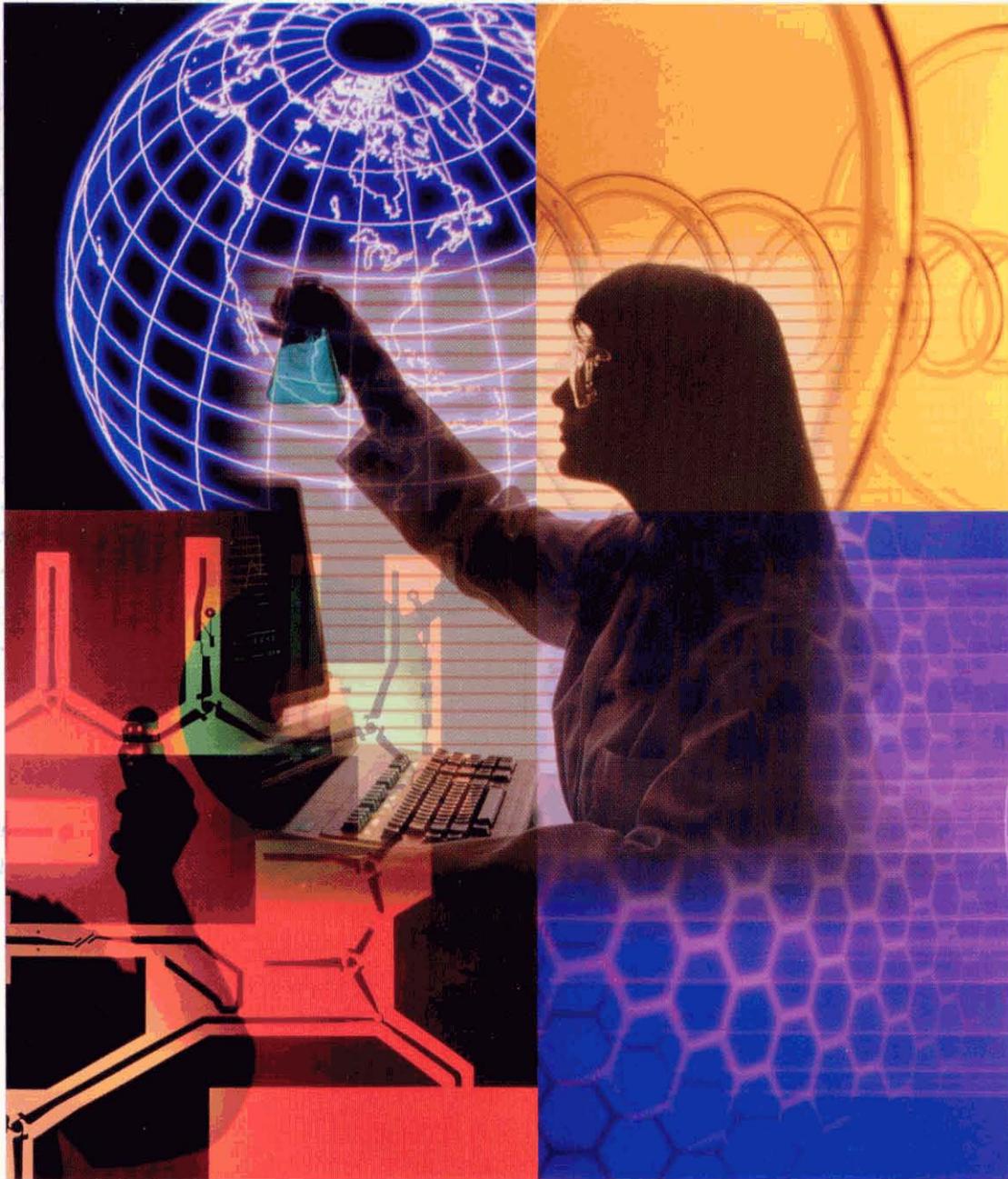


Annual Report 1999 - 2000



Employment Training Panel

# The Employment Training Panel

**Chairman** John Duncan

**Vice Chairman** Aram Hodess

**Members** Clifford Cummings  
Patricia A. Murphy  
Tom Rankin  
Laurel Shockley  
Pat Williams  
Dan F. Trammell

**Executive Director** Victoria Bradshaw

**General Counsel** Peter G. DeMauro

**Acting Assistant Director** Ada Carrillo



**Governor** Gray Davis

## **Vision Statement:**

The Panel will be recognized as a national model for industry specific training, which provides excellent service to California business.

## **Mission Statement:**

The Employment Training Panel (ETP) is a significant economic development tool for business attraction and business retention. ETP will work in partnership with business, labor, and government, to provide funds for training California's workforce in the skills necessary for businesses to remain viable and compete in the global economy, while providing workers with reasonable wages and secure employment.

## ETP: A Brief History

The Employment Training Panel (ETP) is a statewide economic development program to support the overall California economy by ensuring that employers have the trained workers they need to compete in the global economy. The Panel effectively performs the role of a statewide economic development partner by collaborating with business, labor, and other public entities.

The Panel was created in 1982 with the initial mandate of addressing the large displacement of workers resulting from plant closures by moving the unemployed quickly into jobs or by saving jobs of workers threatened with displacement. Since then, the program has been significantly expanded to benefit the overall California economy by primarily focusing its funds on the retraining of incumbent workers of businesses challenged by out-of-state competition—a role which the Panel fulfills as California's only training program for incumbent workers. The Panel also funds the training of unemployed workers for high-skilled, high-wage, secure jobs.

A key feature of ETP since its inception is its 100 percent performance-based contracting requirement, which ensures that the training is tied to a real job. This means a contractor earns no funds until a trainee completes all of the training and a subsequent employment retention period of at least 90 days in a training-related job. Since it began in 1983, ETP has served California well by training over 370,000 workers for 38,000 businesses.

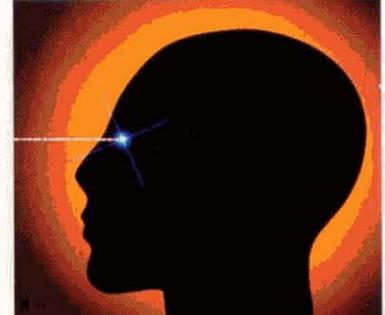
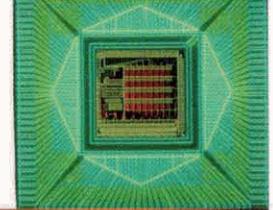
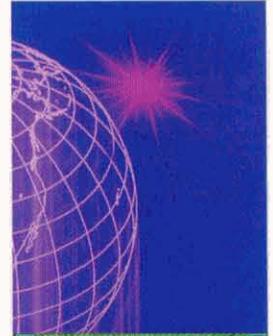
ETP is funded through the employment training tax, which is levied on the California employers who participate in the unemployment insurance system. Typically, the Panel averages \$70 to \$100 million in training funds annually.

The Special Employment Training (SET) category allows the Panel to fund training for businesses and workers *not eligible under regular program criteria*. In addition, 1998 amendments to the Program added Welfare to Work as a funding category under which the Panel is able to fund retraining for employed current or former welfare recipients in support of California's welfare reform activities.

The California Budget Act for fiscal year (FY) 2000-01 includes \$15 million in training funds for the Panel to fund training in regions of high unemployment in California, with a focus on the "working poor". The Panel has targeted high unemployment areas for FY 2000-01 which include 20 counties with unemployment rates at least 50 percent higher than the state average, and 34 sub-county areas within the county of Los Angeles with high percentages of unemployed workers.

Effective January 1, 2001, ETP becomes a permanent and ongoing program. Senate Bill (SB) 43 (Chapter 491 of the Statutes of 2000), passed by the Legislature and signed into law by Governor Davis, removed the Panel's sunset date and made other significant changes in the program, including: requiring companies seeking retraining funds to make a monetary or in-kind contribution to training; requiring all training to be customized to the needs of one or more employers, simplifying the definition of eligible trainee, and revising requirements of the SET program, including reducing the amount to be allocated to 10 percent of available funds.

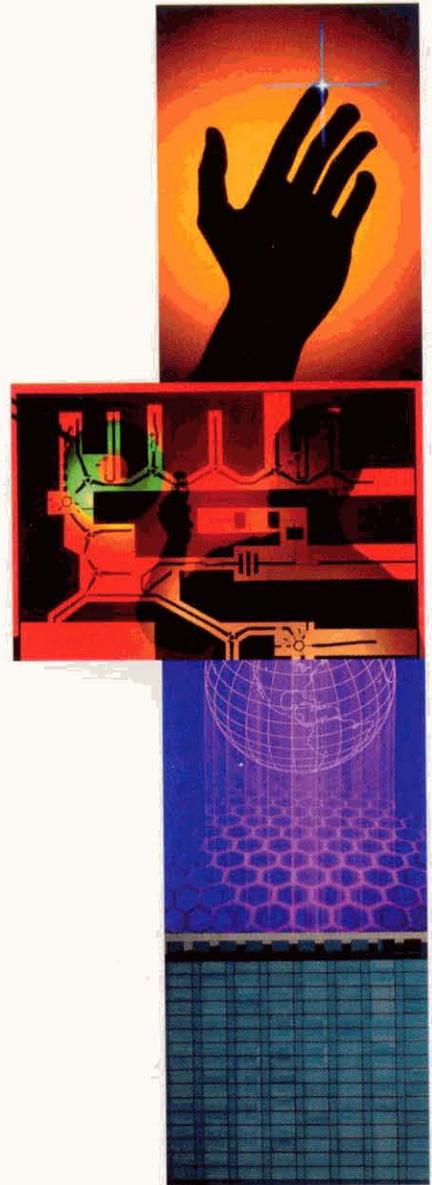
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# Fiscal Year Highlights





# Fiscal Year Highlights

## Panel Actions

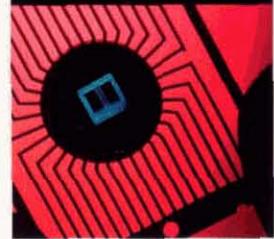
- Collaborated with customers and stakeholder groups on key policy initiatives, including approval of computer-based training and videoconferencing as training delivery methods (in addition to traditional classroom/laboratory and structured on-site training), ensuring employer contributions to the cost of training, and revising categories of reimbursement methods.
- Approved 233 new training projects and encumbered \$72.6 million for the planned training and retention in employment of approximately 56,241 trainees (including both incumbent and unemployed workers), at an average cost of \$1,291 per trainee. An additional \$21 million in future year funds was also committed for these projects, to be encumbered incrementally in future years for additional training and trainees based on project success.
- Targeted business and industry with the most significant impact on the California economy, including traditional and high-tech manufacturing, telecommunications, computer programming and systems design, software production, biotechnology and multimedia/entertainment. Sixty-nine percent of all newly approved training funds went to manufacturing employers and an additional 8 percent went to other non-manufacturing, high-technology companies.
- Reduced its disencumbrance rate to 28 percent of regular program funds, exceeding the fiscal year Budget Act goal of 30 percent and the historical rate of more than 40 percent.
- Continued automating the contracting process, refining the online trainee enrollment and invoicing system and implementing an automated ledger system and record keeping enhancements.
- Completed an evaluation of the program, through research by California State University, Northridge (CSUN) which found that ETP-funded training increased workers' earnings, reduced unemployment, helped increase the growth of California companies, and boosted the overall economic expansion in the State.

## Completed Contracts

- During the fiscal year, 192 contracts which were approved and implemented in previous years were completed. Performance data for these completed contracts showed:
  - Contractors earned \$49.7 million for the successful training and retention in employment of 34,771 workers; the average training cost per trainee was \$1,430, including \$5,500 for new hires and \$1,128 for retrainees.
  - The average hourly wage earned after training was \$10.77 for new hires; and \$19.43 for retrainees.
  - 61 percent of all funds earned went to businesses in the manufacturing sector and other high-technology industries.
  - Of all business served, 79 percent were small businesses (i.e., employing 250 or fewer workers); 36 percent employed 20 or fewer workers. Small businesses earned 41 percent of all training dollars last year, and employed 76 percent of all new hires and 34 percent of all retrainees.



# Year in Review



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# Year In Review

## Transitioning To The 21st Century

In 1999/00, the Employment Training Panel (ETP) took a leadership role in addressing the training needs of California businesses and workers in the 21st century. The Panel worked with business and labor, stakeholder groups, the Administration and the Legislature on key legislative and policy initiatives. These efforts were instrumental in developing last year's legislative changes to the program, resulting in Senate Bill 43 (Johnston) -- legislation which has since been signed into law and removes the Panel's sunset date, making ETP a permanent and ongoing program. Legislative action also resulted in an allocation in the 2000/01 Budget Act for the Panel to fund training in high unemployment areas of the State, with a focus on the "working poor". These significant legislative developments in the report year signaled new and groundbreaking directions for the Panel at the outset of the new century.

### **New Panel Members**

*In 1999/00, there were two changes in the Panel's membership. In January 2000, Tom Rankin was appointed by the Senate President Pro Tem to replace Ralph Franklin, and in April 2000, Daniel F. Trammell was appointed by the Assembly Speaker to replace Ruben Zuniga. Mr. Rankin and Mr. Trammell joined other members: John Duncan (Chairman), Aram Hodess (Vice-Chairman), Clifford Cummings, Patricia Murphy, Laurel Shockley, and Pat Williams.*

## Collaborative Efforts

Last year, the Panel also focused on policy initiatives relative to its mission to ensure its funding decisions address the program's legislative priorities (see "Funding Priorities" on page 8). The Panel reached out to stakeholder and constituency groups, including business, labor,

government agencies and contractor and consultant associations to ensure the airing of all perspectives and issues. Devoting time for this process at its regular meetings and public hearings throughout the year, the Panel addressed many key program issues, including:

- approving computer-based training (CBT) and video conferencing as allowable training delivery methods (in addition to traditional classroom/laboratory and structured on-site training);
- simplifying record keeping requirements for documenting the delivery of training;
- facilitating employer contributions to ensure employer support for the training and to cover training-related expenses not covered by the ETP reimbursement rate;
- approving a higher reimbursement rate for businesses with 100 or fewer workers, and for advanced technology training; and
- recognizing the need to reimburse contractors for trainees who, prior to completing employment retention, complete training but who voluntarily leave a job for employment with an employer in the same industry at the required ETP wage.

The Panel also began clarifying issues pertaining to multiple employer contractors (MECs), to better ensure that employers participating in MEC agreements meet the requirements for funding i.e., that there is employer demand for the training, that it is supplemental to each employer's own provided training, that it is customized, and that the employer is contributing to the cost of the training.

These many policy making efforts were a continuation of actions initiated in the previous fiscal year, and have become an ongoing practice

to ensure the program continually meets the needs of its customers, within the underlying intent of ETP's enabling legislation.

**Funding Priorities**

The ETP enabling legislation requires the Panel to give funding priority to those projects that best meet the following goals:

- (1) Stimulating exports/imports;
- (2) Training employees of businesses locating into or expanding in the State;
- (3) Supporting businesses moving to a high-performance workplace;
- (4) Training displaced/ potentially displaced workers;
- (5) Projects jointly developed by management and workers;
- (6) Developing career ladders for workers; and
- (7) Promoting the state's manufacturing workforce.

Working closely with its many marketing partners in both business and labor (see "Targeted Marketing," on page 9), the Panel again targeted its training funds on businesses and industries with the greatest potential impact on the California economy, while placing special emphasis on small businesses and rural areas of the State. The Panel primarily supported the state's manufacturing and basic industries, as well as emerging high technology sectors such as multimedia/entertainment, software production, telecommunications, biotechnology, and computer programming and systems design. Sixty-nine percent of approved funds went to businesses in manufacturing, while another 8 percent was approved for other businesses in high technology sectors.

In 1999-00, the Panel encumbered all \$72.6 million of its available training funds. Funds were approved under: a) the regular Economic Development category, primarily for the retraining of incumbent workers in businesses threatened by out-of-state competition; b) the Special Employment Training (SET) category for businesses and workers not eligible under regular program criteria; and c) the Welfare to Work category for the training of employed current or former welfare recipients to help them remain employed and advance in their occupations. The following table illustrates last year's funding approvals.

**1999-00 Funding Commitments\***

	<b>Total</b>	<b>Economic Development</b>	<b>SET</b>	<b>Welfare to Work</b>
<b>Approved Training Projects</b>	233**	205	36	8
<b>Training Funds Encumbered (in millions)</b>	\$72.6*	\$65.9	\$5	\$1.7
<b>Workers Targeted for Training</b>	56,241	52,045	3,812	384
<b>Average Cost per Trainee</b>	\$1,291	\$1,266	\$1,312	\$4,427

\*\$21 million in future year funds was also committed for these projects, to be encumbered incrementally, based on project performance.

\*\* includes several projects with multiple funding categories.

### **Targeted Marketing**

*In 1999-00, the Panel targeted its marketing efforts toward the State's key industries, small businesses and rural employers. The Panel collaborated with both business and labor associations, including the California Manufacturer's Technology Association, the California Worker's Assistance Program, and the California Chamber of Commerce. The Panel continued its close marketing partnership with the Trade and Commerce Agency, with an emphasis on reaching small and rural businesses, while initiating a new partnership with the Latin Business Association to target Hispanic and small businesses. The Panel also worked with the California Association for Local Economic Development (CALED) to help market the program as an economic development tool throughout the State. These joint efforts resulted in many applications and contracts during the report year, and are anticipated to help the ETP reach even more employers throughout the State in upcoming years.*

### **Lower Disencumbrances**

For the second consecutive year, the Panel continued to improve project performance rates and reduce disencumbrances. In 1999/00, the ETP's disencumbrance rate for all regular program funds, was 28 percent\*. This exceeds the legislative goal of 30 percent, and was far below the historical rate of more than 40 percent. The continued reduction of disencumbrances appears to be the result of limiting the number of training hours in projects, requiring early involvement of company top management in the contract process, and the incremental funding process for larger contracts (which allows the Panel to commit funding for the full scope of approved training projects, while encumbering funds incrementally for those projects, according to their success).

\* (Excludes \$2.2 million in disencumbered Welfare to Work funds. The Panel's Welfare to Work efforts are dependent upon businesses hiring current or former welfare recipients and implementation of the program in California by other governmental organizations. Overall, the expenditure of public welfare to work funds has been slow statewide, given the size of the task and the need for many private and public entities to collaborate in the effort. It is anticipated the Panel will be better able to spend Welfare to Work funds in the future as overall State efforts expand.)

### **Improved Service Through Technology**

The Panel continued to enhance its information technology capabilities by focusing on process improvement and increasing the on-line capabilities of the contracting process for better and faster service to customers. The eligibility process for multiple-employer contracts was automated; an online trainee enrollment and invoice system was refined; record-keeping forms were enhanced; and an automated ledger system was implemented. A pilot program for on-line tracking of structured on-site training was also initiated. To better interface with customers, the Panel's Internet website was enhanced, enabling the public to provide immediate online feedback on policy and program issues.

### **Evaluating The Program**

In 1999/00, researchers at California State University, Northridge (CSUN) completed a major two-year study on the effectiveness of the ETP program, focusing on the training's impact on workers and businesses. The study showed that, for the period studied, ETP training increased workers' earnings, reduced unemployment, helped increase the growth of California companies and boosted economic expansion in the State.

The researchers studied the results of the training on more than 57,000 ETP trainees who received training in fiscal years 1994/95 and 1995/96, in comparison to a control group of like workers not receiving training. They also studied the training's effect on participating businesses and the California economy as a whole. Results indicated that both ETP new hires and retrainees appeared to benefit from training by having greater increases in earnings and more stable employment. Major findings included:

- Retrainees and new hires had wage gains of approximately \$3,600 over two years; whereas employees not trained by ETP had a \$3,000 gain. This was a \$600 wage gain for ETP trainees over the comparison group.

- Both new hires and retrainees were more likely to remain in the California labor force after training than similar workers in the same industries.
- Total payroll for companies ETP served grew by almost 26 percent compared to a 10 percent gain by non-ETP served companies of a similar type.
- Employment in companies served by ETP grew more than 14 percent from the year before, compared to an employment decline of 0.8 percent for similar companies not served by ETP.
- During the 1995/96 fiscal year, the Panel spent approximately \$73 million which resulted in a more than \$400 million benefit to the state's economy (i.e., estimated in terms of unemployment insurance fund savings, increased worker earnings and company sales and saved jobs), an approximate six to one return on investment.

The researchers recommended the Panel increase its focus on basic industries, since they yield the highest return on investment to the State. The researchers also recommended the Panel only fund industry specific skills training, rather than generic skills training. The Panel has considered these recommendations carefully in marketing resources and in developing new requirements for multiple employer contracts.

The researchers also found that, currently, 45 states have some type of publicly funded worker training program. Of these programs, ETP remains the largest and most sophisticated program in the United States. Yet, according to the researchers, ETP's biggest contribution may be that after employers experience the value gained from training their employees through an ETP contract they are more willing to increase their own investment in these workers.

## Completed Contract Performance

### Serving Key Industries

Last year's completed contracts again showed continued emphasis on training for high-wage, high-skill workers in industries with the most significant impact on the State's economy. The Panel funded training in all major industries in California, with the majority of contracts and funds going to the manufacturing sector. In addition, a significant percent of funds last year were earned by businesses in non-manufacturing, high technology sectors of the new economy such as software development, biotechnology, telecommunications, and multi-media/entertainment.

Performance results demonstrate continued support for the State's economy through the funding of quality training for large numbers of businesses and trainees, at a reasonable cost. One hundred and ninety-two contracts (192) completed in the year, providing 3,739 employers with trained, highly-skilled workers. Contractors earned \$49.7 million in these contracts. 34,771 workers were trained and retained in employment at a low average reimbursement of \$1,430 per trainee. (See Appendix B, "Completed Contracts" for a listing of the year's completed contracts.)

The following table illustrates last year's completed contracts by funding categories:

	<b>Total</b>	<b>Economic Development</b>	<b>Set</b>	<b>Welfare To Work</b>
<b>Number of Contracts</b>	192*	161	32	4
<b>Amount Earned (in millions)</b>	\$49.7	\$44.4	\$4.5	\$800,000
<b>Retained in Employment</b>	34,771	30,447	4,131	193

\*5 contracts include both economic development and SET funding.

Training in the completed contracts funded under the Economic Development program category focused on skills to assist employers in implementing technological innovations, diversifying products and services, and transitioning to high-performance workplaces. The training provided workers with the high-level skills required for long-term employment and to help California employers remain competitive in the global economy. The most frequently provided training courses last year included: Computer Skills (including Computer Networking, Computer Programming, Digital Entertainment and Multimedia, Manufacturing Resource Planning, and Software Applications); Total Quality Management; Management Skills; Customer Service; Communication Skills; Computer-Assisted Design and Computer-Aided Manufacturing (CAD/CAM); and Production Techniques.

The completed SET contracts primarily provided training to frontline workers earning at least the State average wage in retail,

wholesale and service industries for businesses not eligible under the regular program criteria. Most of these workers were trained in high performance workplace skills, continuous improvement, sales and customer service. Occupations trained included: sales associates, analysts, operators, marketing associates, accountants, sales managers, loan officers, production workers, technicians, and office administrators.

The completed Welfare to Work projects focused on providing training to help participants address work related barriers in order to maintain and succeed in employment. Trainees were primarily provided training in production techniques and fundamental workplace skills. Most were represented in the following occupations: clerical, hotel workers, manufacturing (production), retail, automotive repair, warehouse, security guards, basic operation and swing managers, medical assistants, and school bus drivers.

## 1999/00 Completed Contracts

192 contracts completed

\$49.7 million earned

3,739 businesses served

34,771 workers trained and retained in employment  
(32,377 retrainees, 2,394 new hires)

Average cost per trainee: \$1,430

Retrainee cost: \$1,128

New hire cost: \$5,500

## Industries Served

### Manufacturing 18,988 trainees

\$25.1 million (51% dollars earned)

42% businesses served

### Services 3,913 trainees

\$7.3 million (15% dollars earned)

22% businesses served

### High Technology\* 4,056 trainees

\$5.2 million (10% dollars earned)

6% businesses served

\*includes software development, multimedia/  
entertainment, computer programming and  
systems design, and telecommunications.

### Trade 3,005 trainees

\$4.7 million (9% dollars earned)

16% businesses served

### Other\*\* 4,809 trainees

\$ 7.4 million (15% dollars earned)

14% businesses served

\*\*includes agriculture, construction,  
transportation, and finance

### Training for High Wage Jobs

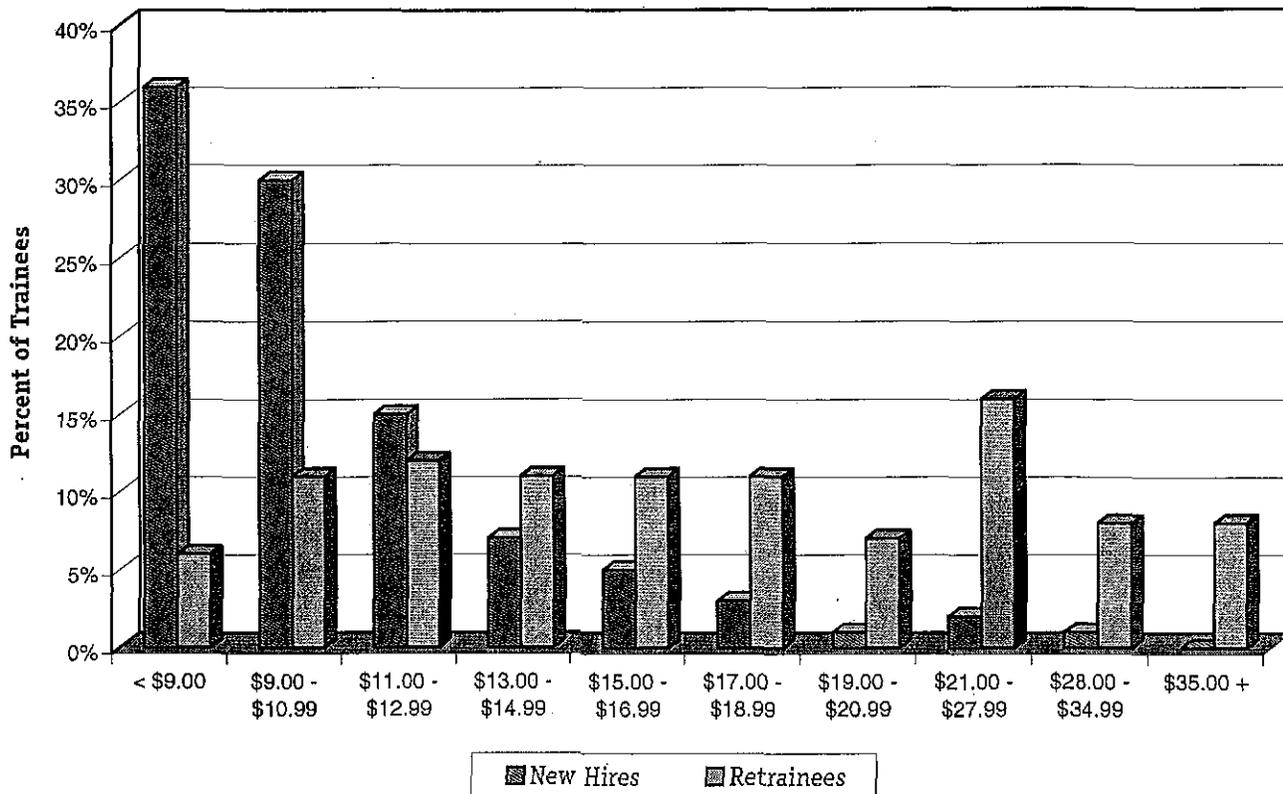
The Panel continued to fund training for workers in high-wage, high-skill jobs. The average post-training and retention wage for new hires was \$10.77 per hour; for retrainees it was \$19.43 per hour. Occupations trained were primarily frontline workers including production workers, clerical and office support, technical support, sales and customer service representatives, machinists and machine operators and hospitality workers. Sixty-five percent of the new hires earned at least \$9 per hour. Approximately seventy-five percent of retrainees earned at least \$13 an hour, significantly higher than the required ETP wage for the same period. Of those trainees earning less than \$9 an hour, 52 percent of retrainees and 50 percent of new hires earned at least \$8 an hour. Lower wage earners were primarily those in hospitality and entry level manufacturing and service jobs.

### Trainee Demographics

Demographic data indicates the typical retrainee was a white male, 25 to 54 years old, married, with at least a high school diploma. The typical new hire trainee was either white or Hispanic, also 25 to 54 years old, single, and had at least a high school diploma. New hires were almost equally divided between male and female.

Generally, ETP trainees were better educated and slightly older than the State labor force as a whole. New hires had a higher female representation than did the unemployed labor force, and retrainees had a higher male representation. Various ethnic groups were served relatively close to their proportionate composition in the labor force. However, Asians exceeded their percentage composition in the labor force, while there were fewer whites than their percentage composition. (See Appendix E, "Characteristics of Panel Trainees Compared to California Labor Force").

Hourly Wages After Training



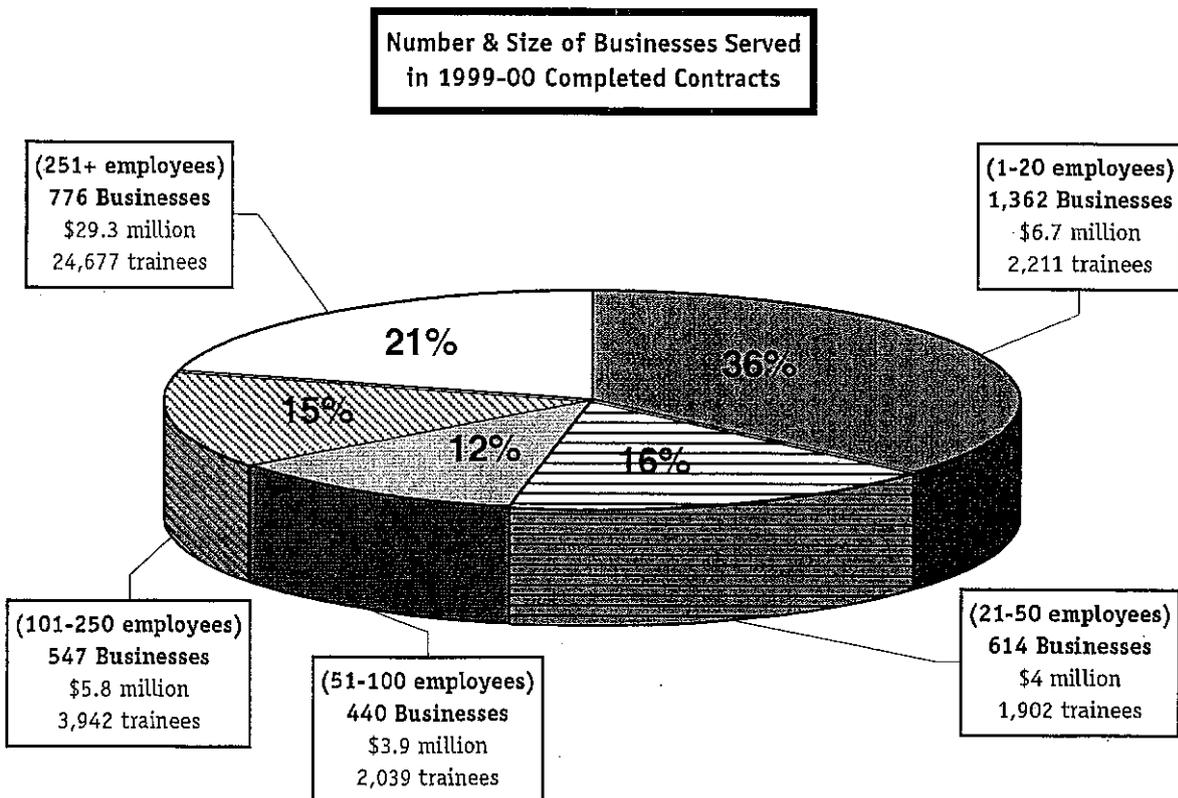
## Focusing On Small Business

The Panel continued its emphasis on serving the needs of small business in 1999/00. ETP is recognized as an essential resource to many small employers who otherwise have no means to train their workers. Last year's completed contract data indicates that 79 percent of all businesses served were small businesses (i.e., 250 or fewer workers). The State's smallest employers (i.e., those 20 or fewer employees) were also targeted, and represent 36 percent of all businesses served. 52 percent of all businesses served had 50 or fewer workers; 64 percent had 100 or fewer workers. Overall, small businesses earned 41 percent of all training dollars expended last year, employing 76 percent of all new hires and 34 percent of all retrainees. Small businesses are served through both direct contracts with single employers and contracts with employer consortia or training agencies providing training for multiple employers. Contracting directly with 37 small businesses last year, the Panel funded training for 1,533 trainees. An additional 2,926 small businesses were served

through 61 multiple employer contracts which provided training for 12,847 workers.

During the past year, the Panel continued assigning a small business representative at each field office, while taking steps to further simplify the contracting process for small employers. A higher training reimbursement rate was also approved for projects providing on-site training for businesses with 100 or fewer full time employees.

Small business employers were also served through entrepreneurial training under the SET category, which provides small business skills training to business owners who employ nine or fewer workers. Included in last year's completed contracts were 5 SET entrepreneurial contracts, which provided training to 145 small business owners. The Panel has been able to significantly increase its ability to serve small businesses through entrepreneurial training, helping small employers succeed and flourish in their start up period. (See "Training Small Business Owners", page 15 for a review of SET entrepreneurial training since it was initiated in 1996.)



## ***Training Small Business Owners***

### **Helping Small Businesses Succeed**

Legislative amendments to the ETP program, effective January 1, 1996, authorized the funding of training for owners of small businesses with nine or fewer workers to help these small businesses remain viable and competitive. While most new jobs are created by small employers, many small businesses fail in their infancy. The Panel has sought to address this by funding entrepreneurial training that provides small business owners the knowledge and skills necessary to operate a company successfully. This includes training in business management skills such as developing business and marketing plans, understanding tax requirements and obtaining permits and licenses. Since implementing entrepreneurial training in 1996, the Panel has approved 34 entrepreneurial training contracts, providing \$2.9 million to train approximately 3,600 small business owners. To date, 15 of these projects have been completed, serving more than 800 small business owners.

### **Major Industries Served**

Small business owners representing a wide range of industries were served in the contracts which have completed thus far. Two primary industries accounted for nearly two-thirds of the participating employers: Services, with 42 percent (especially business services), and Retail Trade, with 20 percent. Other industries represented were Construction; Manufacturing; Wholesale Trade; Finance, Insurance, and Real Estate; Agriculture, Forestry, and Fishing; and Transportation, Communications, Electric, Gas, and Sanitary Services.

### **Geography of Small Businesses Served**

Small business owners in both Southern and Northern California were represented in these completed contracts, including employers in San Diego County (20%); Ventura County (25%); Orange and Los Angeles Counties (5%); Sacramento and adjacent counties (35%); Fresno and adjacent counties (10%); and San Francisco and coastal counties north of Ventura (5%). The geographic distribution of employers served indicates the Panel has been able to increase its outreach to rural areas where small businesses play a vital economic role.

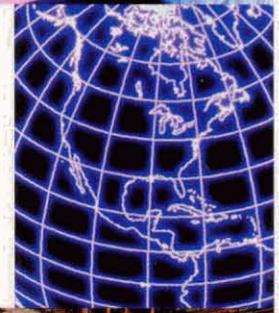
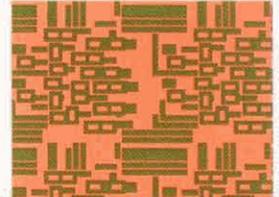
### **Signs of Success**

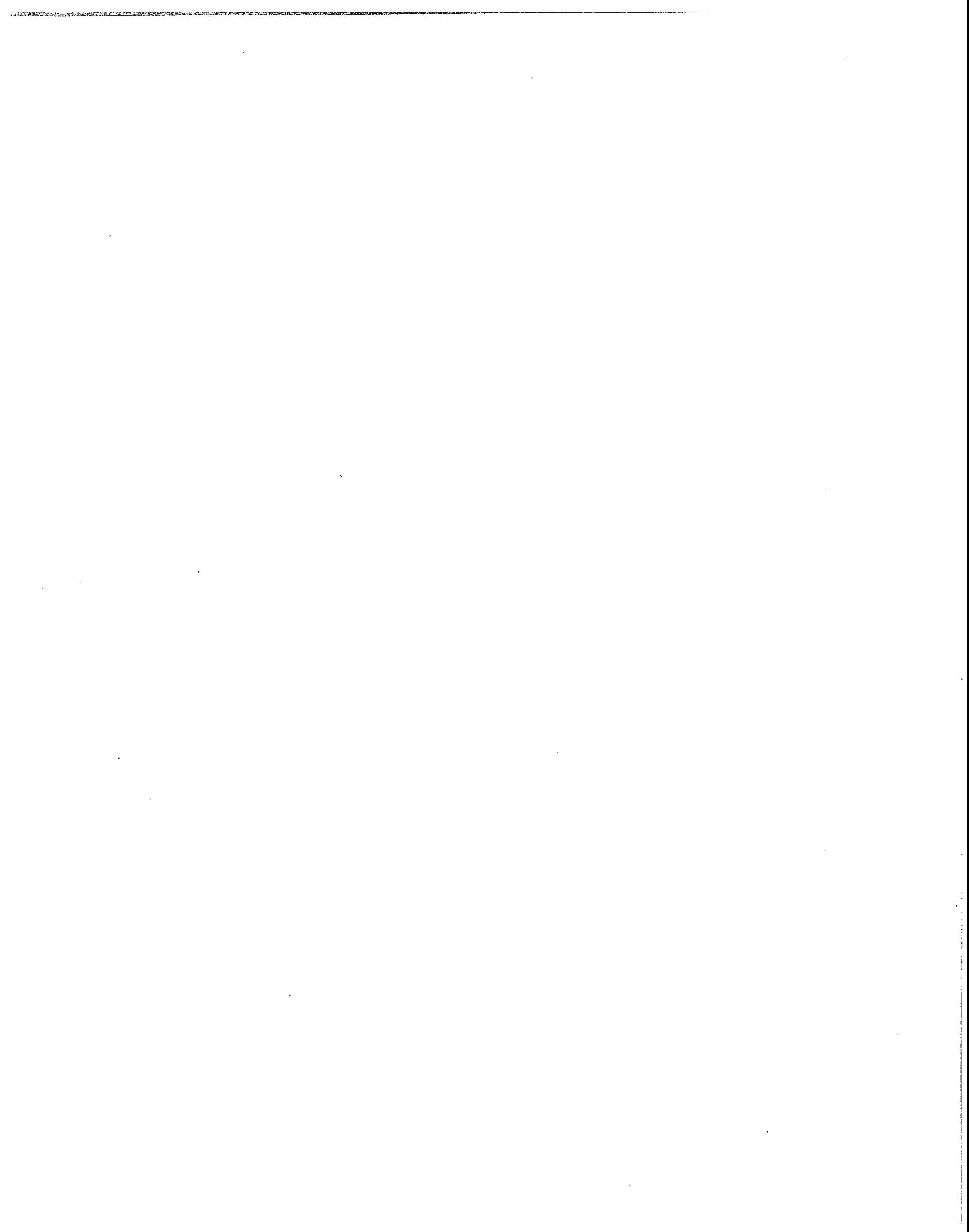
Results of ETP entrepreneurial training thus far indicate it has been successful in helping small business owners gain the skills necessary to succeed:

- The number of workers employed by small business owners who have completed the training has increased by 29 percent.
- A survey of participating contractors and employers found that:
  - Contractors indicated profit margins increased for businesses that received training, and successful networking was established among the participant businesses, even after the completion of training.
  - Many participating small business owners indicated an increased sense of self-confidence and a better overall perspective in conducting business dealings; a feeling they now have the tools, skills, and knowledge to run a business; they were now open to new ways of doing business, and they perceived a need for more marketing of the training to communities that could benefit.
- The geographic distribution of employers in entrepreneurial contracts indicates the Panel has been able to reach out to small employers in rural areas, where small business is especially important to the economy.



# Appendices





**Appendix A  
Revenue And Expenditure Report  
Fiscal Year 1999-00**

**Employment Training Fund (ETF) Appropriation** \$100,147,000

**ETF Transfers:**

Department of Social Services	(\$30,000,000)
EDD State/Local Labor Market Information	(\$2,962,000)
Department of Industrial Relations	(\$2,854,000)
EDD Tax Collections Branch	<u>(\$3,863,000)</u>
<b>Total</b>	<b>(\$39,679,000)</b>

**ETP Revenue:**

Appropriation From ETF	\$60,468,000
Funds Reinvested	
W2W	\$2,202,075
All Other Funding	<u>\$20,507,264</u>
<b>Total</b>	<b>\$83,177,339</b>

**Expenditures**

Program Administration	(\$9,070,200)
Marketing and Research	(\$1,500,000)
Training	<u>(\$72,607,139)</u>
<b>Total</b>	<b>(\$83,177,339)</b>



## Appendix B Completed Contracts

Training in last year's completed contracts focused on skills to assist employers in implementing technological innovations, diversifying goods and services, and transitioning to high-performance workplaces. The panel funded training to provide workers with the high-level skills required for long-term employment and to help California employers remain competitive in the international economy. The most frequently provided training in these contracts included: Total Quality Management; Computer Skills; Production Techniques; Customer Service; and Management Skills. In last year's completed contracts, the percentage of actual placements compared to total planned job placements was 67.2 percent (90 percent for new hires, and 66 percent for retrainees).

Eleven of the year's completed contracts included literacy components for 453 participants at a cost of \$302,406 for Vocational English as a Second Language (VESL) instruction.

Contractor & County/Industry	Business Size*	New Hires	Retrainees	Earned Amount	Percent Earned
<b>ADVANCE COMPUTER INSTITUTE</b> Shasta/Variou	6	17	34	\$119,015	58%
<b>ADVANCED CAREER TECHNOLOGIES INSTITUTE (ACTECH)</b> Sacramento/Variou	6	59	0	\$517,104	82%
<b>ADVANCED COMPUTING INSTITUTE</b> Los Angeles/Variou	6	25	0	\$134,075	63%
<b>AHF-DUCOMMUN, INC.</b> Los Angeles/Manufacturing	5	0	32	\$55,536	66%
<b>ALLFAST FASTENING SYSTEMS, INC.</b> Los Angeles/Manufacturing	3	0	69	\$78,632	28%
<b>AMCOR SUNCLIPSE NORTH AMERICA</b> Orange/Manufacturing	5	0	109	\$84,987	98%
<b>AMERICAN COLOR GRAPHICS, INC.</b> Contra Costa/Manufacturing	5	0	65	\$61,012	33%
<b>AMERICAN DE ROSA LAMPARTS, INC.</b> Los Angeles/Manufacturing	3	0	24	\$53,040	100%
<b>ARMSTRONG WORLD INDUSTRIES, INC</b> Los Angeles/Manufacturing	5	0	159	\$277,320	75%
<b>ARTHUR ANDERSEN LLP**</b> San Francisco/Service	5	0	287	\$456,950	91%

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

\*\* Special Employment Training (SET) Category

## Appendix B Completed Contracts

Contractor & County/Industry	Business Size*	New Hires	Retrainees	Earned Amount	Percent Earned
<b>ASIAN NEIGHBORHOOD DESIGN, INC.**</b> San Francisco/Various	6	36	0	\$172,368	85%
<b>AT &amp; T WIRELESS SERVICES**</b> Los Angeles/Communications	5	0	96	\$53,892	11%
<b>AUSPEX SYSTEMS, INCORPORATED</b> Santa Clara/Retail/Wholesale	5	0	26	\$10,478	3%
<b>AUTODESK, INC.</b> Marin/Service	5	0	251	\$175,552	100%
<b>AUTOMOTIVE DEALERSHIP BUSINESS SCHOOL</b> Los Angeles/Service	6	151	0	\$337,167	100%
<b>B &amp; B SPECIALTIES</b> Orange/Manufacturing	2	0	39	\$58,136	67%
<b>BANK OF AMERICA - RANCHO CORDOVA</b> Sacramento/Finance	5	0	56	\$269,408	100%
<b>BANK OF THE WEST**</b> Contra Costa/Finance	5	0	42	\$23,920	63%
<b>BAY FEDERAL CREDIT UNION**</b> Santa Cruz/Finance	1	0	15	\$43,200	75%
<b>BAY SHIP &amp; YACHT CO.</b> Alameda/Manufacturing	3	0	13	\$12,506	93%
<b>BHP STEEL BUILDING PRODUCTS USA, INC.</b> Yolo/Manufacturing	4	0	104	\$167,602	52%
<b>BIO-RAD LABORATORIES, INC.</b> Contra Costa/Manufacturing	5	0	95	\$188,292	35%
<b>BOARD FORD, INC.**</b> Los Angeles/Service	6	0	23	\$36,048	7%
<b>BOBRICK WASHROOM EQUIPMENT</b> Los Angeles/Manufacturing	4	0	197	\$209,556	100%
<b>BOEING NORTH AMERICAN, INC. ROCKETDYNE DIVISION</b> Los Angeles/Manufacturing	5	0	756	\$309,816	90%

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

\*\* Special Employment Training (SET) Category

## Appendix B Completed Contracts

Contractor & County/Industry	Business Size*	New Hires	Retrainees	Earned Amount	Percent Earned
<b>BRYMAN COLLEGE - CORINTHIAN COLLEGES, INC.</b> Los Angeles/Various	6	0	151	\$107,059	100%
<b>CALIFORNIA INSTITUTE OF CUSTOMER ENGINEERING OF O. C. INC.</b> Orange/Various	6	37	0	\$194,879	100%
<b>CALIFORNIA PARAMEDICAL AND TECHNICAL COLLEGE</b> Riverside/Various	6	60	0	\$268,140	75%
<b>CALIFORNIA STATE UNIVERSITY HAYWARD FOUNDATION**</b> Alameda/Various	6	0	12	\$8,676	26%
<b>CALSONIC NORTH AMERICA, INC.</b> Orange/Manufacturing	5	0	16	\$21,840	29%
<b>CITY OF LONG BEACH - CAREER TRANSITION CENTER**</b> Los Angeles/Service	6	0	491	\$597,769	100%
<b>CMA/ALLWASTE ENVIRONMENTAL SERVICES WEST COAST, INC., DBA PHILIP IND SERV GRP</b> Statewide/Public Utilities	5	0	86	\$133,764	25%
<b>CO OF MERCED, VALLEY SIERRA SMALL BUSINESS DEV CTR**</b> Merced/Various	6	0	15	\$7,575	42%
<b>COMMITTEE ON JOBS</b> San Francisco/Various	6	0	74	\$429,189	13%
<b>COMMUNICATIONS &amp; POWER INDUSTRIES</b> San Mateo/Manufacturing	5	0	209	\$246,325	68%
<b>COMMUNITIES IN SCHOOLS OF SOUTH BAY, INC.</b> Los Angeles/Various	6	50	0	\$189,640	71%
<b>COMMUNITY BUSINESS SCHOOL</b> Stanislaus/Various	6	97	0	\$557,362	100%
<b>COMPUTER EDUCATION INSTITUTE</b> Orange/Various	6	0	769	\$822,636	100%
<b>COMTEK COMPUTER SYSTEMS II, INCORPORATED</b> Placer/Various	6	0	284	\$176,423	95%

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

\*\* Special Employment Training (SET) Category

## Appendix B Completed Contracts

Contractor & County/Industry	Business Size*	New Hires	Retrainees	Earned Amount	Percent Earned
<b>CONSOLIDATED FILM INDUSTRIES</b> Los Angeles/Manufacturing	5	0	333	\$438,752	97%
<b>CONTINENTAL TRAINING CENTER</b> Contra Costa/Various	6	40	714	\$1,026,732	100%
<b>COOLEY GODWARD L L P**</b> Santa Clara/Service	5	0	736	\$491,840	98%
<b>CSU DOMINGUEZ HILLS</b> Los Angeles/Various	6	0	346	\$350,573	76%
<b>CUBIC TRANSPORTATION SYSTEMS, INC.</b> San Diego/Manufacturing	5	0	55	\$37,830	21%
<b>DAIRY FARMERS OF AMERICA, INC.</b> Ventura/Manufacturing	5	0	39	\$35,997	66%
<b>DATA CIRCUIT SYSTEMS, INC.</b> Santa Clara/Manufacturing	2	0	62	\$117,920	68%
<b>DAVIS WIRE CORPORATION</b> Los Angeles/Manufacturing	5	0	41	\$54,968	19%
<b>DEUTSCH METAL COMPONENTS</b> Los Angeles/Manufacturing	5	0	151	\$174,108	82%
<b>DIVERSIFIED CAPITOL HOLDINGS, INC. (DCH)**</b> Los Angeles/Insurance	3	0	96	\$124,000	46%
<b>DUCOMMUN TECHNOLOGIES, INC.</b> Los Angeles/Manufacturing	5	0	59	\$34,759	50%
<b>EARTHLINK NETWORK, INC.</b> Los Angeles/Communications	5	0	176	\$142,428	35%
<b>ESCALON PACKERS, INC. - HEINZ CORPORATION</b> San Joaquin/Manufacturing	5	0	6	\$6,960	29%
<b>ESPRIT DE CORP.</b> San Francisco/Retail/Wholesale	5	0	8	\$3,120	1%
<b>FAIRFIELD-SUISUN ADULT SCHOOL</b> Solano/Various	6	43	0	\$160,132	72%

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\*\* Special Employment Training (SET) Category

## Appendix B Completed Contracts

Contractor & County/Industry	Business Size*	New Hires	Retrainees	Earned Amount	Percent Earned
<b>FASHION KNITWEAR, INC.</b> Riverside/Manufacturing	1	0	0	\$0	0%
<b>FIBRE CONTAINERS CO.</b> Los Angeles/Manufacturing	3	0	132	\$172,452	63%
<b>FLEXTRONICS INTERNATIONAL</b> Santa Clara/Manufacturing	5	0	269	\$200,580	100%
<b>FORBES INDUSTRIES</b> San Bernardino/Manufacturing	3	0	123	\$140,308	85%
<b>FORGED METALS, INCORPORATED</b> San Bernardino/Manufacturing	4	0	132	\$145,591	33%
<b>FUTURE TRUCKING PROFESSIONALS, INC.</b> Shasta/Transportation	6	65	0	\$215,102	80%
<b>GENERAL MILLS OPERATIONS, INC.</b> San Joaquin/Manufacturing	5	0	162	\$127,630	100%
<b>GOVERNMENT EMPLOYEES INSURANCE COMPANY (GEICO)</b> San Diego/Finance	5	0	727	\$1,507,930	76%
<b>GREAT SPRING WATERS OF AMERICA, INC. (PERRIER/ARROWHEAD MOUNTAIN SPRING WATER)**</b> Orange/Retail/Wholesale	5	0	444	\$753,600	100%
<b>GREENHEART FARMS, INC.</b> Solano/Agriculture	2	0	24	\$21,320	100%
<b>GUARDIAN POST ACUTE SERVICES, INC., DBA GUARDIAN HEALTH</b> Marin/Service	5	0	188	\$143,920	29%
<b>GUIDANT VASCULAR INTERVENTION</b> Riverside/Manufacturing	5	0	1,061	\$600,050	55%
<b>HAEGER CORPORATION</b> Stanislaus/Manufacturing	3	0	37	\$65,864	68%
<b>HARMAN INTERNATIONAL**</b> Los Angeles/Manufacturing	5	0	789	\$1,024,926	38%

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\*\* Special Employment Training (SET) Category

## Appendix B Completed Contracts

Contractor & County/Industry	Business Size*	New Hires	Retrainees	Earned Amount	Percent Earned
<b>HAWTHORNE MACHINERY COMPANY**</b> San Diego/Retail/Wholesale	4	0	80	\$111,280	78%
<b>HEINZ, U.S.A.</b> San Joaquin/Manufacturing	5	0	15	\$20,160	86%
<b>INSTITUTE OF COMPUTER TECHNOLOGY</b> Los Angeles/Various	6	60	0	\$287,280	100%
<b>J. G. BOSWELL COMPANY</b> Kings/Agriculture	5	0	88	\$114,034	73%
<b>JEWISH VOCATIONAL AND CAREER COUNSELING SERVICE</b> San Francisco/Various	6	23	0	\$98,821	76%
<b>JOHN F. KENNEDY UNIVERSITY - SCHOOL OF MANAGEMENT**</b> Contra Costa/Various	6	0	5	\$7,965	25%
<b>KAWASAKI MOTORS CORPORATION, U.S.A.</b> Orange/Retail/Wholesale	5	0	75	\$39,000	69%
<b>KELLOGG SUPPLY, INC.</b> Los Angeles/Manufacturing	3	0	35	\$40,784	76%
<b>KELLOGG USA, INC., CONVENIENCE FOODS DIVISION</b> Santa Clara/Manufacturing	5	0	109	\$56,680	81%
<b>KENDALL HEALTHCARE PRODUCTS COMPANY</b> Los Angeles/Manufacturing	5	0	129	\$149,640	31%
<b>KILOVAC, A DIVISION OF CII TECHNOLOGIES</b> Santa Barbara/Manufacturing	5	0	81	\$67,946	33%
<b>KRAMER CARTON COMPANY</b> Sacramento/Manufacturing	3	0	73	\$126,104	83%
<b>LANSCO DIE CASTING, INC.</b> Los Angeles/Manufacturing	3	0	44	\$86,320	67%
<b>LING ELECTRONICS</b> Orange/Manufacturing	3	0	14	\$18,824	23%
<b>LOS ANGELES CHAPTER NAT'L TOOLING &amp; MACHINING ASSOC.</b> Los Angeles/Manufacturing	6	210	0	\$1,977,330	89%

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

\*\* Special Employment Training (SET) Category

## Appendix B Completed Contracts

Contractor & County/Industry	Business Size*	New Hires	Retrainees	Earned Amount	Percent Earned
<b>HAWTHORNE MACHINERY COMPANY**</b> San Diego/Retail/Wholesale	4	0	80	\$111,280	78%
<b>HEINZ, U.S.A.</b> San Joaquin/Manufacturing	5	0	15	\$20,160	86%
<b>INSTITUTE OF COMPUTER TECHNOLOGY</b> Los Angeles/Various	6	60	0	\$287,280	100%
<b>J. G. BOSWELL COMPANY</b> Kings/Agriculture	5	0	88	\$114,034	73%
<b>JEWISH VOCATIONAL AND CAREER COUNSELING SERVICE</b> San Francisco/Various	6	23	0	\$98,821	76%
<b>JOHN F. KENNEDY UNIVERSITY - SCHOOL OF MANAGEMENT**</b> Contra Costa/Various	6	0	5	\$7,965	25%
<b>KAWASAKI MOTORS CORPORATION, U.S.A.</b> Orange/Retail/Wholesale	5	0	75	\$39,000	69%
<b>KELLOGG SUPPLY, INC.</b> Los Angeles/Manufacturing	3	0	35	\$40,784	76%
<b>KELLOGG USA, INC., CONVENIENCE FOODS DIVISION</b> Santa Clara/Manufacturing	5	0	109	\$56,680	81%
<b>KENDALL HEALTHCARE PRODUCTS COMPANY</b> Los Angeles/Manufacturing	5	0	129	\$149,640	31%
<b>KILOVAC, A DIVISION OF CII TECHNOLOGIES</b> Santa Barbara/Manufacturing	5	0	81	\$67,946	33%
<b>KRAMER CARTON COMPANY</b> Sacramento/Manufacturing	3	0	73	\$126,104	83%
<b>LANSCO DIE CASTING, INC.</b> Los Angeles/Manufacturing	3	0	44	\$86,320	67%
<b>LING ELECTRONICS</b> Orange/Manufacturing	3	0	14	\$18,824	23%
<b>LOS ANGELES CHAPTER NAT'L TOOLING &amp; MACHINING ASSOC.</b> Los Angeles/Manufacturing	6	210	0	\$1,977,330	89%

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

\*\* Special Employment Training (SET) Category

## Appendix B Completed Contracts

Contractor & County/Industry	Business Size*	New Hires	Retrainees	Earned Amount	Percent Earned
<b>LUCAS WESTERN, INC., DBA LUCAS AEROSPACE CARGO SYSTEMS</b> Orange/Manufacturing	5	0	230	\$362,432	75%
<b>M.R. MOLD &amp; ENGINEERING CORPORATION</b> Orange/Manufacturing	1	0	15	\$11,160	58%
<b>MARGE CARSON, INC.</b> Los Angeles/Manufacturing	4	0	26	\$34,980	63%
<b>MARIN INDEPENDENT JOURNAL</b> Marin/Manufacturing	5	0	121	\$170,224	58%
<b>MARIPOSA RESOURCE MANAGEMENT DBA CAREER QUEST</b> Los Angeles/Various	6	21	56	\$146,948	62%
<b>MARTEX CIRCUITS INC.</b> Santa Clara/Manufacturing	2	0	29	\$42,000	44%
<b>MAXOPTIX CORPORATION</b> Alameda/Manufacturing	3	0	19	\$7,600	6%
<b>MCCORMICK AND COMPANY, INC.</b> Monterey/Manufacturing	5	0	216	\$100,200	73%
<b>MCLAREN/HART ENVIRONMENTAL ENGINEERING CORP</b> Sacramento/Service	4	0	21	\$12,159	34%
<b>METAL POWDER PRODUCTS COMPANY DBA CEROMET</b> Orange/Manufacturing	4	0	54	\$60,562	62%
<b>METAL SURFACES, INC.</b> Los Angeles/Manufacturing	3	0	62	\$51,803	61%
<b>MICREL SEMICONDUCTOR, INC.</b> Santa Clara/Manufacturing	5	0	141	\$156,105	55%
<b>MICROCOMPUTER EDUCATION CENTER, INC.</b> Fresno/Various	6	15	0	\$54,645	57%
<b>MINIMED INC.</b> Los Angeles/Manufacturing	5	0	369	\$249,444	100%
<b>MOLECULAR SIMULATIONS, INC.</b> San Diego/Manufacturing	4	0	94	\$111,644	62%

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\*\* Special Employment Training (SET) Category

## Appendix B Completed Contracts

Contractor & County/Industry	Business Size*	New Hires	Retrainees	Earned Amount	Percent Earned
<b>MULTI CABLE, INC.</b> Los Angeles/Special Trade Contractor	2	42	0	\$216,090	84%
<b>MWB COPY PRODUCTS, INC.**</b> San Bernardino/Retail/Wholesale	3	0	67	\$106,032	67%
<b>NATIONAL ALLIANCE OF BUSINESS, INC.</b> Los Angeles/Various	6	0	1543	\$1,051,225	100%
<b>NATIONAL TRAINING INSTITUTE, INC.</b> Alameda/Various	6	80	0	\$326,880	100%
<b>NCP VOCATIONAL SCHOOL**</b> San Mateo/Various	6	98	0	\$372,204	100%
<b>NEW HORIZONS COMPUTER LEARNING CENTER OF SANTA ANA, INC.</b> Orange/Various	6	18	428	\$334,502	100%
<b>NEXTEL COMMUNICATIONS, INC.**</b> Alameda/Communications	5	0	57	\$56,420	11%
<b>NISSAN MOTOR CORPORATION</b> Los Angeles/Manufacturing	5	0	213	\$165,056	55%
<b>NO. CALIF TEAMSTERS APPRENTICE TRAINING &amp; ED</b> Sacramento/Service	6	26	0	\$74,563	26%
<b>NORTH AMERICAN TRANSFORMER, INCORPORATED</b> Santa Clara/Manufacturing	5	0	30	\$56,190	8%
<b>NORTH STATE GROCERY, INC. DBA HOLIDAY QUALITY FOODS**</b> Shasta/Retail/Wholesale	5	0	99	\$124,740	100%
<b>NTA INDUSTRIES, INC.</b> Santa Clara/Manufacturing	2	0	26	\$31,710	74%
<b>OAKLEY, INC.</b> Orange/Manufacturing	5	0	28	\$32,490	13%
<b>OCCUPATIONAL TRAINING SERVICES</b> San Diego/Various	6	68	0	\$314,704	100%
<b>PACIFIC BEARING, INC., D.B.A. LINEAR INDUSTRIES, LTD.</b> Los Angeles/Retail/Wholesale	2	0	45	\$40,220	85%

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\*\* Special Employment Training (SET) Category

## Appendix B Completed Contracts

Contractor & County/Industry	Business Size*	New Hires	Retrainees	Earned Amount	Percent Earned
<b>PACIFIC COAST BUILDING PRODUCTS, INCORPORATED</b> Statewide/Manufacturing	5	0	148	\$75,472	50%
<b>PACIFIC EXCHANGE, INC.</b> San Francisco/Finance	4	0	356	\$202,920	77%
<b>PACIFIC GAS &amp; ELECTRIC COMPANY**</b> San Francisco/Public Utilities	5	0	784	\$407,680	95%
<b>PACIFIC LIFE INSURANCE COMPANY</b> Orange/Insurance	5	0	1,165	\$1,039,606	100%
<b>PHILLIPS INDUSTRIES, INC.</b> Los Angeles/Manufacturing	4	0	108	\$200,868	74%
<b>PLASTICS ENGINEERING AND DEVELOPMENT INC.</b> San Diego/Manufacturing	3	0	28	\$35,820	91%
<b>PRACTICAL DATA PROCESSING, INC.</b> Los Angeles/Various	6	386	0	\$2,094,436	100%
<b>PRECISION TECHNICAL INSTITUTE</b> Sacramento/Various	6	0	7	\$3,640	29%
<b>PREMIER INDUSTRIES, INC.</b> Yolo/Manufacturing	5	0	30	\$54,686	70%
<b>PRICEWATERHOUSE COOPERS**</b> San Francisco/Service	5	0	298	\$176,250	38%
<b>PRIVATE INDUSTRY COUNCIL OF SOUTHEAST LOS ANGELES COUNTY</b> Los Angeles/Various	6	0	690	\$768,236	100%
<b>PSI-TRONIX INCORPORATED</b> Tulare/Manufacturing	2	0	29	\$81,090	100%
<b>QLOGIC CORPORATION</b> Orange/Manufacturing	3	0	0	\$0	0%
<b>RADIANT TECHNOLOGY CORPORATION</b> Orange/Manufacturing	1	0	25	\$31,408	43%
<b>RANCHO SANTIAGO COMMUNITY COLLEGE DIST/SANTA ANA</b> Orange/Various	6	0	64	\$46,703	71%

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## Appendix B Completed Contracts

Contractor & County/Industry	Business Size*	New Hires	Retrainees	Earned Amount	Percent Earned
<b>RANDS SYSTEMS, INC.</b> San Diego/Service	6	136	294	\$1,425,032	77%
<b>RECOT, INC., DBA FRITO-LAY</b> Tulare/Manufacturing	5	0	68	\$97,256	77%
<b>REFRIGERATING ENGINEERS AND TECHNICIANS ASSOCIATION, SAN JOAQUIN VALLEY CHAPTER</b> Stanislaus/Variou	6	0	131	\$218,639	100%
<b>ROBERT MONDAVI WINERY</b> Napa/Manufacturing	5	0	766	\$1,368,082	73%
<b>SACRAMENTO COUNTY OFFICE OF EDUCATION, EDUCATION PROGRAMS DIVISION**</b> Sacramento/Service	6	17	0	\$52,666	16%
<b>SACRAMENTO URBAN LEAGUE, INC.</b> Sacramento/Variou	6	22	0	\$101,596	61%
<b>SAN BERNARDINO COUNTY SUN</b> San Bernardino/Manufacturing	5	0	207	\$256,750	71%
<b>SAN DIEGO WORKFORCE PARTNERSHIP</b> San Diego/Variou	6	0	45	\$63,180	9%
<b>SAN FRANCISCO BAY AREA NTMA</b> Alameda/Manufacturing	6	109	263	\$1,351,476	100%
<b>SAN JOAQUIN VALLEY COLLEGE**</b> Tulare/Variou	3	0	35	\$35,776	40%
<b>SANTA BARBARA AEROSPACE, INC</b> Santa Barbara/Transportation	5	0	0	\$0	0%
<b>SANTA CLARITA COMMUNITY COLLEGE DISTRICT</b> Los Angeles/Variou	6	0	343	\$246,864	87%
<b>SANTA CRUZ SENTINEL PUBLISHING COMPANY</b> Santa Cruz/Manufacturing	5	0	47	\$30,940	41%
<b>SANTA ROSA JUNIOR COLLEGE</b> Sonoma/Variou	6	0	302	\$203,296	100%

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\*\* Special Employment Training (SET) Category

## Appendix B Completed Contracts

Contractor & County/Industry	Business Size*	New Hires	Retraitees	Earned Amount	Percent Earned
<b>SANTA ROSA JUNIOR COLLEGE/REDWOOD EMPIRE SBDC**</b> Sonoma/Various	6	0	31	\$16,089	78%
<b>SEAGATE CORPORATION RECORDING MEDIA GROUP-ANAHEIM</b> Orange/Manufacturing	5	0	208	\$139,232	71%
<b>SECO MANUFACTURING CO., INC.</b> Shasta/Manufacturing	3	0	10	\$4,500	6%
<b>SENIOR FLEXONICS, INC., KETEMA DIVISION</b> San Diego/Manufacturing	5	0	514	\$897,024	89%
<b>SHAMROCK MEATS INC./NIPPON FOODS, INC.</b> Los Angeles/Manufacturing	4	0	115	\$231,840	47%
<b>SIMONTON INDUSTRIES, INC., DBA SIMONTON WINDOWS</b> Solano/Manufacturing	5	0	71	\$113,452	64%
<b>SMURFIT-STONE CONTAINER CORPORATION</b> Orange/Manufacturing	5	0	43	\$48,384	53%
<b>SOFTWARE EDUCATION OF AMERICA, INC.</b> Orange/Service	6	36	0	\$96,516	16%
<b>SOUTH BAY PIC</b> Los Angeles/Various	6	0	20	\$9,580	1%
<b>SOUTHERN CALIFORNIA EDISON</b> San Diego/Public Utilities	5	0	995	\$1,341,392	68%
<b>SPACE ELECTRONICS, INC.</b> San Diego/Service	2	0	22	\$25,456	36%
<b>STEELCASE, INC.</b> Orange/Manufacturing	5	0	76	\$105,204	55%
<b>SUMMIT TRAINING CENTER, INC., D.B.A.: SUMMIT COLLEGE</b> Alameda/Various	6	80	0	\$383,040	91%
<b>SYSCO FOOD SERVICES OF SAN FRANCISCO, INC.**</b> Alameda/Service	5	7	123	\$214,032	44%
<b>TANNER INSURANCE BROKERS, INC.**</b> Alameda/Insurance	2	0	17	\$12,896	47%

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## Appendix B Completed Contracts

Contractor & County/Industry	Business Size*	New Hires	Retrainees	Earned Amount	Percent Earned
<b>TECHNICOLOR, INC.</b> Ventura/Service	5	0	589	\$1,108,100	96%
<b>TECOLOTE RESEARCH, INC.**</b> Los Angeles/Service	4	0	15	\$6,605	47%
<b>TELEDYNE ELECTRONIC TECHNOLOGIES, AN ALLEGHENY TELEDYNE</b> Los Angeles/Manufacturing	5	0	296	\$212,080	22%
<b>TELEDYNE ELECTRONIC TECHNOLOGIES, INC.</b> San Diego/Manufacturing	5	0	41	\$55,950	81%
<b>THE CALIFORNIAN, SALINAS NEWSPAPERS, INC.</b> Monterey/Manufacturing	5	0	77	\$112,658	76%
<b>THE CITY OF ANAHEIM</b> Orange/Various	6	0	54	\$334,216	42%
<b>THE COPPER CONNECTION, INC</b> Santa Clara/Various	6	0	425	\$1,152,385	100%
<b>THE DESERT SUN PUBLISHING COMPANY</b> Riverside/Manufacturing	4	0	34	\$43,496	8%
<b>THE EMPLOYERS GROUP</b> Los Angeles/Various	6	0	103	\$133,444	30%
<b>THE FOUNDATION FOR EDUCATIONAL ACHIEVEMENT</b> San Diego/Various	6	142	824	\$1,868,004	76%
<b>THE GAP, INC.</b> San Francisco/Retail/Wholesale	5	0	408	\$163,200	6%
<b>THE GEORGE G. GLENNER ALZHEIMER'S FAMILY CENTERS, INC.**</b> San Diego/Various	6	51	0	\$243,519	100%
<b>THE MEADOWS GROUP INC. DBA COMPUTERFOCUS</b> Ventura/Various	6	0	302	\$167,912	100%
<b>THE MONADNOCK COMPANY</b> Los Angeles/Manufacturing	2	0	50	\$71,008	72%
<b>THE MONEY STORE, INC.</b> Yolo/Finance	5	0	540	\$277,230	52%

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

\*\* Special Employment Training (SET) Category

## Appendix B Completed Contracts

Contractor & County/Industry	Business Size*	New Hires	Retraitees	Earned Amount	Percent Earned
<b>THE RITZ-CARLTON HOTEL CO, DBA, THE RITZ-CARLTON, MARINA DEL</b> Orange/Service	5	0	117	\$51,770	59%
<b>THE ROSICRUCIAN ORDER, AMORC</b> Santa Clara/Service	3	0	5	\$7,980	12%
<b>THE SONOMA MISSION INN &amp; SPA</b> Sonoma/Service	5	0	319	\$473,600	61%
<b>THOMAS LIGHTING</b> Alameda/Manufacturing	3	0	0	\$0	0%
<b>TRANSAMERICA OCCIDENTAL LIFE COMPANY</b> Los Angeles/Insurance	5	0	117	\$102,864	13%
<b>TRI VALLEY GROWERS</b> Merced/Manufacturing	5	0	455	\$617,076	51%
<b>TRIMMASTER, INC.</b> San Bernardino/Manufacturing	4	0	17	\$35,692	16%
<b>TRW - ELECTROMAGNETIC SYSTEMS DIVISION</b> Santa Clara/Manufacturing	5	0	118	\$81,120	24%
<b>UAW-LABOR EMPLOYMENT AND TRAINING CORPORATION</b> Los Angeles/Manufacturing	6	67	143	\$761,894	87%
<b>UNIVERSAL STUDIOS, INC.</b> Los Angeles/Service	5	0	313	\$280,424	25%
<b>UNIVERSITY OF PHOENIX</b> Orange/Various	6	0	406	\$418,432	46%
<b>UNIVERSITY OF SAN DIEGO, DIVISION OF CONTINUING EDUCATION**</b> San Diego/Various	6	0	94	\$66,516	92%
<b>VALLEY SMALL BUSINESS DEVELOPMENT CORP.**</b> Statewide/Service	6	0	0	\$0	0%
<b>VICKERS, INC., STERER DIVISION</b> Los Angeles/Manufacturing	5	0	161	\$160,172	64%
<b>VIDEO SYMPHONY ENTERTAINING, INC.</b> Los Angeles/Various	6	0	471	\$1,107,580	100%

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

\*\* Special Employment Training (SET) Category

## Appendix B Completed Contracts

Contractor & County/Industry	Business Size*	New Hires	Retrainees	Earned Amount	Percent Earned
<b>WEA MANUFACTURING, INC.</b> Los Angeles/Manufacturing	5	0	202	\$464,200	80%
<b>WEBER METALS, INC.</b> Los Angeles/Manufacturing	3	0	81	\$102,284	100%
<b>WEST LOS ANGELES COLLEGE - CENTER FOR ECONOMIC DEV</b> Los Angeles/Various	6	0	545	\$358,342	92%
<b>WILBUR CURTIS COMPANY, INCORPORATED</b> Los Angeles/Manufacturing	3	0	126	\$73,339	24%
<b>YOUNG'S MARKET COMPANY**</b> Orange/Retail/Wholesale	5	0	205	\$222,264	77%
<b>Totals</b>		2,394	32,377	\$49,707,742	
<b>Average Cost Per Trainee:</b>				\$1,430	

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

\*\* Special Employment Training (SET) Category

## Appendix C Terminated Contracts

The following contracts were approved by the Employment Training Panel, but were terminated during 1999-00 prior to completion of the contract term. The table includes a brief description of each contract and the reason for termination. In some cases, some training occurred, but in others, training never began. Most of the following 37 contracts were terminated due to changes in the business environment, including reorganization, increase in business, dynamic market changes, turnover and staff reductions, business/industry declines, system implementation problems, and changes in priorities. Also, some contracts were terminated because the contractors were unable to meet ETP requirements.

CONTRACTOR	CONTRACT PROFILE		REASON FOR TERMINATION
<b>Accuride International Inc.</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training:  Consultant: Subcontractor:	Los Angeles Manufacturing Precision Ball Bearing Drawer Slides \$152,851 138 MRP, OA, Quality To implement new MRP software system and become high performance workplace.  None Rio Hondo Community College, and Software Training Center (training)	After completing a cost-benefit analysis, the company will not be using the new system, and therefore did not require training.
<b>Advanced Fibre Communications, Inc.</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training:  Consultant: Subcontractor:	Sonoma Manufacturing Telecommunications Products \$648,440 325 Continuous Improvement (Problem Solving/Decision Making, Process Improvement) To become high performance workplace and enable employees to participate in decision making. Performex, Contract Management Group (project development) Contract Management Group (administration); and Performex (training)	The company faced unforeseen production, logistical problems, increased turnover, and unclear training needs.

## Appendix C Terminated Contracts

CONTRACTOR	CONTRACT PROFILE		REASON FOR TERMINATION
<b>Baldwin Stobb A Baldwin Technology Company</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training:  Consultant: Subcontractor:	San Bernardino Manufacturing Printing & Publishing Equipment \$24,414 41 Computer Skills To implement manufacturing software system and become high performance workplace.  None None	The company experienced an increase in business demands and was not able to release workers for training.
<b>Boeing Company Long Beach Division</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training:  Reason for Training: Consultant: Subcontractor:	Los Angeles Manufacturing Aircraft \$1,040,000 1600 Continuous Improvement (TQM), Lean Mfg, Technical Skills  To become high performance workplace. UAW-LETC (project development) UAW-LETC (administration)	The company underwent a merger, causing downsizing and inability to comply with the contract terms.
<b>Botanicals International Division of Zuellig Botanicals Inc.</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training:  Reason for Training: Consultant:  Subcontractor:	Los Angeles Manufacturing Botanicals, Herbs, Medicinal Materials \$141,224 83 Team Skills, Problem Solving, Business Planning, Technical Job Training, Basic Skills  To become high performance workplace. Southern California Training Council (project development)  Southern California Training Council, and Tru Lingua Language Systems (training)	The company had a slowdown in sales, and underwent a merger and restructure.

## Appendix C Terminated Contracts

CONTRACTOR	CONTRACT PROFILE		REASON FOR TERMINATION
<b>Butterball Turkey Company</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training: Consultant: Subcontractor:	Stanislaus Manufacturing/Food Processing Meat Products \$141,700 248 Quality, OA, MS, Hazardous Materials To become high performance workplace. Custom Training Solutions (project development) Custom Training Solutions (administration and training)	The company sold its California site.
<b>Cardinal CG</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training: Consultant: Subcontractor:	Sacramento Manufacturing Coated Window Glass \$128,333 84 MS, Continuous Improvement (Team Skills, Decision Making, Communication, TQM) To become high performance workplace. None DDI, and Abraham Y. Goldratt Insurance (training)	This new business experienced overwhelming product demand and could not release workers for training.
<b>Chad Industries</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training: Consultant: Subcontractor:	Orange Manufacturing Robotics & High Technology Products for Food Packaging, Printing and Electronics Industries \$58,170 59 Office/Plant Automation To implement automated financial system and become high performance workplace. None None	After reassessing the office/plant automation program, the company chose to terminate the contract.

## Appendix C Terminated Contracts

CONTRACTOR	CONTRACT PROFILE		REASON FOR TERMINATION
<b>Chorus Line Corporation</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training:  Reason for Training:  Consultant:  Subcontractor:	Los Angeles Manufacturing Women's Apparel \$220,148 279 Continuous Improvement (Process Improvement, Quality, Team Skills), Lean mfg, Communication Off-shore competition and changing product lines necessitate transition to high performance workplace and image building. Southern California Training Council (project development) Southern California Training Council (administration and training)	The company terminated the contract due to financial considerations.
<b>Clarify, Inc.</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training:  Reason for Training: Consultant:  Subcontractor	Santa Clara Services Software Development Tools \$303,732 247 Team Skills, CS, Project Management, Leadership, OA, Software Engineering, Sales, Marketing To become high performance workplace. Northern California Training Council (project development) Northern California Training Council (training)	The company underwent rapid growth and management changes.
<b>ColorGraphics DBA Madison Graham Colorgraphics</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training:  Reason for Training: Consultant: Subcontractor:	San Francisco Services Printing & Graphic Art \$11,128 19 MS, Continuous Improvement (Team Skills, Problem Solving, TQM) To become high performance workplace. None Comm Tech, Transformations (training)	The company was unable to complete the training for economic reasons.

## Appendix C Terminated Contracts

CONTRACTOR	CONTRACT PROFILE		REASON FOR TERMINATION
<b>Databases &amp; Systems Designers, Inc.</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training:  Consultant: Subcontractor:	Sacramento Services Business Consulting \$146,400 60 PT, Professional Development To enhance competitiveness and ensure continuous customer relationships, the company must transition to a high performance workplace.  None None	The company experienced <i>business changes and decided to discontinue the training.</i>
<b>FSC Health Enterprises, DBA Fresno Surgery Center</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training:  Consultant: Subcontractor:	Fresno Services Healthcare \$8,320 16 CS To retrain frontline workers, enabling the center to remain competitive.  Technical Training Services (project development) Technical Training Resources (administration)	A company restructuring and downsizing caused the loss of the firm's training department.
<b>Genus, Inc.</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training:  Consultant: Subcontractor:	Santa Clara Manufacturing Semiconductors \$68,212 58 TQM, Product Development, Internal Auditing, Project Mgmt, ECO Processes, Cultural Diversity To become high performance workplace in response to competition.  None Quality Consulting Services, California State University-Hayward, and Corporate Development Partners (training)	The company lost its contract administrative staff due to an industry downturn.

**Appendix C  
Terminated Contracts**

CONTRACTOR	CONTRACT PROFILE		REASON FOR TERMINATION
<b>Goodwill Industries of San Francisco, San Mateo &amp; Marin Counties, Inc.</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training: Consultant: Subcontractor:	San Francisco, San Mateo, Alameda Services Counseling, Training & Employment Services \$98,391 25 Retail Merchandising, Sales, Hotel/Restaurant Skills, OA To train and place disadvantaged new hires. None None	Due to administrative changes, the organization could not fulfill its contractual obligations.
<b>Harmon Industries</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training: Consultant: Subcontractor:	Riverside Manufacturing Railroad Signal, Inspection & Control Products \$158,990 157 PT, OA, Continuous Improvement (Team Skills) To strengthen the high performance workplace. None None	There was a business consolidation, and the company relocated out-of-state.
<b>Hollingsead International Inc.</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training: Consultant: Subcontractor:	Orange, Santa Barbara Manufacturing Avionics Components \$98,540 164 OA, MRP, CAD, Continuous Improvement (Process Improvement, Project Management, CS, MS, Problem Solving, Communication) To become high performance workplace. California Training Coalition (project development) California Training Coalition (administration); Tru Lingua, New Horizons Computer Learning Center, Career Quest, and Alamo Learning Center (training)	The company relocated.

## Appendix C Terminated Contracts

CONTRACTOR	CONTRACT PROFILE		REASON FOR TERMINATION
<b>Kaiser Electronics</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training:  Consultant: Subcontractor:	Santa Clara Manufacturing Avionics Display Products \$95,095 108 MRP, OA To become high performance workplace in response to changing customer needs.  None Mentor Training Inc., and Oracle Training Centers (training)	The company had technical problems with the contracting process, as well as problems implementing the training plan.
<b>Kraft Foods, Inc.</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training:  Reason for Training:  Consultant: Subcontractor:	Tulare Manufacturing/Food Processing Dairy Products \$201,136 216 MS, PT, SPC, Supervisory Skills, Continuous Improvement (Problem Solving/Decision Making, Team Building, TQM)  To improve quality and productivity necessitates transition to high performance workplace.  Glick & Glick (project development) Glick & Glick (administration)	The company lost its Human Resources Manager and decided not to complete training during the term of the contract.
<b>Laurel Glen Convalescent Hospital</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training:  Reason for Training:  Consultant: Subcontractor:	San Mateo Services Nursing Care \$33,272 16 Nursing Skills, Continuous Improvement (Leadership), Business Skills (Communication, Time Management)  To remain competitive and profitable, while filling need for trained nursing employees.  CNA Training Consultant Services (project development) NCP Training and Consulting Services (administration and training)	The hospital closed.

## Appendix C Terminated Contracts

CONTRACTOR	CONTRACT PROFILE		REASON FOR TERMINATION
<b>Marriott's Desert Springs Resort and Spa</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training: Consultant: Subcontractor:	Riverside Services Lodging & Recreation \$117,000 170 Leadership, Communication, CS, VESL To become high performance workplace. None Alicia Ashley International, and American Management Association (training)	The company had a change in its business demands.
<b>Modus Media International, Inc</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training: Consultant: Subcontractor:	Alameda Manufacturing Publishing of Software/hardware Products \$85,500 170 MRP, Continuous Improvement (Leadership, Problem Solving, Communication) To become high performance workplace. Steve Duscha Advisories (project development) None	The company lost key employees for the training program, due to a reorganization and new management.
<b>Molding International &amp; Engineering, Inc.</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training: Consultant: Subcontractor:	Riverside Manufacturing Precision Molded Components \$97,188 95 OA, Quality, PT, MS To compete and increase global market shares, the company must transition to high performance workplace. Meyers Organizational Development and Consulting (project development) None	Other training priorities interfered with the training plan.

## Appendix C Terminated Contracts

CONTRACTOR	CONTRACT PROFILE		REASON FOR TERMINATION
<b>Neomagic Corporation</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training: Consultant: Subcontractor:	Santa Clara Manufacturing Semiconductors \$139,880 225 Technical Skills (Problem Solving), Communications To become high performance workplace. Integrated Solutions (project development) Integrated Solutions (administration); Executive Learning Systems, Western Learning Systems, Mary Berger, Jim Nims Corp. Programs, Harker Systems, Core Soft Corporation, Software Technology Group Inc., UC Santa Cruz Extension, and Ernest Young, LLP (training)	A change in business conditions required a longer training period than provided for in the contract.
<b>Orbit Semiconductor, Inc.</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training:  Consultant: Subcontractor:	Santa Clara Manufacturing Semiconductors \$93,896 126 PT To begin new product line, train on new equipment, and become high performance workplace. Alpha-ITEC (project development) Alpha-ITEC (administration); Prism Consulting, Phoenix Training, and Western Learning Center (training)	The company was restructured.

## Appendix C Terminated Contracts

CONTRACTOR	CONTRACT PROFILE		REASON FOR TERMINATION
<b>Paramount Citrus Association</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training:  Reason for Training:  Consultant:  Subcontractor:	Tulare, Kern Agriculture Citrus Fruit \$251,563 243 PT, Maintenance Techniques, Supervisor Skills, Literacy, Basic Math, Continuous Improvement (Team Building, Problem Solving, Process Improvement, TQM) To become high performance workplace in response to competition. Center for Professional Development (project development) Center for Professional Development (administration and training)	The company terminated the contract due to economic circumstances beyond its control.
<b>Powerwave Technologies</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training:  Reason for Training: Consultant: Subcontractor:	Los Angeles Manufacturing Ultra-linear Radio Frequency Power Amplifiers \$828,360 453 High Performance Workplace Skills (TQM, Process Improvement) To become high performance workplace. National Summit Group, Inc. (project development) National Summit Group, Inc. (administration and training)	Company growth and production demands made training impractical.

## Appendix C Terminated Contracts

CONTRACTOR	CONTRACT PROFILE		REASON FOR TERMINATION
<b>Qualified Parts Laboratory</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training:  Reason for Training:  Consultant: Subcontractor:	Santa Clara Manufacturing Semiconductors \$70,640 40 Continuous Improvement (Problem Solving & Decision Making) To achieve greater productivity and customer satisfaction, the company will transition to a high performance workplace. None None	The company had problems implementing the training program.
<b>Robert A. Bothman, Inc.</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training:  Consultant: Subcontractor:	Santa Clara Construction Concrete Work \$74,100 30 PT, Cement Work, Blueprint Reading To train frontline workers in a small business, which will provide a pool of skilled cement laborers & finishers, enabling the company to remain competitive and grow. None New Horizons Computer Learning Center (training)	The company experienced a high volume of work and could not release workers for training.
<b>San Francisco Health Plan</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training: Consultant: Subcontractor:	San Francisco Insurance Health Care \$12,600 16 Continuous Improvement (Team Skills, Communication) To train frontline workers. Manex (project development) Manex-(administration); Corporate and Community Education (training)	The company was unable to perform under the terms of the contract.

## Appendix C Terminated Contracts

CONTRACTOR	CONTRACT PROFILE		REASON FOR TERMINATION
<b>Shea Homes of Northern California</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training:  Reason for Training:  Consultant: Subcontractor:	Santa Clara Construction Homes \$200,096 112 Business Skills, Continuous Improvement, Commercial Skills, Computer Skills To train frontline workers for transition to high performance workplace. Training Resources International (project development) Training Resources International (training)	The company relocated.
<b>SMART (Strategic Marketing &amp; Research Technologies)</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training:  Consultant: Subcontractor:	San Francisco Services Telemarketing Services for Financial Institutions \$60,040 158 OA, Computer Skills, Team Skills, CS To become high performance workplace and upgrade computer system. None None	The company closed.
<b>System Integrators, Inc.</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training:  Reason for Training: Consultant: Subcontractor:	Sacramento Manufacturing Newspaper/Magazine Computer Systems & Software \$358,320 154 MS, PT, Continuous Improvement (Problem Solving & Decision Making) To become high performance workplace. Training Resources International (project development) Training Resources International (training)	The company went through business changes and decided to continue with the training.

## Appendix C Terminated Contracts

CONTRACTOR	CONTRACT PROFILE		REASON FOR TERMINATION
<b>View Sonic Corporation</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training: Consultant:  Subcontractor:	Los Angeles Manufacturing Computer Monitors & Projection Systems \$262,712 283 Communication, Job Skills, OA To become high performance workplace. Southern California Training Council (project development) Southern California Training Council (administration and training); A. Taylor & Associates, New Horizons Computer Learning Center, Rio Hondo College, and Bently Group (training)	<i>The company changed priorities and will now concentrate on upper management training with its own resources.</i>
<b>Wherehouse Entertainment, Inc</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training:  Consultant: Subcontractor:	Los Angeles Retail Home Entertainment Software \$238,368 291 Process Improvement, MS, Communication, OA To become high performance workplace in response to ever-changing market. None None	<i>The company experienced rapid growth and could not release workers for training.</i>
<b>Whessoe Varec</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training:  Reason for Training:  Consultant: Subcontractor:	Orange Manufacturing Gauging, Tank Fitting & Control Systems \$87,659 110 Team Skills, ISO, OA, Geometric Dimensioning & Tolerancing, CNC, SPC To remain viable in the economy, the company must transition to a high performance workplace. None None	<i>The company maintained a high production level and could not release workers for the training.</i>

## Appendix C Terminated Contracts

CONTRACTOR	CONTRACT PROFILE		REASON FOR TERMINATION
<b>Zebra Technologies Corp.</b>	County: Industry: Product/Service: Contract Amount: Planned Trainees: Planned Training: Reason for Training: Consultant:  Subcontractor:	Ventura Manufacturing Thermal Printers \$207,904 251 Leadership, CS, MS, Sales, Business Skills, PT, OA To become high performance workplace. Southern California Training Council (project development) Southern California Training Council (administration and training); John Costanza Institute of Technology, Data Works, and New Horizons Computer Learning (training)	The company underwent a merger.
<b>TYPES OF TRAINING</b>			
CS MRP MS OA CAD	Customer Service Manufacturing Resource Planning Management Skills Office Automation Computer-Assisted Drawing	PT SPC TQM VESL	Production Techniques Statistical Process Control Total Quality Management Vocational English as Second Language

## Appendix D Active Contract Summary

The following contracts were approved prior to fiscal year 1999-2000 and were still active as of July 1, 2000:

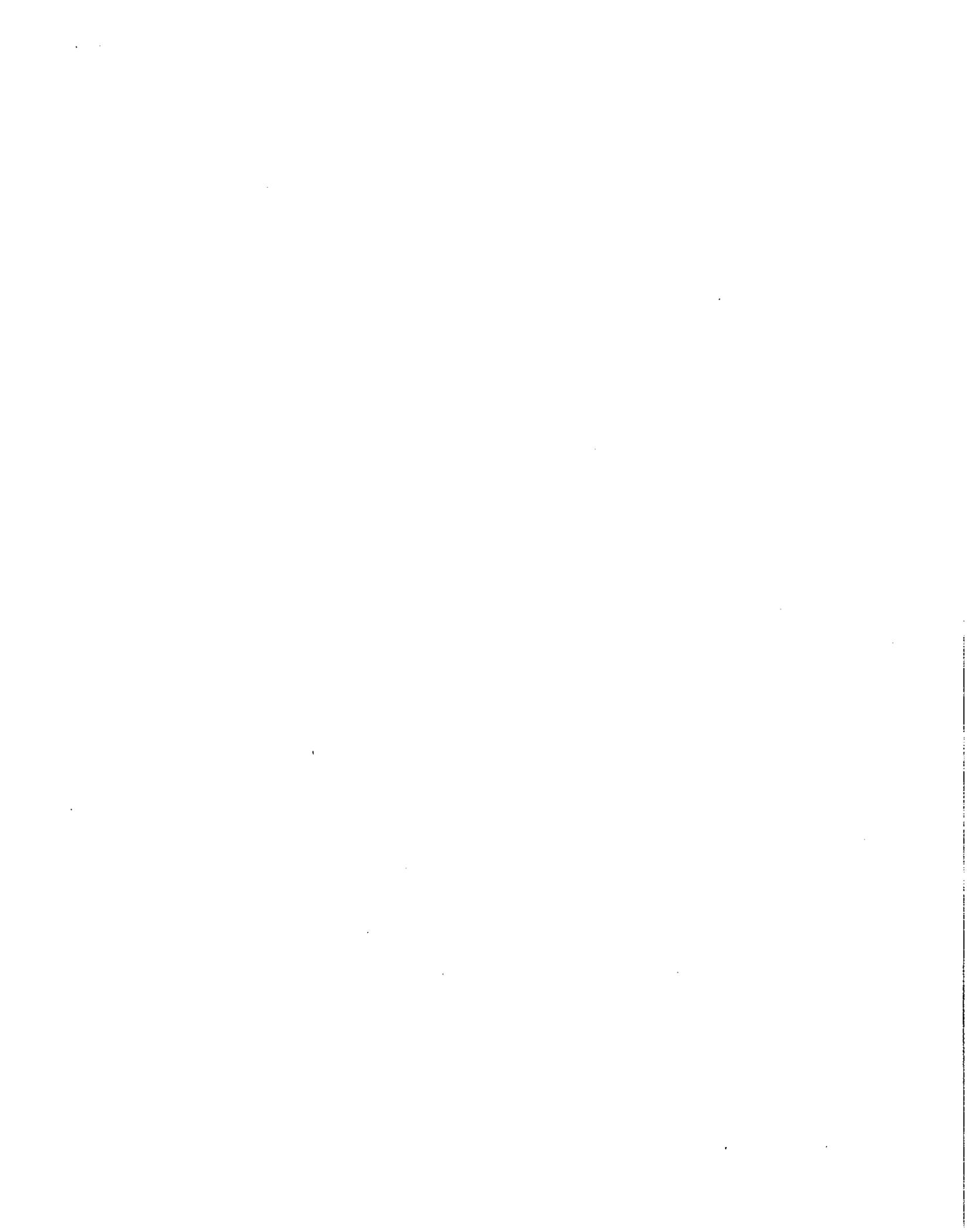
<b>Contracts Active as of July 1, 2000</b>	
Active Training Contracts	230
Millions Approved for Training	\$101.3
Persons Targeted for Training and Employment	68,826
Contracts Targeting Small Businesses Employing 100 or Fewer Workers	24- Single Employers 67- Multiple Employer Contracts

Job-Linked literacy is included in many of the active projects. Training represented is reading, math, business English, and Vocational English as a Second Language (VESL). The active projects with literacy training include:

<b>Literacy Training</b>	
Contracts with VESL Component	21
Contracts with Basic Math Component	7

The Panel funds training in a wide variety of skills. The most common types are:

<b>Most Frequent Types of Training</b>
Office Automation (OA)
Statistical process Control (SPC)
Management Skills (MS)
Total Quality Control (TQM)
Production Techniques (PT)
Customer Service (CS)



**Appendix E**  
**Characteristics of Panel Trainees**  
**Compared to California Labor Force**

<b>Characteristic</b>	<b>Employment Training Panel</b>		<b>California Labor Force</b>	
	<b>New Hire Percent</b>	<b>Retrainee Percent</b>	<b>Unemployed 1999</b>	<b>Employed 1999</b>
<b>SEX:</b>				
Female	49.9%	38.4%	45.9%	45.3%
Male	50.1%	61.6%	54.1%	54.7%
<b>AGE:</b>				
<25	12.7%	8.0%	33.4%	15.7%
25-34	29.3%	27.7%	24.0%	27.5%
35-44	31.0%	33.1%	22.6%	30.1%
45-54	20.5%	22.7%	12.5%	14.4%
55-64	6.2%	7.9%	6.0%	9.7%
65+	0.3%	0.6%	1.5%	2.6%
<b>EDUCATION:</b>				
Less than H.S. Grad.	7.4%	11.8%	19.6% a,b	19.6% a,b
H.S. Graduate	38.2%	22.1%	25.4% a,b	25.4% a,b
Some College	36.8%	33.1%	27.9% a,b	27.9% a,b
College Graduate	15.1%	26.0%	18.8% a,b	18.8% a,b
Post Graduate	2.5%	7.0%	8.3% a,b	8.3% a,b
<b>MARITAL STATUS:</b>				
Married	43.8%	62.4%	54.3% b	54.3% b
Single	56.2%	37.6%	45.7% b	45.7% b
<b>ETHNICITY:</b>				
White	39.7%	49.7%	43.9%	55.0%
African-American	15.5%	4.6%	8.9%	5.5%
Hispanic	27.1%	27.4%	36.9%	26.9%
Asian	14.7%	14.0%	9.4%	11.9%
Native American	1.0%	1.0%	0.9% c	0.7% c
Other	2.0%	3.3%		
<b>VETERAN:</b>				
Yes	10.4%	11.4%	1.6% d	10.7%
No	89.6%	88.6%	98.4% d	89.3%

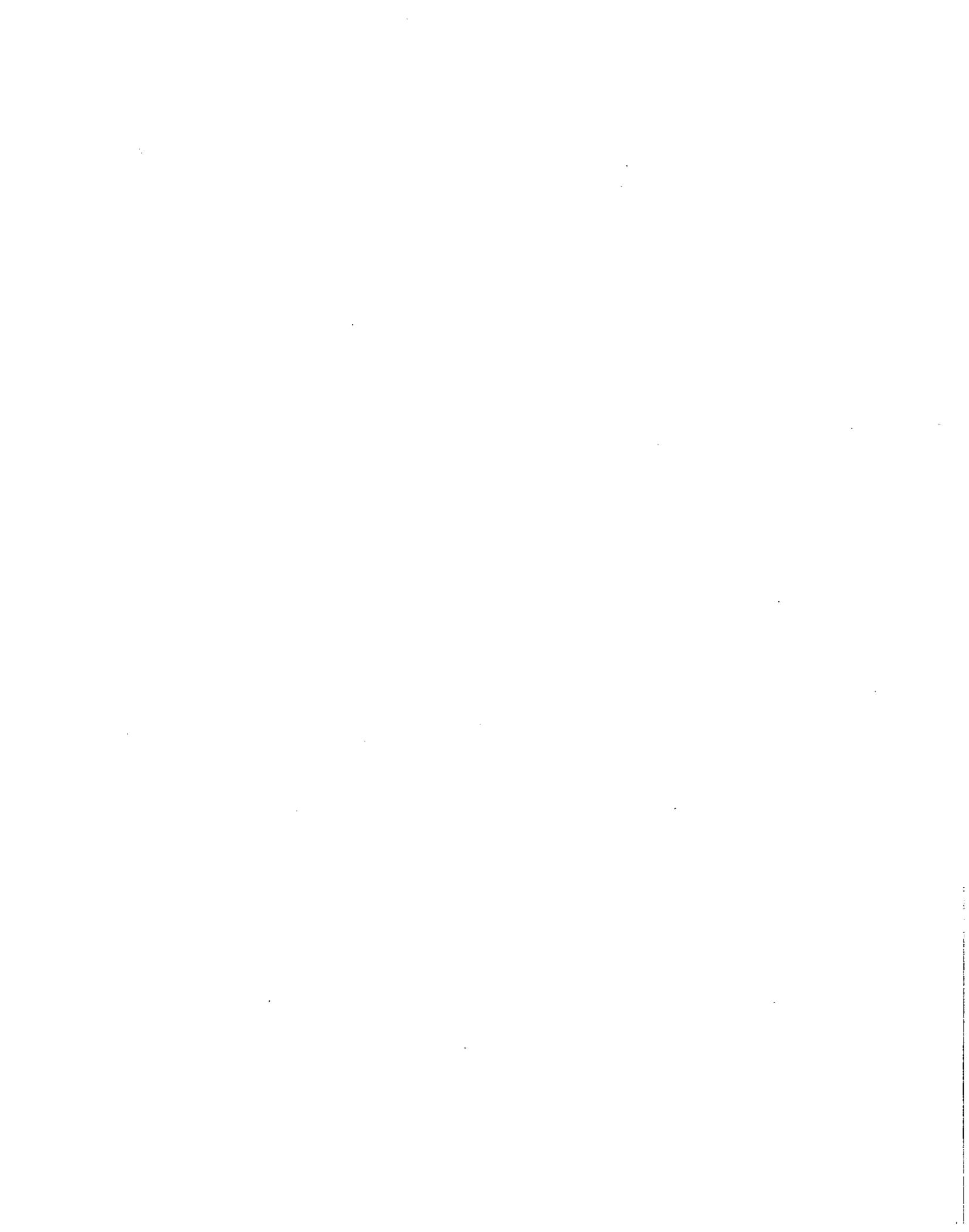
a/ Percentages are for total population 25 years and older.

b/ Data is not separated by individual category of employed or unemployed.

c/ Combines the categories of Native American and Other.

d/ Based on those applying for unemployment insurance

Unemployment and Civilian Labor Force data are based on the 1999 annual averages provided by the Bureau of Labor Statistics in the Current Population Survey conducted by the Bureau of the Census.



The Annual Report was prepared by the Planning and Research Unit staff: Ada Carrillo, Mike Rice, Ann Covington, Tish Fujimori, Jill McAloon, Terry Naylor, and Elizabeth Slape.

Additional copies of the Annual Report may be obtained through the Employment Training Panel, 1100 J Street, 4<sup>th</sup> Floor, Sacramento, CA 95814, (916) 327-5409.

The Employment Training Panel (ETP), as a recipient of state funds, is an equal opportunity employer/program and is also subject to Section 504 of the Rehabilitation Act and the Americans with Disabilities Act (ADA).

Individuals with disabilities who would like to receive the information in this publication in an alternate format may contact ETP at (916) 327-5409.



<http://www.etp.ca.gov>