176,332.49	84.06%
On-Time Air Conditioning & Heating LLC	Alameda, Placer, Contra Costa, Santa Clara	312	Construction	269	0	\$400,200.00	100.00%
Operating Engineers and Northern California Surveyors Pre-Apprenticeship, Apprenticeship and Journeyman Affirmative Action Training Fund	Northern California	MEC	Professional, Scientific, and Technical Services	321	0	\$599,055.00	100.00%
Orange Coast Memorial Medical Center	Orange	16,000	Health Care and Social Assistance	185	0	\$100,853.39	20.18%
Orange County Electrical Joint Apprenticeship and Training Trust Fund	Orange	MEC	Construction	218	0	\$597,408.60	99.84%
Pasadena Hospital Association, Ltd.	Los Angeles	3,400	Health Care and Social Assistance	336	0	\$499,008.00	100.00%
Pitman Farms	Fresno, Kern, Kings, Madera, Merced, San Bernardino, Tulare	1,950	Manufacturing	562	0	\$297,068.00	99.51%

Contractor Name	County/Countries Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
Pomona Valley Hospital Medical Center	Los Angeles	3,600	Health Care and Social Assistance	130	0	\$498,916.00	100.00%
Premier Medical Transport Inc.	Orange, Los Angeles	270	Health Care and Social Assistance	117	0	\$497,904.00	100.00%
Professionals in Human Resources Association	Statewide	MEC	Administrative and Support and Waste Management and Remediation	396	0	\$599,440.00	100.00%
Providence West Valley Healthcare Center LLC	Kern, San Bernardino, Riverside, Tulare, Ventura, Los Angeles, San Diego, Fresno	12,750	Health Care and Social Assistance	230	0	\$428,616.50	85.80%
Quality Controlled Manufacturing, Inc.	San Diego	92	Manufacturing	48	0	\$89,780.50	98.57%
Reliable Energy Management, Inc.	Fresno, Kern, Los Angeles, Riverside	125	Construction	119	0	\$253,805.00	100.00%
Riverside Community College District	Riverside, San Bernardino, San Diego, Orange, Los Angeles	MEC	Manufacturing	223	0	\$220,848.00	100.00%
S. Bravo Systems, Inc.	Los Angeles	113	Manufacturing	75	0	\$117,712.79	88.93%
S. Martinelli & Company	Santa Cruz	342	Manufacturing	213	0	\$197,721.57	99.94%
Sacramento Area Electrical Workers Joint Apprenticeship and Training Trust	Amador, Alpine, Butte, Colusa, El Dorado, Glenn, Lassen, Nevada, Placer, Plumas, Sacramento, Shasta, Sierra, Sutter, Tehama, Trinity, Yolo, Yuba	MEC	Construction	202	0	\$597,853.00	100.00%
Sacramento Employment & Training Agency	Sacramento, San Joaquin, Santa Clara, Solano	MEC	Health Care and Social Assistance	667	0	\$362,412.57	64.29%
San Bernardino Community College District	Statewide	MEC	Transportation and Warehousing	1,457	50	\$1,230,213.62	81.50%

Contractor Name	County/Counties Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
Santa Clara County Electrical Joint Apprenticeship and Training Trust	Santa Clara	MEC	Construction	304	0	\$596,003.00	100.00%
Santa Clarita Community College District	Los Angeles, Kern, Ventura, Fresno, Santa Barbara, San Luis Obispo, San Diego	MEC	Manufacturing	1,505	0	\$1,508,841.00	100.00%
Schetter Electric, LLC	Contra Costa, Sacramento	210	Construction	84	0	\$37,909.97	80.80%
Schilling Paradise Corp.	San Diego	265	Construction	250	0	\$289,542.63	89.76%
Service Champions, Inc.	San Bernardino, Orange, Riverside	452	Construction	140	0	\$337,881.50	97.94%
Sheet Metal & Air Conditioning Apprenticeship & Journeyman Training Fund	San Diego, Imperial	MEC	Construction	97	0	\$274,441.95	75.94%
Sheet Metal Workers Local Union No. 104 and Bay Area Industry Training Fund - North Bay	Northern California	MEC	Construction	286	0	\$597,273.00	100.00%
Sheet Metal Workers' Local Union No. 104 and Bay Area Industry Training Fund - South Bay	Northern California	MEC	Construction	281	0	\$597,510.00	100.00%
Sierra Pacific Home & Comfort, Inc.	Sacramento	170	Construction	148	0	\$237,302.27	97.15%
Simpson Strong-Tie Company Inc.	Riverside	2,000	Manufacturing	237	0	\$249,872.00	100.00%
Solano-Napa Counties Electrical Industry Apprenticeship & Training Trust	Napa, Solano	MEC	Construction	72	0	\$216,689.61	57.15%
Soma AEC, Inc.	Statewide	MEC	Professional, Scientific, and Technical Services	226	0	\$586,587.00	98.37%
Sonray Solar, Inc.	Placer	422	Construction	178	0	\$236,318.56	71.50%
South Bay Workforce Investment Board Inc.	Statewide	MEC	Services (Other)	531	0	\$590,587.00	100.00%
State Building & Construction Trades Council	Statewide	MEC	Services (Other)	298	19	\$482,220.10	80.81%
Stationary Engineers Northern California and Northern Nevada Apprenticeship and Training Trust Fund	Statewide	MEC	Accommodation and Food Services	193	0	\$598,752.00	100.00%

Contractor Name	County/Counties Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
Sturgeon Services International, Inc.	Kern, Fresno, Ventura, Monterey And Orange	270	Construction	197	0	\$131,928.00	38.24%
Sundt Construction Inc.	Sacramento, San Diego, Orange	1,528	Construction	93	0	\$52,371.00	56.22%
Synergy Enterprises, Inc.	Alameda; San Joaquin; Riverside; Fresno; San Diego	555	Construction	149	0	\$289,762.28	64.61%
Tait & Associates Inc.	Orange, San Diego, Riverside, Sacramento	193	Professional, Scientific, and Technical Services	17	0	\$9,859.41	19.68%
Tarzana Medical Center, LLC	Los Angeles	121,000	Health Care and Social Assistance	294	0	\$245,893.00	49.19%
Taylor-Listug, Inc.	San Diego	1,401	Manufacturing	289	0	\$299,920.00	100.00%
The Chamber of the Chino Valley	Los Angeles, Orange, San Bernardino, Riverside	MEC	Administrative and Support and Waste Management and Remediation	343	0	\$221,556.19	88.68%
The Shirley Ware Education Center SEIU-United Healthcare Workers-West	Statewide	MEC	Health Care and Social Assistance	85	0	\$418,200.00	71.56%
Tile, Marble and Terrazzo Employees Joint Apprenticeship Training Committee Trust	Los Angeles, Orange, San Bernardino, Riverside, San Diego, Imperial, Kern, San Luis Obispo, Santa Barbara, Ventura	MEC	Construction	127	0	\$221,452.00	91.48%
Timberworks Construction, Inc.	Sacramento	1,800	Construction	942	0	\$451,950.00	100.00%
UFCW Local 5	Northern California	MEC	Retail Trade	158	0	\$276,220.08	96.29%
Unical Aviation Inc.	Los Angeles, San Bernardino	373	Trade (Wholesale)	29	0	\$80,500.00	100.00%



Contractor Name	County/Countries Served	Business Size	Industry	Re-trainees	New Hires	Earned Amount	% Earned
Union Roofers Joint Apprenticeship and Training Fund	Los Angeles, Orange, Riverside, Ventura, San Bernardino, Santa Barbara, San Luis Obispo	MEC	Construction	497	0	\$594,195.00	100.00%
Vellutini Corporation	Sacramento	385	Construction	265	0	\$486,300.96	97.35%
Ventura County Community College District	Ventura	MEC	Manufacturing	41	0	\$11,869.50	28.54%
Ventura County Electrical Joint Apprenticeship and Training Trust Fund	Ventura	MEC	Educational Services	103	0	\$232,007.46	99.48%
Vino Farms, Inc.	Napa, San Joaquin, San Luis Obispo, Santa Barbara, Sonoma	356	Agriculture	297	0	\$228,634.17	73.15%
Vision Care Center, A Medical Group, Inc.	Fresno	226	Health Care and Social Assistance	165	0	\$95,323.84	54.28%
W.C. Heating & Air Conditioning, Inc.	Riverside, Orange	156	Construction	51	0	\$64,681.06	98.67%
Wonderful Pistachios & Almonds LLC	Fresno, Kern	9,000	Manufacturing	352	0	\$250,240.00	100.00%
<b>138 Contracts</b>				<b>44,923</b>	<b>333</b>	<b>\$47,734,536.40</b>	<b>83.22%</b>

Note: Not all Multiple Employer Contractors are not required to provide the size of business.

## LEVERAGING FUNDS THROUGH DISENCUMBERANCE

ETP contracts are “performance based”, a contractor does not earn funds until a trainee completes training, retained employment for a certain period, and earning the minimum wage requirement specified in the contract. If these conditions are not met, funds are not fully earned. Any funds encumbered in a training contract but not fully earned are then disencumbered and reinvested in new training projects.

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:

- Rightsizing low performance repeat contractors to the amount earned on previous projects;
- Requiring company leadership involvement in the contract process to ensure 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 addition, each year ETP conducts a comprehensive review and takes the following actions to reduce disencumberances:

- Adjusting the fund encumbrances up front to match projected expenditures.
- Continuous analysis of the overall success rate of the training contracts, overall contract demand, and prior year liabilities.
- Disencumbering funds that were not earned and re-investing them into new training projects.
- Analysis of repeat contractors and right-sizing when appropriate based on to prior performance.
- Implement project caps.

Historically, ETP allocated approximately 40% of the total contract funds in the first year, based on invoicing patterns and the expectation of future invoicing. This approach was aligned with a success rate of 75-80%, which resulted in an additional 35-40% being encumbered in subsequent years and recorded as prior year liabilities.

However, in preparation for Fiscal Year 2023-24, ETP reassessed the success rate of our training contracts and found that it had increased to 85-90%. In response, ETP adjusted our strategy by increasing the initial encumbrance to 60% in order to reduce future year liabilities and better align with our current success rate. This proactive adjustment ensures that our fund allocation is both efficient and responsive to the changing dynamics of training contract performance and fund demand.

As a result of these actions the disencumbrances have reduced significantly to the low rate of 0.8% in all contracts completed and terminating within the reporting period.

# APPENDIX C-2

## TERMINATED AND NON-PERFORMING CONTRACTS

Thirty-two Core and Alternative Funded contracts were approved within the fiscal year, but were subsequently cancelled/terminated prior to the start of contract, or closed due to non-performance. The Panel approved \$4,431,173 to fund these contracts, encumbering and subsequently disencumbering 0.8% percent of the approved amount in the report year.

The tables are grouped by Terminated and Non-performing contracts that identifies the following: Contractor name, County(ies) served, Industry(ies) served, Reason for termination, Number of trainees and funding amount.

### TERMINATED CONTRACTS

Contractor Name	County/Countries Served	Industry(ies)	Reason for Termination	Total Trainees	Funding Amount
A. Preman Roofing, Inc.	El Dorado Hills	Professional, Scientific, and Technical	Other	36	\$14,904
Alameda County Workforce Development Board	Orange	Construction	Other	41	\$46,460
Alpha Research & Technology, Inc.	Los Angeles	Transportation and Warehousing	Other	100	\$73,370
American Restore, Inc.	Sacramento	Computer Systems Design Services	Other	44	\$30,130
Battle-Tested Strategies, LLC	Los Angeles	Transportation and Warehousing	Other	65	\$65,780
Capital Concrete Solutions, Incorporated	Orange, San Diego	Manufacturing	Cancelled	434	\$489,118
DialSource, Inc.	Los Angeles, Orange	Manufacturing	Other	162	\$66,240
L.A. Downtown Medical Center, LLC	San Mateo	Manufacturing	Other	70	\$104,650
Merritt College	Sacramento	Trade (Wholesale)	Other	247	\$96,577
O'Neil Digital Solutions, LLC	San Diego	Construction	Other	177	\$199,479
Pharmapacks, LLC	Alameda, San Mateo	Services (Other)	Other	135	\$199,260
Redtails Logistics Company, LLC	Los Angeles, Sacramento	Construction	Cancelled	44	\$53,130
SeaSpine, Inc.	Los Angeles	Healthcare	Terminated	120	\$496,800



Contractor Name	County/Counties Served	Industry(ies)	Reason for Termination	Total Trainees	Funding Amount
Shaw Diversified Services, Inc.	Alameda, Marin, San Mateo, Santa Clara, San Francisco, Contra Costa, Monterey, Napa, San Benito, Santa Cruz, Solano, Sonoma, Sacramento	Educational Services	Cancelled	74	\$114,626
Tricida, Inc.	Los Angeles	Manufacturing	Other	80	\$55,200
US Foodservice, Inc.	Riverside	Manufacturing	Cancelled	266	\$275,310
Valley Communications, Inc.	Sacramento	Construction	Terminated	67	\$92,460
<b>17 Contracts</b>				<b>2,162</b>	<b>\$2,473,494</b>

Terminated Contracts - Formal documentation process to end contract prior to completion of the contract due to various reasons.

## NON-PERFORMING CONTRACTS

Contractor Name	County/Countries Served	Industry(ies)	Reason for Termination	Total Trainees	Funding Amount
7173 North Sharon Avenue Operating Company, LLC	Marin, Fresno, San Bernardino, Shasta, Sacramento, Riverside	Healthcare	Auto-closed	83	\$166,000
Antelope Valley Chambers of Commerce	Los Angeles; Kern; Orange; San Diego; Riverside; San Bernardino	Services (Other)	Non-performing	240	\$160,780
Blue Rock Business Management, LLC	Mendocino, Sonoma	Agriculture	Auto-closed	100	\$200,000
Bradford College of Nursing	San Joaquin	Healthcare	Auto-closed	60	\$105,840
Centers for Equity and Success, Inc.	San Francisco, San Mateo, And Alameda	Educational Services	Auto-closed	59	\$223,079
CityLab Professional Apprenticeship Program	Santa Clara	Services (Other)	Auto-closed	20	\$50,800
Delphon Holdings, Inc.	Alameda	Manufacturing	Non Performing	114	\$52,440
Elica Health Centers	Sacramento	Healthcare	Non Performing	105	\$289,800
John Muir Charter Schools	Monterey	Educational Services	Auto-closed	15	\$52,935
Oven Fresh Bakery, Incorporated	Alameda	Manufacturing	Auto-closed	8	\$16,000
Rising Sun Center for Opportunity	Alameda	Services (Other)	Auto-closed	15	\$58,605
The Oars Senior Living	Sacramento	Healthcare	Auto-closed	30	\$60,000
Vian Enterprises, Inc.	Placer	Manufacturing	Non-performing	95	\$96,600
Virgin Orbit, LLC	Los Angeles, Kern	Manufacturing	Non-performing	570	\$404,800
Yamamoto of Orient, Inc.	Los Angeles	Manufacturing	Auto-closed	10	\$20,000
<b>15 Contracts</b>				<b>1,524</b>	<b>\$1,957,679</b>

Non-performing contracts - Internal process to auto-close expired contract that did not attain any earned amounts due to no final invoice submission.

**THE EMPLOYMENT TRAINING PANEL**

# **2023-24 ANNUAL REPORT**

**WAS PREPARED BY THE RESEARCH &  
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