



2023-25 JOB SKILLS PROGRAM

JANUARY 2026 BIENNIAL REPORT TO THE LEGISLATURE

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Opening Remarks

The Job Skills Program: A win for Washington businesses and workers

Attracting, developing, and maintaining a skilled workforce is a challenge faced by many businesses. A [2024 survey](#) of Washington employers conducted by the Association of Washington Business (AWB) found a lack of qualified workers was the second biggest challenge facing employers, with 51% of respondents listing it as a major problem. When asked in a follow-up question about which strategies employers use to attract and retain talent, 59% of those same employers said on-the-job training and upskilling. This is what Washington's Job Skills Program (JSP) helps businesses to do: develop the skills of new and existing workers, keep and grow well-paying jobs, and improve competitiveness to strengthen Washington's economy.

JSP has been Washington's most consistent state investment strategy in direct training for business. Since its start in 1983, it has helped over 81,000 workers employed by thousands of businesses maintain and expand their operations, create new jobs, and develop loyal workers who benefit from learning new skills and advancing in their careers. When partnered with a community or technical college for a Job Skills grant, employers get exactly the training they need — their schedule, their topics, their location, their way.

In the 2023-25 biennium JSP grants delivered 1,122 customized courses to 7,358 workers employed by 119 Washington businesses. Businesses demonstrate their commitment to this partnership by typically leveraging more than the required \$1 for \$1 grant match; in the 2023-25 biennium businesses invested \$1.70 for every state dollar.

In alignment with Goal 3, Objective 3.1, Strategy 3.1.1 of SBCTC's Strategic Plan, program staff continue efforts to understand how the JSP serves Washington's diverse business community. Beginning in fiscal year 2024, SBCTC initiated the collection of voluntary data on participating businesses' ownership certifications through the Washington Office of Minority and Women's Business Enterprises (OMWBE) and the Washington Department of Veterans Affairs (WDVA). For the 2023-25 biennium, eight business participants were OMWBE certified, an additional four identified as minority- or women-owned but were not formally certified, and one business was veteran-owned and certified through the WDVA. These results underscore that while OMWBE and WDVA certifications provide important information for state contracting, they may not fully capture the breadth of diverse ownership represented among JSP participants. SBCTC is working with industry advisors and college partners to refine data collection methods, establish baseline measures for equitable grant distribution, and ensure that future investments reflect Washington's diverse and growing employer base.

Consistent with Strategy 3.1.4 of SBCTC's Strategic Plan, staff continue to focus on expanding the number of institutions engaged in the JSP to strengthen the college system's capacity to meet employer training needs. During the 2023-25 biennium, 11 community and technical colleges and one private career school administered 90 JSP grants. Of the 11 colleges, five served as fiscal agents subcontracting with five additional colleges that delivered the training directly.

This model reflects the collaborative nature of the program and the expertise required to design customized training solutions that produce results for businesses while connecting employees to industry-recognized credentials and career pathways. To further build statewide capacity, program staff are working with continuing education leaders to provide grant application webinars, professional development training, and technical assistance aimed at increasing participation among colleges – particularly those in underserved regions – and enhancing equitable access to workforce training opportunities across Washington.

SBCTC extends its sincere appreciation to the Washington State Legislature for its longstanding vision and commitment to strengthening the state’s workforce and economy. As reflected in RCW 28C.04.400, the Legislature’s early recognition that Washington’s prosperity depends on strong partnerships between business, industry, and educational institutions continues to guide the Job Skills Program today. Ongoing legislative support enables employers and colleges to deliver effective training that benefits workers, businesses, and communities statewide.

JSP continues to be oversubscribed, with well-qualified applicants unable to be served and prospective applicants discouraged by limited funding availability and program visibility. During the 2023–25 biennium, total requests for funding reached \$19,842,749.85, while available resources totaled \$15,081,832, leaving 16 highly rated projects valued at \$4,760,917.85 unfunded and necessitating the cancellation of subsequent application rounds for the year. These ongoing funding constraints highlight the need for expanded investment and targeted outreach to ensure that all Washington employers – particularly those in emerging and underserved sectors – can access the program’s benefits and contribute to a resilient, inclusive state economy.

In closing, continued investment in the JSP strengthens Washington’s capacity to help businesses and workers achieve long-term economic security while enhancing the state’s overall competitiveness. The program remains a proven and effective model for fostering collaboration between colleges and employers to address critical workforce needs.

SBCTC commends this program to members of the Washington state Legislature and welcomes inquiries for further information.

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Introduction

“The JSP grant has been a transformative resource for our company, empowering our team with new skills in Lean manufacturing, continuous improvement, and leadership. As a result, we’ve seen measurable gains in efficiency, quality, and team engagement across departments. The training has helped us build the foundation for a stronger, more capable workforce ready to meet the demands of growth and innovation. We’re incredibly grateful for the support and proud of the long-term impact it will have on our business and employees.”

Andy Tonkin, President, La Mexicana

La Mexicana, the oldest tortilla bakery in greater Seattle, has been family-owned and operated for over 65 years. To remain competitive in their low-margin business, they aim to maintain or improve their renowned product quality while reducing waste and increasing efficiency. Implementing Lean principles can help achieve these goals by fostering a culture of continuous improvement. Lean training will streamline processes, cut waste, and support profitability.

- Completed 3,832 training hours for 32 employees.
- Hired four new employees.
- Scrap or rework reduced from 2,000 lbs./day to less than 1,000 lbs.
- Throughput increased from 400,000-600,000 tortillas/day to 720,000+ tortillas/day.
- Defects by lot reduced from 11% to <8.8%.

Purpose of the Job Skills Program

The Job Skills Program (JSP) is an important tool in Washington’s economic development efforts to recruit, retrain, and expand good jobs for Washingtonians. Its flexibility and customization enable employers to get the short-term workforce training they need to keep and grow jobs. By design, JSP enables partnerships between employers and educators to develop training solutions. These partnerships benefit employers and their workers, strengthen Washington’s key economic sectors, and expand the reach of educational institutions’ workforce and continuing education missions.

Statutory authority

Statutory authority for JSP is found in RCW 28C.04.400-420. In 1983, the Washington state Legislature established the program with the following declaration:

The legislature declares that it is an important function of government to increase opportunities for gainful employment, to assist in promoting a productive and expanding economy, and to encourage the flow of business and industry support to educational institutions. Therefore, the legislature finds that it is in the public interest of the state to encourage and facilitate the formation of cooperative relationships between business and industry and educational institutions which provide for the development and significant expansion of programs of skills training and education consistent with employment needs and to make interested individuals aware of the employment opportunities presented thereby. It is the policy of the state of Washington to ensure that programs of skill training are available on a regional basis and are utilized by a variety of businesses and industries.

RCW 28C.04.400

Purpose of this report

This report is submitted by the State Board for Community and Technical Colleges (SBCTC) to the Washington state Legislature in fulfillment of RCW 28C.04.420, 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.

Scope of the report

This report provides a comprehensive overview of grant awards, project descriptions, and outcomes for the 2023-25 biennium under the Job Skills Program (JSP).

Several projects awarded during fiscal year 2024 (FY24) received continuation grants, allowing their associated training activities to extend into fiscal year 2025 (FY25). As a result, the scope of this report encompasses both new awards and the ongoing impact of previously initiated projects still active in the current biennium.

Program funding

JSP received \$5.45 million from the Education Legacy Trust Account and \$10 million from the State Fund-General for the 2023-25 biennium. SBCTC administrative expenses total 2.4% (\$368,168). The remaining \$15,081,832 was allocated to grants, with distribution apportioned about equally between each fiscal year. In fiscal year 2024, SBCTC awarded \$7,387,494 in grant funds, and \$7,997,209 was awarded in fiscal year 2025. Periodic funding surveys are carried out to grantees throughout each fiscal year to assess whether adjustments to awards are required based on evolving needs of business partners and their employees. When grantees request fund adjustments, SBCTC makes every effort to conduct additional grant reviews and/or reallocate funds to existing grants demonstrating increased funding requirements.

Program Overview

Attracting, developing, and maintaining a skilled workforce is an ongoing issue for employers in Washington's major industries. Since 1983, Washington's JSP has provided opportunities for both new and experienced workers to gain skills, while supporting companies in retaining employees, offering living-wage positions, remaining competitive, and contributing to Washington's economy.

SBCTC estimates that since the program began in 1983, over 81,000 incumbent workers and 1,066 businesses have participated in the program.

Job Skills Program priorities

Strategic industry clusters are supported by the JSP whenever possible, and awards are available to all regions of the state, including rural areas.

Job Skills resources are targeted to 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.
- Communities are struggling with high unemployment.

Shared investments

JSP is a dollar-for-dollar matching grant program. At least 50% of training expenses are covered by the business through cash and/or in-kind payments. Businesses with reported Gross Business Income (GBI) of less than \$500,000 are exempt from the dollar-for-dollar match but must still provide a match equal to the wages and benefits paid to employees while in training. In the 2023-25 biennium, for every dollar of the state's investment, the private sector invested \$1.70 (a 170% match of state funds).

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

Workforce Training Customer Advisory Committee

SBCTC consults with the Workforce Training Customer Advisory Committee to guide grant making decisions. The committee is made up of representatives from business, labor, and public and private educational institutions, as established in [RCW 28C.04.390\(3\) and \(4\)](#). A Job Skills subcommittee meets to review, provide input, and recommend funding for JSP grants. Representatives of the Department of Commerce and the Workforce Training and Education Coordinating Board also participate in the review process.

Application and award cycles

SBCTC issues guidelines outlining application, administrative, and financial procedures, including an annual application schedule. Funding is split evenly in half to be awarded in each of the biennium's two fiscal years, with quarterly application rounds based on available funds. Round 1 projects have 12 months to complete, while subsequent rounds have nine or six months, as applicable.

Availability of funding

In FY24, demand for JSP funding exceeded available resources by 44 percent. The Job Skills Subcommittee recommended grant awards for 37 projects, resulting in 12 highly ranked proposals not receiving funding and the cancellation of subsequent application rounds for the remainder of the year. In FY25, two application rounds were conducted, awarding grants to 53 projects while four eligible proposals remained unfunded. Overall, requests during FY25 surpassed available funding by 19 percent, underscoring the continued high demand for customized training partnerships across Washington's industries.

Overview of Project Results

In the biennium 2023-25, 90 grant-funded projects trained 7,358 employees across 146 participating businesses that have a combined total of 60,046 Washington-based employees. This includes 71 individual business projects and 19 consortia projects representing 75 businesses. At the time of their grant applications, these businesses anticipated hiring 3,165 or more new positions in the coming year.

Of the 90 projects, 87 completed training. Two projects were cancelled due to changing circumstances for the businesses and one project was not completed. Individual project overviews can be found in Appendix A and Appendix B.

2023-25 Job Skills Program fast stats

All JSP Grants (2023-25 Biennium)	Totals & Averages
Total number of projects awarded	90
Total number of projects competed ¹	87
Total number of training courses provided	1,122
Total number of employees trained	7,358
Average number of trainees per project	85
Average grant expenditure per trainee	\$1,948
Average total grant expenditure	\$170,941
Business match per \$1.00 state investment	\$1.70

¹ Two projects were cancelled after initial approval, and one project was not completed.

2023-25 Distribution of Grants

Distribution by educational sector²

College/School Category	Number of JSP Projects Awarded	Number of JSP Trainees	JSP Funds Awarded
Private career schools or colleges	1	45	\$150,189
State operated community & technical colleges	89	7,313	\$15,234,513

Distribution by industry³

Manufacturing: 70 grants, representing 78% of all grants			All Other Industries: 20 grants, representing 22% of all grants
17 – Aerospace	11 – Wood/Paper Products		12 – Agriculture
9 – High Tech	8 – Food Production and Processing		8 – Other: Environmental Services, Gaming and Hospitality, Banking & Finance, Hospitals & Medical Services, Architecture, Civil Engineering and other Construction Services, and Telecommunications
3 – Naval	3 – Medical Devices	3 – Packaging	
16 – Other: Composites, Construction and Construction Equipment, Heating Systems, Remanufacturing, Boats, Traffic Signals, Print and Graphics			

Distribution by size of business⁴

Size of Businesses Served by JSP Grants	# of Businesses in this Size Range	% of Businesses in this Size Range
Businesses with 1 to 30 employees	34	29%
Businesses with 31 to 100 employees	32	27%
Businesses with 101 to 200 employees	20	17%
Businesses with more than 200 employees	33	28%

² 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.

³ Industry count is based on the best match for all businesses participating in the project. For consortia projects, industry count is based on the business partner with the highest number of employees.

⁴ Includes businesses in consortia projects, no duplication for businesses participating in multiple projects.

Distribution by region

Region	Number of JSP Projects in Region	Percent of JSP Projects in Region	Number of JSP Trainees in Region	Percent of JSP Trainees in Region	JSP Funds Awarded in Region	Percent of JSP Funds Awarded in Region
Central Puget Sound (King, Pierce & Snohomish)	50	56%	4,039	55%	\$9,662,977	63%
Balance of State – West	24	27%	2,068	28%	\$3,679,930	24%
Balance of State – East	13	14%	1,098	15%	\$1,652,158	11%
Spokane County	3	3%	153	2%	\$389,638	3%

Distribution by workforce development area (WDA)

Workforce Development Area	Number of JSP Projects in WDA	Percent of JSP Projects in WDA	Number of JSP Trainees in WDA	Percent of JSP Trainees in WDA	JSP Funds Awarded in WDA	Percent of JSP Funds Awarded in WDA
Seattle-King	28	31%	1,892	26%	\$6,085,544	39.6%
Snohomish	13	14%	1,062	14%	\$1,862,080	12.1%
Northwest	12	13%	1,008	14%	\$1,555,790	10.1%
Tacoma-Pierce	9	10%	1,085	15%	\$1,715,353	11.1%
North Central	6	7%	293	4%	\$920,373	6.0%
Pacific Mountain	6	7%	741	10%	\$1,654,160	10.8%
Southwest	4	4%	248	3%	\$371,035	2.4%
Benton-Franklin	4	4%	690	9%	\$374,996	2.4%
Spokane	3	3%	153	2%	\$389,638	2.5%
Olympic	2	2%	71	1%	\$98,945	0.6%
Eastern	2	2%	75	1%	\$305,889	2.0%
South Central	1	1%	40	1%	\$50,900	0.3%

Distribution of grants by legislative district

Legislative District	# of Grants	% of All Grants	# of Trainees	% of All Trainees	Grant Funds Awarded	% of Grant Funding
1	3	3.33%	413	5.61%	\$722,073.00	4.69%
2	1	1.11%	14	0.19%	\$41,705.00	0.27%
4	2	2.22%	79	1.07%	\$288,458.00	1.87%

Legislative District	# of Grants	% of All Grants	# of Trainees	% of All Trainees	Grant Funds Awarded	% of Grant Funding
8	2	2.22%	157	2.13%	\$144,100.00	0.94%
9	2	2.22%	75	1.02%	\$305,889.35	1.99%
10	1	1.11%	286	3.89%	\$157,233.00	1.02%
11	4	4.44%	68	0.92%	\$479,400.00	3.12%
12	3	3.33%	108	1.47%	\$262,639.00	1.71%
13	4	4.44%	236	3.21%	\$753,474.00	4.90%
14	1	1.11%	28	0.38%	\$20,034.00	0.13%
15	3	3.33%	573	7.79%	\$281,796.00	1.83%
17	1	1.11%	74	1.01%	\$101,179.50	0.66%
18	2	2.22%	197	2.68%	\$303,754.00	1.97%
20	1	1.11%	23	0.31%	\$47,247.00	0.31%
21	3	3.33%	577	7.84%	\$850,806.00	5.53%
22	6	6.67%	741	10.07%	\$1,654,160.00	10.75%
25	4	4.44%	148	2.01%	\$743,557.00	4.83%
26	1	1.11%	57	0.77%	\$57,240.00	0.37%
27	4	4.44%	849	11.54%	\$921,589.50	5.99%
30	1	1.11%	98	1.33%	\$255,000.00	1.66%
31	1	1.11%	88	1.20%	\$50,206.00	0.33%
33	4	4.44%	104	1.41%	\$443,500.00	2.88%
34	3	3.33%	181	2.46%	\$792,727.00	5.15%
36	3	3.33%	387	5.26%	\$790,688.00	5.14%
38	8	8.89%	406	5.52%	\$861,850.00	5.60%
39	3	3.33%	127	1.73%	\$892,806.00	5.80%
40	5	5.56%	319	4.34%	\$525,172.00	3.41%
42	4	4.44%	333	4.53%	\$428,279.00	2.78%
43	3	3.33%	154	2.09%	\$881,408.00	5.73%
44	1	1.11%	28	0.38%	\$53,684.00	0.35%
45	1	1.11%	125	1.70%	\$194,739.00	1.27%
47	3	3.33%	258	3.51%	\$529,668.00	3.44%
48	2	2.22%	47	0.64%	\$548,641.00	3.57%

Note: For projects noting multiple districts, the district of the business's primary location was used. For consortia projects, the district of the business partner with the highest number of employees was used.

Distribution of Job Skills projects by county

The following table lists business participants for the 2023-25 biennium and is organized alphabetically by county, as reported by the training provider. The location of some training activities may vary from the county listed or take place in multiple counties.

Business Partner (sorted by county)	Industry(ies)	County	Legislative District	Grant Award	Trainees
Eddie Farms	Agriculture	Benton	15	\$126,850.00	165
Columbia Energy & Environmental Services, Inc	Manufacturing – High Tech	Benton	8	\$75,200.00	79
Eddie Farms	Agriculture	Benton	15	\$104,046.00	368
Columbia Energy & Environmental Services, Inc	Manufacturing - High Tech	Benton	8	\$68,900.00	78
Crunch Pak	Food Production and Processing	Chelan	12	\$166,899.00	57
nLight	Manufacturing – Composites	Clark	18	\$222,998.00	179
Portco Packaging Co	Manufacturing – Other	Cowlitz	20	\$47,247.00	23
Portco Packaging Co	Manufacturing – Other	Cowlitz	14	\$20,034.00	28
Milbrandt Vineyards	Agriculture	Grant	13	\$210,232.00	77
Grigg Farms	Agriculture	Grant	13	\$214,898.00	61
Grigg Farms	Agriculture	Grant	13	\$163,276.00	56
RM Wineries	Agriculture	Grant	13	\$165,068.00	42
Genie-Terex	Manufacturing – Other	King	1	\$219,027.00	190
Aerojet Rocketdyne	Manufacturing – Aerospace	King	45	\$194,739.00	125
RYP Labs, Inc.	Agriculture	King	48	\$452,541.00	13
Buyken Metal Products	Manufacturing – Aerospace	King	33	\$58,900.00	28
Western Tile & Marble Contractors, Inc.	Construction	King	48	\$96,100.00	34
ProAmpac	Manufacturing – Other	King	47	\$228,100.00	0
Trident Seafoods	Food Production and Processing	King	36	\$495,807.00	334
Machinists Inc.	Manufacturing – Aerospace, Naval, High Tech	King	34	\$519,200.00	120
Tutta Bella	Food Production and Processing	King	43	\$588,600.00	70
Genie-Terex	Manufacturing - Other	King	1	\$195,646.00	106
Skills Inc	Manufacturing - Aerospace	King	47	\$248,200.00	127

Business Partner (sorted by county)	Industry(ies)	County	Legislative District	Grant Award	Trainees
Charlie's Produce	Food Production and Processing	King	43	\$241,865.00	83
Machinists Inc	Manufacturing - Aerospace, Naval, High Tech	King	34	\$219,627.00	59
Thermetrics	Manufacturing - Aerospace, High Tech	King	36	\$232,381.00	51
The Boxmaker	Manufacturing - Wood/Paper Products	King	33	\$64,800.00	45
Dogwood Industries LLC	Manufacturing – Other	King	39	\$447,700.00	57
La Mexicana	Food Production and Processing	King	11	\$61,200.00	32
Three Sigma Manufacturing	Manufacturing - Aerospace	King	33	\$205,800.00	12
Neumeier Engineering	Manufacturing - Aerospace	King	30	\$255,000.00	98
Aerofab NDT	Manufacturing - High Tech	King	33	\$114,000.00	19
Somatic VR	Manufacturing - High Tech	King	43	\$50,943.00	1
Inventech Marine Solutions	Manufacturing - Naval, High Tech	Kitsap	2	\$41,705.00	14
Safeboats	Manufacturing - Naval	Kitsap	26	\$57,240.00	57
Concentric Design Inc	Manufacturing - Wood/Paper Products	Okanogan	12	\$0.00	0
Seatac Packaging	Manufacturing - Wood/Paper Products	Pierce	25	\$112,800.00	30
Aquagga	Other - Environmental Services	Pierce	27	\$273,446.50	22
MultiCare Health System	Hospitals and Medical Services	Pierce	27	\$492,485.00	699
Revalesio	Manufacturing - Other	Pierce	25	\$101,505.00	9
SeaTac Packaging	Manufacturing - Wood/Paper Products	Pierce	25	\$261,330.00	53
Sekisui Aerospace	Manufacturing - Aerospace	Pierce	31	\$50,206.00	88
Urban Accessories	Manufacturing - Other	Pierce	25	\$267,922.00	56
Cole Graphic Solutions	Manufacturing - Print and Graphics	Pierce	27	\$34,693.00	35
KPG Psomas	Other - Architecture, Civil Engineering and other Construction Services	Pierce	27	\$120,965.00	93
Dogwood Industries LLC	Manufacturing – Other	Skagit	39	\$396,000.00	36

Business Partner (sorted by county)	Industry(ies)	County	Legislative District	Grant Award	Trainees
Washington Bulb Inc	Agriculture	Skagit	10	\$157,233.00	286
SBV Fairhaven Mill, LLC	Food Production and Processing	Skagit	40	\$78,636.00	5
Silfab Solar	Manufacturing - High Tech	Skagit	40	\$109,141.00	190
Janicki Industries	Manufacturing - Aerospace, Composites	Skagit	39	\$49,106.00	34
Achilles USA (plastics manufacturer)	Manufacturing – Other	Snohomish	38	\$39,921.00	32
Crane Aerospace & Electronics	Manufacturing – Aerospace, Medical Devices	Snohomish	21	\$412,930.00	488
Access Laser	Manufacturing – High Tech	Snohomish	21	\$373,796.00	66
RENU Medical	Manufacturing – Medical Devices	Snohomish	38	\$127,650.00	68
AutoDeriva	Manufacturing – Aerospace, Auto	Snohomish	38	\$58,000.00	8
Canyon Creek Cabinets	Manufacturing - Wood/Paper Products	Snohomish	12	\$95,740.00	51
Jamco America	Manufacturing - Aerospace	Snohomish	38	\$126,700.00	129
Bridgeways	Manufacturing - Aerospace	Snohomish	38	\$58,174.00	7
Pallet Shelter	Manufacturing - Wood/Paper Products	Snohomish	38	\$220,005.00	76
Kaas Tailored	Manufacturing - Aerospace	Snohomish	21	\$64,080.00	23
Pacific Northwest Traffic Control	Manufacturing - Other	Snohomish	44	\$53,684.00	28
Levi Mason Industrial, Inc.	Manufacturing - Naval	Snohomish	38	\$0.00	0
Carbon Quest	Manufacturing – Other	Spokane	4	\$89,097.00	13
Accra-Fab	Manufacturing – Aerospace	Spokane	4	\$199,361.00	66
Small Planet Supply	Manufacturing – Other	Thurston	22	\$190,075.00	11
Custom Source Woodworking	Manufacturing - Wood/Paper Products	Thurston	22	\$319,984.00	23
Custom Source Woodworking	Manufacturing - Wood/Paper Products	Thurston	22	\$456,889.00	35
Small Planet Supply	Manufacturing - Other	Thurston	22	\$308,656.00	16
Windfall Architectural Products	Manufacturing - Wood/Paper Products	Thurston	22	\$75,856.00	24
Whatcom Educational Credit Union	Banking and Finance	Whatcom	42	\$117,826.00	160

Business Partner (sorted by county)	Industry(ies)	County	Legislative District	Grant Award	Trainees
All American Marine, Inc.	Manufacturing - Other	Whatcom	42	\$47,068.00	49
Total for grants serving 71 individual businesses				\$12,815,730	5,897

2023-25 Job Skills Multi-Business Consortia

Many companies achieve economies of scale by forming larger groups, or consortia, to apply for grants supporting shared training activities. Consortia projects enable smaller employers to access training opportunities that may not be available independently. Businesses involved in a consortium project can train smaller groups of employees while distributing costs among participating organizations. In some cases, businesses with more flexible funding contribute a greater share to the required match, reducing the financial burden for smaller or disadvantaged firms. SBCTC allows business collaboration and does not restrict participation to two projects within five years.

Consortium Name	Industry(ies)	County	Legislative District	Grant Award	# Companies	# of Trainees
Green Belt/Black Belt Training Consortium	Manufacturing - Composites	Clark	18	\$80,756.00	8	18
BedMed/HatchMed Consortium (FY24)	Manufacturing – Medical Devices	King	11	\$178,500.00	2	16
BedMed/HatchMed Consortium (FY25)	Manufacturing - Medical Devices	King	11	\$184,500.00	2	17
Continuous Improvement Consortium	Manufacturing – Other	King	11	\$55,200.00	2	3
Landscapers Consortium	Agriculture - Landscaping	King	47	\$53,368.00	6	131
Lean Six Sigma Consortium (FY25)	Other - Telecommunications	King	1	\$307,400.00	10	117
Small Business Consortium (FY24)	Food Production and Processing	King	34	\$53,900.00	2	2
Small Business Consortium (FY25)	Food Production and Processing	King	34	\$62,500.00	2	2
Strengthening NW Manufacturing Workforce Consortium (FY24)	Agriculture	Skagit	40	\$170,095.00	2	53
Strengthening NW Manufacturing Workforce Consortium (FY25)	Agriculture	Skagit	40	\$143,200.00	2	59
Empowering Everett: Enhancing Manufacturing Talent Consortium	Manufacturing - Aerospace, Auto	Snohomish	38	\$231,400.00	2	86

Consortium Name	Industry(ies)	County	Legislative District	Grant Award	# Companies	# of Trainees
Infinetix/Johnston Engineering Consortium	Manufacturing - High Tech	Spokane	17	\$101,179.50	2	74
Tribal Gaming Consortium (FY25)	Other – Gaming and Hospitality	Thurston	22	\$302,700.00	3	632
Bramble Berry, Inc. & Brooks Manufacturing Consortium (FY24)	Manufacturing – Wood/Paper Products	Whatcom	42	\$174,930.00	2	90
Bramble Berry, Inc. & Brooks Manufacturing Consortium (FY25)	Manufacturing – Other / Wood/Paper Products	Whatcom	42	\$88,455.00	2	34
Women's Leadership Consortium	Manufacturing	Whatcom	40	\$24,100.00	4	12
CDL Solutions Consortium	Agriculture - Retail/Wholesale	Whitman	9	\$150,189.35	11	45
Lean Six Sigma Consortium (FY24)	Manufacturing – High Tech	Whitman	9	\$155,700.00	8	30
Tribal Gaming Consortium (FY24)	Other – Gaming and Hospitality	Yakima	15	\$50,900.00	3	40
Total for grants serving 19 consortia partnerships				\$2,568,972.85	75	1,461

Consortia Business Participants

AOP Technologies	Mister Rain
Arrow Construction Supply LLC	Moses Lake Industries
AutoDeriva	Multicare Health System
BedMed	New Leaf Creations, Inc.
Bellmont Cabinets	Nisqually Red Wind Casino
Boyd	nLight
Bramble Berry, Inc.	Nooksack Northwood Casino
Brooks Manufacturing, Inc.	OPM Landscaping LLC
Buds & Blades Landscape Company, Inc	Pierce Lane Partners DBA CW Crates and Pallets
Church & Dwight	Precision Machine Works
Clean Harbors Environmental Services Inc.	RENU Medical
Columbia Machine, Inc	Safety-Kleen Systems Inc.
Conmet	Schweitzer Engineering Labs
Controltek, Inc	Scratch and Peck Feeds
Core Mark International	Seattle Sorbets
Covers by KIC LLC	Seattle Sustainable Landscapes
Crystalyn Kae	Small Planet Supply
Devonshire Landscapes	Starbucks Coffee Company
Egis Mobile Electric	Steel Toe Studios
Fi Company	Sunshine Disposal & Recycling
Fiber Marketing International, Inc. DBA FMI	Swinomish Casino & Lodge
Equipment	Swire Coca-Cola
Gillaspie Manufacturing	The McGregor Company
Gladiator Technologies	Thyssenkrupp Materials NA
Glen Dimplex Americas	Tim's Complete Landscape Management
Halme Construction	T-Mobile
HatchMed	Toolcraft, Inc.
Infinetix Corp	Toray Composite America
Johnston Engineering PLLC	Valley Agronomics
Kyocera/AT Crystal	Willapa Bay Enterprises
LKQ Corporation	Yakama Legends Casino Hotel
Micropump, Inc.	
MilliporeSigma	

Funding Deployment According to JSP priorities

JSP is an economic development program intended to help keep and grow good jobs in Washington by providing industry-specific skills training. Grant proposals are reviewed for their potential to contribute to economic development and workforce education priorities. The following tables describe the extent to which grants were deployed across these priorities. Importantly, it is not an expectation that all grant projects seek to meet each priority; while many meet multiple priorities, each project at a minimum must address at least one.

Economic & Workforce Development Priorities	% of Grants Addressing this Priority
Promotes the growth of industry clusters	64%
Serves an area where there is a shortage of skilled labor to meet job demands	54%
Provides short-term training which has been designated for specific industries	49%
Includes training for incumbent workers to avoid dislocation, or where upgrading of existing employees creates new vacancies for unemployed persons	48%
Promotes the location of new industry in areas affected by economic dislocation	7%

Program Funding Priorities	% of Grants Addressing this Priority
Supports training for firms in strategic industry clusters as identified by the state or local area	67%
Proposes training that provides college credit or leads to a recognized industry credential	44%
Projects that involve a consortium of training providers or consortium of employers	32%
Projects that are coordinated with other industry cluster-based programs or initiatives	24%
Projects that propose increased capacity for education institutions that can be made available to industry and students beyond grant recipients	20%

Instructional Content of Grant-Funded Customized Training

The table below provides a comprehensive overview of the instructional categories supported by the JSP during the 2023-25 biennium, highlighting the breadth and impact of workforce training across Washington State. The data reveals that business management and administrative services represent the largest share of training, with 613 courses delivered to 8,398 trainees, underscoring the importance employers place on leadership and organizational skills. With the customized nature of these trainings, they tend to delve into contextualized, business-specific problem-solving skills attainment. Examples include skills necessary to identify and fix errors, scrap reduction methods, and other process improvement methods.

Engineering and engineering-related technologies also feature prominently, with 182 courses and 1,552 trainees, reflecting ongoing investment in technical expertise and innovation. Communication skills, essential for effective teamwork and customer engagement, were delivered through 40 courses to 1,166 participants. Health professions, while comprising only 12 courses, reached 803 trainees, indicating targeted support for this critical sector. Other notable areas include computer and information sciences, precision production trades, and agricultural sciences, each contributing to the upskilling of hundreds of workers. The table demonstrates that JSP training is both diverse and far-reaching, with over 1,100 courses and more than 14,000 trainees benefiting from customized instruction. This strategic focus on management, technical, and communication skills illustrates the program's commitment to building a resilient, adaptable workforce capable of meeting the evolving needs of Washington's key industries.

Instructional Category ⁵	Total Courses Delivered	Trainees ⁶
Business Management and Administrative Services	613	8,398
Engineering/Engineering-Related Technologies/Technicians	182	1,552
Basic Skills and Developmental Studies	68	432
Transportation & Materials Moving Workers	57	76
Computer and Information Sciences	50	452
Communications	40	1,166
Agricultural/Animal/Plant/Veterinary Science and Related Fields	34	336
Precision Production Trades	25	685
Mechanics and Repairers	19	203
Health Professions & Related Sciences	12	803
Organizational Development	10	125
All Other	8	106
Science Technologies	4	7
Totals	1,122	14,341

Credentials Earned During the Biennium

Training provided through JSP grants is tailored to the specific requirements of each business and often includes standard competencies, resulting in trainee preparation for specific credentials and the award of credentials to trainees. Credentials include various types of industry-recognized certifications and exams, endorsements, badges, micro-credentials, professional continuing education units, academic certificates, and others. The credentials earned by trainees for the biennium are listed below.

⁵ Instructional Program Categories are derived from the Classification of instructional Programs (CIP) and represent the 2-digit CIP family.

⁶ Counts individual trainees for each course in which they participated.

Healthcare & Emergency Response

- Certified Emergency Nurse
- Certified Nurse Operating Room
- Progressive Care/ Critical Care Registered Nurse (PCCN-CCRN)
- First Aid & CPR – 2-year certification
- Respirator Health Exam Certificate
- Sterile Processing Tech Certification

Marine & Industrial

- Certified Marine Electrical-American Boat and Yacht Council
- Certified Marine Standards-American Boat and Yacht Council
- Certified Marine Systems-American Boat and Yacht Council

Transportation & Safety

- Class A CDL: 32 Trainees obtained
- Class B CDL: 12 Trainees obtained
- Class B-A CDL: 1 Trainee obtained
- HAZMAT Endorsement: 11 Trainees obtained
- Confined Space Safety Certificates
- Forklift I, IV, V Certification
- Safe Farm Machine Operation Certificates
- HAZWOPER Handling Certifications
- Class 8 Corrosives Handling Certificate

Leadership & Management

- Change Management Credential
- Developing Your Leadership Style
- High- Performance Management Certificate
- Influencing Without Authority
- Leadership Credential
- Supervision & Leadership certificate
- Supervision Certificate/Train-the-Trainer Credential
- SHRM/PMQ People Management Qualification
- Project Management Certificate

Lean/Six Sigma & Continuous Improvement

- Kaizen Continuous Improvement Training
- Lean Leadership Training
- Lean Six Sigma Yellow Belt
- Lean Six Sigma Green Belt
- Lean Six Sigma Black Belt
- SME Lean Certification–Bronze Level
- Green Belt Six Sigma Certification
- Yellow Belt Six Sigma Certification
- Toyota Kata Training

Technical & Regulatory

- Cybersecurity Maturity Model Certification (CMMC)
- International Traffic in Arms Regulation (ITAR) - 60 hours
- IPC-/WHMA-A-620 Certification
- IPC-A-610 CIS Certification
- Irrigation Association - Certified Irrigation Technician

Professional & Communication Skills

- Communicating with Impact
- Crucial Learning Accountability
- Crucial Learning Mastering Dialogue
- Effective Problem Solving and Decision-Making

Grant Outcomes

Each Job Skills grant application identifies desired outcomes, measures, and current benchmarks. Outcomes are reported after the completion of training. Businesses choose outcome measures from a menu of options, in consultation with their training institution, for each project. Projects typically use several measures and can include custom measures. Because of the customized nature of the program, outcomes are unique to each project and are quite varied. Often the complete results of training are not fully realized until well after the reporting period ends. Full program outcomes for grants funded during the 2023-25 biennium are presented in Appendix A and Appendix B.

Most used grant outcome measures 2023-25

Most Used Grant Outcome Measures 2023-25	Count of projects using this measure
Hiring (new hires or new positions created and hired)	57
Improved accuracy and efficiency, resulting in decreased rework or duplication of tasks	42
Skill Expansions	41
Transferable Skills	33
Employee promotions	30
Employee retention rate improvement/turnover reduction	22
Improved timeliness and delivery times	22
Wage increases	21
Quality Improvement	16
Cross Training	15
Throughput	15

Appendix A: Fiscal Year 2024 Grant Project Descriptions and Outcomes

In FY24, SBCTC awarded 37 Job Skills grants totaling \$7,387,494. The following are brief descriptions of all funded projects, along with the number of trainees, state and business investments, and selected outcomes adapted from project final reports, as of June 30, 2024. Projects are listed by legislative district for the project.

Cascadia College Genie-Terex Trainees: 190 Industry: Manufacturing – Other (aerial work platforms)	Legislative District: 1 County: King Grant Award: \$219,027 Grant Spent: \$210,165 Match: \$257,675
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Overview:

Genie-Terex hasn't had formal internal training since pre-COVID. The annual turnover rate is currently 19%, and this investment in employee development should lower that rate. New engineers needed project management training to help guide them in decision-making and risk analysis. The customer service unit believes the scheduled training will help improve their work with external customers. There was also a need for skill development with Excel, SharePoint, and Data Analytics across multiple levels to execute complex functions and be as efficient as possible.

Outcomes:

- Completed 2,983 training hours for 190 employees.
- Achieved goal of 17% turnover rate.

This grant allowed us to offer internal in-person and remote training for our employees in Excel and Project Management, among others. We particularly got positive feedback on the communications courses. It has been such a successful experience for Genie-Terex that we are planning to partner for additional training in the coming year.

Mackenzie Roetcisoender, Talent & Engagement Leader

Spokane District Office Accra-Fab Trainees: 66 Industry: Manufacturing – Aerospace	Legislative District: 4 County: Spokane Grant Award: \$199,361 Grant Spent: \$199,361 Match: \$323,613
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Overview:

From 2019 through 2021, AccraFab was affected by Boeing 737 program issues and the COVID-19 aerospace slowdown. However, AccraFab recovered in 2022 and has entered a significant growth phase in 2023. The operation is currently at full capacity. To support workforce growth, AccraFab is investing in a training initiative for its frontline operational leaders, technicians, and key support staff. AccraFab seeks a hands-on program focused on Toyota Kata, Performance Chain, Tiny Habits, Geometric Dimensioning & Tolerancing, and AS9100 Internal Auditor training.

Outcomes:

- Completed 579 training hours for 66 employees.
- Hired two new employees; promoted 12.
- Improved overall plant efficiencies by 4%.
- Increased customer satisfaction by 11%.
- Reduced OSHA recordables by 70% due to better problem-solving skills.

Accra-Fab has worked with the Community Colleges of Spokane on several JSPs throughout the years. Each JSP has been successful, but I believe this most recent JSP has had the most impact on our company. We met all but one of the goals on the Project Outcomes Report and the goal we missed was due to outside influences. The contractors that were used for the different trainings were top-notch and very talented in their skill sets. The emphasis on Problem-Solving solutions is now being used daily as part of our Daily Management System throughout the entire plant. Fantastic results!

Barry Steward, Director of Human Resources

Spokane District Office Carbon Quest

Trainees: 13

Industry: Manufacturing – Other (Carbon Reduction)

Legislative District: 4

County: Spokane

Grant Award: \$89,097

Grant Spent: \$86,869

Match: \$98,483

Overview:

CarbonQuest is embarking on a strategic initiative to develop scalable business systems and manufacturing processes to support its expansion plans. Currently operating with a mix of manual systems, the company requires an enterprise-wide solution to streamline operations. To address this need, CarbonQuest has successfully implemented an Enterprise Resource Planning (ERP) software system and completed comprehensive training for its staff. In addition, with upcoming expansions in manufacturing, the team has undergone training in Manufacturing Facility Layout and Lean principles. This training is designed to optimize workflow, increase throughput, enhance product quality, and reduce costs.

Outcomes:

- Completed 239 training hours for 13 employees.
- Hired five new employees.

CarbonQuest significantly benefitted from the ERP and PDM implementation. The PDM implementation will improve our ability to manage, control, and track our material and parts. We were 100% Excel-based before this program. We had numerous spreadsheets we used for tracking material and parts. This caused a lot of duplication and multiple efforts. The new PDM application will streamline our process, save time, and hopefully reduce costs.

Don Gongaware, VP of Engineering

Green River College
Columbia Energy & Environmental Services, Inc.
Trainees: 79
Industry: Manufacturing – High Tech

Legislative District: 8
County: Benton
Grant Award: \$75,200
Grant Spent: \$75,027
Match: \$133,701

Overview:

Columbia Energy is working on ways to increase its capacity. Their competitors outside of Washington are also working to improve their capacity. They are competing to keep the revenue and high-paying jobs in the State of Washington. They have also recently received contract awards with the US government to supply nuclear glove boxes for the safe handling of nuclear materials. This project has very strict on-time delivery, safety, and quality requirements associated with it. Columbia Energy has identified the need for process improvements to address both this specific product, as well as to enhance its competitive edge in this small and challenging field.

Outcomes:

- Completed 1,823 training hours for 79 employees.
- Hired nine new employees.

The Job Skills Program grant has enabled us to realize positive outcomes in employee engagement and empowerment. Our grant-supported Lean training initiatives have improved workstation organization, increased productivity, removed waste and empowered our employees to initiate continuous improvement activities. The trainer supported our operational needs while conducting the training and was able to quickly understand our business and the areas we were seeking to improve. This program provided our employees with essential skills to ensure success in our future endeavors.

Matt Coverdale, Director of Business Development

Seattle College District
Lean Six Sigma Consortium
Trainees: 30
Industry: Manufacturing – High Tech

Legislative District: 9
County: Whitman
Grant Award: \$155,700
Grant Spent: \$155,698
Match: \$202,968

Overview:

This project was about the training of employees in the principles of Six Sigma, a proven business management strategy that blends project management, Lean principles, quality management, statistical analysis, and more. The trainees received Yellow, Green, and Black training leading to certification, statistical analysis training in Excel, and became capable of participating in Six Sigma projects through a defined set of steps with quantified improvement targets.

Outcomes:

- Completed 3,792 training hours for 30 employees.
- 34 trainees gained highly transferable Lean Six Sigma skills in a project-based learning environment.

The Six Sigma training was very helpful. For someone who has been through it before, it was great to get a refresher and learn things from a different instructor and perspective than I had in the past. I took this class with some coworkers who are new to manufacturing and got to see them learn something new. It is always interesting to see the strengths of your coworkers and how you can always use their strengths to better yourself and your team. I was not as trained in Excel the first time that I took the class, so it was much easier for me to do the class this time. I have always been very good at the Lean manufacturing side of things but not as proficient at analytics/Excel. This class helped me with that.

Larry Ball, Production Manager, Fi Company

Skagit Valley College
Washington Bulb Inc.
Trainees: 286
Industry: Agriculture

Legislative District: 10
County: Skagit
Grant Award: \$157,233
Grant Spent: \$149,397
Match: \$198,489

Overview:

As the largest producer of daffodil and tulip bulbs, Washington Bulb remains in a continues growth pattern in size and annual sales. They struggled with the labor shortage for skilled full-time Spanish speaking supervisors and managers. Though they can find staff, they require considerable training as the current workforce does not have the specific skills needed nor the appropriate level of leadership/supervision knowledge or experience which has promoted additional barriers and problems.

Outcomes:

- Hired four new staff and cross trained over 60 staff in various positions.
- Elevated three warehouse workers to succession promotion status.
- Reduced losses due to poor packing by over 28%.

The Job Skills grant provided to Washington Bulb Co., Inc. has had a profound impact on our workforce, equipping employees with valuable skills for career advancement, both within our company, as well as future opportunities elsewhere. By investing in training programs and professional development opportunities, the grant has enhanced productivity and efficiency within our organization. Furthermore, it has opened doors for employees to explore new roles and responsibilities, fostering a culture of continuous learning and growth. Ultimately, the Job Skills grant has not only empowered individuals but also strengthened our overall competitiveness in the market.

A few examples:

- 1. Based on Leadership and Supervisory Training, our team leads began meeting weekly for 15-30 minutes to promote better communication and provide opportunity for input from/with their peers. This has been extremely positive and has created a more cohesive supervisory team. They have been able to use their training to troubleshoot real life situations they encounter each day.*

2. *Utilizing the training in developing job descriptions, the company has been consistent in providing clear and concise job descriptions with “buy in”, as these employees assisted in the process. Along with the applicable training and support, we are able to set higher expectations and accountability for our supervisory staff, which in turn raises the bar across each department.*
3. *Feedback on the training has been extremely positive from the employees. They feel valued when we invest in their training. They appreciate the opportunities this knowledge affords at work, as well as within the community, their families, and in their future.*

Polly Dugan, Vice President/Human Resources

Green River College
HatchMed & BedMed Consortium - Phase 2
Trainees: 16
Industry: Manufacturing – Medical Devices

Legislative District: 11
County: King
Grant Award: \$178,500
Grant Spent: \$151,157
Match: \$221,753

Overview:

Both Hatch Med and Bed Med have been growing, and they have completed a move to a new, much larger location in Tukwila. This is their second JSP project. The first JSP grant focused on getting them into a new facility, helping them select an enterprise resource planning software, and helping them make more informed leadership decisions. This grant focused on improving their supply chain and reshoring efforts, continuing their strategic planning improvement efforts, teaching them how to utilize the material requirements planning module of their ERP software system, and instructing them on how to create quality management systems.

Outcomes:

- Completed 2,839 training hours for 16 employees.
- Improved retention rate from 90% to 95%.
- Promoted two employees one level higher.
- Increased sales from \$1.5 million to \$2 million per quarter.

The 2023-2024 Job Skills grant has significantly enhanced our company's capabilities and competitiveness. Through targeted training programs and the help of JSP and Kocer, our team has developed advanced skills that have streamlined processes, improved productivity, and fostered a culture of innovation. This investment has not only empowered our employees but has also bolstered our position in the market, enabling us to meet evolving customer demands more effectively.

Kristel Crivello-Chang, Director of Operations, HatchMed

Wenatchee Valley College
Concentric Design Inc dba Smiling Woods Yurts
Trainees: 0
Industry: Manufacturing - Wood/Paper Products

Legislative District: 12
County: Okanogan
Grant Award: \$0
Grant Spent: \$0
Match: \$0

Overview:

This project was canceled due to changing business circumstances for the employer.

Clover Park Technical College
Grigg Farms
Trainees: 61
Industry: Agriculture

Legislative District: 13
County: Grant
Grant Award: \$214,898
Grant Spent: \$197,179
Match: \$216,794

Overview:

Like many farms in Eastern Washington, staffing, technology, reduced waste, and costs are the norm for an effective operation, and Griggs Farms is one of those farms. It was clear from the initial assessment that leadership skills, supervisor training TWI, work standards, and effective problem-solving were issues that needed assistance. The project addresses these and, as you can see by the testimonials, it was very successful. The grant helped Grigg Farms take a giant step in modernizing their organization.

Outcomes:

- Completed 5,926 training hours for 61 employees.
- Promoted two warehouse employees and three in the production and administration areas.
- Reduced losses due to defects by 23% overall.
- Decreased safety incidents by over 12% in the fall and spring harvests.

We can't say enough about this grant we received and the assistance from Ermilindo, Greg, and Chris. Before working with them we had issues with HR, family dynamics, and succession planning. We have "defined" and "refined" it all with their guidance. I am convinced we would still be in the same position had they not partnered with us. Even though we have run successfully it has taken a toll on certain key people in the company with systems being inefficient, barely sustainable, and with little hope or direction on how to fix these systems to ensure that our 4th generation family farm had the most success into the future. We are so grateful we found this program. It's been a lifeline to us.

Gail Grigg CPA, Owner

Clover Park Technical College
Milbrandt Vineyards
Trainees: 77
Industry: Agriculture

Legislative District: 13
County: Grant
Grant Award: \$210,232
Grant Spent: \$181,066
Match: \$186,747

Overview:

As the largest producer of wine in the State of Washington, RM Wineries covers 3,000 acres in the Columbia River Valley. However, the world wine industry was hit with a glut of wines and both the world price and demand decreased significantly. Coupled with that, Washington state has rationed water to the agriculture community in eastern Washington due to the low winter snowpack and early runoff, and the harvest came much earlier this year. Given these events, RM Wineries had to lay off over 35% of its staff which resulted in a much lower number of participants in the training, reduced the number of classes, and reduced the total training hours by over 1,000 hours. However, RM Wineries did well with their grant, completing its first strategic plan and, given the market situation, it couldn't have come at a better time.

Outcomes:

- Completed 5,977 training hours for 77 employees.
- Promoted seven employees and reduced staff turnover by about 8%.
- Reduced defect and product loss by over 7%.

The JSP grant has undeniably unlocked numerous avenues for accessing premium training opportunities that would have otherwise been financially out of reach for us at this time. Thanks to this grant, our executive leadership successfully implemented a strategic plan, realigning our company's vision, mission, and objectives. In addition, we were able to partake in invaluable supervisory and safety training sessions, along with gaining access to organizational planning tools that promise to enhance our operational efficiency significantly. These training initiatives have encouraged our teams, fostering heightened awareness and confidence. We have experienced a transformative impact!

Brandon Rice, Owner

Clover Park Technical College
Eddie Farms
Trainees: 165
Industry: Agriculture

Legislative District: 15
County: Benton
Grant Award: \$126,850
Grant Spent: \$117,998
Match: \$160,572

Overview:

Eddie Farms is a growing organization. It is working hard to provide upgrading training to its employees every year. With the new complex technology of tractors, planters, and other machinery, the "Training Within Industry" (TWI) approach to training became a great tool. As one of the outcomes says, "All full and temp staff were properly trained in picking, thinning, pruning, tractor operating. Saw value and created gender opportunities." This training brought to light the value of opportunities for inclusion of employees not traditionally represented in this line of work. Several jobs are highly desired, and the training presented a new value of gender opportunities. Much of the project was related to upgrading training, reducing loss, and establishing sound problem-solving techniques and the testimonials speak to the success of the training.

Outcomes:

- Completed 5,358 training hours for 165 employees.
- Promoted four field staff, one HR, one bookkeeper, and created a new position for an HR receptionist.
- Reduced defect and product loss by 5% or more.

I wanted to share my experience of the Job Skills Program for 2023. Our goal is to better our company every year and we realize that a key component to that is our employees' personal growth. We take every chance we can to better our employees, not only for our operation but also as human beings. Having the opportunity to have diverse training topics and methods to target key points in leadership development has been incredibly beneficial to our business.

We at Eddie Farms, Inc. have seen some employees' growth bloom into maturity. Common HR-related issues in the past have been addressed immediately, which have been dynamic in the flow of our operation. We are working more as a team with language barriers and diversity is not an issue because we all have grown to trust and respect each other. This training and

consulting can make a huge impact on companies that have a goal of growth.

I appreciate having this grant available to us and my employees are grateful for the opportunity to better themselves.

Leah Eddie, Co-Owner

Green River College
Tribal Gaming Consortium
Trainees: 40
Industry: Other – Gaming and Hospitality

Legislative District: 15
County: Yakima
Grant Award: \$50,900
Grant Spent: \$50,000
Match: \$50,048

Overview:

This project aimed to address the high cost of gaming-specific training that has made it inaccessible for many smaller tribal organizations by forming a consortium among three distinct tribal entities. This collaboration provided tailored training programs, including Next Level Leadership Training to develop internal leaders and promote career advancement, Food and Beverage Training to enhance customer service skills among frontline employees, and Player Development Training to improve overall customer interactions. By leveraging this consortium, participating organizations gained access to essential training resources, fostering workforce development and benefiting their communities.

Outcomes:

- Completed 1,600 training hours for 40 employees.
- 15 new employees hired; four promoted to casino host; looking into adding one junior host in 2025.

We went through Leadership Next Level Training last year with Paula as the instructor, it was excellent training for the teams but mostly for the managers. It taught the managers how to better understand how they communicate with others and how to roll into what the other person needs to communicate clearly. Everybody is different and they teach you all the different styles. The classes were three days, but they went by so quickly because you are not just sitting there listening to Paula talk, although she is excellent, she is taking you through team exercises and you learn so much about yourself and learn it is OK to be you and then gives you the tools to then communicate in different styles with all different kinds of people. We had 25 people kicking and screaming they did not want to go to training and then after it was over, they all liked it and thought it was fun and different from other training they had ever had prior, and they used the tools all the time.

We are going to do it again this year with the next level of supervisors and leads to give them the same tools and get all of them working off the same page as the managers. Training with Raving has helped us create stronger teams since being understood is the most important in setting expectations or corrections with teams. The members of the team who did not get to attend are excited about this year's Raving Training. We decided to complete training with the rest of the management, leads, and supervisors so they can be all on the same page of understanding and then next year we would like to start the next level of leadership and continue until every team member has received the training. It is a wonderful and easy method to use once you learn and understand yourself and the way you communicate.

Dawn Mallory, Willapa Bay

Clark College
nLight
Trainees: 179
Industry: Manufacturing – Composites

Legislative District: 18
County: Clark
Grant Award: \$222,998
Grant Spent: \$207,777
Match: \$304,684

Overview:

The objective of the training program is to create a culture of continuous improvement and practices, as well as enhance employee skills to facilitate the change and continued transition to a Lean Culture in nLight. This training is needed to help nLight overcome the changes and growth opportunities they are currently experiencing.

Outcomes:

- Completed 9,870 training hours for 179 employees.
- Single shift output increased to 2,500/units week vs. four shift structure target of 5,500/week.
- Yield increased from 65% to 84.2% with final pass yield at 90%.

The JSP provided critical training in the Lean enterprise certification program, Six Sigma, and Kata improvement methodologies. This rolled into three months of critical Kaizen activity led by these individuals. This level of improvement is crucial to nLIGHT continuing to be competitive.

Jeff Powell, Director of Operations

Yakima Valley College
Portco Packaging Co.
Trainees: 23
Industry: Manufacturing – Other (flexible packaging)

Legislative District: 20
County: Cowlitz
Grant Award: \$47,247
Grant Spent: \$30,575
Match: \$39,065

Overview:

Portco's vision of growth through increased revenue while providing a workplace where its employees thrive is dependent on its ability to effectively train and support employees. This project was not completed as planned and the final numbers reflect that fact. The remaining trainings which were planned for fiscal year 2024 will be conducted during fiscal year 2025.

Outcomes:

- Completed 1,240 training hours for 23 employees.
- Hired 18 new employees.
- Reduced defect material returns/credits from \$292,000 to \$66,062.
- Improved on-time delivery from 85% to 91%.

The JSP programs offer our employees great opportunities to gain skills and thrive in the organization. I can't say enough good things about the JSP program. The quality of trainers and subject matter is on par or better than most other training organizations.

Ben Smith, Plant Manager/Continuous Improvement Leader

Seattle College District
Access Laser
Trainees: 66
Industry: Manufacturing – High Tech

Legislative District: 21
County: Snohomish
Grant Award: \$373,796
Grant Spent: \$371,395
Match: \$583,720

Overview:

The purpose of this project was to train employees on a new enterprise resource planning system to meet the strategic needs of Access Laser to transition to higher productivity and improve value-added activities, increase the company's ability to meet the unique needs of industries they serve, and invest in continuous improvement and learning for employees.

Outcomes:

- Completed 8,703 training hours for 66 employees.
- Hired 12 new employees.
- Reduced steps implemented in BOM completion by 20%.

Our JSP grant had two different objectives. The first was to train us in the post-Go Live phase for our ERP implementation. The focus was on resolving issues with how our team worked with it and building their competency with the program. The second was to make it possible for us to take a significant portion of our team through classes to build their capabilities in conflict management, change management, and training skills. Both objectives were successful and have greatly improved our effectiveness in all these areas.

Gordon Bluechel, CEO

Cascadia College
Crane Aerospace & Electronics
Trainees: 488
Industry: Manufacturing – Aerospace, Medical Devices

Legislative District: 21
County: Snohomish
Grant Award: \$412,930
Grant Spent: \$412,930
Match: \$705,568

Overview:

Crane is growing. It anticipated 90 new hires within 12 months of the JSP project in spring of 2022, and they are upping that forecast by another 20 new hires three months later. To support this growth, it needed training that will develop employees' skill sets. These in-house instructor-led trainings included Project Management, Basic Electronics, Soldering, Microsoft Office, and Leadership to enhance training applications across the company.

Outcomes:

- Completed 9,194 training hours for 488 employees.
- Reduced staff turnover rate from 14% to 9.5%
- Increased retention rate from 86% to 90%

We are thrilled with the impact of the JSP grant program on our team. The funding enabled us to upskill our employees in crucial areas such as computer and software skills, leadership development, communication skills, Lean manufacturing, and project management. The enhanced competencies have significantly boosted our operational efficiency, fostered better leadership, and improved overall communication within our organization. This program has been instrumental in driving our growth and achieving our strategic goals. We wholeheartedly

recommend the JSP grant program to other organizations looking to invest in their workforce's development

Kanu K. Mendoza, Sr. Training Developer

Clover Park Technical College
Custom Source Woodworking
Trainees: 23
Industry: Manufacturing - Wood/Paper Products/Composites

Legislative District: 22
County: Thurston
Grant Award: \$319,984
Grant Spent: \$291,101
Match: \$462,300

Overview:

Custom Source Woodworking is a second-chance employer working with the Department of Corrections, allowing those with a history of carceral involvement an opportunity to train for a career without judgment. The purpose of this project was to train employees how to:

- leverage their ERP's task management system more completely
- strategically plan for change
- decrease their inventory and use old stock more effectively
- standardize job tasks, so they are repeatable and so that job roles are defined
- plan for upcoming/possible change within the organization at all levels
- verify and adjust plant layout and flow using Lean principles

Outcomes:

- Completed 10,668 training hours for 23 employees.
- Promoted four employees.
- Exceeded goal in reducing labor costs, from 23% to 14.5%.
- Accomplished throughput goal, from \$14,800 to \$17,500.

The Job Skills grant has improved our organization by minimizing errors through real-time tracking and enhancing the visibility of critical tasks. It has refined our methods for tackling significant issues, offering practical strategies that have streamlined operations and increased productivity. Additionally, it has helped departmental collaboration, effectively addressed growth and profitability challenges and ensured long-term success across our organization.

Joe Wadsworth, Chief Executive Officer

Clover Park Technical College
Small Planet Supply
Trainees: 11
Industry: Manufacturing – Other (Heat Pumps for Buildings)

Legislative District: 22
County: Thurston
Grant Award: \$190,075
Grant Spent: \$189,480
Match: \$215,915

Overview:

Small Planet Supply created a 5-year plan and needed training to excel in their business growth and development. The main areas of focus included: 1) preparing for their new building and the expansion of their manufacturing capabilities; 2) aligning their enterprise resource planning and material requirements planning capabilities with their production needs and tracking of parts and orders; and 3) preparing for, deciding wisely, and navigating the changes that will inevitably impact

their business as it grows and expands. In addition to facility layout work, other courses included manufacturing expansion planning which entails workflow and workspace standardization, planning for the addition of new team members, and the implementation of Lean & 5s principles.

Outcomes:

- Completed 3,836 training hours for 11 employees.
- Two employees promoted; two temporary staff converted to full-time.
- Reduced bottlenecks from four to zero.
- 10% wage increase.

The JSP grant has been transformational for our company. Prior to starting the grant, we had no manufacturing experience, and we were not prepared to run the quality processes required to execute the assembly of a complex product and manage all of the requirements that it takes in managing many parts inside our ERP system. Developing a manufacturing business requires the development of a bill of materials, written assembly processes to onboard new staff in skilled assembly, creating and managing a vendor supply chain, recording scrap and understanding the inevitable deviations and updating the standard operating procedures to reflect what's learned. It can be as challenging to manage the business processes of building a product as the actual challenge of making the physical product. Through the JSP grant we were able to build our business processes to match the quality of our physical products.

Albert Rooks, CEO

Clover Park Technical College

Seatac Packaging

Trainees: 30

Industry: Manufacturing - Wood/Paper Products/Flexible Packaging

Legislative District: 25

County: Pierce

Grant Award: \$112,800

Grant Spent: \$111,947

Match: \$155,825

Overview:

The purpose of this project was to train employees how to quantify their manufacturing needs and create a layout for their new location and to adjust existing locations layout based on what moves to the new building. This directly helps the business expand methodically, expanding into new markets while utilizing their enhanced capabilities.

Outcomes:

- Completed 2,211 training hours for 30 employees.
- Hired two new employees and reduced staff turnover rate by 1%.
- On-time delivery improved from 16 weeks to six weeks.

Participating with Impact Washington and the Job Skills Training Program (JSP) has been a productive journey that continues to support our company and employees. Our company is growing, adding new products and processes and we realized the need for assistance in training our workforce and continue implementing our Lean culture with proper skills. Impact Washington and the Job Skills Training Program (JSP) were the right partners to help us. The training environment is excellent because our employees are learning and take pride in their accomplishments as they learn to manufacture new products and create new processes.

Seatac Packaging leadership

Clover Park Technical College
Aquagga

Trainees: 22

Industry: Other - Environmental Services

Legislative District: 27

County: Pierce

Grant Award: \$273,447

Grant Spent: \$257,109

Match: \$144,338

Overview:

Aquagga has developed a device that will remove chemicals from other bases, separating the parts and placing the contaminants in a disposable format. The company is currently working with the US Department of Defense, one of the largest users of firefighting foam, to help remove and mitigate the spread of PFAS chemicals into the environment.

As part of their growth and development plan, they must expand their skills in both business and technical/light manufacturing operations rapidly and safely. The purpose of the associated training is to quickly accelerate the knowledge and know-how of the team as they go through the continual growth phases and expansion. Aquagga is mostly made up of PhD engineers that are strong in their field but need training and guidance in both safety and financial/business aspects.

Outcomes:

- Completed 2,486 training hours for 22 employees.
- Promoted two employees, hired three; hiring of two more ongoing.
- 81% of staff have obtained at least one skill or certification.
- 10% wage increase set to occur in January 2025.
- Reduced research and development contracts from 80% to 60% per quarter; shifted to regular contracts.

In a fast-paced startup environment, individuals are often promoted rapidly into leadership positions and often rapidly assume high levels of responsibility within the organization. The JSP grant allowed us to bring in highly professional and skilled trainers to upskill our team's collective management, team formation, and conscious leadership skills, enabling us to build a more high-functioning and high-performing team. This has directly contributed to our recent successes in groundbreaking PFAS destruction projects.

Brian Pinkard, Co-Founder & CTO

Green River College
Buyken Metal Products

Trainees: 28

Industry: Manufacturing – Aerospace

Legislative District: 33

County: King

Grant Award: \$58,900

Grant Spent: \$57,524

Match: \$138,190

Overview:

Buyken has weathered the pandemic and come out stronger with a focus on process improvements, specifically around Enterprise Resource Planning (ERP), something they currently do via homegrown systems that are not scalable. To better move forward they require training in the many aspects of ERP systems. Given the lack of knowledge and training in their staff, they will need to learn the basics before they can implement a system.

Outcomes:

- Completed 2,818 training hours for 28 employees.
- Added five times the amount of inventory items than in the past due to the increased capability of the system.

Upgraded two separate antiquated ERP systems at three different locations into one common modern ERP system. This allows us to have increased visibility of material and product flow while being able to manage the general ledger account and financials more effectively within a company/site or across multiple companies/sites. It allows us to build a foundation for further mergers and acquisitions activity knowing we have an enterprise resource planning system that is scalable.

Craig Hanela, President

Seattle College District**Machinists Inc.**

Trainees: 120

Industry: Manufacturing – Aerospace, Naval, High Tech

Legislative District: 34

County: King

Grant Award: \$519,200

Grant Spent: \$519,194

Match: \$676,362

Overview:

This training project is for Machinists Inc. to build on the 90-day training project they are completing on operational performance, capacity planning, equipment layout, enterprise resource planning system implementation and user training, change management, succession planning, supervision, and leadership. During the longer window of opportunity on this project, the company identified four areas as focal points for improvement 1) traveler improvements, 2) scheduling, 3) timecard data reporting, and 4) ERO process flow. The training also included hands-on training with new modules in the ERP system around capabilities in production scheduling, inventory management, and work-in-process (WIP) tracking. It also included succession training to address upcoming retirements of highly skilled senior staff.

Outcomes:

- Completed 9,284 training hours for 120 employees.
- Hired eight new employees and promoted three.

The JSP grant gave us the needed resources to enhance how we interact with our ERP, improve visibility to material flow, and help us understand how to best configure and implement production scheduling. We improved how we work cross-functionally to leverage and benefit from new ERP functionality. We trained our staff and implemented all-hands stand-up meetings every month to inform our employees how we are doing financially as well as discussing current work and upcoming projects. We installed tool vending machines to help manage our consumables and Q/A tools. We tested, trained, and implemented an RFID/Bluetooth system for tracking Q/A tools throughout the shops to lessen the time for shop personnel to find this equipment when it's in use. We reorganized machines to create efficient work areas that were deemed currently inefficient. We have a management group discussing succession planning throughout the company to ensure our company's longevity. We look forward to accessing JSP funds in the future to help us maintain our continuous improvement initiatives.

Michael Heuer, Operations Manager

Green River College
Seattle Sorbet & Covers by KIC, LLC Consortium
Trainees: 2
Industry: Food Production and Processing

Legislative District: 34
County: King
Grant Award: \$53,900
Grant Spent: \$53,898
Match: \$8,855

Overview:

This consortium focuses on two small businesses that are struggling to move from a single-owner situation to hiring a full-time staff member, allowing them to grow the businesses they have each started.

Outcomes:

- Completed 240 training hours for two employees.
- Hired one part-time employee.

This Job Skills grant has allowed me to receive the business coaching and support that I needed to increase my business knowledge and confidence. I was taught how to think like a CEO, and I learned how to better evaluate and take advantage of opportunities. I also learned how to say no to things that don't benefit my business, which has saved me time and energy. The grant has increased my professionalism as well and given me a mentor/coach I can bring questions to.

Claiborne Bell, Owner, Seattle Sorbet

Seattle College District
Trident Seafoods
Trainees: 334
Industry: Food Production and Processing

Legislative District: 36
County: King
Grant Award: \$495,807
Grant Spent: \$495,592
Match: \$696,707

Overview:

As the company is rebounding from the COVID-19 era, it recently mandated more time back in the offices. Many employees were reluctant to return, and the company's internal training and development team worked with management to identify improved, highly transferable communication skills and investment in employees as a focal point during the "return to office" initiative. Demonstrating investment in employees helped retention, which will be measured by employee engagement surveys that were started during COVID-19 and through reduction in turnover. The recent creation of the Training and Development Department within Trident is part of the company's strategic plan to invest in employees, build back the family culture, and establish pathways toward career growth.

Outcomes:

- Completed 7,112 training hours for 334 employees.
- 43 employees promoted; hired 57 new employees.
- Reduced staff turnover from 18.2% to 12.9%.
- Developed six courses with Facilitator Guide, Participant Guide, PowerPoint presentation, and handouts.

In 2023, Trident Seafoods established a global Leadership Development and Organizational Effectiveness department, recognizing the crucial need for training in essential soft skills for our employees. With a relatively new team, the JSP Job Skills grant accelerated our ability to deliver value swiftly. Over the grant cycle, we provided training to over 1,100 students, earning an impressive course rating of 4.8 out of 5. The impact was remarkable: employees gained confidence, felt invested in their development, and contributed to our culture of respect and accountability. Equally significant, our partnership with Seattle Colleges proved wise due to their excellent instructors, customizable courses, on-site availability, and proven cost savings. We look forward to our continued partnership together.

*Dr. Meisha Rouser, Director of Global Leadership Development
& Organizational Effectiveness*

Cascadia College
Achilles USA
Trainees: 32
Industry: Manufacturing – Other (plastics)

Legislative District: 38
County: Snohomish
Grant Award: \$39,921
Grant Spent: \$39,921
Match: \$95,276

Overview:

Achilles was facing challenges with employee turnover and aimed to reduce it by 10% through a targeted employee development program. This initiative was particularly important as the company seeks to expand its workforce. Currently, the company lacks an in-house training and development program. This project focused on enhancing the skills of managers and supervisors, fostering growth from within and improving employee relations.

Outcomes:

- Completed 1,339 training hours for 32 employees.
- Reduced staff turnover from 31% to 22.6%.

The Job Skills grant provided an opportunity for potential, future and current leaders to upskill their leadership and communication skills. By providing training in these areas through the grant, leaders were better equipped to have coaching conversations with their employees leading to more efficient and collaborative teams. Potential leaders were also able to gain soft skills enabling them to create a succession plan within the company.

Joy Margarito, Human Resources Manager

Skagit Valley College
AutoDeriva
Trainees: 8
Industry: Manufacturing – Aerospace, Auto

Legislative District: 38
County: Snohomish
Grant Award: \$58,000
Grant Spent: \$57,936
Match: \$32,273

Overview:

AutoDeriva is experiencing significant growth due to the economic recovery and the number of machine shops that have gone out of business in the last two years. To keep up with demand in a tight employment market and produce its products at a reasonable cost, the company needed to enhance its Quality Management System (QMS) and train incumbent and newly hired workers in the AS9100D Aerospace Quality Standard.

Meeting this AS9100D will greatly expand potential markets, leading to increased revenue and the opportunity for hiring additional employees.

Outcomes:

- Completed 887 training hours for eight employees.
- Hired two new employees and promoted two to higher wage positions.
- 5-10% wage increases.
- Reduced lead time by 20-22% depending on the product.
- Reduced defects by 22% and increased sales by over 50%.

Using the JSP, our company has already benefited greatly as we work towards our AS9100 certification. The quality advancements and improvements are already taking effect and have been helping me mold the company into a clearer objective as we grow. I look forward to the future and what we will grow into, and the JSP has significantly expedited the process. I have read many books, attended seminars, listened to podcasts, and they all have great helpful information. However, it becomes overwhelming and can be difficult to stay focused on the most beneficial projects. Bringing in qualified professionals who help drive us forward in the right direction has been very helpful. I greatly appreciate the program and what it has helped us to accomplish. Our future looks bright.

Galen Callahan, Owner

Skagit Valley College
RENU Medical
Trainees: 68
Industry: Manufacturing – Medical Devices

Legislative District: 38
County: Snohomish
Grant Award: \$127,650
Grant Spent: \$127,104
Match: \$146,438

Overview:

RENU Medical is the only 100% green, medical device reprocessing technology company, specializing in reprocessing Single Use Devices (SUDs) to maximize supply chain savings and waste elimination. To grow the company and provide more reused medical devices, the incumbent workers must be upskilled to remanufacture and sanitize the devices economically and efficiently. Further, the company is anticipating a transition of senior leadership and a need to strengthen the skills of current employees to transition them into new supervisory roles.

Outcomes:

- Completed 6,443 training hours for 68 employees.
- Hired 30 new employees, promoted 16.
- 4.5% wage increase.
- On-time delivery increased by 5%.

I'm thrilled to express my heartfelt gratitude for the JSP grant and the invaluable assistance of Evergreen Consultants and Skagit Valley College. This grant has been a game changer for us here at Renu Medical, Inc. and I'm excited to share the amazing results. Thanks to the grant, our production team is now more efficient, our layout of the production floor has created a better workflow, and our employees are happier now more than ever. Our team is more confident and skilled than ever before as well. The training we received was top-notch, and we're grateful for the expertise of Evergreen Consultants and Skagit Valley College. We're proud to have built a stronger team, fostered better relationships with our partners, and

created a brighter future for Renu Medical, Inc. and our employees.

Kristie Carl, Human Resource Business Partner

Green River College
Dogwood Industries LLC
Trainees: 36
Industry: Manufacturing – Other (prefab buildings, construction)

Legislative District: 39
County: Skagit
Grant Award: \$396,000
Grant Spent: \$395,972
Match: \$511,698

Overview:

The training program included a basic understanding of enterprise resource planning systems, proceeded to evaluation training, and ultimately led to the selection and then implementation of a system. An additional benefit of the enterprise resource planning training is the widespread communication this fosters between departments that might not generally interact with each other.

Outcomes:

- Completed 7,448 training hours for 36 employees.
- Standardized inventory with a consistent part numbering system that will flow through the ERP.
- Evaluated workforce scheduling leading to decreased need for overtime.

With receipt of a grant in 2023, Dogwood began the journey to transition the company from multiple disconnected information platforms to an ERP system. Examination of our manufacturing process as a precursor to ERP implementation has resulted in improvement to workflow and greater understanding of departmental interdependence.

Jean Peterson, COO

Skagit Valley College
SBV Fairhaven Mill, LLC
Trainees: 5
Industry: Food Production and Processing

Legislative District: 40
County: Skagit
Grant Award: \$78,636
Grant Spent: \$78,615
Match: \$79,847

Overview:

This JSP project has significantly impacted SBV Fairhaven Mill, LLC operations. It facilitated the achievement of their first Safe Quality Food (SQF) certification and the completion of extensive Lean Manufacturing training. These milestones have greatly improved operational efficiency and safety at the mill. The program provided comprehensive SQF training, enabling the company to meet and exceed industry standards, while Lean Manufacturing training optimized processes, reduced waste, and enhanced efficiency. Additionally, the program introduced new safety perspectives and strategic insights, fostering a culture of continuous improvement and proactive problem-solving.

Outcomes:

- Completed 1,728 training hours for five employees.
- SQF internal audit completed, and staff trained and ready for SQF final audit.
- Reduced scrap or rework from about 15% to less than 11%.
- Hired a customer service specialist, leading to improved sales.

The Job Skills Training Program has been a transformative asset for our company. Through this program, we proudly achieved our first Safe Quality Food (SQF) certification and completed extensive Lean Manufacturing training. These accomplishments have significantly enhanced our operational efficiency and safety at the mill.

- 1. Preparing to get our first SQF certification was a monumental step for us. This accreditation will not only elevate our quality standards but also position us competitively in the marketplace. The training provided a comprehensive understanding of the SQF requirements, allowing us to meet and exceed industry standards.*
- 2. Lean Manufacturing Implementation: The Lean Manufacturing training has been pivotal in optimizing our operations. By integrating Lean principles, we have streamlined our processes, minimized waste, and maximized efficiency. The insights gained from this training have empowered our team to adopt a continuous improvement mindset, leading to sustained operational excellence*
- 3. Enhanced Safety Programs: The program also opened our eyes to new perspectives on safety. With the guidance of external experts, we identified key opportunities to enhance our safety protocols, creating a safer work environment for our employees. The fresh viewpoints brought in by the trainers were invaluable, offering us innovative solutions that we might not have considered otherwise.*
- 4. Strategic Insights and Fresh Perspectives: Bringing in external expertise through this program allowed us to view our business operations through a new lens. The dual focus on quality and efficiency provided by the training helped us uncover areas for improvement that have greatly benefited our company. These fresh perspectives were instrumental in fostering a culture of continuous improvement and proactive problem-solving.*

Overall, the Job Skills Training Program has been a game changer for us. It has equipped our team with essential skills and knowledge, enabling us to elevate our standards and drive our business forward. We are grateful for this opportunity and look forward to continuing our journey of growth and excellence.

Kristen Keltz, CEO

Skagit Valley College
Strengthening NW Manufacturing Workforce Consortium
Trainees: 53
Industry: Agriculture

Legislative District: 40
County: Skagit
Grant Award: \$170,095
Grant Spent: \$169,948
Match: \$267,036

Overview:

Egis Mobile Electric has experienced almost 100% revenue growth over the last calendar year and needed to hire and train new and incumbent workers in quality and nationally recognized workmanship standards. Newly promoted line leads and supervisors required increased skills in leading incumbent workers. There is a shortage of qualified employees in Whatcom County, which requires training of employees to up-skill them to the required ISO 9001 quality standards.

Scratch & Peck Feeds is experiencing increased demand for clean, wholesome animal feed as more consumers seek organic food for their chickens, ducks, and livestock.

The company needed to recruit and manage a changing diverse workforce.
The training enabled both companies to experience substantial improvements in operations and customer satisfaction.

Outcomes:

- Completed 6,980 training hours for 53 employees.
- Hired six new employees in production and three in Customer Service.
- Promoted six employees to higher wage positions.
- Increased wages by 5-19% plus bonuses last January 2024
- Increased throughput in production by 20-22%.
- Reduced quality defects by 20%.

I'm thrilled to express my heartfelt gratitude for the JSP grant and the invaluable assistance of Evergreen Consultants and Skagit Valley College. This grant has been a game changer for Egis Mobile Electric, and I'm excited to share the amazing results. Thanks to the grant, our customer service team is now more efficient, our sales are soaring, and our customers are happier than ever. Our ISO 9001:2015 certification has opened new opportunities, and our team is more confident and skilled than ever. The training we received was top notch, and we're grateful for the expertise of Evergreen Consultants and Skagit Valley College. We're proud to have built a stronger team, fostered better relationships with our partners, and created a brighter future for Egis Mobile Electric.

Eric Graham, GM/CEO, Egis Mobile Electric

Green River College
Women's Leadership Consortium
Trainees: 12
Industry: Remanufacturing

Legislative District: 40
County: Whatcom
Grant Award: \$24,100
Grant Spent: \$22,878
Match: \$36,857

Overview:

Women in leadership roles within manufacturing spaces are very uncommon, even in Washington state. There are many reasons for this, but one that this training seeks to address is providing women with skills that are needed to enter leadership roles and then advance within those roles. For women, there are additional hurdles that men typically do not encounter. This program focused on two different leadership aspects, to provide the women attending the program to get all the skills needed to be successful in the manufacturing world.

Outcomes:

- Completed 497 training hours for 12 employees.
- 32 new employees hired: 11 for LKQ and 21 for TC.

The training has provided an increased self-awareness that has been a stepping-stone to greater confidence to both lead and follow. It has provided clear direction on where I can improve, and the tools to achieve my goals both at work and in my personal life.

Janet Ho, Quality Supervisor, LKQ

The women's leadership course was a great way to make new connections with other hard-working women in the workforce. I learned different ways to process issues at work and how to approach situations that may occur. It was also very helpful to take the personality quizzes to learn myself better.

Anne Boguth, Controller, Verus Aerospace – Precision Machine Works

Whatcom Community College
Bramble Berry, Inc. & Brooks Manufacturing Consortium
Trainees: 90
Industry: Manufacturing – Other/Wood/Paper Products

Legislative District: 42
County: Whatcom
Grant Award: \$174,930
Grant Spent: \$104,626
Match: \$105,217

Overview:

Reducing costs, improving customer satisfaction, and improving employee retention are critical to the long-term strategies of both Bramble Berry and Brooks Manufacturing. Each company has a culture of promoting from within, but many serving in management and supervisory roles had not received formal training or attended college prior to being employed. Both companies have similar training goals of growing employees' skills in lean and continuous improvement, leadership and supervision skills, and promoting diversity, equity, and inclusion within their companies.

Outcomes:

- Completed 2,262 training hours for 90 employees.
- Achieved 90% on-time delivery during the first three months of the year 2024.
- Lessons in Lean improved product flow, leading to increased shipped orders per labor hour from 14.6 to 16.7.

The Job Skills Program has been a tremendous “win-win” for Bramble Berry. We have seen our employees “win” with increased leadership skills, more confidence in their abilities, and seen many make forward progress in their professional development. As a company, we have seen Bramble Berry “win” with gained efficiencies, employee retention, and employees who are actively working to make the company better. JSP has made us a better, stronger, and more effective company.

Norman Vigre, President

Seattle College District
Tutta Bella
Trainees: 70
Industry: Food Production and Processing

Legislative District: 43
County: King
Grant Award: \$588,600
Grant Spent: \$580,787
Match: \$619,895

Overview:

The purpose of this project is to expand the successful business model and training supported in the first JSP grant and launch the enterprise resource planning business system: utilizing the new production facility to grow from 2,700 to 5,000 items per day, continuing training for 84 current employees, to approximately 135 employees, and expanding from a current state of \$7 million to \$25 million annualized revenue in Washington.

Outcomes:

- Completed 16,193 training hours for 70 employees.
- Hired 10 new employees and created 10 new vacancies.
- Reduced staff turnover from 45% to 12%.
- Reduced scrap or rework from \$900,000 to around \$150,000
- Increased throughput from 2,700 to around 4,500 items/day.
- Improved quality by reducing defects from 27 to about five by lot/day.
- Increased sales from \$1.75 million to \$6.25 million per quarter.

The JSP grant funds Tutta Bella received allowed us to implement an enterprise resource planning (ERP) system, which has been key to our ability to grow and develop as a food manufacturer. We also worked with the curriculum development team to create our new Welcome to the Hub training program that introduces new employees to Tutta Bella's culture and history. It highlights our ethos of Artisan-at-Scale and our workers at our food manufacturing plant in SODO. These employees are learning artisan culinary skills and technical food handling procedures, both of which are valuable and desired whether they choose to stay with Tutta Bella or move on to other workplaces in the future.

James To, Director of Human Resources

**Cascadia College
Aerojet Rocketdyne**

Trainees: 125

Industry: Manufacturing – Aerospace

Legislative District: 45

County: King

Grant Award: \$194,739

Grant Spent: \$194,739

Match: \$268,222

Overview:

Aerojet Rocketdyne wants to expand the skills of their engineers on new tools that have been rolling out (CREO, Tolerance Stacking). These tools are critical to Aerojet's designers and are enhancing their ability to develop, and more importantly, make design changes efficiently based on data from testing. The company hopes to retain critical talent. In 2022 the retention rate was listed at just over 85% and the goal is to boost that rate to 89%. Improving delivery time is another stated goal, with the 2022 benchmark of 40.6% on-time delivery and the intent to improve that to 55%.

Outcomes:

- Completed 4,116 training hours for 125 employees.
- Hired 24 new employees.
- Improved retention rate from 85.6% to 89.6%
- Improved on-time delivery from 40.6% to 44.6%.

The Job Skills Program was very beneficial to Aerojet Rocketdyne. All our customers are asking for more production efficiency, and several courses, which we would not have been able to conduct without the JSP, will help our Design and Manufacturing teams achieve more efficiency across all products. The grant also allowed AR to upskill many new hires with IPC Certifications, which are needed for many of our contracts. This early development opportunity should continue to increase our retention rate, while also allowing us to increase production capacity at a critical time for our company.

Darin Holcombe, Manager, Talent Management

Green River College
ProAmpac
Trainees: 0
Industry: Manufacturing – Other

Legislative District: 47
County: King
Grant Award: \$228,100
Grant Spent: \$10,740
Match: \$0

Overview:

This project was canceled due to a lack of response by the business partner after months of communication attempts by the training institution.

Clover Park Technical College
RYP Labs, Inc.
Trainees: 13
Industry: Agriculture

Legislative District: 48
County: King
Grant Award: \$452,541
Grant Spent: \$413,382
Match: \$304,138

Overview:

RYP Labs is currently in a growth cycle and has been onboarding new employees without the benefit of a formal human resources program. Training is focused on evaluating and upgrading the human resource program, safety and health programs, and developing improved procedures and recommended steps for site compliance.

Outcomes:

- Completed 4,735 training hours for 13 employees.
- Hired one full-time and four part-time employees.

The training that we received through Impact Washington and the JSP training grant was absolutely critical in helping us get our startup business off the ground. The Job Safety and Human Resources training helped us to create a very solid, well-functioning business environment that is competitive and attractive to other biotechnology professionals. Without this training, I am certain that we would not have been successful in acquiring and retaining the talented group of people that are currently employed by our company.

S. Hulteng, Co-Founder

Green River College
Western Tile & Marble Contractors, Inc.
Trainees: 34
Industry: Construction

Legislative District: 48
County: King
Grant Award: \$96,100
Grant Spent: \$95,260
Match: \$185,885

Overview:

Western Tile received a previous JSP grant in the last fiscal year. Building on the momentum, this new grant focused on basic computer skills as well as training on the company's enterprise resource planning system.

Outcomes:

- Completed 1,920 training hours for 34 employees.
- Identified pain points and developed projects to reduce disruption in process flows.
- Started a training program in CAD to increase skills and reduce errors.

The JSP training provided high quality training for our new General Manager and line leaders in operations management and best practices. We increased our knowledge base of our existing ERP system and developed new functionality that will improve our efficiency.

Todd Junker, President

Appendix B: Fiscal Year 2025 Grant Project Descriptions and Outcomes

In FY25, 53 grantees participated in JSP. Below are summaries of projects including trainee counts, investments, and key outcomes reported by FY25 grantees. Projects are organized by legislative district.

Cascadia College Genie-Terex Trainees: 106 Industry: Manufacturing – Other	Legislative District: 1 County: King Grant Award: \$195,646 Grant Spent: \$122,942 Match: \$143,548
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Overview:

Genie-Terex Corporation, a global leader in aerial lift equipment, seeks training for employees in Data Analytics, Project Management, Microsoft Office, and effective communication. The company faces workforce strains due to rising customer demand and an annual turnover rate of about 19%. GT aims to reduce turnover to 17% or less by investing in employee development, such as ESL for Manufacturing to boost confidence, upskilling, and promotion opportunities. New engineers require project management training for better decision-making and risk analysis. Scheduled trainings for customer service are expected to improve response speed and effectiveness. There is also a broad need for Excel, Sharepoint, and Data Analytics skills to enhance efficiency. The organization seeks clear advancement paths for high performers, supported by courses like Presentation Skills and Financial Intelligence for non-financial managers. Engineers and technicians need GD&T training to make faster troubleshooting decisions and improve customer satisfaction.

Outcomes:

- Completed 4,715 training hours for 106 employees.
- Turnover decreased from 19.6% to 11.2%.

I recently took part in the 'Message Development & Presentation Skills' and 'Financial Intelligence for Nonfinancial Managers' courses. I was really happy with my experience in these courses and found them to be very helpful in focusing my attention to key areas where I know I'd like to be stronger. 'Message Development & Presentation Skills' helped me to approach things such as giving presentations, running meetings, and more in a different way that allows me to feel more prepared coming in. 'Financial Intelligence for Nonfinancial Managers' provided a great, in-depth refresher on key financial concepts that I had limited experience within the past. However, these concepts are important when working to better understand key business functions and financial results. Overall, I feel these courses provided me with skills to be a stronger cross-functional leader in the future.

Will Tunis, Associate Product Manager

Seattle College District Lean Six Sigma Consortium Trainees: 117 Industry: Telecommunications	Legislative District: 1 County: King Grant Award: \$307,400 Grant Spent: \$307,390 Match: \$361,270
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Overview:

This project provides Six Sigma certification and training — including Yellow, Green, and Black Belt levels — and develops skills in lean principles, project management, quality, and statistical analysis using Excel. Trainees will be prepared for Six Sigma projects with measurable improvement goals. Targeting the shortage of lean training in Washington's workforce, this consortium spans 10 companies and multiple industries across the state.

Outcomes:

- Completed 10,322 training hours for 117 employees.
- 77 trainees successfully completed Green Belt certification.
- 19 trainees completed advanced training, earning both Green Belt and Black Belt certification.
- 32 employees achieved Yellow Belt certification.
- New collaborative relationships were established with three companies: Gladiator Tech., Kyocera, and Millipore Sigma.

The Lean Six Sigma training provides our organization with a common language and a structured approach to problem-solving, enabling us to drive consistent, data-informed decisions and cultivate a culture of continuous improvement.

Alice Wu, Sr. Manager, Wholesale Marketing & Business Success - T-Mobile

We greatly value the Lean Six Sigma (LSS) training provided to Kyocera employees through the Seattle Colleges and State Board JSP grant program. Our employees showed improvements in project execution, design of experiments, and sharing experimental results concisely with conclusions during the latter part of the year. I attribute the observed improvement in them due to the training they received through your program. I see value in continuing to sign up engineers for LSS training through the JSP grant. The knowledge they get not only will help Kyocera but also will prepare them to be strong engineers for a better future.

Haresh Siriwardane, General Manager, KYOCERA International, Inc.

Olympic College

Inventech Marine Solutions

Trainees: 14

Industry: Manufacturing - Naval, High-Tech

Legislative District: 2

County: Kitsap

Grant Award: \$41,705

Grant Spent: \$41,669

Match: \$53,504

Overview:

Inventech Marine Solutions (IMS) aims to lead innovation in the marine industry by designing, testing, and refining technologies that prioritize safety and usability through its brands FAST and Life Proof Boats. Recently, the company secured a major Coast Guard contract for 200 identical boats over the next decade, requiring significant expansion. With a current three-year order backlog — including contracts with agencies like the NYPD — the company must train management in Lean, change management, project management, and ERP implementation, promote new supervisors, and recruit welders and electronics technicians. This effort is Phase 2 of a JSP project with Olympic College, structured in two phases due to time constraints and project size.

Outcomes:

- Completed 1,208 training hours for 14 employees.
- Hired five new employees and promoted three employees to supervisors.
- Raised wages by 2% on average.
- Created a standardized process for the Coast Guard contract.

JSP has been a huge benefit to help train our people. We added more production and reduced the time it took for the manufacturing of current products. The training helped build standard manufacturing processes and training as a long-term program for our team. Our team now better understand how to develop a process to make them work for us. JSP is a great program that should grow to help more manufacturing companies.

Micha Bowers, Owner and CEO

Green River College
Columbia Energy & Environmental Services, Inc
Trainees: 78
Industry: Manufacturing – High Tech

Legislative District: 8
County: Benton
Grant Award: \$68,900
Grant Spent: \$66,594
Match: \$144,232

Overview:

In 2023, Columbia Energy used JSP Program resources to train over 80 employees on Value Stream Mapping, Lean Manufacturing Basics, Performance Management, Leader Standard Work, and Kaizen. As business continues to grow and with participation in the STAV process by SRNS and NNSA, Columbia Energy aims to improve efficiency and increase project wins. Next year, the company expects to expand its workforce by at least 10%. The initial training established a foundation, and ongoing training will cover additional areas and deepen employee skills. Staff found previous sessions valuable, and continued training will support organizational growth and help establish a culture of continuous learning.

Outcomes:

- Completed 1,668 training hours for 78 employees.
- Hired six new employees for Washington state.
- Throughput increased by 25%.
- Market share increased by 15%.

The Job Skills Program Grant has enabled us to realize positive outcomes in employee engagement and empowerment. Our initial grant supported LEAN training initiatives that have improved workstation organization, increased productivity, removed waste and empowered our employees to initiate continuous improvement activities. Our follow-on Grant targeted continuation of this learning and application of Lean Principles. The trainer continued to support our operational needs while conducting the training. His knowledge of our business that was gained in year one enable him to quickly identify the follow-on improvements needed. The relationships established in the first year played a pivotal role in furthering our Lean Journey. The continuation of this program provided our employees with skills and confidence to continue to advance our Lean Journey without the trainer facilitating. We have seen significant changes in how employees approach problems and we have developed effective solutions to increase our productivity.

Matt Coverdale, Director of Business Development

Drive509
CDL Solutions Consortium
Trainees: 45
Industry: Agriculture - Retail/Wholesale

Legislative District: 9
County: Whitman
Grant Award: \$150,189
Grant Spent: \$108,878
Match: \$186,858

Overview:

The CDL Solutions JSP project aimed to ease a driver shortage for 11 local companies through targeted training for new hires and current employees, supported by a dollar-for-dollar grant that halved tuition costs. Initially, the project sought to train 78 people from July 2024 to June 2025, but ended with 45 trainees due to partner withdrawal, administrative hurdles, and changes in business needs.

Outcomes:

- Completed 4,848 training hours for 45 employees.
- Hired 30 new employees among the participating 11 companies.
- Cross trained five employees and upskilled 45.
- Created four new partnerships.
- Obtained CDLs for 45 employees and 11 HAZMAT endorsements.

This program has been invaluable. It has significantly reduced the time it takes for our new hires to become productive, and the grant has made the training financially accessible. The focused curriculum allows trainees to concentrate on developing their job skills without distraction, resulting in higher-quality drivers for our company

Dean Marty, Assistant Director, The McGregor Company

Green River College
BedMed/HatchMed Consortium
Trainees: 17
Industry: Manufacturing - Medical Devices

Legislative District: 11
County: King
Grant Award: \$184,500
Grant Spent: \$178,625
Match: \$294,606

Overview:

Previous JSP grants helped two sister companies streamline processes through strategic planning, supply chain, reshoring, and MRP system training, as well as establishing a quality control program. They now aim to build on their initial supply chain training with a more advanced program and enhance facility planning based on past improvements. To further boost quality control using new systems, Six Sigma training will be provided. Students will learn to evaluate warehouse methods and equipment, developing strategies and layouts tailored to operational needs. Six Sigma methodology will equip students with data-driven techniques to improve business processes wherever they work.

Outcomes:

- Completed 2,480 training hours for 17 employees.
- Hired three new employees.
- Trained eight employees on inventory control and completed a full-scale physical inventory count, resulting in the discovery of over 30,000-unit variance corrections.
- Increased cycle count frequency by over 100%.
- Increased internally labeled incoming product by 100%.

The Job Skills Program supported key improvements in our inventory management and facility layout. Training enabled our team to standardize practices, conduct a focused WMS analysis, and reduce discrepancies across our system. These efforts improved material flow, space utilization, and order accuracy. As a result, our clients are receiving faster, more accurate shipments. The program has strengthened our operational foundation and decision-making capabilities.

Meggan Combs, COO

Green River College
La Mexicana
Trainees: 32
Industry: Food Production and Processing

Legislative District: 11
County: King
Grant Award: \$61,200
Grant Spent: \$59,015
Match: \$126,161

Overview:

La Mexicana, the oldest tortilla bakery in greater Seattle, has been family-owned and operated for over 65 years. To remain competitive in their low-margin business, they aim to maintain or improve their renowned product quality while reducing waste and increasing efficiency. Implementing Lean principles can help achieve these goals by fostering a culture of continuous improvement. Lean training will streamline processes, cut waste, and support profitability. Since Lean is new to the company, staff will need time and instruction to adapt. The current project focuses on training a core group — about half the employees — in Lean methods and food safety, ensuring both operational efficiency and compliance.

Outcomes:

- Completed 3,832 training hours for 32 employees.
- Hired four new employees.
- Scrap or rework reduced from 2,000 lbs./day to less than 1,000 lbs.
- Throughput increased from 400,000-600,000 tortillas/day to 720,000+ tortillas/day.
- Defects by lot reduced from 11% to <8.8%.

The JSP grant has been a transformative resource for our company, empowering our team with new skills in Lean manufacturing, continuous improvement, and leadership. As a result, we've seen measurable gains in efficiency, quality, and team engagement across departments. The training has helped us build the foundation for a stronger, more capable workforce ready to meet the demands of growth and innovation. We're incredibly grateful for the support and proud of the long-term impact it will have on our business and employees.

Andy Tonkin, President

Seattle College District
Continuous Improvement Consortium
Trainees: 3
Industry: Manufacturing – Other, Manufacture of handbags

Legislative District: 11
County: King
Grant Award: \$55,200
Grant Spent: \$55,200
Match: \$5,600

Overview:

This training builds on the Lean Manufacturing and ecommerce foundation started in 2022-2023, aiming to deepen knowledge of Lean principles and Continuous Improvement. By combining similar

needs, two women-owned businesses — Crystalyn Kae and Steel Toe Studio — will benefit from consortium-style training focused on Toyota Kata and Kaizen Events. The owners of the two companies seek to enhance their teams' skills to achieve increased sales and job growth while maintaining cost controls for greater profitability and support of the local economy.

Outcomes:

- Completed 280 training hours for 3 employees.
- Hired one new employee.
- Created a standard for measuring rework (where there previously was none).

The JSP training my company (Steel Toe Studios) received allowed us to evolve and advance our manufacturing processes. Not only did we sharpen up the efficiency of workflows by doing a thorough 5S of our workshop, but in that 5S exploration, we also discovered modifications to make to our order fulfillment processes that reduced time wasted on double and triple checking production queues. The training has pushed Steel Toe Studios to reduce duplicitous systems, increase value added processes to products while reducing labor costs and material wastes. We also created product manuals and have started to create training manuals to help foster simplicity and consistency in the studio. We are very grateful for the support we have received from JSP.

Erica Gordon, Owner - Steel Toe Studios

Cascadia College
Canyon Creek Cabinets
Trainees: 51
Industry: Manufacturing - Wood/Paper Products

Legislative District: 12
County: Snohomish
Grant Award: \$95,740
Grant Spent: \$87,990
Match: \$164,773

Overview:

Canyon Creek Cabinet Company manufactures custom framed and frameless cabinetry. The company partners with Cascadia and Everett's Corporate and Continuing Education Center to deliver training designed to enhance efficiency by training new hires, cross-training current employees, and supporting managers in aligning team efforts with strategic goals. This training will help employees adapt to new technology and automation, focusing on building skills across all levels — including managers, leads, and administrative staff — to foster engagement and support future growth.

Outcomes:

- Completed 2,046 training hours for 51 employees.
- Gained skills and tools for project management, ERP implementation, and business analytics.

We are grateful for the grant funding that supported our employees' participation in Program Management, Excel, Power Pivot, and Power BI classes. These learning opportunities have proven to be extremely beneficial in strengthening our team's capabilities. Through the Program Management courses, employees gained essential skills in project planning, resource allocation, and risk management — enhancing their ability to lead initiatives with greater efficiency and accountability. This also has allowed for promotional opportunities.

Deena Eckroth, Director of Human Resources

**Seattle College District
Crunch Pak**

Trainees: 57

Industry: Food Production and Processing

Legislative District: 12

County: Chelan

Grant Award: \$166,899

Grant Spent: \$166,899

Match: \$215,713

Overview:

This project aims to train supervisors and leads in standard work processes, efficiency improvements, data analysis, and continuous improvement methodologies. It seeks to lower operational costs, increase asset flexibility, and reduce repetitive tasks. The training will establish work standards, best practices, and leadership skills to foster a productive, collaborative, and continuously improving culture. The company's objectives include boosting retention, enhancing productivity, and providing consistent leadership training across four employee groups for lasting impact.

Outcomes:

- Completed 4,085 training hours for 57 employees.
- Hired 233 new employees.
- Improved retention rate from 68% to 78%.
- Achieved 7.5% reduction in scrap or rework.
- Increased throughput from 4,000 units/hr. to 4,400 units/hr.
- Reduced defects from 15% to 7.5%.
- Supported expansion of the North Central Washington agriculture industry.

Utilizing the JSP grant to kickstart our culture shift towards continuous improvement has yielded millions of dollars in savings to our company at a time when all major expenses have been steadily increasing. The constant focus on managing efficient production, reducing waste, and driving accountability of costs throughout all levels of operations is allowing us to thrive while labor is short and demand for product is high.

Drew Dalgetty, General Manager

**Clover Park Technical College
Grigg Farms**

Trainees: 56

Industry: Agriculture

Legislative District: 13

County: Grant

Grant Award: \$163,276

Grant Spent: \$160,540

Match: \$232,232

Overview:

The agricultural industry faces both a shortage of qualified labor and rapid technological advancement, with modern tractors requiring specialized training due to complex GPS and computer systems. Grigg Farms staff have been trained in Training within Industry (TWI) methods to effectively teach equipment operation, and HR is expanding to improve social compliance and establish a structured orientation process. Grigg Farms began its first strategic plan with last year's grant and will refine and implement it using this year's grant. The owners also aim to offer staff training and ESL classes for Spanish-speaking employees to improve communication and minimize mistakes.

Outcomes:

- Completed 5,568 training hours for 56 employees.
- Promoted four employees and created four new jobs.

Receiving the JSP grant was a game-changer for our business. Their support helped us streamline operations, better understand team dynamics through personality assessments, and tackle key challenges like conflict resolution and succession planning. The process brought clarity and structure to our internal transitions and improved how we work together. It was a truly valuable experience, and we're grateful for the guidance and tools they provided.

Gail Grigg, CFO

Clover Park Technical College
RM Wineries
Trainees: 42
Industry: Agriculture

Legislative District: 13
County: Grant
Grant Award: \$165,068
Grant Spent: \$148,350
Match: \$268,159

Overview:

RM Wineries continues to grow in size and annual sales but faces a shortage of skilled Spanish-speaking supervisors and managers. Existing staff need substantial training due to gaps in skills and leadership experience, creating ongoing challenges. Technological advances like temperature-controlled tanks and genetic modifications have made quality wine production possible in new regions, but operating this technology demands well-trained employees. Although RM Wineries has set goals, it only began strategic planning last year and now needs to update and implement its new Strategic Plan.

Outcomes:

- Completed 5,300 training hours for 42 employees.

Our organization has benefited greatly from the Job Skills grant by allowing us to identify where the deficiencies in our processes were. It equipped us with the training we needed to find ways to mitigate further deficiencies, as well as allowing us to streamline our operations across the board. With the strategies we've picked up and our updated procedures, we are confident in our long-term success.

Brandon Rice, CEO

Yakima Valley College
Portco Packaging Co.
Trainees: 28
Industry: Manufacturing – Other

Legislative District: 14
County: Cowlitz
Grant Award: \$20,034
Grant Spent: \$9,582
Match: \$11,599

Overview:

This project is included in both the FY24 Progress Report and the FY25 Biennial Report. Portco's growth relies on effective employee training and support, aiming to boost revenue and foster a thriving workplace. Training within Industry (TWI) and leadership skills are vital for adapting to the changing labor market. Once fully implemented, this program will enable accurate, efficient employee training and facilitate both machine-specific and cross-training for a flexible workforce.

It will also create a replicable and sustainable template for TWI and leadership development.

Outcomes:

- Completed 272 training hours for 28 employees.
- Time to promote decreased from 12 to 6 months
- Timeliness increased from -27,000/month to +18,000/month
- Defective material returns reduced from \$292,000 to \$133,634

Clover Park Technical College
Eddie Farms
Trainees: 368
Industry: Agriculture

Legislative District: 15
County: Benton
Grant Award: \$104,046
Grant Spent: \$101,935
Match: \$134,584

Overview:

The ongoing labor shortage and staff turnover continue to create significant challenges. While the company is able to hire new employees, they often require substantial training due to a lack of relevant skills and leadership experience. Advancements in agricultural technology, such as GPS-equipped tractors and computer-controlled equipment, have increased training needs. The company plans to expand the TWI process for instruction on equipment operation. Meanwhile, the HR office has completed social compliance and development training and will now focus on updating Policies and Procedures and creating an employee handbook in English and Spanish.

Outcomes:

- Completed 5,079 training hours for 368 employees.

The Job skills grant has provided an immense help with our organization. It has allowed our employees to have a time away from a normal routine and sit and listen to a lot of informational topics. This grant also allows employees to interact and participate in every training that was provided allowing them/us to become more knowledgeable about topics that involve everyone as a company.

Lupita Sandoval, HR Manager

Spokane District Office
Infinetix/Johnston Engineering Consortium
Trainees: 74
Industry: Manufacturing - High Tech

Legislative District: 17
County: Spokane
Grant Award: \$101,180
Grant Spent: \$100,352
Match: \$131,075

Overview:

Infinetix offers hardware and software engineering for industries such as communications, medical, environmental controls, robotics, and mobile apps. Johnston focuses on mechanical engineering, including design, analysis, testing, prototyping, and R&D, with expertise in clean technologies like CO2 capture, hydrogen, nuclear, and energy storage. Johnston also serves other sectors including consumer products, military and aerospace cooling, industrial machinery, and healthcare devices.

Both companies require scalable ISO9001:2015-certified Quality and Project Management Systems to support growth.

Outcomes:

- Completed 455 training hours for 74 employees.
- Hired one software engineer and one electrical engineer; training two interns on ISO9001-2015 engineering procedures.
- Implemented a Quality Management System (QMS) for Johnson Engineering.
- Certified one employee in Agile.

The grant provided critical guidance from the Mervyn Group to prepare Infinetix for ISO 9001 certification. With it, we were able to develop the procedures required for ISO 9001 certification and train our employees on them. The grant also provided introductory Project Management training for our employees.

Burke Norton, Vice President, Infinetix

The JSP grant helped Johnston Engineering lay the groundwork for ISO9001 by establishing documented procedures, defined responsibilities, and systematic evaluations. This enables early issue detection, reducing defects and rework while improving quality. Our technical staff were trained in best practices using a repeatable framework, enhancing their skills. Overall, this strengthens our total cost of ownership across scope, schedule, and budget, while boosting our adaptability and credibility in supporting rapid customer innovation designs & services.

Vin Vu, Operations Manager, Johnson Engineering

Clark College
Green Belt/Black Belt Training Consortium
Trainees: 18
Industry: Manufacturing - Composites

Legislative District: 18
County: Clark
Grant Award: \$80,756
Grant Spent: \$64,277
Match: \$88,870

Overview:

Boyd Gmn, the consortium's lead company, is a leading innovator in sustainable engineered material and thermal solutions. The other members of the consortium are in the composites business and electronics design and manufacturing. Their training program aims to foster a Lean culture by enhancing employee skills for continuous improvement. It supports manufacturing companies in adapting to change and growth. The training will focus on an 18-hour Lean Six Sigma Yellow Belt course, a 144-hour Green Belt/Black Belt program, a Green/Black Belt program, and Lean Six Sigma fundamentals and practical applications

Outcomes:

- Completed 2,052 training hours for 18 employees.
- 18 Total Lean Six Sigma Belts awarded

The training supported by the JSP grant has been a significant benefit to Boyd GMN's professional staff. The Lean Six Sigma Black Belt (LSSBB) course provides working professionals with a valuable opportunity to enhance their skill set in line with the increasing demand for advanced problem-solving tools and methodologies. Upon completion of the

course, participants demonstrated greater confidence and capability in addressing complex manufacturing challenges.

Louwell Sarquilla, Quality Manager

Skagit Valley College
Kaas Tailored
Trainees: 23
Industry: Manufacturing - Aerospace

Legislative District: 21
County: Snohomish
Grant Award: \$64,080
Grant Spent: \$62,113
Match: \$66,557

Overview:

This initiative aims to close skills gaps at Kaas Tailored through targeted training in areas such as supply chain management, industrial sewing, process analysis, leadership, large language models, and Clifton Strengths. The training supports company goals, especially as supply chain challenges have increased post-pandemic and the largest customer now requires direct management of logistics. Currently, the small purchasing team lacks formal supply chain training. The program will equip staff with essential skills to ensure resilience and customer satisfaction. Additionally, about one-third of the workforce are sewers – a role difficult to fill due to overseas manufacturing, border policies, high standards, and an aging demographic – making sewing training essential to address skill shortages.

Outcomes:

- Completed 537 training hours for 23 employees.
- Hired 14 new employees and promoted one.
- Reduced time to hire from an average of 28.2 days to 15.2.
- Created eight job openings.
- Reduced turnover rate from 23.6% to 20.2%.
- Improved delivery times from being behind on orders to 100% on-time delivery.
- Sales increased from \$5.75M to \$6.91M per quarter.

This JSP grant allowed us to invest in our team like never before. I saw leaders growing in confidence, our IT better understanding how LLMs can be used, and our leadership team becoming much more emotionally intelligent. This came at the perfect time because we've been growing like crazy coming back from our COVID depression.

Tucker Kaas, HR and L&D Manager

Clover Park Technical College
Custom Source Woodworking
Trainees: 35
Industry: Manufacturing - Wood/Paper Products

Legislative District: 22
County: Thurston
Grant Award: \$456,889
Grant Spent: \$453,317
Match: \$564,330

Overview:

Custom Source Woodworking is a second-chance employer, working with the Department of Corrections and allowing individuals with a criminal history the opportunity to train for a career without judgment. The company holds both MBE and DBE certifications, and 38% of the team are women. The purpose of this project is to train employees on how to plan and execute company-wide

changes effectively. It also aims to address scenarios such as facility moves, software transitions, and business model alterations; to understand and implement ERP system improvements; and to enhance the business by focusing on critical areas such as material costs, labor efficiency, on-time delivery, capacity increases, and process variability reduction.

Outcomes:

- Completed 13,732 training hours for 35 employees.
- Promoted four employees.
- Met and exceeded goal to reduce labor costs, from 22.9% to 14.5%.

Training through the JSP grant had a huge impact on our team. It improved efficiency, enhanced employee education, and helped us implement better tracking and documentation of our processes. We now have clearer workflows, stronger performance insights, and a more skilled, confident workforce. This support sets us up for long-term success. Jon and his team at Kocer were a critical part of my growth as a plant manager. Their guidance and support helped me develop the skills needed to lead effectively in a fast-growing company. With their help, I was able to grow alongside the organization, meeting new challenges with confidence and clarity.

Plant Manager

Clover Park Technical College
Small Planet Supply
Trainees: 16
Industry: Manufacturing - Other

Legislative District: 22
County: Thurston
Grant Award: \$308,656
Grant Spent: \$308,415
Match: \$362,511

Overview:

The primary objective of this project is to equip employees with essential skills in defining business objectives, developing implementation strategies, managing organizational change, and participating in leadership training as part of a comprehensive learning program. Additionally, the initiative seeks to assess and enhance operational data flow within the ERP system, empowering employees to establish a robust "future state" for their operations. Employing a co-management approach will ensure effective transfer of knowledge, while collaboratively developed, targeted goals will be systematically communicated across the organization to promote transparency and trust. Ultimately, this project aims to drive business improvement by addressing key areas such as material costs, labor efficiency, on-time delivery, capacity expansion, and reduction of process variability.

Outcomes:

- Completed 7,123 training hours for 16 employees.
- Hired two new employees.
- Reduced turnover rate from 25% to 5%.
- Increased wages by 7%.
- Work in Process (WIP) increased from 4 to 6 pieces per month.
- Increased throughput from 48 to 64 items/year.
- Increased sales from \$110K to \$800K per quarter.

Partnering with impact Washington and Clover Park Technical College has been a game changer for our company. We've completed two rounds of training over the last two years, and it's moved our company ahead in ways that we could not have accomplish without expert

help. As CEO of a new manufacturing company, I couldn't have imagined that we would have access to real-world expertise and feel fortunate that these programs are available.

The JSP Grant enabled us to expand our operations and reach new markets that were previously out of scope. This funding has been a catalyst for innovation within our team, driving us to exceed our own expectations.

These training programs have also been instrumental in developing our team's skills in critical areas such as ERP systems, managing Bills of Materials (BOMs), time tracking, cost accounting, and level loading. By equipping our team with these capabilities, we have optimized our operations and enhanced our ability to meet customer demands efficiently. The hands-on guidance has not only strengthened our technical proficiency but also fostered a culture of continuous improvement within the organization.

Albert Rooks, CEO

Clover Park Technical College
Windfall Architectural Products
Trainees: 24
Industry: Manufacturing - Wood/Paper Products

Legislative District: 22
County: Thurston
Grant Award: \$75,856
Grant Spent: \$75,029
Match: \$93,611

Overview:

Windfall is reviewing its training practices due to price and margin pressures affecting production, particularly with Starbucks as a significant customer. Rising wood costs and fluctuations in market pricing have prompted the company to re-examine production efficiency to maintain margins. The existing workforce continues to receive training aimed at optimizing labor and material resources, utilizing expertise from external sources to introduce new operational methods.

The Cambio Wall System represents a new product line for Windfall, differing significantly from previous offerings in terms of production requirements. Although the product is still in the early stages, a notable increase in orders is anticipated within the next year, and it is expected to become the company's leading business line in two to three years.

The sustainability of the company depends on streamlining work processes and achieving cost savings. Successful development of the Cambio product line will require additional skills and focused attention. Training will address production data analysis to support more effective manufacturing strategies.

Outcomes:

- Completed 2,080 training hours for 24 employees.
- Trained ten people on Cambio production.
- Developed a line process with supermarkets for running Cambio inflow.
- Achieved average Cambio panel production to six minutes on average.
- Improved quality of documentation and checking against the go-no-go standard.

Windfall has taken a huge step forward with the training we received from the JSP funding through Impact Washington. The entire team is now walking themselves, via KATA and Kaizen exercises, through obstacles that are in our way to achieving my 2028 vision. We all have been very surprised at the progress made so far in 2025 which has motivated the team even

more to continue learning more about the process. I am very excited and very grateful for the support from both the State of Washington and Impact WA.

Scott Royer, President

Green River College
Tribal Gaming Consortium
Trainees: 632
Industry: Other – Gaming and Hospitality

Legislative District: 22
County: Thurston
Grant Award: \$302,700
Grant Spent: \$253,220
Match: \$401,642

Overview:

Smaller tribal organizations often cannot afford gaming-specific training, but by forming a consortium, three tribes have accessed high-level casino training typically reserved for larger organizations. This collaborative approach lets companies receive tailored training while meeting JSP wage match requirements.

Nisqually Red Wind is implementing property-wide Guest Service training to address customer service issues and improve retention among both patrons and staff. The program covers service standards, team and patron interactions, management communication, handling difficult customers, and rewards.

Swinomish Casino previously used a JSP grant for leadership workshops with strong results and now seeks more advanced training for senior leaders to continue improving retention and team strength.

All participating organizations have benefited from past training and aim to further employee skill development, promotions, and wage growth to reduce turnover.

Outcomes:

- Completed 10,664 training hours for 632 employees.

We have seen a measurable shift in how our leaders approach their roles. Our frontline managers clearly understand how their decisions directly affect overall business outcomes. In addition, collaboration between managers and directors has significantly improved, with cross-level teams working more cohesively on strategic initiatives. The training has fostered a stronger sense of ownership and business-minded thinking throughout our leadership team, aligning daily operations more closely with long-term organizational goals.

Reneth Hills, Swinomish Casino & Lodge, Director of Human Resources

This training equips all casino team members with the skills to deliver consistent, high-quality service, enhancing the overall guest experience. It fosters stronger communication and teamwork across departments, creating a more supportive and efficient work environment. Teams become more confident and empowered in their handling of guest service issues, leading to quicker resolution and increased guest satisfaction. Ultimately, improved service leads to happier guests, better reviews, and greater loyalty, benefiting both team morale and business success.

Tyson Kruger, Nisqually Red Wind Casino, Director of Marketing

Clover Park Technical College
Revalesio
Trainees: 9
Industry: Manufacturing - Other

Legislative District: 25
County: Pierce
Grant Award: \$101,505
Grant Spent: \$100,035
Match: \$36,344

Overview:

Revalesio, a pharmaceutical company in Tacoma, is launching a new drug and needs effective facility upgrades and clinical trials. Staff training in project management, drug safety, and biostatistics is essential due to limited local biotech expertise. The company leans on automation and recruits those experienced with regulated machinery, including aeronautics professionals and veterans, aiming to train them for biotech roles.

FDA compliance requires PDA's aseptic manufacturing training, which covers environmental monitoring, cleaning, aseptic techniques, process simulation, and regulations. Good Clinical Practices also demand project management skills for patient safety and data integrity, focusing on risk management, performance indicators, stakeholder communication, vendor oversight, drug safety evaluation, and quality control. Revalesio's success relies on these targeted training programs.

Outcomes:

- Completed 570 training hours for 9 employees.
- Hired seven new employees; promoted one.
- Four operators FDA-trained.

The training program provided by the JSP grant significantly strengthened our operational capabilities. By enhancing skills in areas like aseptic processing, environmental monitoring, vendor auditing, and project management, the trainings helped supplement our FDA compliance programs. The trainings made possible through the JSP grants have strengthened our position for the next stage of our development. The grants have also allowed us to avoid looking outside of the Puget Sound region for talent as we've been able to provide training to those interested in developing a career in life sciences.

Greg Archambeau, President

Clover Park Technical College
SeaTac Packaging
Trainees: 53
Industry: Manufacturing - Wood/Paper Products

Legislative District: 25
County: Pierce
Grant Award: \$261,330
Grant Spent: \$260,681
Match: \$322,302

Overview:

SeaTac Packaging is a certified Women-Owned Minority Business through the Northwest Mountain Minority Supplier Development Council and is the only MBE manufacturer of multiwall and flexible packaging. This project trains employees to quantify manufacturing needs, design layouts for new and existing locations, and implement industry-standard continuous improvement methods. Training in Standard Work, Visual Management, 5S, Training Within Industry, and Total Productive Maintenance will support operational growth.

SeaTac Packaging completed evaluations by Impact Washington and Pierce County EDB, resulting in a detailed 5-year plan. With a JSP grant, SeaTac began laying the groundwork and is now well-positioned to further develop Lean manufacturing tools and systems in their new facility – critical steps toward achieving their five-year objectives.

Outcomes:

- Completed 4,715 training hours for 106 employees.
- Hired five new employees.
- Promoted one employee to Lead role and one to Team Leader.
- Scrap or rework reduced from 4.5% to 3.5%.
- Inventory reduced from 160 days to 120.
- Increased sales from \$7M per quarter to \$8.2M.

We've partnered with Impact Washington on several occasions and have consistently been impressed with their service. The Job Skills grant has significantly benefited our organization by equipping us with the tools to cross-train employees more effectively. It has helped us refine our approach to solving complex challenges, introducing practical strategies that have streamlined operations and boosted productivity. As a result, we are better positioned to manage growth and drive long-term success across the organization.

David Huang, President

Clover Park Technical College
Urban Accessories
Trainees: 56
Industry: Manufacturing - Other

Legislative District: 25
County: Pierce
Grant Award: \$267,922
Grant Spent: \$265,513
Match: \$408,235

Overview:

Urban Accessories, a Tacoma foundry with 60 employees, has produced custom metal grates, benches, and bike racks since 1972. Many raw materials come from recycled car parts. The company is expanding, buying new equipment and a building for fabrication, woodworking, offices, and more.

Training covers Lean Plant Layout, Strategic Planning, and ESL. Students will learn to map value streams and track information flow, develop production planning systems and metrics, lead inclusive meetings using problem-solving methods, create dashboards and reports to inform decisions, gather data and produce actionable assessments, identify planning variables to improve scheduling, spot and address waste in their departments, apply training to increase efficiency, and evaluate plant layouts for minimal waste, among others.

Outcomes:

- Completed 8,101 training hours for 56 employees.
- Hired seven new employees; promoted four.
- Raised wages by 6% on average.
- Reduced Work in Process (WIP) from \$2.5M to \$880K.
- Increased throughput from \$800K to \$1.1M/month.
- Reduced accidents from eight to three per year.
- Increased sales from \$10.8M to \$13.2M per year.

The Job Skills Program (JSP) has been a catalyst for meaningful change at Urban Accessories. Since participating, our annual revenue has grown from \$10.5 million to \$13 million, a 23 percent increase, and we've added 8 new positions to support that growth. But just as important as the financial impact has been the cultural transformation.

Change management is never easy, especially in a company where over half our employees have been with us for more than 10 years. Through JSP, we shifted from a top-down leadership model to a culture of empowerment, where employees at all levels are encouraged to take initiative and drive continuous improvement. This has created stronger engagement, better collaboration, and a more energized workforce.

As employees level up their skills, they're earning more, and the company is gaining greater efficiency and output. It's a true win-win that strengthens both individual careers and our business performance.

I've been at Urban Accessories for 8 years, and this is the most excitement I've ever seen within the company. It feels great when employees who've been here 20 years are just as energized and are reinforcing that excitement with enthusiasm of their own. That momentum is entirely thanks to the JSP grant.

We're excited for our second round with JSP. Now that the foundation is in place, we expect the next phase of training and project development to be even more efficient and impactful. JSP doesn't just help train workers, it builds better companies and stronger communities.

Evan White, Vice President

Clover Park Technical College
Safeboats
Trainees: 57
Industry: Manufacturing - Naval

Legislative District: 26
County: Kitsap
Grant Award: \$57,240
Grant Spent: \$57,240
Match: \$68,567

Overview:

The project offers three ABYC-certified trainings: Marine Manufacturing Standards, Marine Electrical Manufacturing, and Marine Systems Manufacturing. These courses aim to upskill production staff – including installers, systems integrators, designers, and engineers – enhancement advancement opportunities and improving business efficiency, quality, and growth. SafeBoats, in collaboration with HR, selected ABYC trainings as the most effective way to maintain high manufacturing expertise. Employee certifications are required for certain contracts, as clients often specify certified suppliers. By increasing the number of ABYC-certified employees, SafeBoats can qualify for more business and industry opportunities.

Outcomes:

- Completed 1,512 training hours for 57 employees.
- Promoted six employees.
- Reduced turnover rate from 18% to 14%.

The ABYC training opportunities supported by the JSP Grant benefited SAFE Boats in the following ways:

It was a chance for individuals from different departments (Engineering and Production, primarily) to come together and learn common best practices, so they are on the same page as to the standards in their day-to-day work.

It was an appreciated investment in our Team Member's professional development and will contribute to their engagement and retention and morale.

The skills learned can be transferred into our production work standards and quality checks, allowing for more efficient work and a clearer understanding of what is measured and what quality looks like- removing subjectivity from QA and helping bridge the relationship between production and QA.

Nonproduction newer team members who came to work for us from outside the Marine industry were given a crash course on Marine standards, which should help shorten their learning curve with SAFE Boats.

Cindy McFarland, HR Director

Clover Park Technical College
MultiCare Health System
Trainees: 699
Industry: Hospitals and Medical Services

Legislative District: 27
County: Pierce
Grant Award: \$492,485
Grant Spent: \$477,341
Match: \$1,170,942

Overview:

This project aims to upgrade skills for Multicare employees, focusing on Nursing Training and Sterile Processing Technician programs, with an emphasis on retention and recruitment. These initiatives address healthcare workforce shortages, while increasing wages and transferable skills.

Certification improves job satisfaction and is vital for recruiting and retaining RNs, supporting MultiCare's workforce development plan. Higher certification rates also help achieve Magnet and Pathway to Excellence hospital recognition, promoting ongoing professional growth.

Outcomes:

- Completed 19,955 training hours for 699 employees.
- Met target number of registered nurse attendees for specialty certification courses.
- 15 students completed their SPT training.
- Five students expected to fill five existing vacancies.
- Five students expected to be newly certified sterile processing technicians.

This Job Skills grant helped make several professional development opportunities accessible to members of our team by eliminating financial obligation for the learner. Twenty students were able to participate in the sterile processing technologists training program, learning valuable skills and knowledge to help them earn certification and fill open positions. Nursing specialty certification courses promote quality patient care, build confidence, and validate nursing knowledge and expertise. Crucial Conversations helped our newest nurse leaders learn tools to help navigate difficult conversations – which is an essential component of our continued journey in becoming a high reliability organization. The Harmony Hill workshop demonstrated the value of self-care, mindfulness, and setting boundaries. We were so grateful to offer these meaningful opportunities to our staff. The Job Skills grant supports our

commitment to fostering a work environment where individuals are valued, supported, and inspired to thrive both personally and professionally.

Robin Petersen, NPD Program Manager - Nursing Continuing Education

Clover Park Technical College
Cole Graphic Solutions
Trainees: 35
Industry: Manufacturing - Print and Graphics

Legislative District: 27
County: Pierce
Grant Award: \$34,693
Grant Spent: \$34,661
Match: \$58,377

Overview:

To ensure continued success for the next 90 years, Cole Graphic Solutions is investing in AS9100D Quality Management System (QMS) certification. This certification not only validates its current operations but also helps enhance its processes and procedures. The first step in this journey is achieving AS9100D compliance, which this training will provide. The course will commence with a comprehensive gap analysis, a critical tool widely utilized in the industry by companies implementing quality management system (QMS) initiatives. This analysis is essential for identifying specific areas that require further development and improvement to fully meet the established standards. Following the gap analysis, the team will undergo extensive training on the AS9100D standard, which is highly relevant to their organization. This training will provide in-depth knowledge of the standard's requirements and their application to the organization's operations.

Outcomes:

- Completed 736 training hours for 35 employees.
- Hired 28 new employees.
- Prepped for AS9100 Audit.

The Job Skills grant has been a vital resource in helping us prepare for our AS9100 quality audit. It enabled us to implement more structured systems, clarify responsibilities, and ensure our processes are aligned with aerospace industry standards. Thanks to this program, we're now better positioned to demonstrate compliance, improve quality outcomes, and scale confidently into new aerospace opportunities.

Jerome Sauer, General Manager

Clover Park Technical College
KPG Psomas
Trainees: 93
Industry: Other - Architecture, Civil Engineering and other Construction Services

Legislative District: 27
County: Pierce
Grant Award: \$120,965
Grant Spent: \$108,847
Match: \$160,728

Overview:

This project builds on the organization's earlier Customized Training Program (CTP) by advancing strategic goals to strengthen communication, enhance presentation skills, and foster an inclusive workplace culture. The JSP supports the company's continued growth and its vision to become a "Consultant of Choice" within local communities. Training focuses on developing a cohort of skilled "Presenters by Choice" among engineers and construction managers to improve client engagement, community relations, and project outcomes. In addition, the project addresses communication

challenges that emerged with organizational expansion, promoting collaboration, conflict resolution, and cultural alignment across teams to sustain a strong and connected company identity.

Outcomes:

- Completed 1,529 training hours for 93 employees.
- Hired 17 new employees and promoted six.

The Learning & Development program, supported by the grant, has delivered measurable value to both our employees and the organization. Training in Business Acumen has enhanced our teams' ability to understand financial drivers and align decisions with broader business goals. The Crucial Conversations course equipped staff with essential communication skills for navigating complex interactions, leading to more effective collaboration and stronger internal partnerships. Our Inclusion & Belonging initiative has helped cultivate a more respectful, engaged, and inclusive culture across the organization. Additionally, training in Presentation Skills and Professional Writing has significantly elevated the quality of our proposals and client-facing materials, directly contributing to stronger project pursuits and increased success in winning work. Overall, this program has strengthened both individual capabilities and organizational performance.

Amy Day, Vice President

Green River College
Neumeier Engineering
Trainees: 98
Industry: Manufacturing - Aerospace

Legislative District: 30
County: King
Grant Award: \$255,000
Grant Spent: \$241,422
Match: \$391,090

Overview:

Neumeier Engineering desires to bring in training and development that are critical for the successful implementation of their new Enterprise Resource Planning (ERP) system. This training program is designed to advance their workforce by equipping employees with essential transferable skills and knowledge to promote their professional growth and operational proficiency. The training initiative aims to address the needs of over 90 employees, ranging from management leaders to shop floor workers across various departments including engineering, project management, accounting, quality, procurement, production, shipping, receiving, and IT. By taking a comprehensive approach, the training will ensure that employees are well-prepared and confident in their ability to navigate the complexities of system implementations and utilize new technologies efficiently throughout their careers. The training also emphasizes the development of fostering a culture of continuous improvement and adaptability, which will empower employees to take on greater responsibilities, collaborate effectively across functions, and remain competitive in a dynamic labor market.

Outcomes:

- Completed 11,415 training hours for 98 employees.
- Hired seven new employees.
- Leads are now training other employees.
- Wages increased by 6% on average.

The ERP training has improved business processes in legacy systems through the implementation of our new ERP solution, to include Estimating through Sales Order Entry, Engineering, Job Production and delivery to our customers. These process improvements have

reduced our backlog and improved our on-time delivery. The new system, once operating fully in July, will continue to support improvement of these metrics. The adoption of the system and new processes will also improve inventory control and are expected to improve our inventory turns. In addition, the data we will be able to easily collect and analyze with the new ERP will assist the company in making quicker, more impactful business decisions real time and will assist in strategic planning for the corporation.

Jay Godfrey, General Manager

Clover Park Technical College
Sekisui Aerospace
Trainees: 88
Industry: Manufacturing - Aerospace

Legislative District: 31
County: Pierce
Grant Award: \$50,206
Grant Spent: \$42,176
Match: \$97,879

Overview:

Sekisui is reorganizing to enhance its Managers and Senior Managers with leadership courses led by expert facilitators. The company also aims to upskill production workers into Composite Technicians, increasing their capabilities and earning potential while improving business metrics like waste reduction and productivity. Effective training and leadership will boost employee satisfaction, reduce turnover, and ease recruitment in a tight labor market.

These initiatives support SEKISUI's strategic goals as it expands into new customer work and UAV parts production. Training aligns with the business plan to grow competencies and consistency, helping prepare for major contracts and the need for cross-trained technicians.

Outcomes:

- Completed 1,407 training hours for 88 employees.
- Promoted seven employees to Composite Technician role.
- Awarded a new Statement of Work in AV cell.

The Partnership with CPTC and the JSP has been so beneficial to our new Composite Technician Team. We are now working in the AV space and the training provided by CPTC helped upskill our team in being able to move throughout the manufacturing process with a part instead of passing a part from one person to the next in the different manufacturing applications. We are gaining customer recognition and new work statements because of the skills this team has acquired and is able to implement.

Beth Forrar, Sr. Manager-Training

Green River College
The Boxmaker
Trainees: 45
Industry: Manufacturing - Wood/Paper Products

Legislative District: 33
County: King
Grant Award: \$64,800
Grant Spent: \$56,851
Match: \$47,187

Overview:

The BoxMaker is addressing recent declines in sales and employee morale through a focused training initiative designed to revitalize workforce engagement and strengthen sales performance.

The company has experienced reduced revenue, higher turnover, and a shift in sales staff activity toward account management rather than new client development. To reverse this trend, the project provides targeted training in both advanced sales techniques and essential soft skills such as communication, adaptability, and teamwork. By equipping employees with the tools and confidence needed to perform effectively, The BoxMaker aims to boost morale, reenergize its sales force, and position the company for renewed growth and long-term success.

Outcomes:

- Completed 1,260 training hours for 45 employees.
- Began applying newly acquired skills; employees showing increased enthusiasm and engagement in learning.
- Strengthened management accountability through improved time management and communication practices.
- Received positive feedback from sales teams on training relevance and company investment in professional development.
- Anticipate measurable impacts on turnover and sales within 3–6 months, given the typical 6–12-month sales cycle.
- Gained valuable external perspectives that are influencing workplace culture and performance improvement.

Offering these training programs has successfully helped employees feel valued. By participating in these courses, our employees are applying their skills more effectively, staying engaged in their work, and becoming more invested in the company's success.

Melissa McNeel, HR Manager

Green River College
Three Sigma Manufacturing
Trainees: 12
Industry: Manufacturing - Aerospace

Legislative District: 33
County: King
Grant Award: \$205,800
Grant Spent: \$193,155
Match: \$260,263

Overview:

Three Sigma is implementing an advanced training initiative to equip its entire workforce with next-level knowledge of Industry 4.0 technologies that will transform day-to-day production operations. The project focuses on two integrated objectives: first, to train employees in capturing and analyzing key production data to enhance efficiency, manpower allocation, machine utilization, and planning through the integration of AI-assisted programming; and second, to provide hands-on instruction in cutting-edge Industry 4.0 tools, including machine monitoring systems, RFID-based material and workflow tracking, and production planning software integrated within the company's enterprise resource planning (ERP) system. Through this training, employees will gain a deeper understanding of real-time AI scheduling and optimization processes that improve productivity and resource use. As one of the early adopters of AI-driven manufacturing technologies in the Pacific Northwest, Three Sigma is positioning its workforce and operations at the forefront of advanced manufacturing innovation.

Outcomes:

- Completed 2,700 training hours for 12 employees.
- One employee progressed to expert level in Industry 4.0 Tools and Data Integration with AI enhancements and three others made progress toward this goal.
- Two employees trained in Skody software features.

Through this grant, Three Sigma has been able to provide complete or partial training on the revolutionary Skody Production Software to many of its employees. This has resulted in increased productivity at many levels, including shop floor management, individual machinist, subcontracting management, (the management of outside services) and customer relations. And, as we engage directly with the software developers on this project, it has resulted in the software being tailored to meet the needs of the aerospace industry job shop.

Kenneth Frankel, President

Green River College**Aerofab NDT**

Trainees: 19

Industry: Manufacturing - High Tech

Legislative District: 33**County: King**

Grant Award: \$114,000

Grant Spent: \$106,917

Match: \$165,907

Overview:

Aerofab, established in 2008, specializes in the manufacture of made-to-order aerospace components, including Non-Destructive Testing (NDT) Ultrasonic Transducers, Eddy Current probes, and Reference Standards for major commercial and defense aircraft programs. With steady growth and an upcoming expansion from a 7,000 to 16,000 square-foot facility, Aerofab is implementing new systems and training to prepare its workforce for the next stage of development. This project combines training in Lean manufacturing, 6S, and total quality management principles with instruction in manufacturing resource planning (MRP) tools to improve efficiency, quality, and process consistency. Employees will gain the skills to evaluate workflows, identify improvements, and apply digital tools that align with the company's transition to more advanced, scalable operations. The training supports Aerofab's goal of building a skilled, adaptable workforce capable of sustaining growth and maintaining its reputation as a trusted aerospace and space industry partner.

Outcomes:

- Completed 2,960 training hours for 19 employees.
- Hired three new employees.
- Laid the foundation for continued cross-training, better communication, and sustained process improvements across departments.
- Increased wages by 12.3% on average.
- Improved on-time delivery performance from 56% to 65% during the grant period.

The Job Skills grant and the expert guidance we received had a transformative impact on our company. The training challenged us to rethink how we approach decision-making, align our processes with best practices, and foster a culture of shared responsibility. Through this program, we mapped and improved critical processes, began tracking and addressing scrap and rework, and defined clear ERP and quality system requirements- all of which are driving

more efficient and scalable operations. The grant has been an important step in supporting our growth and continuous improvement efforts.

Sophea Puth, Finance Manager

Green River College
Small Business Consortium - Seattle Sorbets & Covers by KIC, LLC
Trainees: 2
Industry: Food Production and Processing

Legislative District: 34
County: King
Grant Award: \$62,500
Grant Spent: \$57,694
Match: \$9,370

Overview:

Seattle Sorbet, a manufacturer of artisanal sorbets for commercial and retail markets, and Covers by KIC, LLC, a producer of decorative and functional covers for durable medical equipment, are partnering for a second round of Job Skills Program training to build on the progress achieved through their previous grant. Earlier training introduced operational tools and techniques that enhanced efficiency and business growth. This new phase focuses on strengthening strategic planning, decision-making, and financial literacy, enabling owners and key staff to interpret and apply financial data to guide business strategy and respond effectively to evolving client and market demands. By deepening their understanding of financial management and planning, both companies aim to improve sustainability, competitiveness, and long-term growth.

Outcomes:

- Completed 275 training hours for 2 employees.
- Added three FTE roles to support expanded operations.
- Implemented the RASCI process to clarify team roles and responsibilities, streamlining operations and improving communication.
- Increased efficiency and decision-making speed through clearer accountability and goal alignment.
- Applied AI tools to generate creative content, resulting in more engaging and consistent social media presence.
- Adopted Six Sigma principles to identify opportunities for improved efficiency, reduced waste, and higher product quality.

My business coach Carlos Velize helped me gain a deeper understanding of key strategies and operations that strengthened my business knowledge. Through regular sessions with him, I learned how to prioritize tasks and manage my time more effectively, which greatly improved my productivity. He introduced me to tools and systems that streamlined my workflow and reduced daily stress. With his guidance, I developed a consistent social media strategy that boosted my online presence and engagement. Carlos also helped me identify my brand voice and create content that truly connects with my audience. Beyond practical skills, Carlos challenged me to shift my mindset and approach challenges with confidence. Their support helped me overcome self-doubt and embrace a more positive, growth-focused attitude, and I learned to say "No" to things that didn't align with my business strategy or took time away from my business. Overall, working with my business coach transformed both my business and the way I see myself as an entrepreneur. It has been a positive experience, and I am happy about my personal and professional growth.

Claiborne Bell, Owner, Seattle Sorbets

I learned the different values of Facebook and LinkedIn and how to use these platforms to promote Covers by KIC. Spread sheets have been created, for Inventory, product SKU detail with bin numbers, email campaigns, and product cost. This information provides knowledge of what I have and how to move forward.

Lemmell Brown, Owner, Covers by KIC

**Seattle College District
Machinists Inc.**

Trainees: 59

Industry: Manufacturing - Aerospace, Naval, High Tech

Legislative District: 34

County: King

Grant Award: \$219,627

Grant Spent: \$215,908

Match: \$229,652

Overview:

Since 1941, Machinists Inc. has offered ISO 9001 certified machining, welding, finishing, and assembly, operating the largest precision machine shop in the Northwest with a rapid response to complex projects.

This project aims to expand Succession training, teach employees transferable Continuous Improvement skills, and develop long-range planning and decision-making strategies. Succession candidates will receive individualized development plans for future leadership roles. With most leaders and skilled staff nearing retirement after long tenures, robust Succession Planning and thorough hand-off preparation are essential. Training will help identify roles for back-fill, clarify duties, and deepen all employees' understanding of manufacturing operations.

Outcomes:

- Completed 3,713 training hours for 59 employees.
- Hired 17 new employees.
- Increased online presence and attended two cluster-hosted external trainings.

This JSP grant had a significant impact on our organization. The Kocer team, funded through the grant, provided a level of support unavailable to our small business without assistance. Our management team received training and guidance in several strategic areas such as IT and change implementation, succession planning and working with the new generation coming through our shop, and strategic planning for major hurdles in our industry such as CMMC, electronic scheduling, and paperless manufacturing. We greatly appreciated the work completed by the team in helping develop goals in our strategic plan and finding routes to accomplish them. MI is in a much healthier position to maintain steady growth and thrive in the future due to this grant's assistance and we are grateful.

Earl Fitzpatrick, Operations Director

**Seattle College District
Thermetrics**

Trainees: 51

Industry: Manufacturing - Aerospace, High Tech

Legislative District: 36

County: King

Grant Award: \$232,381

Grant Spent: \$231,802

Match: \$941,497

Overview:

Previously, Lean strategies and training were limited to a few staff and mostly self-directed. Thermetrics now plans comprehensive Lean training for all engineering and production staff to drive improvements and identify effective tools for their custom processes. This initiative supports the company's goal to embed continuous improvement across the business.

The project focuses on two main needs: company-wide Lean training and quality data system integration. Courses cover information systems, strategic leadership, problem solving, process mapping, Lean six sigma white belt certification, and workforce development.

Outcomes:

- Completed 19,461 training hours for 51 employees.
- Hired five new employees.
- Seven departments received improvements through Lean training.

Thermetrics was a first-time Job Skills Program grant recipient, and the combination of company-wide and small group training we received was a key element of our strategic plan for 2024-2025. Under our JSP grant, we had three focus areas for training. We were able to provide Lean White Belt training for 100% of our staff, resulting in a broader understanding of hidden forms of waste. After that foundation, targeted lean projects under the JSP helped our staff focus on specific areas for improvement to improve safety, productivity, or quality. The second area was training and support for evaluating and selecting a new ERP software package. After two years of false starts on this effort previously, the guidance we received under the JSP allowed us to run a successful, highly granular, and objective selection process within several months. Lastly, we received small group key staff training for time management and identifying and eliminating bias in HR processes. The JSP created the space, opportunity, and resources to hold these training sessions for our key employees. The flexibility of the program was especially helpful for Thermetrics as a dynamic manufacturing environment and expertise of the JSP trainers was greatly appreciated.

Rick Burke, President

Cascadia College**Jamco America**

Trainees: 129

Industry: Manufacturing - Aerospace

Legislative District: 38**County: Snohomish**

Grant Award: \$126,700

Grant Spent: \$110,480

Match: \$127,770

Overview:

Jamco America, a global leader in aircraft interiors, is consolidating business sectors to support strategic growth. Despite ongoing restructuring, the company prioritizes employee training and leadership development, promoting from within to strengthen skills across the organization. Like many aerospace firms, Jamco faces hiring constraints and seeks to boost engagement and efficiency. The company remains committed to improving retention, providing promotion opportunities, and fostering a sense of belonging among its manufacturing workforce.

Outcomes:

- Completed 2,738 training hours for 129 employees.
- Promoted 35 employees: three for official management positions and eight for team/department heads.

I recently participated in the “Everyone at the Table” and “A New Kind of Diversity” courses. I found both courses to be very engaging and a great reminder to those in leadership positions that each employee is unique and brings with them a unique set of talents, skills, and values. As leaders, it is our responsibility to recognize and understand these unique differences so that we can provide each individual with the tools they need to maximize their individual success and their contribution to the company’s success. The interactive nature of these courses allows us to freely engage in open conversations with each other about our unique differences and the different value and benefit that we each bring to our daily work. I truly enjoyed the opportunity to participate in these courses and look forward to similar opportunities in the future.

Don Wren, Executive Vice President

Seattle College District
Bridgeways
Trainees: 7
Industry: Manufacturing - Aerospace

Legislative District: 38
County: Snohomish
Grant Award: \$58,174
Grant Spent: \$54,590
Match: \$61,692

Overview:

This project aims to train Bridgeways employees in International Traffic in Arms Regulations (ITAR) implementation and Cybersecurity Maturity Model Certification (CMMC) Assessment, creating a risk-based compliance culture that supports certification and the company's diversification and growth goals.

This preparation allows Bridgeways to access restricted markets and qualify for Department of Defense contracts, supporting business diversification. Diversifying into defense manufacturing and regulated industries increases resilience, innovation, and sales by expanding the client base to include defense and military sectors. ITAR compliance and CMMC certification are essential for securing sensitive government contracts. ITAR training ensures employees understand and meet regulatory requirements, while CMMC training enables them to evaluate cybersecurity readiness and establish plans to meet CMMC 2.0 standards. Together, ITAR and CMMC protect sensitive data, prevent unauthorized transfers, and strengthen the company's position in the defense sector.

Outcomes:

- Completed 1,036 training hours for 7 employees.
- Seven employees completed the 110 CMMC controls and established the SPRS score.
- Positioned company to pursue new contracts with the Department of Defense (DOD).

The ITAR training was comprehensive and challenging. The instructor made a concerted effort to present the information in an engaging and interesting way. Trainings often involved a dialogue between the trainer and our group that ensured we understood the information. The trainings were especially helpful because we not only received learning about the conceptual information regarding ITAR but also, the practical information, giving us a road map for how we can become ITAR compliant.

Michael Campbel-Danas, Director of Marketing and Development

**Seattle College District
Pallet Shelter**

Trainees: 76

Industry: Manufacturing - Wood/Paper Products

Legislative District: 38

County: Snohomish

Grant Award: \$220,005

Grant Spent: \$182,747

Match: \$182,929

Overview:

Pallet Shelter employs a diverse workforce, many of whom have experienced significant life challenges. As Pallet Shelter expands across the US and aims for international growth by 2025, it prioritizes effective training to support quality and efficiency.

The training plan focuses on preparing the team for ISO 9001:2015 QMS certification by establishing best practices for people, processes, and systems. With a continually evolving staff, Pallet Shelter emphasizes supervisor train-the-trainer programs to ensure new employees are trained quickly and safely.

To achieve its growth objectives, Pallet Shelter is implementing a global quality management system, integrating quality into product development using Training Within Industry (TWI), and providing comprehensive ERP training.

Outcomes:

- Completed 3,064 training hours for 76 employees.
- 21 students completed TWI training and gained certifications in multiple courses.
- Six students earned High Performance Management Certificate.

The tools taught in Next Level Leadership & Communicating with Impact are powerful and organization changing. There has not been a day gone by since taking these courses that I have not thought of one or more of the many practical, insightful and helpful tools that were taught. As a company we have infused the language and the tools into every meeting, and every meeting/conference room we have here at Pallet. The tools taught in these classes are literally relevant in every person-to-person interaction in life. I can see that if every leader in any organization developed an understanding of these concepts and tools their organizations would be better performing, provide healthy and nurturing environments for employees and would transform millions of dollars in lost opportunities into high performance dynamic organizational outcomes. The Project Leadership course was instrumental in highlighting the ways team members view the world (Intuitior, Thinker, Feeler, Sensor). Knowing this information helps as a leader or project manager know how to best work with team members using their natural way of working. These tools help to understand team members when there is little or no pressure and help to understand how team members might shift and respond when the pressure increases. As with all the tools discussed above, this course really helped provide a common language and context for the organization. In addition to the I-Speak tools mentioned above the course highlighted the different ways in which we learn (learning styles). As a leader, when we know and understand how our team members learn best, we can be more efficient and effective as an organization by shaping our meetings, communication and project work in ways team members engage best. The Training Within Industry methods come with a set of forms and tools which Pallet is now using to develop our production training curriculum. The training has caused us to step back and take a careful evaluation of how to implement and train new production team members. This has resulted in more affective training with a simplified approach to our documentation. The methods have also promoted

standard process for instituting continuous improvement in our evaluation and development of new training materials.

Greg Milholland, Vice President, Operations

Skagit Valley College
Empowering Everett: Enhancing Manufacturing Talent Consortium
Trainees: 86
Industry: Manufacturing - Aerospace, Auto

Legislative District: 38
County: Snohomish
Grant Award: \$231,400
Grant Spent: \$231,131
Match: \$269,059

Overview:

ReNu Medical and AutoDeriva have formed a strategic alliance to address manufacturing challenges in Everett, WA, with a focus on ERP system implementation and optimization. The project aims to offer targeted training and coaching to improve both companies' ERP systems in line with organizational goals.

ReNu Medical, expanding rapidly in sustainable device reprocessing, seeks to optimize its new ERP system for scalability, integrating processes and providing user training. AutoDeriva will also receive ERP-focused training to boost production scheduling and inventory efficiency.

As a precision machining specialist for the automotive and aerospace industries, AutoDeriva intends to upgrade its Quality Management System to meet AS9100D standards and adopt lean manufacturing practices. Financial planning and management training will support ongoing growth and process improvement.

Outcomes:

- Completed 12,167 training hours for 86 employees.
- Hired 46 new employees; promoted 16.
- Increased wages by 4.1% on average (for ReNu) and 15% (for AutoDeriva).
- Improved throughput by 28% (for ReNu) and 25% (for AutoDeriva).
- Reduced delivery time from over 10 days to 2-3.
- Decreased cost of goods sold by 18% through better inventory management.
- Reduced scrap and rework by 15% (for AutoDeriva).

Using the JSP, our company has already benefited greatly as we work towards our AS9100 certification. The quality advancements and improvements are already taking effect and have been helping me to mold the company into a clearer objective as we grow. We acquired a company, Butler Engineering, in the last year and a large Aerospace company as a customer, that would only be possible with the QMS that the JSP grant helped us to develop. I look forward to the future and what we will grow into, and the JSP has significantly expedited the process. I have read many books, attended seminars, listened to podcasts, and they all have great helpful information. However, it becomes overwhelming and can be difficult to stay focused on the most beneficial projects. We are starting to implement automations and robotics to improve productivity. Bringing in qualified professionals that helps drive us forward in the right direction has been very helpful. I greatly appreciate the program and what it has helped us to accomplish. Our future looks bright.

Galen Callahan, Owner, AutoDeriva.

This is how these programs are supposed to work. The JSP Grant program as facilitated by the stable of consultants with Evergreen Consultants and the professionals at Skagit Valley College have provided step function changes for us at ReNu Medical. Frankly, without the help – the results would have been far different. When we started with our first Kaizen, few on our team even knew what a Kaizen was. Fast forward to today in 2025 and we have increased our staff by 59.2%. Our Kaizens are led internally now along with the facilitated Kaizens. Many promotions along with the new hires. And the business has nearly doubled (yes, 100% growth) in 3.5 years.

When I declare that this is “how these programs are supposed to work”; this is what I mean. The partnership with the State, our team in Everett, you and your consultants that provide so much excellence in their guidance, and the staff at Skagit Valley college that has travelled to our site to become acute in their knowledge of the issue(s) we are solving is a beautiful thing. I am proud to be a part of it. I am proud of our team for grabbing the opportunities and making such great (an unexpected) progress. Our customers are quite happy with our ability to help them contribute even more to their Sustainability efforts than ever before. The rare win-win-win.

Joe Ridge Sr. Director, Operations, ReNu Medical, Inc.

Seattle College District
Levi Mason Industrial, Inc.
Trainees: 0
Industry: Manufacturing – Naval

Legislative District: 38
County: Snohomish
Grant Award: \$0
Grant Spent: \$0
Match: \$0

Overview:

This project was canceled due to changing business circumstances for the employer.

Green River College
Dogwood Industries LLC
Trainees: 57
Industry: Manufacturing – Other

Legislative District: 39
County: King
Grant Award: \$447,700
Grant Spent: \$406,477
Match: \$780,526

Overview:

Dogwood previously trained staff on ERP systems, developed a change management strategy, mapped business processes, and built operational partnerships. With this groundwork complete, the next step is to implement the new ERP system and provide comprehensive training so employees can maximize its functionality.

The team will gain hands-on experience in deploying the EMS/ERP system to meet operational goals and will learn to manage the transition, ensuring proper procedures and skill sets are in place for long-term success. Training will cover system alignment with business processes, testing, and issue resolution.

Once strategic goals and requirements are set, participants will learn how to establish a change mindset essential for managing the transition to the new system and supporting ongoing business operations before and after Go-Live.

Outcomes:

- Completed 8,951 training hours for 57 employees.
- Hired 68 new employees.
- Started the use of the Business Information Cube through the ERP system.

With grant monies, Dogwood initiated the selection and implementation of an ERP system to support engineered to order manufacturing. The grant has been invaluable in supporting this undertaking. Though the system has taken longer to become fully functional than was originally anticipated, the support facilitated by the grant has allowed our focus to remain on growth and continuing production while integrating the ERP into every aspect of our work and training our workforce to use this systemized mechanism as part of their daily work performance. Development of the associated processes and training necessary to achieve the goal has been a critical byproduct of the ERP experience.

Jean Peterson, Director of Projects

Skagit Valley College**Janicki Industries**

Trainees: 34

Industry: Manufacturing - Aerospace, Composites

Legislative District: 39**County: Skagit**

Grant Award: \$49,106

Grant Spent: \$47,791

Match: \$58,321

Overview:

This project aims to boost the skills of Spanish-speaking employees with focused ESL training in basic workplace communication and leadership. Skagit Valley College will provide 2-hour sessions, twice weekly for 8 weeks. The Basic ESL class covers industry terms, reading work orders, and coworker communication, improving production and AS9100 compliance. The Leadership ESL program prepares employees for promotion by teaching email etiquette, work order writing, cross-company communication, process improvement, status reporting, and safety instructions. These programs help remove language barriers, support growth, and promote internal advancement.

Outcomes:

- Completed 2,112 training hours for 34 employees.
- Hired 231 new employees and retained 212.
- Improved skills in writing task-related messages after taking ESL Leadership course.
- Increased wages by 9.84% on average.

The Job Skills grant, in partnership with Skagit Valley College, has significantly improved language skills for our native Spanish-speaking employees. Through targeted training and hands-on learning, it has empowered them to communicate effectively, advocate for their needs, and enhance their computer literacy. This grant has strengthened their performance in current roles, expanding their career advancement opportunities.

Brittany Gladsjo, Training Coordinator Lead

Skagit Valley College**Silfab Solar**

Trainees: 190

Industry: Manufacturing - High Tech

Legislative District: 40**County: Skagit**

Grant Award: \$109,141

Grant Spent: \$104,706

Match: \$113,496

Overview:

Silfab Solar has expanded to Burlington, Washington, tripling its production lines. With recent growth and changes, many managers lack structured training in communication and project oversight. To address these gaps, Silfab plans refresher courses in management and communication, plus Lean manufacturing training that aligns with its systems and other locations. The project aims to establish a comprehensive program covering leadership, management essentials, communication, MS Excel, maintenance automation, and Lean principles to build a unified company culture and skillset.

Outcomes:

- Completed 6,146 training hours for 190 employees.
- Promoted 5 Maintenance Technicians.
- Maintenance engagement decreased while production engagement increased.

This Job Skills grant has had a significant impact on our workforce development efforts, allowing us to upskill employees and strengthen our talent pipeline during a time of rapid growth. The training supported through this grant has directly contributed to improved performance, engagement, and retention on the production floor, as well as across our management and senior leadership teams. At Silfab Solar, we're always striving to build strong leadership, enhance teamwork, and improve efficiency. The JSP grant played a key role in helping us achieve these goals through outstanding training sessions. We enjoyed a variety of trainings, including leadership development, communication, English for Spanish speakers, Spanish for English speakers, lean methodology, management essentials, and more. Each of our instructors made these complex topics easy to understand and immediately useful. The sessions were not just informative but also engaging and practical, equipping our team with real strategies they could apply right away. The impact of these training opportunities is still felt across the organization. Our leaders are more confident, our teams collaborate more effectively, and our approach to continuous improvement has strengthened.

Samantha Calkins, Senior Human Resources Manager

Skagit Valley College
Strengthening NW Manufacturing Workforce Consortium
Trainees: 59
Industry: Agriculture

Legislative District: 40
County: Skagit & Whatcom
Grant Award: \$143,200
Grant Spent: \$143,023
Match: \$209,100

Overview:

This consortium project aims to strengthen the manufacturing workforce in the northwest region through partnerships between two manufacturing companies. The initiative will boost training, promote business growth, create new jobs, and establish a network of employers dedicated to supporting the industry across two counties. Training is designed to prepare employees for advancement, wage increases, and backfill roles, while also improving company culture to retain staff.

EGIS Mobile Electric, experiencing revenue growth, is focused on hiring and upskilling employees to meet ISO 9001 quality standards amid a shortage of qualified workers in Whatcom County. The company partners with Agape House and Crisis Pregnancy Center to provide career training for disadvantaged individuals as part of its social responsibility efforts.

Scratch & Peck Feeds has expanded operations due to increased demand for organic feed, requiring elevated leads and supervisors. The company adopted an Enterprise Resource Planning (ERP) system to streamline operations, recognizing the need for thorough training to ensure effective use and ongoing process improvement.

Outcomes:

- Completed 2,923 training hours for 59 employees.
- For EGIS:
 - Hired 12 new employees and promoted six (for EGIS).
 - Wages and benefits increased by 25% on average (for EGIS).
 - Increased throughput by 30%.
 - Improved quality by 10%.
 - Increased customer on-time delivery by 99%.
- For Scratch & Peck:
 - Eight employees received pay increases.
 - Initiated a Waste Tracking program in WA production mill.
 - Decreased defects by 35%; quality issues continue to trend down.
 - Inventory over \$500K favorable, freeing up the Line of Credit for other uses.

I'm proud to share that this Job Skills Grant has significantly strengthened our team and operations. With matching support from the State of Washington, we've been able to invest in targeted employee training across Kaizen, Communication, Clifton Strengths, ERP, CRM, and cGMP – building a more agile, collaborative, and systems-minded workforce. This training not only enhances individual capability but also drives continuous improvement and operational excellence throughout our growing company.

Steve Reed, COO, Scratch and Peck Feeds

The JSP Grant has been an asset to Egis Mobile Electric. It enabled us to strengthen our team through targeted training, leadership development, and system upgrades tied to our ISO Certification. These efforts have driven a sharper focus on quality and operational excellence across the company—resulting in a more capable, efficient workforce fully aligned with the program's mission.

We've seen over 60% revenue growth in the past year—growth we attribute in large part to the upskilling of our employees and the refinement of our processes supported by the JSP Grant. That momentum has fueled capital investments aimed at scaling our operations, including over \$60,000 in facility expansion and upgrades, as well as \$27,928 in automation equipment such as a precision epoxy machine, an orbital riveter, and other high-grade production tools. These investments increased our throughput by 31%, and our already excellent quality metrics have improved by approximately 10%.

In addition to the growth in revenue, our facility, and our production capability, we have made significant investments in our staff. Notably, our team grew by approximately 40%. Beyond headcount, the JSP Grant enabled us to upskill 80% of our workforce in valuable areas such as increased computer proficiency, soldering, and lean manufacturing principles. Our management team also benefited from high-quality communication training, which has helped maintain strong team dynamics and high morale during this period of rapid growth. As a direct result of our expanding and upskilled workforce, as well as our growing revenue, our payroll investments grew by nearly 100%. These increased payroll investments benefited both

employees already on staff prior to the JSP Grant timeline, through benefit and salary expenditure increases of approximately 25%, and the newly hired staff who joined during the grant period. Additionally, we are investing in continued education for our team, including sponsoring an MBA and an Associate's Degree in Accounting for two employees pursuing further academic and professional development.

Eric Graham, CEO, Egis Mobile Electric

Whatcom Community College
Bramble Berry, Inc. & Brooks Manufacturing Consortium
Trainees: 34
Industry: Manufacturing – Other / Wood/Paper Products

Legislative District: 42
County: Whatcom
Grant Award: \$88,455
Grant Spent: \$48,202
Match: \$48,797

Overview:

Bramble Berry and Brooks Manufacturing have similar training goals of growing employees' skills in lean and continuous improvement and workplace communication skills within their companies. The two companies are also conveniently located near one another, already utilize the same trainers, and employees have found great value in participating in joint training during the 2023 - 2024 JSP grant consortium project. Hence, Bramble Berry and Brooks Manufacturing have decided to continue their consortium to apply for a second JSP grant to make more training available to a greater number of employees and to leverage training for combined groups from both companies as appropriate.

Outcomes:

- Completed 670 training hours for 34 employees.
- For Bramble Berry:
 - Using Lean methods, improved shippable pieces per labor hour to 16.5+ YTD.
 - Reduced order shipment time from 2.5 days to under 1.25 days.
- For Brooks Manufacturing
 - Improved on-time shipment from 85% to 90%.

Brooks Manufacturing Co. appreciated the opportunity to participate in the Job Skill Program grant. The grant provided instructors with subject matter expertise, and the class participants found the presentations and information both engaging and directly applicable to improving performance in their leadership roles. We specifically enjoyed working with Shandeen Gemanis for a second grant year. Shandeen thrives in the role of Continuing Education Specialist and makes the participation in this grant efficient and maximizes the need specific opportunities and subjects available to participating companies.

Bryan Silves, Vice-President of Operations, Brooks Manufacturing Company

The training and efficiencies Bramble Berry gained from JSP trainings has been critical during this challenging economy. Because of the JSP grant, our employees are more empowered to be part of solutions and to take advantage of opportunities for growth.

Norman Vigre, President, Bramble Berry, LLC

Whatcom Community College
Whatcom Educational Credit Union
Trainees: 160
Industry: Banking and Finance

Legislative District: 42
County: Whatcom
Grant Award: \$117,826
Grant Spent: \$113,437
Match: \$137,236

Overview:

Whatcom Educational Credit Union (WECU) seeks to strengthen its workforce by developing well-rounded employees equipped with modern workplace, communication, leadership, and diversity, equity, and inclusion (DEI) skills. The project supports WECU's goals to expand sales capabilities, enhance member service – particularly through Spanish for Financial Services training – and prepare staff to fill new positions created by organizational growth. Training will provide consistent, targeted learning opportunities beyond on-the-job instruction, using flexible delivery formats to accommodate a hybrid workforce. Partnering with the college enables WECU to access subject matter expertise and instructional capacity not available in-house, building a sustainable framework for employee development, retention, and internal advancement.

Outcomes:

- Completed 2,318 training hours for 160 employees.
- Filled 70% of non-entry-level positions internally, supporting staff development and retention.
- Achieved 93% positive secret shopper results for identifying member needs and 88% onboarding satisfaction for product alignment with financial goals.
- Trained 40 employees in Spanish for Financial Services (25 basic, 15 advanced).
- Recorded an average monthly Net Promoter Score of 71.68 from July 2024–May 2025, peaking at 75.7 in October 2024.

WECU has always invested heavily in employee training. With the JSP Grant, however, we were able to start new training programs that we had not previously had the resources or capacity to take on internally. These new training programs have already resulted in tangible positive business outcomes and were only made possible through the JSP Grant. We are thankful for the investment from the State of Washington via the Job Skills Program, and thankful for the partnership with Whatcom Community College

Kelly Helms, Director of Learning and Development

Skagit Valley College
All American Marine, Inc.
Trainees: 49
Industry: Manufacturing - Other (boats)

Legislative District: 42
County: Whatcom
Grant Award: \$47,068
Grant Spent: \$46,666
Match: \$61,414

Overview:

This project tackles urgent skill gaps in the maritime industry, focusing on aluminum fabrication and welding. It will establish an in-house training curriculum to raise skill levels for both new and current workers at All American Marine (AAM) to meet rising demand for aluminum vessels. The goal is to build a steady pool of qualified staff tailored to AAM's needs. The program starts with a small group learning essential production, train-the-trainer, welding, and fabrication skills, allowing AAM to run future trainings independently.

The company faces a shortage of skilled workers in fabrication and welding – a problem seen across marine trades regionally. With demand growing, AAM must hire more welders and fabricators, but the labor market is tight. Local grads often lack relevant expertise, and many applicants have no experience, making targeted in-house training vital. This project delivers immediate skill-building and sets up AAM for ongoing workforce development.

Outcomes:

- Completed 4,553 training hours for 49 employees.
- Hired 17 new employees.
- Written Welding/Fabrication 8-week Internship Curriculum; ready for roll out.

The job skills program grant has served as a powerful catalyst for advancing our workforce development initiatives, most notably through the launch of our welding and fabrication training program. Todd Waters, Ph.D., was instrumental in helping our staff design the curriculum, bringing both deep expertise and an easygoing yet highly effective communication style that resonated strongly with our staff. His approach not only elevated the quality of instruction but also inspired us to expand the initiative by hosting additional train-the-trainer sessions. As a result, we successfully extended the program's reach to more AAM team members, significantly amplifying its organizational impact.

Ron Wille, President and COO

Seattle College District

Charlie's Produce

Trainees: 83

Industry: Food Production and Processing

Legislative District: 43

County: King & Spokane

Grant Award: \$241,865

Grant Spent: \$241,864

Match: \$372,584

Overview:

Charlie's Produce launched an Operations Excellence initiative to improve efficiency, accuracy, delivery speed, and quality by providing Business Systems Training for its WMS/ERP platforms. Employees will assess system capabilities and implement best practices at Charlie's Produce Seattle, CP Fresh Seattle, and Charlie's Produce Spokane to boost consistency and streamline operations. The training, in partnership with Green River College's Project Management and Supervision programs, affects over 100 employees in Seattle and Spokane. This project strengthens a key food processing and distribution business in the Northwest, supporting continued success and employee development.

Outcomes:

- Completed 6,878 training hours for 83 employees.
- Hired 639 new employees across all US sites.
- Reduced scrap or rework from 15% to 5%.
- Decreased steps in the process from 14-20 to 3-4.
- Improved quality by reducing defects from 15% to 4%.
- Upskilled 70 employees in information systems.

We learned so much from the trainers who brought in new ways of thinking for us. We didn't expect to get a direct result from the training but to build a foundation for employees to begin to understand how to work together to generate results. It's hard to quantify how the teams began to work together, going through these exercises, and the financial gains made by

getting them to communicate and work together. We are a successful company, and our growth and success depend on investing in our people. We will continue to do that as we know that is the right path.

J.T. Travers, Vice President for Operations

Seattle College District
Somatic VR
Trainees: 1
Industry: Manufacturing - High Tech

Legislative District: 43
County: King
Grant Award: \$50,943
Grant Spent: \$50,943
Match: \$9,031

Overview:

Needs analysis identified several strategic priorities for Somatic VR, including establishing a formal digital presence, refining messaging to customers and target markets, enhancing perceived value, and defining optimal applications of Lean methodology within the organization. Additionally, there is a recognized need to expand into new markets beyond the gaming sector, such as education, corporate training, military, and sports. To accommodate anticipated growth and increased interest from diverse client segments, substantial upgrades to communication methods, tools, visuals, and product features are required. The analysis also revealed inefficiencies and waste in production and assembly processes, which impede scaling operations and meeting the rising demand for Somatic VR's flagship offering. Somatic VR is committed to pushing the boundaries of VR technology to deliver unparalleled performance and user satisfaction. This training will help them do that.

Outcomes:

- Completed 163 training hours for one employee.
- Established a website and e-commerce space.
- Reduced scrap or rework from 8% to 4%.

As the CEO of Somatic VR, I've seen firsthand how transformative this program has been for our business. Somatic VR develops wearable devices for full-body motion capture, supporting use cases in social Virtual Reality experiences, game development, and VTubing. Through the JSP program, we received essential support in optimizing our website for order flow, improving customer experience, and building a scalable backend infrastructure compatible with our assembly and fulfillment partners. Additionally, the 1-on-1 lean operations training helped us streamline internal processes, identify key areas for development, and reduce waste (environmental, financial, etc.). The timing of this training was ideal as our production volumes have increased significantly over the last few months. Since starting with the program, we've experienced a 4x increase in sales velocity and are currently expanding our team to meet rising customer demand. Importantly, the foundation laid by the JSP grant has also enabled us to expand into previously inaccessible new markets. We've recently launched a commercial partnership focused on golf alignment training, marking our entry into the sports training sector with more partnerships on the horizon.

We're incredibly grateful for the support the JSP program has provided and strongly believe in the value it brings to growing companies like ours to support manufacturing in the state of Washington.

Michael Moore, Chief Executive Officer

**Seattle College District
Pacific Northwest Traffic Control**

Trainees: 28

Industry: Manufacturing - Other (Traffic Signs)

Legislative District: 44

County: Snohomish

Grant Award: \$53,684

Grant Spent: \$53,684

Match: \$54,409

Overview:

The company has grown over the last decade using an informal, reactive approach led by a few key individuals. This method limits efficiency and learning, restricting future growth. This project aims to train employees in Lean skills for ASQ or ISAAC Green Belt certification, supporting expansion beyond Puget Sound and Central Washington. The 28 staff members will gain practical Lean expertise to improve project management and address current operational challenges. The training will feature classroom lectures and project-based learning on the job in the area of Lean Six Sigma Green Belt, as well as Lean Leadership training to help managers with leadership engagement, team assessment, and resource allocation.

Outcomes:

- Completed 1,952 training hours for 28 employees.
- Hired 14 new employees.
- Increased retention rate from 70% to 80%.

Lean Revisions and the training we went through taught us a lot about our company and our people. When we gathered in both our small groups and our larger groups, we realized what a creative bunch of people we have in our employ. We now think of challenges in a different way. Rather than going with our gut response, we pause for a moment to ask the question, how can I make this work? And the people we thought were the annoying ones are the ones that helped us more and still do. Through our training with Lean Revisions and Six Sigma, we gained invaluable tools to streamline operations and improve efficiency. We not only developed optimized processes but also deepened our understanding of one another's strengths and weaknesses. What we learned, we use every day, not only at work, but also in our personal lives as well. Thank you from all of us at Pacific Northwest Traffic Control!

Keonne Padilla, CEO

**Clover Park Technical College
Landscapers Consortium**

Trainees: 131

Industry: Agriculture – Landscaping

Legislative District: 47

County: King

Grant Award: \$53,368

Grant Spent: \$52,565

Match: \$98,611

Overview:

The landscape industry is experiencing a workforce shortage. Seven companies have partnered to offer training and resources aimed at improving skills and introducing important new topics. This grant will fund high-quality training, covering areas such as new regulations, safety procedures for chemicals, first aid, pruning, design, irrigation systems, and more. Though the trade involves manual labor, technology and regulations are evolving, requiring updated knowledge and extensive training to meet industry standards.

Training will include communication, leadership, project management, technical skills, plant science, horticulture, plant identification, irrigation installation and repair, workplace safety, first aid, CPR, and ESL.

Outcomes:

- Completed 2,390 training hours for 131 employees.
- For New Leaf Creations:
 - Hired two new employees.
 - Reduced turnover from 10-15/year to one.
- For Devonshire Landscapes:
 - Increased staff knowledge of pruning and other skills used daily in the field.
- For Buds & Blades:
 - Developed some crew members into crew leaders.

The Job Skills grant has improved our organization by helping us offer our employees valuable training to improve their productivity at work. Training in conflict resolution, First Aid and CPR trainings were good for all employees. Certifications for irrigation, as well as other “hands on” trainings were valuable to improve knowledge and skill base of employees, as well to help them have pride in knowing they are doing a good job.

Will Anstey, CEO, Devonshire Landscapes

I was able to help administer and participate in the trainings. This program was great in helping us expand our training program and offer some trainings we may not have normally been able to. These trainings positioned us as a company that invests in our employees to help them gain knowledge they can utilize while employed by us or if they choose other employment. I participated in the irrigation training and took the Certified Irrigation Technician test as part of the training and am now certified. This will help demonstrate our professionalism to our clients and has helped my knowledge while at clients' homes.

Dave Haizlip, Operations Manager, New Leaf Creations

**Green River College
Skills Inc.**

Trainees: 127

Industry: Manufacturing - Aerospace

Legislative District: 47

County: King

Grant Award: \$248,200

Grant Spent: \$237,950

Match: \$1,779,443

Overview:

Skills Inc. has partnered with Green River College to advance operational excellence and continuous improvement after training team leaders in 2023. Their aim is to strengthen department effectiveness and provide comprehensive training for all employees. The Dimensional Inspection Area seeks a structured onboarding program to train new staff in inspection procedures, equipment use, and quality standards. Plant 1 plans to implement a dashboard system and strategic planning for better communication and flexible team assignments based on priorities. The Skills Metal Fabrication Department requests help in developing an internal training program to enhance employee expertise, efficiency, quality, and safety.

Outcomes:

- Completed 3,713 training hours for 59 employees.
- Established standards for throughput, bottlenecks, and steps in the process.
- Reduced Computer Numerical Control (CNC) defects by 20%.

The JSP grant had a significant impact on the organization by strengthening employees' skills, improving operational efficiency, and enhancing product quality. It supported employee retention and growth, demonstrated the company's commitment to development, and increased overall competitiveness. As a result, the company became more agile and better positioned for long-term success as we turn towards a growth period.

Monica Dooley, Director of Finance



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Washington State Board for Community and Technical Colleges