



2017-19 JOB SKILLS PROGRAM

JULY 1, 2017 – JUNE 30, 2019

DECEMBER 2019

REPORT TO THE LEGISLATURE

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Purpose of the Job Skills Program

The Washington State Legislature finds that it is in the public interest of the state to encourage and facilitate the formation of cooperative relationships between industry and educational institutions that provide for the development and expansion of skills training and education consistent with employment needs.

Since 1983, the Job Skills Program (JSP) has funded customized training designed to meet the needs of business and industry and to provide or retain gainful employment opportunities for new hires and incumbent workers. The State Board for Community and Technical Colleges (SBCTC) has administered the program since July 1999 under the advisement of the Workforce Training Customer Advisory Committee with the support of our business, labor, and public and private educational partners.

Purpose of This Report

This Job Skills Program report is submitted by SBCTC to the Washington State Legislature in fulfillment of 2013 ESHB 1247, which reads in part:

Beginning January 1, 2014, and every year thereafter, the college board shall provide the legislature and the governor with a report describing the activities and outcomes of the state job skills program.

This biennial report is a follow-on to the progress report delivered December 2018. Final information is provided for all funded projects; 38 in FY 2018 and 29 in FY 2019. Along with updates on the activities and outcomes of completed projects, this report includes a summary of projects and funding for the Biennium.

Program Funding

The Job Skills Program (JSP) was funded at \$5,450,000 from the education legacy trust account for FY 2018 and FY 2019 of the biennium.

\$5,450,000 of the education legacy trust account - state appropriation is provided solely for administration and customized training contracts through the job skills program.

PROGRAM OVERVIEW

About the Job Skills Program

Attracting, developing, and maintaining a skilled workforce is a challenge faced by many employers in Washington's targeted industry clusters. Washington's Job Skills Program serves to develop the skills of new and existing workers, retain and grow living wage jobs, and help businesses improve their competitiveness to strengthen Washington's economy. Businesses must partner with an educational institution to design and apply for JSP funding. A business may only receive funding twice within a 5-year period (unless they are part of a consortium training project).

Job Skills Priorities

The Job Skills Program whenever possible supports strategic industry clusters, and awards represent the geographic expanse of the state, including rural areas.

Job Skills resources are serving areas where:

- there is a shortage of skilled labor to meet businesses' needs;
- upgrading employee skills is necessary to avoid layoffs;
- training incumbent workers for advancement creates new vacancies;
- new businesses or industry clusters need a skilled labor pool; and
- communities are struggling with high unemployment.

Shared Investments

JSP is a dollar-for-dollar matching grant program, and at least 50% of training expenses are covered by the business through cash and/or in-kind payments. Businesses with reported Gross Business Income of less than \$500,000 are exempt from the dollar-for-dollar match. In the 2017-19 biennium, for every dollar of the state's investment, the private sector invested \$1.53.

At the forefront of in-kind matches are the wages paid to employees while they are in training. In economic terms, these wages represent opportunity costs to the employer, who must either forego the productive contributions of those employees while they train, or pay substitutes to maintain production during training activities. Other in-kind employer contributions include materials, training supplies, management and supervisor time spent planning and coordinating the training, and specialized equipment contributed for training.

Workforce Training Customer Advisory Committee

The State Board for Community and Technical Colleges utilizes the Workforce Training Customer Advisory Committee made up of representatives from business, labor, and public and private educational institutions to guide program decisions. A Job Skills sub-committee meets to review, provide input, and recommend applications for Job Skills grants. Representatives of the Department of Commerce and the Workforce Training and Education Coordinating Board also participate in the review process.

PROJECT RESULTS AND PROGRAM DATA

Each Job Skills project identified desired outcomes and provided information on those outcomes after the completion of training. Outcomes are unique to each project, quite varied, and often the complete results of training are not fully realized until well after the reporting period. Details on individual projects can be found beginning on page 6.

2017–2019 Job Skills Projects by Business

Business Name	Industry	Grant Award \$	# of Co's	Trainees
1. Absolute Manufacturing	Aerospace	\$90,210	1	97
2. ABW	Aerospace, High Tech, Composites	\$92,218	1	57
3. Aerojet	Aerospace	\$199,260	1	105
4. ASAP Metal Fabricators, Inc.	Manufacturing Other	\$190,200	1	39
5. AvtechTyee, Inc.	Aerospace	\$111,900	1	122
6. Bite Me! Inc.	Food Production and Processing	\$69,607	1	16
7. Buyken Metal Products	Aerospace	\$51,900	1	30
8. Cardiac Dimensions Inc.	Manufacturing Medical Devices	\$56,100	1	25
9. Cascade Designs Inc.	Manufacturing Other	\$159,915	1	353
10. Celebrity Gourmet Ventures Inc.	Food Production and Processing	\$37,654	1	26
11. Church & Dwight Co.	Manufacturing Other	\$80,749	1	184
12. Classic Accessories, LLC	Retail/Wholesale	\$63,700	1	103
13. CMC Biologics	Manufacturing Biologics	\$54,600	1	153
14. Confluence Health	Hospitals and Medical Services	\$119,321	1	909
15. Crane Aerospace and Electronics	Manufacturing Aerospace	\$92,628	1	60
16. Darwin's Natural Pet Products	Food Production and Processing	\$5,700	1	0
17. Darwin's Natural Pet Products	Food Prod. and Processing, Retail/Wholesale	\$73,500	1	40
18. Fabriform Inc Phase 2	Aerospace, Other	\$76,700	1	58
19. Fluke Corporation	Manufacturing Electronics	\$137,850	1	144
20. Golden Boy Foods	Food Production and Processing	\$70,635	1	55
21. Healthy Pet	Manufacturing - Wood/Paper Products	\$61,836	1	56
22. Hexcel Corporation	Aerospace, High Tech, Composites	\$141,075	1	385
23. Honeywell International Inc.	Aerospace	\$128,220	1	143
24. Ionic Inc.	Manufacturing Other	\$21,812	1	19
25. Itek Energy	Manufacturing High Tech, Solar Panels	\$84,338	1	78
26. Itek Energy	Manufacturing High Tech, Solar Panels	\$66,682	1	55
27. Jessie's Ilwaco Fish Company	Food Production and Processing	\$61,574	1	46
28. Kongsberg Underwater Tech., Inc.	Manufacturing Naval	\$9,115	1	17
29. Machine Repair & Design	Manufacturing Aerospace	\$40,900	1	6
30. McClarin Plastics	Manufacturing Composites	\$222,600	1	226
31. Mid-Mountain	Manufacturing - Thermal	\$54,575	1	25
32. Molly's Salads LLC	Manufacturing - Food Prod. and Processing	\$56,200	1	53
33. New Cold	Other - Cold Storage	\$64,531	1	37
34. Novolex-Shields, LLC	Manufacturing Other	\$88,000	1	56
35. PBS Supply	Manufacturing Other	\$62,400	1	23
36. Pioneer Human Services	Aerospace	\$155,200	1	106
37. Portco Packaging Inc.	Wood/Paper Products	\$155,150	1	58
38. Satech	Manufacturing Other	\$47,210	1	45
39. Scratch and Peck Feeds	Food Production and Processing, Agriculture	\$55,530	1	28
40. SGL Composites, LLC	Manufacturing Composites	\$233,063	1	118

41. Shining Ocean	Food Production and Processing	\$71,472	1	111
42. Silicon Designs	High Tech	\$50,900	1	42
43. Stoddard International	Manufacturing Composites	\$37,920	1	45
44. Strasser Woodenworks	Wood/Paper Products	\$54,214	1	36
45. T Bailey Inc.	Manufacturing Other	\$19,776	1	34
46. T&T Electric	Construction	\$4,313	1	7
47. Tacoma Community House	Other - Social Services	\$42,658	1	53
48. Toolcraft Inc.	Manufacturing High Tech	\$32,100	1	17
49. Tri-Tec Manufacturing	Naval	\$80,900	1	31
50. TTF Aerospace	Aerospace	\$417	1	0
51. Zetron	Telecommunications	\$154,490	1	134
52. ZEV Technologies Inc.	Manufacturing Other	\$60,800	1	23
Subtotal Single Business Grants:		\$4,254,318	52	4,689
	Consortia:			
53. Adams County Manf. Consort.	Food Production and Processing	\$105,127	2	297
54. Integrated Tech/Leonards Metals	Manufacturing Aerospace	\$138,700	2	38
55. NFI Consortium	Retail/Wholesale	\$60,700	2	25
56. Pacific Mat Consortium	Other, Retail/Wholesale	\$80,200	3	54
57. LEAN Six Sigma BTC Consort.	Hospitals and Medical Services	\$136,210	4	116
58. Manufacturing Consortium	Consortium	\$48,049	4	135
59. ISO 9001/AS 9100	Consortium - Aerospace	\$93,500	6	30
60. Lean Six Sigma for Healthcare	Hospitals and Medical Services	\$39,700	7	19
61. Six Sigma Consortium	High Tech, Aerospace, Transportation, Other	\$50,396	7	22
62. Six Sigma Consortium 1	Consortium, Manufacturing Other	\$61,600	7	24
63. Six Sigma Consortium 2	Consortium - High Tech, Other	\$50,413	7	18
64. Spring Six Sigma Consortium	Medical Devices, Information Technology	\$56,400	7	33
65. Insitu Consortium	Manufacturing Aerospace	\$40,953	8	17
66. 6 Sigma Consortium	Manufacturing High Tech	\$58,600	9	22
67. Six Sigma Consortium 2	Consortium - Aerospace	\$73,100	9	61
Subtotal for Consortia Grants:		\$1,093,648	84	911
Total All Grants:		\$5,347,966	136*	5,600

* Duplicated count. Several companies engaged in multiple projects, including individual trainings and consortia participation.

2017-2019 Distribution of Grants

Distribution by Educational Sector

Job Skills grants may be awarded to eligible post-secondary institutions, which include community and technical colleges; public and non-profit universities and regional colleges/universities; and licensed private career schools and colleges located in Washington. In 2017-19, all JSP applications were made through community and technical colleges.

Distribution by Region

<i>Region</i>	Number of JSP Projects in Region	Percent of JSP Projects in Region	Number of JSP Trainees by Region	Percent of JSP Trainees in Region	JSP Funds Awarded by Region	Percent of JSP Funds Awarded by Region
Puget Sound (King, Pierce & Snohomish)	44	66%	2,625	47%	\$3,135,772	59%
Balance of State – West	13	19%	1,100	20%	\$952,871	18%
Balance of State – East	10	15%	1,875	33%	\$1,259,323	23%

Distribution of Companies by Industry

Manufacturing 56 Projects, 113 companies and 4,072 Trainees		All Other Industries 11 Projects, 23 companies and 1,488 Trainees
37 – Aerospace 1,315 Trainees	3 – Wood/Paper Products 150 Trainees	12 – Healthcare 1,044 Trainees
27 – Electronics/High Tech 343 Trainees	35 – Other 1,632 Trainees	6 – Retail/Wholesale 182 Trainees
11 – Food Processing 632 Trainees	Including: Medical Devices, Marine, Auto, Construction, Biologics, Solar, Thermal, Custom Fabrication, Composites	6 – Other 262 Trainees Including: Cold Storage, Transportation, Social Services, Naval, Telecommunications

Note: 52 JSP projects engaged individual companies, 15 JSP consortia projects trained employees from 84 companies. A total of 136 companies participated in 67 projects (some companies participated in more than one project and many projects included more than one industry area).

2017–2019 Individual Project Descriptions and Outcomes

Sixty-seven projects were completed between July 1, 2017 and June 30, 2019. The following are brief descriptions for all projects along with the number of trainees, state and business investments, and selected testimonials taken from the projects’ final report.

2017-2019 Completed Projects (by County and Project/Business Name)

Big Bend College

Adams County Manufacturing Consortium

Trainees: 297

Adams County

Grant: \$105,127

Spent: \$105,127

Match: \$114,651

The training helps me to set goals for where I want to go in this company.
McCain Foods, Inc., Ingredient Mixer

I am really happy with the training knowledge that I have received. I am better equipped now to fulfill my job.
SVZ-USA, Inc., Maintenance Mechanic

Food Production and Processing, 2 business partners, \$353.96 per trainee

Participating businesses included McCain Foods, Inc.

and SVZ-USA, Inc. Training included Leadership Development, Welding, Electrical Safety & Measurements – Maintenance, and Reactive Risk Training – Preventative.

Wenatchee Valley College

Confluence Health

Trainees: 909

Chelan, Grant County

Grant: \$119,321

Spent: \$119,321

Match: \$139,828

At Confluence Health, we recognize our excellence depends on the everyday efforts of our staff and leaders. That is why we value opportunities for ongoing employee training and enrichment. Partnering with Wenatchee Valley College on the Job Skills grant empowered our leaders and support staff to grow their skills in several ways. Participants honed leadership skills and took part in activities instilling and supporting the value of servant leadership with each other and within our communities. Because the program is tailored to health care, this created a more meaningful learning experience that is easily applicable to our staff’s every day routine. The skills and specific tools taught using the Development Dimensions International Service Excellence series already benefit our staff and patients in our efforts to foster a superior patient experience.

Confluence Health, Management

Hospitals and Medical Services, \$131.27 per trainee

Training for this project focused on business processed, including communications, building and sustaining trust, and performance

improvement. Project outcomes were measured against industry standards and growth in employee engagement to above the 40th percentile, and a reduction of quality complaints by 10%.

**Green River College
Consortium – Aerospace Manufacturing**

Trainees: 30

Chelan, King, Pierce County

Grant: \$93,500
Spent: \$89,287
Match: \$78,247

[The instruction] will help me correctly and effectively communicate my company's required procedures.

Office Manager/Shop Assistant, B and S Enterprises

The teacher's ability to convey the message was best. [The class will help] with format[ting] process and procedures.

Business Development Manager, Global Fiberglass Solutions

ISO 9001/AS 9100 Manufacturing, 6 business partners, \$3,116.67 per trainee

Additional ISO certification is important for creating expanded manufacturing opportunities in the industry. This was a

challenging project, given the very small sizes of the companies involved. Several companies had just two people, which is the minimum of what can actually make an ISO9001/AS9100 project happen. The success of this project was closely tied to the companies working together in a training consortium. The business partners included B & S Enterprises, Baze Machine, Proto Design, Global Fiberglass Solutions, KAM Manufacturing, and Performance Machine.

**Clark College
Church & Dwight Co.**

Trainees: 184

Clark County

Grant: \$80,749
Spent: \$77,009
Match: \$130,760

Partnering with Impact Washington to implement "Lean" in our plants has provided a boost in enthusiasm and morale throughout our organization. Employees across the board are buying into this mentality and feel more empowered in affecting our plants bottom line.

Juan Del Moral, Technical Manager

Manufacturing Other, Food Production and Processing, \$438.85 per trainee

Training included Kaizen, KATA, Value Stream Mapping, LECP, and Leadership. This project allowed 174 individuals at the business to complete LEAN process training. LEAN processed improved throughput by 20%, reduced WIP by 98%, reduced steps by 35%, and reduced Cycle Time by 86% (from 691 minutes to 98 minutes).

**Clark College
Insitu Consortium**

Trainees: 17

Clark County

Grant: \$40,953
Spent: \$40,946
Match: \$110,857

Thank you very much for coordinating this training with ETI and working with the state of Washington for grant funding. It was valuable to get our leaders trained on Lean principles at an affordable rate.

Morgan Vilhauer, Recruiter SIGMADESIGN

Manufacturing Aerospace, Manufacturing High Tech, Naval, designed for 8 business partners, \$2,409.00 per trainee

Employees from the following businesses completed Six Sigma

Training: Insitu, SEH American, SIGMADESIGN, nLight, Kyocera, Biokleen, and Logitech.

Clark College
Six Sigma Consortium 1

Trainees: 22

Clark County

Grant: \$50,396
Spent: \$50,320
Match: \$138,512

The Lean Six Sigma training has taught my folks critical thinking and analysis methods to help reduce waste, reduce costs, increase revenue, streamline business processes and improve employee buy-in, all of which leads to a better bottom line.

Deb Langshaw, Compliance Manager, Lineage Logistics

Consortium High Tech, Aerospace, Transportation, Other, 7 business partners, \$2,290.73 per trainee

Seven hi-tech manufacturers were included in this training consortium; ConMet, Fitesa, Kyocera's Fine

Ceramic Group, Sagetech, SEH America, nLIGHT, and Tidland Corporation. Two to four trainees from each company received training in Lean Six Sigma DMAIC improvement strategy techniques.

Clark College
Six Sigma Consortium 2

Trainees: 18

Clark County

Grant: \$50,413
Spent: \$40,580
Match: \$116,542

Thank you so much for providing this training opportunity for our company, this training model allows us to access important training for key employees. I look forward to seeing the benefit to our company from this training!

Natalie Pacholl, Training & Development Specialist, SEH America

Consortium - High Tech, Other, 7 business partners, \$2,800.72 per trainee

Seven high-tech manufacturers were included in this training consortium; Wafertech,

Micropump, Bodycote, Silicon Forest Electronics, Inc., Sagetech Corporation, SEH and nLIGHT. Six Sigma Green and Black Belt training was provided for 2-3 trainees from each company. Participants learned the theory and application of advanced statistical methods, how to facilitate team-based activities, and how to apply the quantitative tools required for successful completion of improvement projects.

Big Bend Community College
Manufacturing Consortium

Trainees: 135

Grant County

Grant: \$48,049
Spent: \$48,049
Match: \$72,909

SGL Composites had an extremely positive response toward the training that was offered through the JSP program for 2017-18. We had 49 team members attend one or more of the sessions offered. The feedback we received from our team members was that the training was well presented and had a significant impact on improving their skills related to their positions. Many of the team members are in operations positions and used the training to further their opportunities in the company. In fact, one of the team members who attended some of the training has just been selected for a promotion.

Annette Herup, Head of Human Resources, SGL Automotive Carbon Fibers, LLC

Manufacturing Consortium, 4 business partners, \$355.92 per trainee

Four Eastern Washington

manufacturers provided training to 135 employees through this grant. The businesses taking part included Aviation Technical Services, SVZ-USA Washington Inc., SGL Automotive Carbon Fibers LLC, and McCain Foods.

Trainees were selected from various categories of employees, including technicians, maintenance, leads, supervisors, and entry-level operators. The training plan included welding, electrical certifications, employability skills training for entry –level new employees, Microsoft Office, root cause analysis, and other topics aimed at improving retention and career advancement for employees of this region’s integral businesses. Partnering businesses were able to benefit from shared training, as well as learning from each other.

Big Bend Community College
SGL Composites, LLC

Trainees: 118

Grant County

Grant: \$233,063
 Spent: \$233,063
 Match: \$432,030

SGL and our team members are very appreciative of the Job Skills Training Grant we received for July 2018 - June 2019. This grant allowed us to do a great deal of training in a short period of time that we would not have otherwise been able to accomplish. Although not all the training and upskills were accomplished in this one year, the grants we have received including those in the past years, have encouraged a culture of life-long-learning for our team members. Thus, although our last year’s promotions show an incredible outcome from this training, it is important to note, that we believe this has been a cumulative effect of this instilled learning culture brought about by the Job Skills Training and other grants we have received in the past several years. Although we provide a robust educational reimbursement program, the majority of these promotions were made possible through the ongoing training these grants have supported.
Annette Herup, Head of Human Resources, SGL Composites LLC

Manufacturing Composites, \$1,975.11 per trainee

Project outcomes included the following employee upskilling: 23 Production Operator Trainees promoted to Production Operator, 3 Production Operator Trainer/Specialists promoted to Supervisor, 8 Production Trainers promoted to Production

Specialist, a Production Supervisor was promoted to Production Manager, a Process Engineer was promoted to Project Manager, a Production Supervisor was promoted to an Engineering Systems Specialist, an Electrician/Controls technician was promoted to the Engineering Controls Specialist.

Green River College
Machine Repair & Design

Trainees: 6

King, Pierce County

Grant: \$40,900
 Spent: \$38,765
 Match: \$43,221

The instructor worked with our workflow. Very applicable to our current process improvement.
Owner, Machine Repair and Design

Manufacturing Aerospace, \$6,816.67 per trainee

Courses included AS9100D Implementation Training, Fundamentals of Technical Writing, and Train the

Trainer to provide ongoing impact on future training at the business.

Skagit Valley College
Hexcel Corporation

Trainees: 385

King, Skagit County

Grant: \$141,075
 Spent: \$139,504
 Match: \$302,445

Aerospace, High Tech, Composites, \$366.43 per trainee

As the job pool shrinks with record-setting low unemployment, it is harder than ever to find potential employees with any skills in manufacturing. Many of the people interviewed have never picked up a hammer, let alone a drill or other tool. Therefore, it is vital to have new employees attend New Hire Orientation for several days before they are out on the floor so they can have a jump-start on learning the skills and safety requirements of the job.
Kristina Hayek, US Instructional Design & Development Manager, Hexcel Corporation

The training project was successful and much needed, and provided training for 145 more employees than originally planned. There

was a significant impact on training new hires, which increased from 38 planned to 267 trained. The project also included upskilling employees on new technology and technical skills.

Green River College
Integrated Technologies/Leonards Metals Consortium
 Trainees: 38

King, Snohomish County

Grant: \$138,700
 Spent: \$136,903
 Match: \$152,677

After the year of training from Everett Community College and Impact Washington, the employees (students) are now able to challenge the status quo and plan and execute tasks that support their customers throughout the manufacturing flow. Using the skills learned, new systems have been put into place using MRP, Project Management, and Leadership tools which is increasing part flow and shop floor efficiencies. The team benefits from experience using their new knowledge to process work in a more organized and controlled method, allowing us to support our customers' increased quantities and delivery schedules.
Donald McEwen, General Manager, LMI Aerospace

Manufacturing Aerospace, 2 business partners, \$2,663.64 per trainee

The businesses participating in the project included Integrated Technologies Incorporated and Leonard Metals Incorporated. Overall, 23 courses were provided between the companies.

Courses included APICS CPIM certification, Kaizen Events and Toyota Kata Workshops. Employees were also trained in project management and planning, and leadership skills.

Green River College
6 Sigma Consortium
 Trainees: 22

King County

Grant: \$58,600
 Spent: \$57,628
 Match: \$119,859

Nearly 70 employees at CMA Tacoma trained in Yellow, Green and Black belt. We have 14 certified Black belts in various departments and at different levels of the organization. With an established population of Black and Green belt employees, there is an establishment of a standard for project evaluation and execution using Lean/DMAIC tools; Yellow belt employees with the basic understanding of Lead principles enable better decision-making and innovation at the Gemba. There is no need for a central "Lean" organization. Having the education reside across the organization makes project execution more flexible because we have more 'subject matter experts.' This will continue to benefit CMA Tacoma in the future.
Mark Haller, Director of Manufacturing, Toray Composite Materials America

Manufacturing High Tech, 9 business partners, \$2,663.64 per trainee

The businesses participating in the project included Aero Controls, Amazon, Data I/O

Corporation, GM Nameplate, MicroConnex, Natus Medical Incorporated, PEMCO Mutual Insurance, Starbucks Coffee Company, and Toray Composite Materials America. This project focused on Six Sigma Lean Manufacturing, and Leadership and Change Management.

Cascadia College

Aerojet

Trainees: 105

King County

Grant: \$199,260
 Spent: \$199,260
 Match: \$315,966

The Job Skills Program was very beneficial to Aerojet Rocketdyne. It allowed us to provide focused customized management training to our frontline supervisors and leads, and customized leadership training for our Directors and Sr. Managers. Both of those areas were critical needs for us, and the JSP allowed us to dramatically expand upon our internal management training classes, which we also ran during this timeframe. In addition, we were able to provide multiple IPC Certification classes to our Operations organizations, allowing for more flexibility in their workforce. Multiple departments within our company were able to participate in our MS Excel, Communication skills, Team Building and Problem-Solving training. The training we received was one of the factors allowing our company to hit the many goals we set at the beginning of this program. The flexibility of the program and the willingness of Everett/Cascadia to work directly with us to customize the content of many of these classes to fit our specific needs was invaluable.

Darin Holcombe, HR Specialist, Aerojet Rocketdyne

Aerospace, \$1,897.71 per trainee

This project was designed to better support pathways to promotion and wage progression through skills enhancement, while helping

to better position Aerojet Rocketdyne to grow and retain their existing workforce. Training courses included MS Office 2010, Lean Six Sigma, IPC certifications for soldering, inspection, and wire cable harness assembly, and topics selected from Everett Community College’s Next Level Leadership Institute.

Green River College

Buyken Metal Products

Trainees: 30

King County

Grant: \$51,900
 Spent: \$51,900
 Match: \$62,732

One of the biggest challenges I have faced as a new business owner is to enter into an organization that has many years of tenure yet few years of real experience. What that means is people have years of experience in the four walls that they are used to doing their jobs in the same fashion year over year. This is a hard thing to change and [thank] the support of outside trainers that we were able to afford to bring in with the help of the JSP grant. The JSP program allowed scale in terms of training resources and an outside voice that legitimized many of the things that I had start[ed] to plan[t] the seed [about]. We have improved a lot of our office and shop processes and can revert back to the training when calling out an inefficient way of working. Are we there yet, no, but we are far closer and on a faster timeline with JSP than we would have been without it.

Craig Hanela, President, Buyken Metal Products

Aerospace, Auto, Other, \$1,730.00 per trainee

Project supported Buyken employees, enhancing their skills and allowing

them to remain competitive in a very challenging manufacturing environment. As a very small company, this type of training is typically not something they can afford and the JSP grant funding made a significant impact for everyone at the company.

Green River College
Cardiac Dimensions Inc.

Trainees: 25

King County

Grant: \$56,100
Spent: \$55,990
Match: \$127,245

The impact of the training realized through our Job Skills Grant far exceeded the expectations that Cardiac Dimensions had at the beginning of our grant process. The benefits of being able to conduct our training onsite and offer it to a significant percentage of our team, as opposed to just a few individuals, truly set this opportunity apart from all other training programs we explored. Additionally, being able to leverage the broad spectrum of classes offered by Green River College allowed us to tailor our training program to our needs while consolidating all of the administrative tasks and expenses under one contract.

Olen Chiddix, Director of Manufacturing, Cardiac Dimensions, Inc.

Manufacturing Medical Devices, \$2,244.00 per trainee

Training included Six Sigma for improvements in manufacturing and Project Management to implement growth as they improved manufacturing processes.

South Seattle College
Cascade Designs Inc.

Trainees: 353

King County

Grant: \$159,915
Spent: \$141,384
Match: \$166,769

I sat through the first few minutes of several classes and could see that the instructors were well prepared to engage with our employees, and the evaluations proved it true. We were able to see positive skill improvements as a direct result of the classes in supervision, ESL, Lean, and Leadership. The quality of the training is such that we are committed to continuing the project into the next cycle.

Harry Ross, Human Resources Director

Manufacturing Other, Composites, Retail/Wholesale, \$453.02 per trainee

Training provided an ability for 10% of employees (35) to become eligible for or

achieve wage progression. The business exceeded their hiring goal of 12 and hired 23 new employees. The project reached 90% of the Seattle employees for this business.

Green River College
Classic Accessories, LLC

Trainees: 103

King County

Grant: \$63,700
Spent: \$63,534
Match: \$80,897

The JSP Grant provided more than 80 employees across Classic Accessories to enhance their skill set and perform their job functions at a higher level. Our LECP training series had cross-functional teams implement ten lean projects throughout the company to gain efficiencies and streamline our processes. With total cost savings of over \$180,000 on an annual basis from the Kaizen event performed, Classic Accessories is now positioned to increase capacity and profitability for years to come.

Zac Kieffer, Controller, Classic Accessories LLC

Retail/Wholesale, \$618.45 per trainee

Project training included Lean

Enterprise certification, and certifications for the operation of warehouse equipment. Project resulted in the creation of a new position and 80% of warehouse staff fully trained on all operation equipment.

South Seattle College
CMC Biologics

Trainees: 153

King County

Grant: \$54,600
Spent: \$54,089
Match: \$126,175

Your instructor did a great job with the first training session today! We're looking forward to more on the Manager training and really appreciate the help in designing a curriculum to match our needs. Because of this we now have started to institutionalize training in the company.
Jennifer Griffith, Director, Human Resources

Manufacturing Biologics,
\$356.86 per trainee

The primary goal of the project was to provide education and training to support the creation

of 15-25 new jobs for the business. The project resulted in the creation of 20 new positions and an increase to 85% for employee retention. Training included JMP, Project Management, Process Improvement, and Advanced Communications. Because of the training over 20 employees received promotions based on new skills obtained. JMP training provided demonstrated a first of its kind in the region.

Green River College
Darwin's Natural Pet Products

Trainees: 40

King County

Grant: \$73,500
Spent: \$72,046
Match: \$149,920

The Lean Program proved to be a very helpful tool. It was effective in helping us identify and focus on areas of opportunity that we had been struggling with. Consequently, our production operation in particular has become more efficient because of improved processes and equipment up time. Additionally, the program has provided us a framework for addressing future challenges so that we can manage our business better as we continue to grow.
Jim Bridges, Vice-President, Operations, Darwin's Natural Pet Products

Food Production and Processing,
Retail/Wholesale,
\$1,837.50 per trainee

Project training focused on Lean Manufacturing

techniques, but also included Project Management and updated Microsoft Excel skills. The project resulted in the hire of 79 new employees.

Green River College
Darwin's Natural Pet Products

Trainees: 0

King County

Grant: \$5,700
Spent: \$5,496
Match: \$0

Food Production and Processing

The business partner canceled this project training. The project award was reduced to cover expenses already incurred for project development and creation of the customized training content.

South Seattle College
Fabriform Inc. Phase 2

Trainees: 58

King County

Grant: \$76,700
Spent: \$76,684
Match: \$85,662

Of particular value to us is the ability to provide professional development opportunities that we otherwise wouldn't be able to do. The Supervision and Project Management courses gave some of our key employees new skills they can use every day, and the Lean training helped us as we re-structured our business and operations.
Mike Clacy, Vice President of Operations

Aerospace, Other, \$1,322.41 per trainee

Training provided in this project

focused on teaching production workers valuable technical skills applicable across the manufacturing industry, including ASQ and SME Lean Certifications. Project results included an increase of revenue growth by \$2.1 million, a 13% reduction of production lead time from 3.7 days to 3.2 days.

Renton Technical College
Honeywell International Inc.
 Trainees: 143

King County
 Grant: \$128,220
 Spent: \$125,364
 Match: \$236,843

The Job Skills Grant helped enable our growth through customized training to enhance the skills of our current workforce to meet the future demands of our industry. The flexibility to offer courses onsite at the times that work for our business was very valuable.
Heather Bore, Senior HR Manager, Honeywell International

Aerospace, \$896.64 per trainee

This project was planned to develop the skills and competencies needed for the company to keep their Washington workforce on the cutting edge of technology as the company moves toward becoming the leader in the Industrial Internet of Things (IIoT). Training included Leadership Development, Web Programming for Agile/Scrum, AutoCAD, Microsoft

Project, and Private Pilot Ground School for interface with Aerospace. Achievements included promotions for 10% of employees, and an increase of 106 full time employees.

South Seattle College
Lean Six Sigma for Healthcare Consortium
 Trainees: 19

King County
 Grant: \$39,700
 Spent: \$39,700
 Match: \$58,314

I have a background in LEAN and was very excited to take advantage of this opportunity and build on my knowledge. The class met my expectations and the tools were put to use almost immediately.
Anthony Carr, CFO, United Wound Healing

Hospitals and Medical Services, 7 business partners, \$2,089.47 per trainee

Participating businesses included Davita, Sightlife, United Wound Healing, Pulse Heart Institute/Multicare, Compass Health, ICHS, ResidenceXII. Training included specially designed Lean Six Sigma for Healthcare courses, along with project management and leadership courses. At project completion, 15 of the 19 participants completed work to achieve Green Belt certification.

South Seattle College
Molly's Salads LLC
 Trainees: 53

King County
 Grant: \$56,200
 Spent: \$56,081
 Match: \$100,484

Manufacturing - Food Production and Processing, \$1,060.38 per trainee

There has been great value in the time Bill has spent with the staff here at Molly's and we have been able to implement many of the Lean strategies with good impact. The majority has been spent in our Production and Food Safety departments, but his input and experience in all areas is invaluable.
Christina Chew, Director of Operations

Training included techniques in Lean Manufacturing, 5S Food Safety Certification, and Supervision Skills. Results include 62 new hires and the creation of 6 new jobs.

**Green River College
NFI Consortium**

Trainees: 25

King County

Grant: \$60,700
 Spent: \$60,700
 Match: \$95,894

With the grant we have been able to create new positions to improve our job package flow, which in turn allows us to process more jobs efficiently. The impact on our warehouse has greatly improved the flow of job packages, as well as help get our inventory control system up and running. The charting and value mapping have allowed our employees to understand where we can improve efficiency, and in turn has helped reduce unnecessary steps on the job packaging process. These are just a few of the many impacts I have noticed improve our company's production.
Erika Turgeon, Controller, NFI Enterprises LLC

Retail/Wholesale, Manufacturing Other, 2 business partners, \$2,428.00 per trainee

Participating businesses included NFI Enterprises LLC,

and Stone Castle Fabrication LLC. Training included Lean skills, Project Management and Blueprint Reading. Some of the outcomes achieved were 8 new hires, and a 30% increase in project efficiency.

**Green River College
PacMat Consortium**

Trainees: 54

King County

Grant: \$80,200
 Spent: \$78,187
 Match: \$224,458

Our company was fortunate enough to receive two Job Skills grants. I believe the grants have helped to move the company to a whole new level. From redesigning the production room to training our new managers effective supervisory techniques, the company has become much more "lean" in the last two years and we are very grateful. I would encourage any company out there to go through this process. It is a very affordable way to identify process improvements and reach a whole new level of best practices. Thank you so much for assisting us in this very significant manner.
Adrienne Lowber, Director, Finance and Accounting, T & A Supply Company

Other, Retail/Wholesale, 3 business partners, \$1,485.19 per trainee

The businesses participating in the project were Pacific Materials and Commercial Flooring LLC, and T & A Supply Company. This was an important LEAN project providing necessary training

to implement the use of new equipment to manufacture materials in house. Training included Basic Spanish for Supervisors to improve employee communications. Project results included the hire of 278 new employees.

**Green River College
PBS Supply**

Trainees: 23

King County

Grant: \$62,400
 Spent: \$61,928
 Match: \$127,180

Through the excellent instruction received from Green River College in project management, time management, and customer service among many other skills, employees at PBS Supply garnered valuable knowledge and experience in our industry. Employees will be able to carry this expertise with them as they grow within the organization as well as in their future career pursuits. Management and employees at PBS are grateful to have had this opportunity.
Daniel Jenes, Project Coordinator, PBS Supply Company

Manufacturing Other, \$2,713.04 per trainee

This project had a LEAN process focus, and included

training in Customer Service, Team Building, and Project Management. Project outcomes included cross training of 15 employees and 29 new hires. Productivity was enhanced by decreasing order lead time by 50%, from 4 weeks to 2 weeks.

**South Seattle College
 Pioneer Human Services**

Trainees: 106

King County

Grant: \$155,200
 Spent: \$130,676
 Match: \$149,470

I've heard nothing but rave reviews for the instructors and courses, and I'm looking forward to participating myself. There is a strong appetite for additional training in the coming months, particularly in the realm of Project Management. Senior leadership and others who have participated first hand know the benefits we've received through this project, including setting baseline levels of knowledge throughout the company in various topic areas. We're encouraged and continue to look for new ways to incorporate training into our programs.
Michael Murphy, Director of Client and Community Services

Aerospace, \$1,464.15 per trainee

The focus of this project was LEAN process management. Training included certification for 5S Food Safety, Project Management and Supervision, as well as CDL Class "A" certification.

**Green River College
 Silicon Designs**

Trainees: 42

King County

Grant: \$50,900
 Spent: \$39,051
 Match: \$60,278

Silicon Designs, Inc. (SDI) greatly benefitted from the Job Skills grant. As a small business with exceptionally long-term employees, many organizational details have become "tribal knowledge." Staying with SDI for decades means they have tremendous job-specific knowledge, but many other skills have effectively atrophied with disuse. The grant was instrumental in increasing employee value to the company with new skills and updating lesser-used skills to explore potential benefits from current technology, while at the same time increasing job satisfaction from personal growth and a potential for new responsibilities.
Kati Cole, Sales and Marketing Director/Interim HR Manager, Silicon Designs, Inc.

High Tech, \$1,211.90 per trainee

This project focused on ISO9001 Certification, and included Technical Writing

and Workplace Skills courses. Training resulted in the hire of one new IT and three new production personnel. ISO Certification eliminated the Quality System obstacles SDI was facing to supply to multiple government prime contractors.

Green River College
Six Sigma Consortium 1

Trainees: 24

King County

Grant: \$61,600
Spent: \$56,472
Match: \$104,825

Consortium, Manufacturing Other, seven business partners, \$2,566.67 per trainee

Participating businesses included Aero Controls, Carlisle IT, King Machine, Precor, Snoqualmie Valley Hospital, Starbucks Coffee Company, T-Mobile USA. Training was focused on Six Sigma Lean Management. A consortium project allows small and large businesses to share training and participate in courses that they may not otherwise be able to provide for their employees.

The training provided in the Lean Six Sigma Black Belt Training has helped our Materials Management Department in understanding how lean initiatives and data collection can be used in solving problems. The student was able to make cost cutting and gain efficiency improvements with the knowledge gained from this course. Due to the training received, the student has been asked to work on multiple cross functional projects to help improve process and gain efficiencies. The skill set provided by [the] Green River College education program has been instrumental in improving our organization.

Jesse Waite, Director of Materials Management, Snoqualmie Valley Hospital

The training program brought focus Back to Data and Sampling – In an environment focused on customer experience this helped us to remember the numbers and data that support/do not support some changes. It provided Leadership/Team Skills – While we may be analysts the class equipped us with strategies and management to help deal with resistance to change. For Data Analysis – While we already analyze things daily this reminded us that there are different ways of looking at data. By changing a chart or visual representation you can really drive impacts. In Confidence/Visibility from Others – Other teams have reached out to ask questions on their process based on them knowing we’ve completed the course. For Overall Project Delivery – Again, we have all delivered projects but this class provided further knowledge and tools on ways to package a project from start to finish.

Dave Kuehl, Vendor Performance Manager, Payment Strategy and Operations, T-Mobile USA

The Six Sigma training provided through Green River College to King Machine’s two employees provided additional knowledge and skill required for our Lean Journey. Although King already has a history with Lean Manufacturing the tools and training provided through this program formalized our commitment to process improvement. Having two trained Six Sigma employees at our facility provides us with immediate expertise and assistance in continuous improvement process. Aerospace is a very challenging and complete industry so continuous improvement is key to our success. We have already used learned processes of this training to improve through put and flow of one of our assembly processes which will allow us to meet our commitment to our customer.

Keith Mehus, President, King Machine LLC

The Job Skills grant allowed the opportunity for another set of employees of Aero Controls to obtain training and certification for Lean Six Sigma Yellow Belt. The skills learned over the course of the classroom sessions is expected to pay immediate dividends within the company. New cost saving initiatives developed directly from this course are currently being implemented and the continuation of our process improvement program has been gaining momentum.

Tiffany Trieschmann, Employee Resource Center Manager, Aero Controls, Inc.

The training provided in the Six Sigma Black Belt training program has helped the quality professionals at Starbucks Coffee Company to gain a better understanding of collecting data and using that data to solve problems. Past students have used the processes learned to review and make improvements in processes from store cleaning programs to cold storage logistics to pastry freshness improvements. The employees come out of the class ready to use the process for continuous improvement projects in their own areas as well as being able to assist other managers throughout the company; retail, manufacturing, logistics, and more. Whether they are finding projects in their own area or being asked to participate in new and challenging situations, the skill set provided by [the] Green River College Continuing Education program [has] been helpful in improving top and bottom line results.

Wendy Lubahn, Senior Quality Assistance Manager, Food, Packaging and Supplies, Global Quality and Regulatory, Starbucks Coffee Company

**Green River College
Six Sigma Consortium 2**

Trainees: 61

King County

Grant: \$73,100
Spent: \$73,076
Match: \$198,961

We chose to send three employees to the Six Sigma classes at Green River Community College. The benefits from this black belt course will allow us to streamline our processes, reduce cost, and improve quality. We are a TS16949 certified company and feel that having Six Sigma black belt employees on staff will enhance our quality system which in turn will allow us to provide our customers with a high-quality product. As part of the project initiated by our employees, we have already seen an improved approach to our internal processes and statistical analysis.

Kim Wright, General Manager, Instrument Sales and Service Inc.

Consortium - Aerospace, 9 business partners, \$1,198.36 per trainee

Participating businesses included Astronics Ballard, Trulife, Buyken Metal Products, Instrument Sales, TMF Inc., Toray Composites,

Seaport Steel, Microscan, and LifeCenter Northwest. Training was focused on Six Sigma Lean, Change Management, and Leadership Skills. Overall, eight new employees were hired by the businesses.

**Green River College
Spring Six Sigma Consortium**

Trainees: 33

King County

Grant: \$56,400
Spent: \$54,800
Match: \$125,023

Pacific Iron and Metal Company has been around since 1917 and that longevity can sometimes be accompanied by complacency. In a direct effort to revitalize our production process, we hired someone right out of college and shortly thereafter enrolled him in your Black Belt program. The level of excitement and engagement that the Black Belt program cultivated in our new employee was contagious, and we have gone on to hire someone else to support our efforts to Lean up our operation and keep the momentum going. You'll likely have a new student soon.

Ryan Glant, President, Pacific Iron and Metal

Consortium - Medical Devices, Information Technology, 7 business partners, \$1,709.09 per trainee

Participating businesses included Adhesa-Plate Manufacturing Co. Inc., Alpha Precision Machining Inc., Amazon, Natus Medical Inc., OMRON Microscan, Pacific Iron and Metal, Skills, Inc.

South Seattle College
Strasser Woodenworks

Trainees: 36

King County

Grant: \$54,214
Spent: \$54,205
Match: \$57,081

The value is definitely there in the big picture and we are seeing gains in production and other areas. We remain very committed to training and are planning ahead for the next phase in our training project.

Andy Reseigh, Vice President and Managing Director

Wood/Paper Products,
\$1,505.94 per trainee

This project focused on Lean Management skills, and provided updates on two levels

of Microsoft Excel. The project resulted in the hire of 44 new production workers. Lead time for product delivery was reduced from 3 weeks to 2.5 weeks.

Green River College
Tri-Tec Manufacturing

Trainees: 31

King County

Grant: \$80,900
Spent: \$77,579
Match: \$135,027

Tri-Tec Manufacturing and its employees have benefitted greatly from the courses offered through the Job Skills Program (JSP) grant. Most of our folks took part based on the topics offered, so we can't say enough about the opportunities provided to our newer and less experienced employees and future leaders. This has provided some of our employees with greater knowledge, better skill sets, values, principles, and confidence.

Kyle L. Wagoner, Director of Human Resources, Tri-Tec Manufacturing

Naval,
\$2,609.68
per trainee

This project focused on Lean

Management Skills, and included training to for team development and conflict management. Training resulted in a reduction in process errors by 23%

Green River College
TTF Aerospace

Trainees: 0

King County

Grant: \$417
Spent: \$417
Match: \$000

Aerospace, with a plan to hire 96 new employees. This project was cancelled by the business prior to the start of training. The project was reduced to costs incurred by the educational partner.

Cascadia College
Zetron Inc.

Trainees: 134

King County

Grant: \$154,490
Spent: \$154,490
Match: \$189,180

Telecommunications, \$1,152.91 per trainee

This Job Skills Grant has given Zetron the opportunity to retain our technical staff who had a skill gap that without this grant may have resulted in a reorganization. Zetron has been in business for over 37 years. We started out designing and manufacturing analog mission critical communication equipment. With the rapid change and improvement in technology, the marketplace is now demanding that our products include IP Technology. IP Networking Training has never formally been delivered across the organization. Due to a large amount of our technical staff being long tenured employees and the fast change in technologies from analog to IP, our technical staff required additional IP Network training and knowledge to continue developing our products and systems with modern communication technologies. Our technical staff were able to gain IP Networking knowledge and almost immediately put their new skills to use, which has resulted in dramatic improvement for the business all while employees feel empowered and supported. I can't put into words how critical the JSP Grant was to our organization and I can't thank the State and those who help administer the programs enough".

Irene Amundson, Senior Human Resources Manager, Zetron Inc.

This project focused on updating employee tech skills in the area of Networking and Advanced Routing and Switching. The greatest result for the project has been the ability to retain and employees, including five employee promotions.

Big Bend Community College

T&T Electric

Trainees: 7

Kittitas County

Grant: \$4,313
Spent: \$3,863
Match: \$7,176

Thanks for all that you have done with the grant training. The guys have talked about how this helped them so much and one of them will be testing soon for a journeyman license. Which is not something we thought he would ever want to do. But the training and instructors have helped him with moving forward.

Shannon Basterrechea, T&T Electric Office Manager

Construction, \$616.14 per trainee

The project focused on

technical skills and advanced knowledge for employees. The project resulted in 100% of employees gaining the extra knowledge needed to perform at the selected higher standard.

Pierce College District

Satech

Trainees: 45

Lewis County

Grant: \$47,210
Spent: \$45,440
Match: \$45,440

The grant was outstanding. It helped us reduce our on-time shipment from 90 to 100%, reduce our inventory and associated costs and removed numerous bottlenecks that increased our helped increase our overall efficiency.

Robert Bishop, President, SATECH

Manufacturing Other, \$1,049.11 per trainee

This project focused on Lean Management skills.

As a result of the project turnover was decreased by 7%, five new jobs were created, and overall wages went up by 3%.

Green River College
ZEV Technologies Inc.

Trainees: 23

Lewis County

Grant: \$60,800
Spent: \$55,474
Match: \$85,131

Manufacturing Other, \$2,643.48 per trainee

Company leaders and employees have shown outstanding improvement with communications, process adherence, lean enterprise knowledge, and ownership of responsibilities. Team members have become more self-aware and solutions have become the priority rather than problems on a day-to-day basis. Not only were the programs educational, but helped build relationships and bonds amongst peers within the company. We have cut foot traffic in half within assembly, inventory store, shipping, and receiving all by following the new training process of utilizing time metrics as well as spaghetti charting our routine paths. We now have daily stand ups for fifteen minutes in the morning to discuss each leaders' tasks and roadblocks for the day, increasing productivity as well as communications and overall morale on the floor. Inventory and e-commerce store has improved tenfold via proper signage and inventory control sheets being used and adhered to on a daily basis. Value stream mapping has helped us create future states we never would have been capable of prior to training. Our two build branches have shown a near 100% increase in productivity.

Cheyne Gibson, Operations Manager, ZEV Technologies, Inc.

This project focused on Lean Management skills and provided enhancements to staff efficiency. One goal met was a 90% reduction in the time to hire and activate new employees.

Grays Harbor College
Jessie's Ilwaco Fish Company

Trainees: 46

Pacific County

Grant: \$61,574
Spent: \$47,053
Match: \$81,400

Food Production and Processing, \$1,338.57 per trainee

This was an incumbent worker project, which provided training in Lean Management, leadership and supervision, effective communications, team building, and basic shop math and lab techniques. The project resulted in five employee promotions and 35 new hires.

Pierce College District
Bite Me! Inc.

Trainees: 16

Pierce County

Grant: \$69,607
Spent: \$69,607
Match: \$70,107

This grant was a blessing for Bite Me!. Our staff were in need of upgrading their skills and leaning our processes. We were able to accomplish nearly everything we set out to do. The training in FSMA was outstanding and really helped our staff increase their proper food handling skills.

Deb Tuggle, Owner

Food Production and Processing, \$4,350.44 per trainee

Training included Lean Management and Food Safety Training (FSMA). One benefit of the project was an increase of employee retention to

86%. Business efficiencies and work climate was impacted dramatically by the 80 hours of ESL training that was included. Product throughput for the business increased by 51%.

Pierce College District
Celebrity Gourmet Ventures Inc.

Trainees: 26

Pierce County

Grant: \$37,654
 Spent: \$36,134
 Match: \$47,935

This has been a great asset to us. We have learned so much, increased our throughput and efficiencies by over 30%, reduced our changeover times by 50%, and most important – we have fully trained 2 staff in Lean, Food Safety, personnel health and safety and operational training.
Odette D’Aniello, CEO, Celebrity Gourmet

Food Production and Processing,
\$1,448.23 per trainee

The project focused on Lean Management skills. Training resulted in the hire of five new positions, product throughput efficiencies increased by 30%.

Pierce College District
Ionic Inc.

Trainees: 19

Pierce County

Grant: \$21,812
 Spent: \$21,704
 Match: \$32,198

We had no idea what to expect going into this grant. We were very pleased with the results. We ended up with better trained staff, increased workplace safety and higher production output. This was a very successful event for us.
Dan Devlin, Chief Operating Officer

Manufacturing Other,
\$1,148.00 per trainee

Project focus was Lean Manufacturing skills

and was customized to include principles of food/product safety and pharmaceutical, Good Manufacturing Practices (GMPs) and 5-S taught and reinforced in all trainings. Six new employees were hired and employee turnover rates were reduced to below 15%.

Bates Technical College
NewCold

Trainees: 37

Pierce County

Grant: \$64,531
 Spent: \$64,531
 Match: \$65,109

The Job Skills Program grant was able to assist NewCold, a company based in the Netherlands, train employees as our new facility, the first in the US, was built and staffed in Tacoma, WA. Employees were trained to operate and maintain critical equipment as it was installed. Many employees trained under the JSP grant through Bates Technical College have continued with us and have become successful employees of NewCold.
Matt Richardson, NewCold Tacoma Site Manager

Other - Cold Storage, \$1,744.08
per trainee

For this project, every training program was customized to be relevant to the specific job role and structured by day and subject to provide guidance for the trainees and trainer.

Employees were provided upgraded skill levels in the use of all equipment, including certifications. The business was able to hire 37 new employees.

Pierce College District
Shining Ocean

Trainees: 111

Pierce County

Grant: \$71,472
Spent: \$70,554
Match: \$137,503

Shining Ocean had installed some new machinery and the grant was perfect timing to help us look at our structure and systems, obtain a number of skill improvements for our staff in food safety and TWI training for 11 individuals. Great program.

John Rader, Chief Operations Officer

Food Production and Processing, \$643.89 per trainee

This was a targeted program to train personnel and integrate Lean into

their operations. The goal was to facilitate growth in sales by improving efficiency, cost, and competitiveness in the current state, and by augmenting skills and upward mobility for personnel while maintaining or improving product uniformity and quality.

Pierce College District
Tacoma Community House

Trainees: 53

Pierce County

Grant: \$42,658
Spent: \$42,171
Match: \$48,951

This grant was a great opportunity for TCH to address some long-term issues, participant in great trainings that helped prepare us for the future.

Jason Scales, Client Services Manager

Other - Social Services, \$804.87 per trainee

This was an intensive project designed to increase skills at

handling clients and delivering excellent services to the community. The plan was for successful and identified individual contributors to be given opportunity for advancement into lead and supervisory roles within TCH. The program also focused on developing leadership and management skills for existing supervisors to make them more effective at leading TCH through upcoming changes. Training resulted in the creation of two new positions, and the overall retention rate for employees increased to 81%. Focused training helped raise awareness of cultural/racial sensitivity for the staff. This will be an ongoing training goal when new issues emerge.

Skagit Valley College
Scratch and Peck Feeds

Trainees: 28

Skagit County

Grant: \$55,530
Spent: \$55,524
Match: \$67,550

The JSP Grant has provided our team with many valuable tools to improve our organization. Our production department has implemented numerous improvement projects including a significant plant layout redesign and an effective Kanban system that has greatly improved our production scheduling process. Overall, the JSP Grant trainings have helped us create a culture of Continuous Improvement that serves as the foundation for our business growth strategy.

Bryon Meade, CEO, Scratch and Peck Feeds

Food Production and Processing, Agriculture, \$1,983.21 per trainee

Training and coaching incumbent and newly hired employees is critical to the continued growth, culture, and sustainability of S&P. The training included Lean

Management Skills, Communication for Leads, Conflict Management, Emotional Intelligence, Project Management, and Workplace Coaching. Productivity was increased by eliminating 25% of non-value steps in the manufacturing process.

Skagit Valley College
T Bailey Inc.

Trainees: 34

Skagit County

Grant: \$19,776
 Spent: \$19,200
 Match: \$44,616

We felt that each of T BAILEY's employees that attended the management skills training benefited from the training. They have gained communication and leadership skills that they can use on a daily basis. The second phase of the training allowed us to revamp our receiving process and area, streamlining a part of the organization that was ripe for a facelift. Thank you, Skagit Valley College and Impact Washington, for your help!
Justin Rawls, Director of Operations, T. Bailey, Inc

Manufacturing Other, Construction, Transportation, \$581.65 per trainee

The project was used to cross train current employees, and upskill the

workforce with supervisory and technical skills needed to be more efficient and effective on the job. All employees were trained in Lean tools and techniques, establishing the foundation for a sustainable Lean culture. Training resulted in a delivery time improvement of more than 20%.

Cascadia College
Absolute Manufacturing

Trainees: 97

Snohomish County

Grant: \$90,210
 Spent: \$79,275
 Match: \$90,210

The JSP grant for our company provided a culture shift where production floor employees felt valued as they received solid technical training in Blueprint Reading, Geometric Dimensioning and Tolerancing and Root Cause Analysis as well as other professional development courses, which are related to their fields The Management/Leadership, Project Management, MS Office and Time Management courses that were offered really supported our low to mid-management group and provided them with additional tools to better their workload, time and employees.
Matt Washburn, Training Manager

Aerospace, \$930.00 per trainee

This was a true incumbent worker project focused on

upgrading several technical skills for existing employees. Training programs included topics in manufacturing, project management, lean, leadership, and high-performance management. The project resulted in wage increases for 15 employees, a production scrap percentage down to 2.0%, and on time delivery increased to 96%.

Whatcom Community College
ABW

Trainees: 57

Snohomish County

Grant: \$92,218
 Spent: \$89,321
 Match: \$132,319

Aerospace, High Tech, Composites, \$1,617.86 per trainee

The training was well done and well received by our employees. As we've discussed, finding and retaining employees in the current environment is difficult and these events show our employees we care and want them to grow.

Betty Hanley, Finance Manager

Training included 34 courses focusing on skills related to project management and Lean Management. The number of employees grew from 100 to 126. The business has achieved a 6% savings in product throughput. The GD&T training coupled with English Language Learning was highly successful in training ESL employees in blueprint reading, dimensions, and tolerancing, thereby reducing the amount of wasted time and scrap/rework.

Green River College

AvtechTye, Inc.

Trainees: 122

Snohomish County

Grant: \$111,900

Spent: \$111,877

Match: \$163,273

The Job Skills grant has enabled AvtechTye to offer multiple opportunities for our employees to maintain required certifications as well as invest in their own professional growth. We are so all so grateful for the invaluable opportunity to improve ourselves.

Rachel Knowles, HR & Training Specialist

Aerospace, \$917.21 per trainee

Training focused on Lean manufacturing skills and included 60

employees recertified in IPC-A-610. Skills of 80 employees were maintained and/or improved to support cross training and cross functional communications.

Edmonds Community College

Crane Aerospace and Electronics

Trainees: 60

Snohomish County

Grant: \$92,628

Spent: \$71,286

Match: \$81,582

The aerospace manufacturing industry has grown substantially in the recent past, and is expected to continue. Being able to utilize this grant funding to provide much needed skills training to our incumbent employees has given us the opportunity to grow our internal talent such that we will be better prepared to meet the increasing demands from our customers. Further, the chance to invest in training and development also makes us a more competitive employer in a labor market, and improves employee engagement.

Janaye Holberton, HR Business Partner

Manufacturing Aerospace, \$1,543.80 per trainee

Training in IPC7211/IPC7721 was used to help employees increase

current skills and begin to troubleshoot more complex electronic assemblies. The business hired five new employees.

South Seattle College

Fluke Corporation

Trainees: 144

Snohomish County

Grant: \$137,850

Spent: \$137,850

Match: \$229,051

Manufacturing Electronics, \$957.29 per trainee

We were very pleased to have received full approval for the training program funded through the Washington State JSP grant and quite eager to move forward! The project lived up to expectations and provided our workforce with quality training that created growth opportunities for both employees and the company.

Allison Ellersick, Sr. Executive Assistant

The project included workshops to address workforce training needs in the topics of

Project Management (PMI aligned and provided by a Global Registered Education Provider aligned with the Project Management Body of Knowledge), Electronics and Troubleshooting, ESL, and Supervisor Team Lead skills. Overall, 21 training courses were provided with more than 430 hours of training.

**South Seattle College
Kongsberg Underwater Tech., Inc.**

Trainees: 17

Snohomish County

Grant: \$9,115
Spent: \$8,495
Match: \$16,840

Even though we had just a brief time to engage, we saw some good results. Both the Time Management and Lean classes provided us an insight into what we might accomplish by completing all of the planned classes, because employees were putting the skills to work right away.

Mark Rice, Service Manager

Manufacturing Naval, \$536.18 per trainee

This project was discontinued prior to the completion of all planned training. Time

Management and Lean Manufacturing skills were provided to a limited number of employees.

**Whatcom Community College
Mid-Mountain Materials**

Trainees: 25

Snohomish County

Grant: \$54,575
Spent: \$54,036
Match: \$82,809

Working with Steve Winters and Impact Washington has truly been a game changer for our company. Steve inspired us to take the leap into Lean Manufacturing, something we had been contemplating for a very long time. With his guidance, we were able to formulate a manageable plan for implementation, and have seen great success from our efforts. In addition to leading our courses and Kaizen events, Impact Washington has been a very beneficial partner in their assistance in connecting us with grants, including the Job Skills Program grant through Whatcom Community College, to help fund not only our Lean journey, but to provide additional management training to our supervisors and managers. Every team member that participated in the leadership and/or computer training led by Whatcom Community College gained valuable skills that they continue to utilize in their work day. The sessions were very constructive and the benefit was tremendous.

Gretchen Reibold, Senior Vice President

Manufacturing - Thermal, \$2,183.00 per trainee

The project included training and coaching necessary to improve business processes through MS Office skills

training, improve computer graphic design skill with Adobe Photoshop training, improve supervisory skills and employee morale through supervisory and leadership training, and improve productivity and reduce waste.

Cascadia College

Snohomish County

Stoddard International

Trainees: 45

Grant: \$37,920

Spent: \$37,920

Match: \$44,312

The Job Skills Grant was extremely beneficial in getting training that we otherwise could not afford. The Blueprint reading, GD&T and leadership skills training was a huge hit with the employees giving them the skills and confidence to accel in their current capacities. Those that had the training have shown much improvement in skill set, allowing for promotion opportunities that were not there previously. Thank you!

Dave Ghosn, VP Operations, Stoddard International

Manufacturing Composites,
\$842.67 per trainee

The training courses included Next Level Leadership, Supervisor Team Lead, Customer Service and Communication, Blueprint

Reading, and GD&T. Since completing the IP Networking training, there was a reduction in incidents requiring escalation to senior technical resources by upwards of 20%.

Green River College

Toolcraft Inc.

Trainees: 17

Snohomish County

Grant: \$32,100

Spent: \$30,420

Match: \$32,100

When Toolcraft first heard about the AS9100 Rev D Implementation Training program at Green River College we were very excited, but also a little apprehensive. Could we get our staff onboard and trained in the six-month time frame? As we are now drawing to a close, I can say we are very happy with how this went. Green River College was very supportive in guiding us through this process and setting us up to better serve our customers for years to come!

Steve Wittenberg, Operations Manager, Toolcraft, Inc.

Manufacturing High Tech, \$1,888.24 per trainee

The project focused on certification to AS9100 Rev D, requiring well trained employees who are able to develop, implement, and maintain a Quality Management System. In the process of training 2 new employees were added, 3 promotions were made, and a 10% wage

increase was provided to newly trained employees. The business is continuing to work on the new certification.

Whatcom Community College

Golden Boy Foods

Trainees: 55

Whatcom County

Grant: \$70,635

Spent: \$63,446

Match: \$73,782

Our Job Skills Program Grant allowed Golden Boy Foods to invest in our employees and our facility on an entirely different level than we've ever been able to do in the past. Over the last 18 months, we were able to offer Microsoft Office classes as well as leadership, supervisory and project management training. Our team received education on lean manufacturing and held four Kaizen events that focused on production line utilization, warehouse organization and the layout of our maintenance shop. These Kaizen events gave our staff members a voice and a platform to provide their input and implement change. In turn, we've seen an increase in overall morale, engagement and group participation. Additionally, both of our production lines are running at a 97% efficiency rate. We are eternally grateful to have participated in this program.

Nicole Cabana, Human Resource Manager

Food Production and Processing,
\$1,284.27 per trainee

The project included training and coaching necessary to: improve business

processes through MS Office skills training, improve supervisory skills and employee morale through supervisory and leadership training, develop administrative and project management skill through project management training with MS Project, and to improve productivity and reduce waste.

Whatcom Community College
Healthy Pet

Trainees: 56

Whatcom County

Grant: \$61,836
 Spent: \$61,836
 Match: \$116,679

The Job Skills Program Grant has allowed Healthy Pet, as a company in a very competitive environment, to reduce waste and improve overall efficiencies as well as positioning the company for expanding the markets serviced by this location. These efficiencies driven by the Continuous Improvement Process have reduced manufacturing costs by almost \$250k over historical levels. Our work environment continues to be one of the safest in the State of Washington as benefited by these activities and employees enjoy the improved working conditions driven by the significant 6S activities. This program has helped Healthy Pet be more competitive and secure the long-term future of the business and its employees.
William Gunter, Vice President of Operations, Healthy Pet, LLC

Manufacturing - Wood/Paper Products, \$1,104.21 per trainee

This project focused on Lean Manufacturing skills and provided general skills to improve employee productivity. Training

allowed the hire of 10 new employees. Fourteen employees participated in the Lean 101 training, which gives the basic continuous improvement and problem-solving skills. The employees were engaged in the training and implemented improvements throughout the production. Overall product throughput was increased 15.44%, and production capacity improved by over 10%.

Whatcom Community College
Itek Energy

Trainees: 78

Whatcom County

Grant: \$84,338
 Spent: \$76,278
 Match: \$74,746

Our Job Skills Program (JSP) Grant allowed Silfab Solar (formerly Itek Energy) as a company to eliminate redundancies, reduce waste and improve overall efficiency. Silfab Solar has quadrupled its production rate while only marginally increasing our work force. Our employees enjoy safer jobs, better working conditions, and increased productivity and confidence through the implementation of the Continuous Improvement Process.
David McCarty, Chief Operating Officer, Silfab Solar

Manufacturing High Tech, Solar Panels, \$1,081.26 per trainee

Project focused on reducing costs through Lean Transformation and Training Within Industry (TWI). In order to maintain their industry leading quality, performance and cost-value proposition, Itek Energy

progressed with their continuous improvement culture through training in soft skills provided by Whatcom Community College and Lean/TWI training provided by Impact Washington. Training resulted in the hire of 47 new hires.

Bellingham Technical College
Itek Energy

Trainees: 55

Whatcom County

Grant: \$66,682
 Spent: \$66,682
 Match: \$74,308

Our JSP grant has allowed Itek as a company to eliminate redundancies, reduce waste and improve overall efficiency. Itek has tripled its production rate while retaining approximately the same sized work force. Our employees enjoy safer jobs, better working conditions, and increased productivity and confidence through the implementation of the Continuous Improvement Process.

David McCarty, Chief Operating Officer, Itek Energy

Manufacturing High Tech, Solar Panels, \$1,212.40 per trainee

Training was provided on continuous improvement, concentrating on using Lean Manufacturing tools and Kaizen event

concepts. Goals included reducing cycle time in the manufacturing of products, lean enterprise management, and productivity improvements. The project resulted in the hire of 45 employees, with training provided to 10 new hires, 20 in retraining, and 25 employee upgrades. The business set a goal to increase production capacity by 100%, instead the project created a 300% increase.

**Bellingham Technical College
LEAN Six Sigma BTC Consortium**

Trainees: 116

Whatcom County

Grant: \$136,210
Spent: \$133,712
Match: \$198,733

It's kinda like science, and then you find money.

Operations Manager, Cascadia Eye

I no longer react to symptoms; I now look at root causes.

Maintenance Manager, Trans Ocean Products

I liked learning new techniques to take to work and implement better processes.

Operations Staff Member. – Silver Reef Resort

Hospitals and Medical Services, Food Production, Hospitality, apparel, 4 business partners, \$1,174.22 per trainee

The participating business partners in this consortium were Cascadia Eye, Tran-Ocean Products, Silver Reef Casino Resort, and Brist Manufacturing. The shared goal for all businesses was to use an application of Lean

Six Sigma skills to provide employees the ability to optimize processes and procedures. The project was so successful that the initial plan was revised to increase the training by 134%. Each business partner committed to follow-up with additional training in the future. A plan is in the works to develop additional customized training courses for the participants.

**Yakima Valley College Yakima County
ASAP Metal Fabricators, Inc.**

Trainees: 39

Grant: \$190,200
Spent: \$168,985
Match: \$235,293

The job skills grant was a real lifesaver for a small business like ours. It enabled us to work with some of the industry's best consultants and teachers that otherwise would have been out of our reach. This was a huge help in getting high caliber training and consulting that would have otherwise not been obtainable to a small business like ours. The take away processes and procedures that we learned will remain and benefit this company for years to come. Absolutely the best benefit the State of Washington could do for small business owners.

Terry Schweyen, President

Manufacturing Other, Metal Fabrication, \$4,876.92 per trainee

This project included Lean Manufacturing skills, and had a primary goal to achieve ISO9001

certification. Training also included Blue Print Reading, Communication & Conflict Resolution, as well as

Supervisory and Team Building skills. Ultimately, training was provided to all but two of the business employees; which is a major undertaking when the business is training and maintaining production at the same time.

Yakima Valley College

McClarín Plastics

Trainees: 226

Yakima County

Grant: \$222,600
 Spent: \$207,509
 Match: \$222,600

We survey employee job satisfaction annually. Before this training, we continued to struggle to provide appropriate and sufficient training for both management and production employees. For the first time, we made gains in all areas of employee perception of the training and information they get to perform their job well. Employee satisfaction is at an all-time high which is evidenced by our significantly reduced turnover.
Julie Smith, Director of Human Resources

Manufacturing Composites, \$984.96 per trainee

This project focused on using Lean

Manufacturing and TWI (Training Within Industry) skills to upskill workers and to enable continuous improvement of business processes. Training also included Time Management and Jobsite Safety (including needed Active Shooter Response). The project resulted in the hire of seven additional employees and the average monthly turnover of employees was reduced from 12% to 6.3%. Over 30 employees received wage increases because of the project. Training courses were provided in both English and Spanish, and during both day and night shifts.

Big Bend Community College

Novolex-Shields, LLC

Trainees: 56

Yakima County

Grant: \$88,000
 Spent: \$83,087
 Match: \$90,000

The Training we received from the JSP was outstanding in my opinion. Without the JSP funds we wouldn't have been able to conduct this training. Big Bend Community College was super helpful in organizing the JSP and assisting in getting us the grant. I noticed change in my most challenging Supervisors with their attitudes, outlook on our people and supervisory skills. I personally had a whole new outlook on people's personality and how I could relate to them in an understanding manner. Our instructor was very good at getting input from the group and was able to reach the most difficult people we had in our class by using what he was teaching. He was very good at explaining situations that he personally had that would tie in to our day to day activities here at Shields-Novolex. I would recommend his class to any company wanting to improve and train their Supervisors and Management
Rob Asbury, Novolex, Director Flex and Conversion

Manufacturing Other, Plastics, Packaging, \$1,571.43 per trainee

This project used Leadership Training to prepare upskill and prepare employees for advancement,

leading others, and working together as a team. A total of 29 new employees were added during the project, and monthly turnover rate was reduced from 4.5% to 3.66%. Productivity for on-time deliver was increased from 75% to 90%.

Yakima Valley College
Portco Packaging Inc.

Yakima County

Trainees: 58

Grant: \$155,150
Spent: \$134,379
Match: \$171,977

The Jobs skills grant have benefited our plant efficiencies, job training and cross training greatly. Our team has done a great job embracing the change and constantly giving feedback. All the instructors we had the pleasure of meeting did a fantastic job ensuring they focused in areas we struggled in. They adapted very well with our schedules and always followed up on any tasks they left us. The instructors were persistent in their follow through which in turn held us accountable to insure we finished our projects. All of the trainings helped us in all aspects of our business from administrative to production. We have shown very favorable improvements in production efficiencies and waste reduction across the plant. The program was a bit difficult at first with the overload on different trainings but the JSP team did a great job communicating with us and making changes to better suit our best way of learning. I am grateful we were allowed such a great opportunity and encourage any facility to make the effort in pursuing the JSP grant.

Alberto Gutierrez –Production Manager

The program Lean 101 has helped me be more productive in the production area. It has been good to me as to everyone else as well. Understands the process of work. It has helped me be more organized and produce good quality, and reduce my time (improve time management). It taught me to further my expectations about clients. The program taught me good work and to accept changes to come. Change is good and helps for the future outcomes.

Swing Shift Supervisor (transcribed from Spanish)

Wood/Paper Products, \$2,675.00 per trainee

This training included 16 courses and 460 hours of training. Training was provided in Lean Skills, TWI (Training Within Industry), English/Spanish Translation, Business and Leadership skills, and Safety Training that included Active Shooter training. As a result of the project, midlevel production employee wages increased to an average of \$15.40 per hour. A significant reduction in set-up times for SOS Machinery was achieved, going from 9.82 hours down to 1.8 hours.

2019- 2021 Looking Forward

Job Skills Program for Washington's Workforce

The Jobs Skills Program has been Washington's most consistent state investment strategy in direct training for businesses. Employers get the exact training they need for developing their skilled workforce in today's economy and the economy of the future.

The Job Skills Program has been extremely competitive and cannot accommodate all of the quality applications each quarterly period due to a lack of funding to meet demand. Through the third quarter of funding in the 2019-2021 biennium, the requests for training have already exceeded available funds by 134% and are on track to provide training for 5,666 incumbent workers in the State of Washington.

Investment in the Job Skills Program vastly expands our ability to support businesses and workers in achieving long-term economic security, and helps employers improve their competitiveness to strengthen Washington's economy. The State Board for Community and Technical Colleges is encouraged to see the program under consideration for expansion in the 2020 supplemental budget.