Job Skills Program
July 1, 2013 - June 30, 2015

Report to the Legislature

December 2015
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PREFACE

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

Since 1983 the Job Skills Program (JSP) has funded customized training designed to meet the needs of business and industry and to provide or retain gainful employment opportunities for new hires and incumbent workers.

Purpose of This Report
This Job Skills Program report is submitted by the State Board for Community and Technical Colleges (SBCTC) to the Washington State Legislature in fulfillment of 2013 ESHB 1247, which reads in part:

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

Program Funding
The Job Skills Program (JSP) was funded at $5,450,000 from the education legacy trust account for FY 2014 and FY 2015 of the biennium.

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

Washington state’s economy continued its growth in 2014/15, with many sectors experiencing difficulty filling positions with qualified employees. Talent is a top economic driver in the state, and Washington’s strategic industries require an increasingly sophisticated skillset from both new and incumbent workers. The Job Skills Program provides assistance to businesses by funding industry-specific training, while building capacity for the state’s community and technical college system. Three quarters of the JSP projects funded training for the state’s manufacturers, including those in aerospace, automotive, wood products, construction equipment, and other sectors. As businesses saw an increase in production and hiring, many sought to upgrade their current employees’ skills to prepare them for promotion into leadership positions, while others cross-trained workers to increase businesses’ adaptability in the changing economy. The majority of funds went to established businesses, but several projects provided businesses locating to Washington State with workforce training assistance.

PROGRAM OVERVIEW

About the Job Skills Program
Attracting, developing, and maintaining a skilled workforce is a challenge faced by many employers in Washington’s targeted industry clusters. Washington’s Job Skills Program serves to develop the skills of new and existing workers, retain and grow living wage jobs, and help companies improve their competitiveness to strengthen Washington’s economy.

Job Skills Priorities
Strategic industry clusters are supported by the Job Skills Program whenever possible, and awards are spread to all corners of the state, including rural areas.

Job Skills resources are serving areas where:

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

Shared Investments
JSP is a dollar-for-dollar matching grant program, and at least 50% of training expenses are covered by the business through cash and/or in-kind payments. In the 2013-15 biennium, for every dollar of the state’s investment, the private sector invested $1.82.

At the forefront of in-kind matches are the wages paid to employees while they are in training. In economic terms, these wages represent opportunity costs to the employer, who must either forego the productive contributions of those employees while they train, or pay substitutes to maintain production during training activities. Other in-kind employer contributions include materials, training supplies, management and supervisor time spent planning and coordinating the training, and specialized equipment contributed for training.
Legislative Changes
The Job Skills Program was modified during the 2013 Regular Session to ease access to training funds for small businesses and to provide additional flexibility in training delivery. ESHB 1247 reduced the financial burden for businesses with reported Gross Business Income of less than $500,000 from matching the grant amount dollar-for-dollar to the amount equal to trainees’ salaries and benefits while in training:

The commitment of financial support from businesses with an annual gross business income of five hundred thousand dollars or more shall be equal to or greater than the amount of the requested job skills grant;

The commitment of financial support from businesses with an annual gross business income of less than five hundred thousand dollars shall be equal to the trainees’ salaries and benefits while in training;

The annual gross business income shall be the income reported to the department of revenue for the previous fiscal year;

Change in the funding source from General Fund – State Appropriation to the Education Legacy Trust Account allowed for the funding to be rolled over between the two years of the biennium. Projects may now start and end in the different years of the biennium, which provides flexibility for businesses whose training needs overlap the state fiscal calendar.

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

Preparing Workforce for Advancement
Lean manufacturing has been the most requested type of training in the Job Skills Program for several years, as businesses focused on efficiencies in tough economic conditions. Over the past three years, however, there has been a noticeable shift from Lean to leadership and supervisory training. Across industry sectors, many experienced workers are retiring, creating supervisory skill gaps. Through the Job Skills Program, companies are able to provide industry-specific short-term supervisory training on site, allowing current production workers with no previous leadership experience to step into roles with management responsibilities. The majority of participating businesses anticipate adding new employees to their staff within the next twelve months.
Industry Certifications
The Job Skills Program funded certification training in both ISO9001/AS9100 and Six Sigma. Because certification-related training can be expensive for a single company, the creation of a cohort of trainees from several companies helps maximize the benefit of the state’s investment. Seven consortium projects served 36 companies during the biennium. Additionally, 5 companies participated in individual training leading to ISO9001/AS9000 certification in order to improve their ability to compete in the global market. Training leading to SQF (Food Safety and Quality) Certification was also carried out.

Project Results and Program Data
Each Job Skills project identified desired outcomes prior to training, and provided information on those outcomes after the completion of the project. Outcomes are unique to each project, and often the complete results of training are not fully realized until well after the reporting period. Details on individual projects can be found beginning on page 10.
## 2013–2015 Job Skills Projects by Industry

<table>
<thead>
<tr>
<th>Business Name</th>
<th>Industry</th>
<th>Grant Amount Spent</th>
<th>Match</th>
<th># of Co’s</th>
<th>Trainees</th>
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**Consortia:**

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<th>2015 Budget</th>
<th>% Change</th>
<th>Subtotal</th>
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<td>2014 Consortium # 1 – Six Sigma</td>
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<td><strong>$692,145</strong></td>
<td><strong>36</strong></td>
<td><strong>168</strong></td>
</tr>
<tr>
<td><strong>Totals:</strong></td>
<td></td>
<td><strong>$4,357,846</strong></td>
<td><strong>$7,906,782</strong></td>
<td><strong>99</strong></td>
<td><strong>4674</strong></td>
</tr>
</tbody>
</table>

**Businesses with a reported Gross Business Income of less than $500,000 in the previous year are exempt from the dollar-for-dollar match and are obligated to contribute the amount equal to trainees’ wages and benefits while in training.**

**Duplicated count. Some businesses participated in more than one project/consortium. Unduplicated count is 95.**
2013-2015 Distribution of Grants

**DISTRIBUTION BY EDUCATIONAL SECTOR**
Job Skills grants may be awarded to eligible post-secondary institutions, which include community and technical colleges; public and non-profit universities and regional colleges/universities; and licensed private career schools and colleges located in Washington. In 2013-15, all JSP applications were submitted through community and technical colleges. *Please note that the calculations are based on the dollar amounts awarded to each project, and not amounts expended.*

**DISTRIBUTION BY REGION**

### 2013-2014

<table>
<thead>
<tr>
<th>Region</th>
<th>Number of JSP Projects in Region</th>
<th>Percent of JSP Projects in Region</th>
<th>Number of JSP Trainees by Region</th>
<th>Percent of JSP Trainees by Region</th>
<th>JSP Funds Awarded by Region</th>
<th>Percent of JSP Funds Awarded by Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Puget Sound (King, Pierce &amp; Snohomish)</td>
<td>29</td>
<td>74.3%</td>
<td>1847</td>
<td>75.7%</td>
<td>$2,027,087</td>
<td>76.5%</td>
</tr>
<tr>
<td>Balance of State – West</td>
<td>6</td>
<td>15.4%</td>
<td>189</td>
<td>5.9%</td>
<td>$219,725</td>
<td>8.3%</td>
</tr>
<tr>
<td>Balance of State – East</td>
<td>4</td>
<td>10.3%</td>
<td>404</td>
<td>18.4%</td>
<td>$403,967</td>
<td>15.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>39</strong></td>
<td><strong>100%</strong></td>
<td><strong>2440</strong></td>
<td><strong>100%</strong></td>
<td><strong>$2,650,779</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

### 2014-2015

<table>
<thead>
<tr>
<th>Region</th>
<th>Number of JSP Projects in Region</th>
<th>Percent of JSP Projects in Region</th>
<th>Number of JSP Trainees by Region</th>
<th>Percent of JSP Trainees by Region</th>
<th>JSP Funds Awarded by Region</th>
<th>Percent of JSP Funds Awarded by Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Puget Sound (King, Pierce &amp; Snohomish)</td>
<td>19</td>
<td>61.3%</td>
<td>1395</td>
<td>62.4%</td>
<td>$1,416,821</td>
<td>60.5%</td>
</tr>
<tr>
<td>Balance of State – West</td>
<td>5</td>
<td>16.1%</td>
<td>258</td>
<td>11.6%</td>
<td>$458,537</td>
<td>19.6%</td>
</tr>
<tr>
<td>Balance of State – East</td>
<td>7</td>
<td>22.6%</td>
<td>581</td>
<td>26%</td>
<td>$465,092</td>
<td>19.9%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>31</strong></td>
<td><strong>100%</strong></td>
<td><strong>2234</strong></td>
<td><strong>100%</strong></td>
<td><strong>$2,340,450</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
**Distribution by Employer Size**

### 2013-2014

<table>
<thead>
<tr>
<th>Employer Size by Number of Employees in Washington</th>
<th>Number Companies Served</th>
<th>Percent Companies Served</th>
<th>Percent of Washington Employers of Same Size</th>
<th>Number of JSP Trainees</th>
<th>Percent of JSP Trainees</th>
<th>Percent of Washington Workforce Employed in Same Size</th>
<th>JSP Funding Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small (1-50)</td>
<td>20</td>
<td>39.2%</td>
<td>96.2%</td>
<td>576</td>
<td>23.6%</td>
<td>39.7%</td>
<td>34.5%</td>
</tr>
<tr>
<td>Medium (51-250)</td>
<td>14</td>
<td>27.5%</td>
<td>3.3%</td>
<td>597</td>
<td>24.5%</td>
<td>26.8%</td>
<td>29.2%</td>
</tr>
<tr>
<td>Large (251+)</td>
<td>17</td>
<td>33.3%</td>
<td>0.5%</td>
<td>1267</td>
<td>51.9%</td>
<td>33.5%</td>
<td>36.3%</td>
</tr>
<tr>
<td>Total</td>
<td>51*</td>
<td>100%</td>
<td>100%</td>
<td>2440</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

* 39 JSP projects engaged 51 individual companies, including three JSP consortia projects that trained employees from 17 companies. One of the companies participated in two consortia projects.

### 2014-2015

<table>
<thead>
<tr>
<th>Employer Size by Number of Employees in Washington</th>
<th>Number Companies Served</th>
<th>Percent Companies Served</th>
<th>Percent of Washington Employers of Same Size</th>
<th>Number of JSP Trainees</th>
<th>Percent of JSP Trainees</th>
<th>Percent of Washington Workforce Employed in Same Size</th>
<th>JSP Funding Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small (1-50)</td>
<td>12</td>
<td>27.3%</td>
<td>96.0%</td>
<td>227</td>
<td>10.2%</td>
<td>39.53%</td>
<td>$492,389</td>
</tr>
<tr>
<td>Medium (51-250)</td>
<td>18</td>
<td>40.9%</td>
<td>3.4%</td>
<td>690</td>
<td>30.9%</td>
<td>26.43%</td>
<td>$865,949</td>
</tr>
<tr>
<td>Large (251+)</td>
<td>14</td>
<td>31.8%</td>
<td>0.6%</td>
<td>1317</td>
<td>58.9%</td>
<td>34.04%</td>
<td>$982,112</td>
</tr>
<tr>
<td>Total</td>
<td>44*</td>
<td>100%</td>
<td>100%</td>
<td>2234</td>
<td>100%</td>
<td>100%</td>
<td>$2,340,450</td>
</tr>
</tbody>
</table>

* 31 JSP projects engaged 44 individual companies, including four JSP consortia projects that trained employees from 20 companies. Two of the companies participated in multiple consortia/projects.

---

1 Source: Washington Employment Security Department, 2013 Q1

2 Source: Washington Employment Security Department, 2015 Q1
### DISTRIBUTION OF COMPANIES BY INDUSTRY

#### 2013-2014

<table>
<thead>
<tr>
<th>Manufacturing</th>
<th>All Other Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>41 companies – 80.4%</strong></td>
<td><strong>10 companies – 19.6 %</strong></td>
</tr>
<tr>
<td>11 - Aerospace</td>
<td>7 – Wood/Paper Products</td>
</tr>
<tr>
<td>3 – Packaging/Branding</td>
<td>4 – Construction Equipment/Materials</td>
</tr>
<tr>
<td>3 – Automotive/Transportation</td>
<td>13 – Other Including: Textiles, Medical Devices, Machinery, etc.</td>
</tr>
<tr>
<td></td>
<td>4 – Other Including: Healthcare, Retail/Wholesale, High Tech, etc.</td>
</tr>
</tbody>
</table>

#### 2014-2015

<table>
<thead>
<tr>
<th>Manufacturing</th>
<th>All Other Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>30 companies – 68%</strong></td>
<td><strong>14 companies - 32%</strong></td>
</tr>
<tr>
<td>13 - Aerospace</td>
<td>5 – Construction Equipment/Materials</td>
</tr>
<tr>
<td>3 – Packaging/Paper/Wood Products</td>
<td>2 – High Tech</td>
</tr>
<tr>
<td>2 – Defense/Arms</td>
<td>5 – Other Including: Mattresses, Gate Operators, Chemicals, Granite, and Machining.</td>
</tr>
<tr>
<td></td>
<td>2 – Other Including: Bio Tech, Energy</td>
</tr>
</tbody>
</table>
## 2013–2015 Job Skills Projects at a Glance

<table>
<thead>
<tr>
<th>COUNTY</th>
<th>BUSINESS NAME</th>
<th>INDUSTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adams</td>
<td>SVZ-USA</td>
<td>Food Processing/Agriculture</td>
</tr>
<tr>
<td>Clark</td>
<td>Frito Lay</td>
<td>Food Processing/Agriculture</td>
</tr>
<tr>
<td>Chelan</td>
<td>Crunch Pak</td>
<td>Food Processing/Agriculture</td>
</tr>
<tr>
<td></td>
<td>Oneonta Starr Ranch Growers</td>
<td>Food Processing/Agriculture</td>
</tr>
<tr>
<td>Cowlitz</td>
<td>Portco Packaging</td>
<td>Packaging/Branding</td>
</tr>
<tr>
<td></td>
<td>Phase 1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Phase 2</td>
<td></td>
</tr>
<tr>
<td>Grant</td>
<td>General Dynamics Corporation</td>
<td>Defense</td>
</tr>
<tr>
<td></td>
<td>Moses Lake Industries</td>
<td>Chemical</td>
</tr>
<tr>
<td></td>
<td>REC Silicon</td>
<td>High-Tech, Solar</td>
</tr>
<tr>
<td></td>
<td>SGL</td>
<td>Transportation/Automotive, Composites</td>
</tr>
<tr>
<td>Grays Harbor</td>
<td>Little Green, LLC.</td>
<td>Wood/Paper Products, Composites</td>
</tr>
<tr>
<td>King</td>
<td>Bodypoint</td>
<td>Medical Devices</td>
</tr>
<tr>
<td></td>
<td>Booking.com</td>
<td>Customer Service/Call Center</td>
</tr>
<tr>
<td></td>
<td>Charlie’s Produce</td>
<td>Food Processing/Agriculture</td>
</tr>
<tr>
<td></td>
<td>Filson</td>
<td>Textiles</td>
</tr>
<tr>
<td></td>
<td>Fluke</td>
<td>Medical Devices/Electronics</td>
</tr>
<tr>
<td></td>
<td>Genie-Terex</td>
<td>Lift Platforms</td>
</tr>
<tr>
<td></td>
<td>Heatcon Composites</td>
<td>Aerospace, Composites</td>
</tr>
<tr>
<td></td>
<td>Hexcel</td>
<td>Aerospace</td>
</tr>
<tr>
<td></td>
<td>HySecurity</td>
<td>Gate Operators</td>
</tr>
<tr>
<td></td>
<td>Machine &amp; Fabrication</td>
<td>Construction</td>
</tr>
<tr>
<td></td>
<td>MicroConnex</td>
<td>High-Tech</td>
</tr>
<tr>
<td></td>
<td>Oberto</td>
<td>Food Processing/Agriculture</td>
</tr>
<tr>
<td></td>
<td>Out of the Box Manufacturing</td>
<td>High-Tech</td>
</tr>
<tr>
<td></td>
<td>Pacifica Marine</td>
<td>Transportation/Automotive</td>
</tr>
<tr>
<td></td>
<td>Quiring Monuments</td>
<td>Stone Memorial Products</td>
</tr>
<tr>
<td></td>
<td>Phase 1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Phase 2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Remarks</td>
<td>Wood/Paper Products</td>
</tr>
<tr>
<td></td>
<td>The Part Works</td>
<td>Retail/Wholesale</td>
</tr>
<tr>
<td></td>
<td>Vertafore</td>
<td>IT/Communications/Data</td>
</tr>
<tr>
<td></td>
<td>Zetron</td>
<td>IT/Communications/Data</td>
</tr>
<tr>
<td>Lewis</td>
<td>Coalview</td>
<td>Energy</td>
</tr>
<tr>
<td></td>
<td>Hampton Lumber</td>
<td>Wood/Paper Products</td>
</tr>
<tr>
<td></td>
<td>Lewis County Lumber</td>
<td>Wood/Paper Products</td>
</tr>
<tr>
<td></td>
<td>MegaArms</td>
<td>Arms</td>
</tr>
</tbody>
</table>
## 2013–2015 Job Skills Projects at a Glance (Cont.)

<table>
<thead>
<tr>
<th>Pierce</th>
<th>Construction Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Award Metals</td>
<td>Construction Materials</td>
</tr>
<tr>
<td>Bellmont Cabinets</td>
<td>Wood/Paper Products</td>
</tr>
<tr>
<td>Burkhardt Dental</td>
<td>Retail/Wholesale</td>
</tr>
<tr>
<td>Carlson Paving</td>
<td>Paving Equipment</td>
</tr>
<tr>
<td>McFarland Cascade</td>
<td>Wood/Paper Products</td>
</tr>
<tr>
<td>Niagara Bottling</td>
<td>Food Processing/Agriculture</td>
</tr>
<tr>
<td>Norfil</td>
<td>Aerospace</td>
</tr>
<tr>
<td>RedDOT</td>
<td>Heating/Cooling Equipment</td>
</tr>
<tr>
<td>Reischling Press</td>
<td>Wood/Paper Products</td>
</tr>
<tr>
<td>Simpson Lumber Company</td>
<td>Wood/Paper Products</td>
</tr>
<tr>
<td>Sound Sleep</td>
<td>Mattresses</td>
</tr>
<tr>
<td>Phase 1</td>
<td></td>
</tr>
<tr>
<td>Phase 2</td>
<td></td>
</tr>
<tr>
<td>Wilcox Farms</td>
<td>Food Processing/Agriculture</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Skagit</th>
<th>Health Care Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skagit Regional Health</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Snohomish</th>
<th>Wood/Paper Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canyon Creek</td>
<td>Wood/Paper Products</td>
</tr>
<tr>
<td>Carlisle Interconnect</td>
<td>Aerospace, High-Tech</td>
</tr>
<tr>
<td>Jamco</td>
<td>Aerospace</td>
</tr>
<tr>
<td>KLU</td>
<td>Components</td>
</tr>
<tr>
<td>Kuker-Ranken, Inc.</td>
<td>Construction Equipment</td>
</tr>
<tr>
<td>SNBL</td>
<td>Bio Tech</td>
</tr>
<tr>
<td>Triumph Structures</td>
<td>Aerospace</td>
</tr>
<tr>
<td>Umbra Cuscinetti</td>
<td>Aerospace</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Spokane</th>
<th>Food Processing/Agriculture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Franz Bakery</td>
<td>Food Processing/Agriculture</td>
</tr>
<tr>
<td>Seaport Steel</td>
<td>Steel</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Thurston</th>
<th>Aerospace</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diamond Technologies</td>
<td>High-Tech</td>
</tr>
<tr>
<td>H2O Jet</td>
<td>Water Jet Pumps</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Yakima</th>
<th>Aerospace</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cubcrafters</td>
<td>Food Processing/Agriculture</td>
</tr>
<tr>
<td>Hop Union</td>
<td>Food Processing/Agriculture</td>
</tr>
</tbody>
</table>
SVZ used the Job Skills Program to assist in creating a full on-the-job training program for our production workers as well as to provide training to our leadership staff. The training we were able to accomplish through the Job Skills Program has helped provide standardization and consistency to our organization.

Tad Hildebrand
HR Manager
SVZ - USA

SVZ produces and supplies fruit and vegetable ingredients for the international food market. The need for training originated with production workers’ request for consistent training that would enable them to perform efficiently. This project developed and implemented the training that allowed each trainee to participate in a job-specific curriculum that included standard operating procedures, job aides, and classroom presentations. Production training was supplemented by a Leadership course for supervisors and managers. Upon completion, the curriculum was shared with the Center of Excellence for Agriculture to be utilized by other fruit and vegetable processors in the state.

Outcomes:
- Increased operating efficiency by 22.25%
- The average loaded wage for general laborers, forklift operators, and operators, increased from $18.45/hr. to $21.46/hr.
The training funds were used to provide employees with more technical skills and helped to foster a more flexible workforce.

Curtis Hyland
Supply Chain Senior Planning Manager

The processing training helped me to sharpen the skills necessary to be a valuable asset on the processing floor.

Processing Operator
Frito Lay

Outcomes:

- Added a total of 13 new employees
- Promoted 6 part-time employees to full-time positions
- Moved 6 full-time employees from lower-paying, less technical jobs to a higher pay grade
- Created a more flexible workforce at the site. Backfilled operators (processing and packaging) on all but one line. A more flexible workforce enables Frito-Lay to run each line 7 days a week. Prior to the grant, they could only run each line 6 days or less each week.

Oneonta Starr Ranch/Custom Apple Packers

Chelan County
Grant: $10,698
Spent: $10,543
Match: $19,315

Oneonta Starr Ranch/Custom Apple Packers integrate growing, packing, and shipping operations for apples, cherries, stone fruit, and other conventional and organic fruit. Oneonta’s management workforce had little formal education or training in personnel and production management. The training focused on leadership development with the goals of reducing accidents and turnover.

Outcomes:

- Participants achieved higher-level skills in the areas of employee coaching, performance improvement, ability to deal with conflict, and employee motivation.
- Enhanced communication and coaching skills are expected to improve safety for all workers in the production area.

The Job Skills training was a tremendous benefit to the supervisory team at Custom Apple Packers. Not only did supervisors and managers acquire new tools and strategies for dealing with employees, but the opportunity to role play and practice the skills in a supportive learning environment helped strengthen the cohesiveness of our team.

Anne Guerrero
HR Director
Oneonta Starr Ranch/Custom Apple Packers
Crunch Pak, LLC
Wenatchee Valley College
April 2015 – June 2015
Trainees: 160

CrunchPak is the largest US supplier of sliced apples to grocery chains and restaurants. New leadership identified the need for process improvement, streamlining new hire training, improving English language skills, and upgrading leadership skills.

Outcomes:
- 170 new hires (on track to meet expansion goals of adding 250 over the course of the year)
- 18 employees were promoted
- Waste has been reduced by 15%, demonstrating increased skill

The Job Skills grant has allowed our company to advance the positive and expanding workplace culture, enabling us to provide training to all levels of employees, increasing their ability to work in a more diverse and safe work environment. [It] has allowed us the opportunity to provide training to individuals to allow them the opportunity for growth and advancement.

Melissa Grimm
Director of Human Resources
Crunch Pak

Portco Packaging
Lower Columbia College
Phase 1
December 2013 – June 2014
Trainees: 44

Phase 2
August 2014 – April 2015
Trainees: 49

Portco Packaging, a supplier of packaging options for wood products, food, agriculture, construction, and retail markets, identified the need for technical, leadership, and communication skills training for its employees, as well as SQF (food safety and quality) certification. Additionally, adopting Lean manufacturing practices gives Portco the opportunity to pursue the growth they are targeting.

Outcomes:
- As the result of this training project, Portco has seen a 30%
The Job Skills grant allowed 11 people to achieve Lean Six Sigma Greenbelt status. This status will help the hourly participants [get promoted] to the highest pay level in their respective categories. Six candidates are now proficient in MS Office programs, which will benefit them in their day to day work and increase efficiencies in the work place.

---

**General Dynamics**

**Grant County**

**Big Bend Community College**

December 2014 – April 2015

Trainees: 19

Grant: $27,938

Spent: $24,604

Match: $28,013

General Dynamics, a defense manufacturer, employs 76 at its Moses Lake location. The purpose of this project was to provide internal growth opportunity for employees, to help them meet the pre-requisites for higher compensation levels, as well as to address customers’ demand for cost reduction in order to stay competitive.

**Outcomes:**

- Three operators were promoted, and one meets criteria to promote at the next annual merit time.
- Cost reduction was noted in both process and assembly areas as a result of projects identified and put in process during Lean Six Sigma training.

Tad Blankenbaker

Production Director/Plant Manager

General Dynamics

---

**Moses Lake Industries**

**Grant County**

**Big Bend Community College**

October 2014 – June 2015

Trainees: 132

Grant: $71,843

Spent: $68,373

Match: $92,874

Moses Lake Industries, a manufacturer of chemicals for the semiconductor industry, makes it their priority to fill leadership positions from within, but encountered difficulty finding individuals who possess both the highly technical skills involved in the production of high purity chemicals, and soft skills necessary to be a successful supervisor.

MLI and Big Bend Community College developed a training plan that included courses in Basic Chemistry for its Chemical Operators, as well as Advanced MS Office, Project Management, and Leadership training for operators, leads, and supervisors.
Outcomes:

- Turnover rate for the grant’s 132 participants was 2.3%, compared to 13.4% company-wide.
- Newly acquired project management techniques were used on 4 large projects.
- New hires, transfers, and skill upgrade employees all utilize the skills acquired in chemistry classes.

The Job Skills Program grant allowed us to enhance our current training program by partnering with Big Bend Community College to bring in local instructors for courses that we would not normally have been able to send as many employees to.

Dave Hagen
Training Coordinator
Moses Lake Industries

REC Silicon

Big Bend Community College
November 2013 – June 2014
Trainees: 247

Outcomes:

- Several employees that have attended leadership training have since become supervisors and/or managers due to the knowledge they gained from the program.
- Training provided uniformity in the way REC instructs new supervisors and brings cross-departmental consistency to employee supervision.
- Staff demonstrated improved effectiveness and proficiency with the software tools.

REC had the good fortune to utilize a large portion of the grant funds to undertake a comprehensive effort to make training available to a large portion of our workforce. The timing of the grant budget allowed our employees to receive customized Microsoft Suite training in advance of the implementation of a planned upgrade that could have caused a major disruption to our business. The training was well-received and aided in easing the fears of users who were apprehensive about learning the newer version without the guidance of an experienced instructor. With training completed we now feel confident that employees’ needs have been met and that everyone is well-prepared to navigate productively using the new software.

Barb Shimek
HR Manager
REC Silicon

Grant County

<table>
<thead>
<tr>
<th>Grant</th>
<th>$102,199</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spent</td>
<td>$100,474</td>
</tr>
<tr>
<td>Match</td>
<td>$220,921</td>
</tr>
</tbody>
</table>

REC produces polysilicon, wafers, cells, and solar panels for the solar industry, and silicon materials for the electronic industry. REC is estimated to be the fifth largest producer of polysilicon in the world. The company requested training in Microsoft Office and Leadership to upgrade the skills of its incumbent employees, enabling them to better perform in their current jobs and to be prepared to be transferred into new positions as the company’s structure is changing.
SGL Automotive Carbon Fiber LLC

Big Bend Community College

November 2013 – June 2014
Trainees: 94

SGL ACF is a growing manufacturer of carbon fiber used in production of automobiles. During the grant period, SGL began construction of a second building and hired staff for the start-up of two new lines. Training for new team members included Production/Maintenance Training, Train-the-Trainer, and Leadership. Skills of incumbent production operators were upgraded.

SGL was named the 2013 Manufacturer of the Year by the Association of Washington Business.

Outcomes:
- All operators have been trained in areas of manufacturing, safety, carbon fiber production, packaging, machine operation, cleaning, 5-S, and train-the-trainer.
- 26 employees who have successfully passed all requirements have become Trainers at a wage of at least $18.54/hr.
- Turnover reduced from 16.8% to 11.9%.
- Relationship with SGL ACF has led the college to begin developing a composites program.

Grants County

Grant: $243,660
Spent: $243,660
Match: $1,159,913

The grant allowed for cross-functional training and for training team members who would not otherwise have had the opportunity to increase their skills. Having the JSP grant offered us the opportunity to be proactive and identify the needs of our team members and company for future growth. It also allowed us to look into the skills and training needing development more thoroughly and fill the gaps that enabled us to be a safe and healthy growing company. It also provided our team members with transferrable skills for their personal professional benefit.

Annette Herup
Manager, Human Resources
SGL Automotive

Little Green, LLC

Grays Harbor College

October 2013 – August 2014
Trainees: 36

Little Green, LLC has acquired Paneltech, a Hoquiam company that produces plywood overlays, PaperStone, and prepreg composites for armor manufacturers. Little Green, LLC was established in December of 2012 and qualified for the exemption from the dollar-for-dollar match. The company contributed salaries and benefits of employees while in training to meet the match requirement.

Employees participated in manufacturing process and plant operations training.

Grays Harbor County

Grant: $41,665
Spent: $38,465
Match: $21,097

As a result of the training grant, Paneltech is enjoying a period of reduced marketplace mistakes and higher worker productivity. It is the best we have seen since the company started 18 years ago.

Ron Iff
CEO
Little Green, LLC.
Outcomes:

- Employees possess enhanced product knowledge.
- Safety increased, leading to reduction in the number of accidents.
- Customers reported an increase in satisfaction.
- Productivity outcomes were positively affected, showing reduction in scrap/rework, and increase in throughput.

Bodypoint, Inc.
North Seattle College
October 2013 – February 2014
Trainees: 36

King County
Grant: $75,814
Spent: $74,155
Match: $83,896

Bodypoint Inc. is a wheelchair postural support device manufacturer, located in Seattle’s urban core. Bodypoint is facing fierce competition from overseas manufacturers, and has faced challenges due to cuts in Medicare/Medicaid. They opened a new market in 2008 selling custom products to wheelchair manufacturers directly. This market continues to grow rapidly, and Lean training was needed in order to adjust to growth and remain competitive.

Outcomes:

- 2 new employees were hired
- Annual pricing process reduced the number of touches by 74, creating a savings of $94,100
- Improved missed shipments by 82% and efficiencies by 20%, resulting in potential increased shipping revenues of $360,000
- Exceeded target for sales.

Major breakthroughs were accomplished by Bodypoint during the Lean process. We now have a realistic and achievable strategic business plan and are on plan year-to-date. The Kaizen teams have created numerous efficiencies sufficient for Bodypoint to achieve our business plan this year. Our entire workforce has been trained in Lean principles, which will support their efforts moving forward.

Susan Kost
Director of Business Operations
Bodypoint

Booking.com
Green River Community College/ Bellevue College
October 2013 – May 2015
Trainees: 303

King County
Grant: $173,800
Spent: $173,569
Match: $556,103

Booking.com, a travel reservation website, opened a new operation in Bellevue, WA in 2013. The Job Skills Program was presented to the company as part of the incentive package for locating to WA by the Seattle and King County Economic Development Council.

Training in Customer Service Systems and Procedures, Advanced Level Customer Service Systems and Procedures, communications, and leadership was conducted by Green River and Bellevue College faculty.

The Job Skills grant allowed for increased success in our New Hire Training Program. Over the period of this grant we were able to increase our customer satisfaction rates by 4% and our productivity rate by 40% for our CSE’s coming directly out of the training. Our attrition rates have dropped nearly 30%, and we have increased team leads from a total of 8 to 25 and our seniors from 8 to 19. This partnership has been incredibly valuable and has directly influenced business success here in our Bellevue office.

Kirk Kohlrus
Regional Manager of Customer Service
Booking.com
Outcomes:
- Customer satisfaction rates increased by 4%
- Productivity rate increased by 40%
- Attrition rates reduced by 30%
- Hourly wages increased from $12/hr. to $13.00-13.75/hr.

Charlie’s Produce
Green River Community College/Everett Community College
February 2014 – June 2014
Trainees: 123

Charlie’s Produce is a full service produce company, supplying restaurants, grocery stores, institutions, wholesalers, and the marine industry with a full range of conventional, organic and specialty produce. The company was awarded $84,600 in 2010, completed the project successfully, and has added 206 employees since then.

Training in supervision, leadership, and job readiness for 123 employees enabled the company to continue its growth and reduce turnover.

Outcomes:
- Turnover reduced by 5.5%
- 197 new employees added, increasing employee count by 21%.

Filson
North Seattle College
March 2014 – July 2014
Trainees: 104

Filson is a manufacturer of outerwear and accessories based in Seattle. Currently, Filson has a 50% greater demand for their products than production capabilities to meet that demand. The company has market potential to expand, but needs to match it with capacity, process, and a better trained workforce. Filson viewed this training in Lean manufacturing technology as vital to their ability to stay in business and re-shore textile manufacturing jobs back to the United States.

The introduction of Lean training to Filson has had benefits throughout the organization. On the manufacturing floor, Lean has reduced our cycle time, decreased work in progress inventory, improved quality, and increased our order fill rate. Lean has improved the accuracy of our production schedule with a 28% improvement in the output. Teamwork has also improved through the use of one piece flow and group rewards. The Lean production team operates as a group with all operators sharing in the success of the team.
Outcomes:
- Sewing operators increased from 100 to 183
- Order fill rate has increased from 50% to 82% and continues to increase
- Basic wage in Lean line has increased by 15%.

Fluke
Green River Community College/Everett Community College
October 2013 – present
Trainees: 52

Fluke manufactures, distributes, and services electronic test tools, biomedical test and simulation instruments, and calibration products. The company sought training to fill skill gaps in Lead-Free Hands-On Soldering

Outcomes:
- Increased current workforce capability to support future product requirements by enhancing soldering skills: lead-free soldering is required for all new products.

Genie - Terex
Cascadia College
October 2014 – June 2015
Trainees: 227

Genie - Terex is a Fortune 500 company with WA locations in Redmond and Moses Lake. Genie – Terex Aerial Work Platforms in Redmond employs 2,500 in manufacturing of material lifts, telehandlers, scissor lifts, and other products.

The company anticipated that this comprehensive training initiative would reduce the project failure rate and allow for staff's professional growth.

Outcomes:
- 22 topics, including Project Management, Geometric Dimensioning and Tolerancing, Root Cause Analysis and Investigation, and others were covered by this grant and increased the skills of 227 trainees.
HEATCON, Inc.
Green River Community College
July 2014 – June 2015
Trainees: 71

HEATCON, Inc. is a manufacturer of composite repair systems and a supplier of electric heating and control products for aerospace and other industries. The company was expanding into a larger facility, and to upskill its workforce in preparation for growth and expansion, the company sought Lean, supervision, and computer training.

Outcomes:
- 100% of the company’s workforce participated in the training and have higher skills in Lean manufacturing
- Non-value added work has been identified in nearly every area.

Hexcel Corporation
Green River Community College
September 2014 – June 2015
Trainees: 362

Hexcel is a major supplier to the aircraft structures and interiors market for commercial and military aircraft. The company has experienced rapid growth, as well as high turnover due to skilled employees leaving for Boeing. Growth and turnover have created the need for a comprehensive training program for the new and incumbent workers. Production training focused on three areas: lamination, inspection, and assembly. Additional supervision and lead training allowed for promotions and wage progression. Train-the-trainer and coaching components of the plan allowed for continuity past the completion of the JSP.

The Job Skills grant allowed HEATCON the ability to train all employees in Lean principles. At the completion of the grant, HEATCON had 100% participation rate. This grant allows HEATCON the ability to move forward with new projects with the tools we learned and results have been improved efficiency in all departments. In addition, this grant has shown our employees that HEATCON values them and believes in their continual growth, not just within the organization but personally. We also feel that it allowed the employees to have a voice in the HEATCON processes and allowed them to be a part of the changes the company was implementing.

Sheldon Jentzsh
Production Manager
Jayme MacKenzie
HR Manager

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In 2013 and 2014, we were facing rapid growth and having a very hard time finding qualified candidates to support our business. The Job Skills grant gave us an opportunity to partner with our local community college and develop a training program that allowed hiring people “off the street” and rapidly training them to become productive and qualified aerospace workers. This training was a great example of local community colleges, state government, and a local aerospace advanced composite manufacturer working together to improve workers’ skills and job growth in the Puget Sound area.

Mike Dickerson
Brian Fingarson
Operations Managers
Hexcel Corporation

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Sheldon Jentzsh
Production Manager
Jayme MacKenzie
HR Manager
**Outcomes:**
- Turnover rate reduced by 4.9%
- 33 employees received promotions
- Quality improved by approximately 5%
- Scrap reduced by 8%

**HySecurity**

**Green River College**
February 2015 – June 2015
Trainees: 44

Hy Security, a designer and manufacturer of gate operators, requested training in Lean due to constraints in their physical space within their plant. Streamlining their processes and freeing up floor space would allow them to expand production capacity, bring previously outsourced functions (such as inventory management) in-house, and hire new employees. The company also requested supervision, project management, and SharePoint/Excel training.

**Outcomes:**
- Several new positions have been identified, with hiring for at least three positions underway.
- Significant improvements have been realized in production throughput – increasing daily production of electromechanical product line by 50%
- Production stoppages have been reduced by 25%.

**King County**

Grant: $68,900
Spent: $61,548
Match: $147,938

**Machine Fabrication**

**Green River College**
February 2014 – December 2014
Trainees: 38

MFI, a provider of machine and fabrication services to the construction industry, participated in Lean training that included Value Stream Mapping and eight Kaizen Events.

**The Job Skills grant had a truly positive impact on Machine & Fabrication both in the office and on the shop floor. Most importantly, [the job skills grant improved] the culture of the entire organization towards quality, efficiency, and customer satisfaction. Benefits include[d] cleaner & safer work areas, reduced material search times, improved job efficiency, and most of all happier employees and customers.**

**Vitaliy Boyko**
QA Manager
Machine Fabrication
The Job Skills grant allowed MicroConnex to continue our staff development in the areas of new product introduction and product realization. We manufacture leading technology Flexible Printed Circuits and Laser Micromachining, and require skilled engineers and technicians to design processes and produce products. We heavily rely upon a well-trained work force to remain competitive and this was an important step in our evolution toward a world-class organization.”

Paul Henwood
President & CEO
MicroConnex

Outcomes:
- Rework was reduced to 1% from 8-10% previously
- Customer satisfaction improved
- Increased efficiencies, resulting in estimated savings of over $80,000.

MicroConnex
Bellevue College
June 2014 – June 2015
Trainees: 38

MicroConnex specializes in fine-line high-density flex circuits. To capture growth opportunities, MicroConnex requested training to improve efficiency and reduce costs through courses in Lean, project management, and supervision.

Outcomes:
- The training enabled the staff to tackle several root causes of long lead times, and to improve on-time delivery performance. Lead time decreased by 10 days
- The company achieved their goal of having 30 cross-trained employees (up from only 10 prior to the training.)

Oberto
Tacoma Community College
January 2015 – June 2015
Trainees: 57

Obeto is a proprietor of three brands: Oberto, Lowrey’s Meat Snacks, and Pacific Gold Beef Jerky. The company sought training in leadership, supervision, coaching, and other topics for production leads who had little formal training in the above topics and needed to be better equipped to handle themselves in the positions of leadership.

Outcomes:
- Over 89% of participants reported new knowledge and improved skills in supervisory areas.

Staff have come to me indicating not only the value of the training as a review and as a presentation of new material, but also because they are seeing the positive results of implementing the training.

Nichole Asino
Human Resources Director
Oberto

King County
Grant: $56,244
Spent: $43,984
Match: $101,538

Grant: $36,819
Spent: $20,416
Match: $74,830
Out of the Box Manufacturing

**Green River Community College**

- **King County**
  - Grant: $34,650
  - Spent: $34,178
  - Match: $40,756

Out of the Box Manufacturing, a producer of electronic circuit boards with a predominantly local market, is growing significantly and required ISO/AS certification to continue to expand successfully. The training plan included AS, ISO compliance training, team building, and supervision.

**Outcomes:**
- Significantly improved quality standards. Established metric to track quality.
- Increased annual booked sales over the two years.

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Pacifica Marine

**Seattle Colleges**

- **King County**
  - Grant: $48,983
  - Spent: $47,987
  - Match: $277,646

Pacifica Marine is a specialty fabrication and refurbishment company operating in the mass transit vehicle industry. Typical work includes final assembly, repair, and refurbishment. The company is moving from diesel to electric vehicles, and contracted with the city of Seattle to assemble six electric trolleys. Training was focused on the process of assembly of modern electric rail transportation vehicles. A training manual was developed to assist in training of future hires.

**Outcomes:**
- Employees were cross-trained on a variety of mechanical subsystems: seats, doors, floors, and brakes
- Trainees have core streetcar assembly skills as demonstrated by on the job performance
- Proficiency gained from the training resulted in improved accuracy and efficiency
- Skills gained are transferable and applicable to marine, automotive, machining, and aerospace manufacturing.

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**The Job Skills grant has been an invaluable program for Out of the Box Manufacturing. Obtaining ISO 9001 and AS9100 certification has been a goal of ours for several years. With the help of the grant, Green River College, and Impact Washington, we were able to realize our goals with minimal impact to our business finances. This has not only allowed us to obtain an important industry certification at a low cost, but also given us the opportunity to expand our business and attract a wealth of new customers.**

*Allison Budvarson*

*VP of Organizational Development and HR*

*Out of the Box Manufacturing*

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**By widening the pool of trained railcar assembly workers in Washington we increase the prospects of companies doing assembly work in-state. The manual will enable the training process to continue with the next group of employees and on into the future providing a strong return on the State’s investment.**

*Rob Gleysteen*

*Vice President of Operations*

*Pacifica Marine*
Quiring Monuments is a family-owned manufacturer of custom engraved granite and stone products. The company has been experiencing difficulty competing with offshore sources of prefabricated memorials, and did not have the internal expertise to maintain competitive and effective production levels.

**Phase 1**
August 2013 – June 2014
Trainees: 42

**Phase 2**
August 2013 – June 2014
Trainees: 28

<table>
<thead>
<tr>
<th>Grant: $76,613</th>
<th>Phase 1</th>
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<tbody>
<tr>
<td>Spent: $75,738</td>
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<tr>
<th>Grant: $57,523</th>
<th>Phase 2</th>
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<tr>
<td>Spent: $51,985</td>
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<tr>
<td>Match: $59,315</td>
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**Outcomes:**
- Two new positions were created and 11 new ones are anticipated due to increase in production
- Two employees received 6-14% increases in pay
- Throughput increased by 54%, exceeding the original goal of a 17% increase
- Capital improvements in the amount of $387,000 were made
- Sales exceeded targets by 10%
- Improved missed shipments by 82%
- Staging automation efficiencies resulted in savings of $16,152.

Due to the exceptional nature of this training we have created two new positions [...] We will likely need to hire additional production staff to keep up with the increased business. We have increased our production by 54%, from 70 pieces per week to 153 per week. Cross trained employees are interchangeable in a number of tasks including work on a variety of order types. Because of the Lean training, we have totally renovated our production shop leading to decrease in inventory, increases in throughput and overall revenues.

*April Hewitt
Controller
Quiring Monuments*
Re-Marks
Tacoma Community College
November 2013 – June 2015
Trainees: 12

Re-Marks, a manufacturer of jigsaw puzzles and bookmarks, sells its products at Target, Barnes & Noble, and Wal-Mart, and employs 20 people. Tacoma Community College is delivering training in QuickBooks, Process Improvement, Accounting, and other subjects to aid the company in dealing with anticipated growth.

Outcomes:
- All of the participants indicated that they had a more solid understanding of both process improvement and accounting best practices.

The financial constraints of a small Washington business competing with large international companies makes it difficult to properly invest in its own employees. The funding provided through the JSP grant has afforded us the opportunity to bring in experienced outside trainers that have helped our people develop skill sets that have made them higher functioning, more efficient, and more reliable. This provides our company with a much stronger base on which to compete and be successful.

Tom Moser
COO
Re-Marks

The Part Works
Seattle Colleges
February 2015 – June 2015
Trainees: 25

The Part Works, Inc. is a supplier of plumbing and industrial repair parts. The employees had the expertise and technical knowledge related to their products, but lacked processes and structures to serve customers accurately and efficiently.

The company requested training in Value Stream Mapping, followed by five Kaizen events that would advance the company’s capabilities and expedite growth in the commercial and industrial property maintenance sector.

Outcomes:
- Three new employees hired
- Reduced lead time by 8 days, or 33%
- Sales on track to increase by 8% for the year
- Order backlog was reduced by 50%.

We are a much better company today than when we started. We are turning our orders faster with more accuracy which increases customer satisfaction and thus drives more business.

Oly Welke
Sales and Marketing Manager
The Part Works

Re-Marks
King County
Grant: $41,003
Spent: $40,857
Match: $42,380

The Part Works
King County
Grant: $38,880
Spent: $38,880
Match: $43,015
### Vertafore

**Cascadia College**  
November 2013 – June 2014  
Trainees: 97

Vertafore provides software for insurance agencies, with solutions designed to boost productivity, lower costs, and help insurance agencies grow their business. The company requested training in response to recent growth, as well as the complex nature of the work employees perform on a daily basis. Staff participated in courses in project management, JavaScript, and application development.

**Outcomes:**
- Trainees have been able to introduce new language and concepts around project execution and control which are influencing the overall work and changing the culture to one of greater accountability for delivering projects on time.
- Software Implementation Project Leads have higher level of project management skills, consistent with Project Management Institute standards.

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<th>King County</th>
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<tr>
<td>Grant: $44,510</td>
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<td>Spent: $40,650</td>
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<td>Match: $75,800</td>
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For knowledge workers, project management skills are critical to success. Our company lacked a common language and structure for how to talk about project management, much less manage projects skillfully. The training we received gave a common language and toolset to a group of employees who are responsible for flawless project management for customer software implementation. More than just enabling higher level of success for some key employees, this training raised the bar across our entire organization.

*Greg Brisendine*  
*Director of Learning Documentation and Quality*  
*Vertafore*

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### Zetron

**Cascadia College**  
January 2014 – July 2014  
Trainees: 101

Zetron is a developer and manufacturer of communication solutions, such as radio dispatch systems, emergency call systems, and call encoders for public safety, transportation, and utilities markets. Courses in SharePoint and Project Management were identified as essential for the company’s growth.

**Outcomes:**
- Higher-level skills in SharePoint improved efficiencies and accuracy  
- Increased skills in project management resulted in ability to bring in projects on time and on budget, allowing for potential growth within the company.

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<th>King County</th>
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<td>Grant: $57,960</td>
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<td>Spent: $57,960</td>
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<tr>
<td>Match: $127,524</td>
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As a result of this grant, Zetron employees were able to enhance their skills through training that included SharePoint, Project Management, and Project Planning. Employees reported positive feedback about the training quality and as an employer, we value employee engagement and continued professional development.

*Catherine Hansen*  
*Director, Human Resources*  
*Zetron*
Coalview Centralia, LLC

Centralia College
September 2014 – February 2015
Trainees: 26

Coalview’s fine coal waste processing and recovery plant is new to Centralia and was in the process of hiring employees to remove usable coal from sludge ponds at the adjacent TransAlta power plant. The sludge contains 25% coal that - upon separation - will be used by TransAlta’s electrical generators.

The 24/7 operation requires all employees to have expertise that is not currently available locally. To be safe and efficient in these industry-specific processes, all employees required intensive training.

Outcomes:
- 23 vacancies were filled
- Courses on welding, fabrication, pipefitting, and other topics were delivered to 26 employees, including 23 new hires
- Employees developed specialized skills necessary to start production at the new Lewis County plant

Hampton Lumber

Centralia College
December 2013 – June 2014
Trainees: 28

Hampton Lumber, a high-volume timber mill, operates in an area with a high concentration of economically disadvantaged population, and high unemployment.

During the course of the training, new process flows were implemented to support quality improvement, waste reduction, and increased productivity, resulting in the creation of new positions within the company.

Outcomes:
- 14 employees were promoted.
- 14 new employees were hired.
- Company reported a reduction in time to on-board new employees.
- Designed new process flow to support improvement.

Lewis County

Grant: $43,641
Spent: $40,875
Match: $64,188

When investigating our options to hire employees, we quickly realized that the local employees lacked some of the specialized skills to perform the duties required in running our new plant. Thanks to the Job Skills grant we were able to provide our employees with more in-depth specialized training and save some out-of-pocket costs. The result has been improved employee performance, better morale, and training budget savings. Coalview highly recommends other businesses consider using this valuable program.

Roger Fish
President & CEO
Coalview

Hampton Lumber

Centralia College
December 2013 – June 2014
Trainees: 28

Hampton Lumber Mills-Randle Division

Rich French
Plant Superintendent
Hampton Lumber Mills-Randle Division

The training really helped to identify our deficiencies based solely on the real life stats [...] We now have a renewed focus in these much needed areas.
Lewis County Lumber

Centralia College

October 2014 – June 2015
Trainees: 20

Lewis County
Grant: $63,165
Spent: $25,270
Match: $25,625

Lewis County Lumber was established in 2012 in Winlock, WA. The company was adding new industrial wood products to its inventory and was looking to develop a sustainable lean culture as they expand. Due to changes in company leadership only a portion of the training was delivered.

**Outcomes:**
- Mapped out current state of operations, analyzed flow interrupters, began developing and testing improvements.
- Preventative maintenance training yielded improvements in mill operations by reducing mechanical downtime
- Visible improvements in leadership behavior, leading to improvement in mill performance

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Mega Arms, LLC

Centralia College

February 2015 – June 2015
Trainees: 18

Mega Arms, an AR 15 rifle manufacturer, was established in 2010 and moved to Centralia, WA from Tumwater, WA in the spring of 2014. The move represented an expansion for the company as their brand recognition grows. Mega Arms is planning to add a custom product line, and employs 25 workers.

Manufacturing a product with tight design specifications, the company requested Lean training to improve production efficiencies, be more systematic in the development of their employees, and enable employees to be more proactive in problem solving.

**Outcomes:**
- Freed up 150 sq. ft. of effective floor space
- Reduced time to find an order by 70% due to segregating areas of part placements
- Reduced time to get a tool by 33% by installing shadow boards and visuals

[The training] helped to develop a mindset BEFORE setting up jobs to minimize overall time, and consumption. We also found ways to better our processing to optimize output as well.

Jason Curns
Assistant Director
Mega Arms, LLC
Award Metals/Gibraltar Building Products - West

Green River College
December 2014 – June 2015
Trainees: 25

Award Metals is one the West’s largest manufacturers of sheet metal products for residential and commercial construction industries. The company recently merged its Fife and Kent locations and requested assistance with streamlining processes through Lean and computer training. Award Metals wanted to improve productivity, reduce costs, improve quality, and help employees understand their roles in the production process.

Outcomes:
- Achieved a significant production and shipping performance improvement.
- Past due orders reduced considerably (from 6 months past due to 3 weeks)
- Addressed and corrected defective process steps in four production lines.

Bellmont Cabinets
Green River Community College
June 2013 – June 2015
Trainees: 89

Bellmont Cabinets, a manufacturer and wholesaler of cabinetry, requested a combination of Lean, Leadership, and Microsoft training to become more competitive and provide advancement opportunities for its employees.

Outcomes:
- Number of employees increased from 260 to 334 during the grant period (28.5% increase)
- Employees gained hands-on experience with Lean techniques.
Burkhart Dental
Tacoma Community College
March 2015 – May 2015
Trainees: 84

Burkhart, a dental equipment supply company, conducted change management training for its employees to assist them in dealing with atypical company-wide changes.

Outcomes:
- Trainees reported greater understanding of skills required to manage and adapt to change.

Carlson Paving
Green River Community College
September 2013 – November 2014
Trainees: 126

Carlson Paving is a growing manufacturer of commercial class pavers, asphalt screeds, and small part accessories for paving equipment. Production at the facility has significantly increased since introduction of new products in 2012 and the company sought training to help it achieve new goals and maintain high quality standards.

The project included training in Lean to optimize process improvement and flow of value, and to identify removal of waste, all with a focus on quality so the company can improve its overall business processes.

Alongside Lean, the company completed customer service, supervisory, computer skills, and team building training.

Outcomes:
- Company grew staff by 40%
- Revenue increased by 30%

McFarland Cascade
Tacoma Community College
November 2013 – June 2014
Trainees: 18

McFarland Cascade is a lumber, composite, and stone supplier. Recent acquisition of McFarland-Cascade by a Canadian company caused changes in the organization and created the need for transitional training. Tacoma Community College delivered courses in change management, leadership, and communication.
Participating in the formal training allowed for a large group of managers who may have not previously connected in person to participate in structured training that helped them to think ‘bigger picture’ and tie their departments to the organization as a whole. Participants gained new skills and lines of thinking in regard to managing people as well as their business relations.

Danielle Curto
HR Generalist
McFarland Cascade

Niagara Bottling, LLC
Tacoma Community College
September 2013 – February 2014
Trainees: 40

Niagara Bottling offers single-serve private label bottled water for grocery, club store, convenience, and wholesale customers. The company was building a new manufacturing facility in Fredrickson, WA, that created 46 new positions. The machines used by the company required employees to receive specialized training.

The Job Skills Program was part of the incentive package put together for Niagara Bottling by Pierce Economic Development Board during the recruitment process. Washington competed with other Northwest states for the business.

Outcomes:
- 85% of participants reported an increased confidence in their ability to manage employees and change.
- Managers gained skills in understanding the needs of other departments, and showed understanding for how departmental interactions affected the organization as a whole.

Niagara Bottling, LLC
Pierce County
Grant: $120,000
Spent: $115,895
Match: $131,755

The JSP grant effectively supported Niagara in providing world-class training to its employees at the plant’s inception and months to follow. The flexibility of the JSP allowed Niagara to align directly with vendor-specific training, which leads to a seamless process. Presently, Niagara has not only fulfilled the initial job creation commitment of 40 employees, but exceeded the projection and currently employs 46 team members.

Justin Bickle
Economic Development Specialist
Niagara Bottling, LLC

Norfil, LLC
Green River Community College
January 2014 – June 2014
Trainees: 40

Norfil, LLC produces complex machine parts for the global aerospace industry. The company sought Lean improvement training, supervision, AS 9100, and technology training to improve production efficiencies, and tackle specific goals: retention, wage improvement, and scrap reduction.

Outcomes:
- 46 new vacancies were filled, with three additional vacancies open.
- 40 employees completed training in job-specific processes.

Norfil, LLC
Pierce County
Grant: $53,700
Spent: $50,323
Match: $56,846
Overall, the program is doing what we hoped and leaving us with an excellent foundation for further growth. Without the ongoing assistance of the staff at [Tacoma Community College], we would not have realized our current level of success with this program.

Bryan Price
Manager, HR
RedDot

The Job Skills Program grant was instrumental in getting our Lean initiatives kicked off at Norfil.

Doren Spinner
CEO
Norfil

RedDot
Tacoma Community College
September 2014 – June 2015
Trainees: 48

RedDOT, a manufacturer of air conditioning/heating units for off-road, construction, farming, and mining equipment, requested communication and leadership training to upgrade the skills of managers and leads in the production area.

Outcomes:
- Employees reported increased skill levels in leadership and supervision.
- Higher skill levels in the above areas enable employees to be promoted into supervisory and management positions.

Pierce County
Grant: $122,710
Spent: $69,909
Match: $69,909

RPI experiences large swings in work volume in that we have extreme peak periods of production during the holidays and spring every year. To adapt to this, it is essential for our managers, supervisors, and leads to be able to train, coach, and assess large numbers of temporary employees that are brought in to assist. The training we received through the Job Skills Grant has really proven valuable to these employees, who are usually line employees, but step into a production leadership role [...] In the current environment of rising wages and competition for talent, providing this training has not only helped our production, but also with retention of our employees.

Rosie Burns
Senior Manager, HR
Reischling Press, Inc.

RPI

Reischling Press, Inc. (RPI)
Tacoma Community College
September 2014 – June 2015
Trainees: 47

RPI produces on-demand print products, such as photo books, calendars, and customized cards for clients that include Costco, Shutterfly, and Snapfish. RPI and Tacoma CC requested funding for training employees in leadership and supervision.

Outcomes:
- Centralized the onboarding process, ensuring that new hires were familiar with the company and departmental processes.
- Employees reported skill increases in areas of change management and supervision.

Pierce County
Grant: $43,551
Spent: $25,827
Match: $25,827

RPI experiences large swings in work volume in that we have extreme peak periods of production during the holidays and spring every year. To adapt to this, it is essential for our managers, supervisors, and leads to be able to train, coach, and assess large numbers of temporary employees that are brought in to assist. The training we received through the Job Skills Grant has really proven valuable to these employees, who are usually line employees, but step into a production leadership role [...] In the current environment of rising wages and competition for talent, providing this training has not only helped our production, but also with retention of our employees.

Rosie Burns
Senior Manager, HR
Reischling Press, Inc.
I just wanted to take a moment of your time to tell you how important the Job Skills Grant has been to Sound Sleep Products. This has been an integral part of turning our company around with regards to profitability, productivity, and employee retention. We appreciate the time, the effort, and the help from all that were involved in helping us become a better company and a better employer.

Dave Puterbaugh
General Manager
Sound Sleep
The program instructor [...] presented the course information using a truly unique hands-on facilitation approach. Participants were engaged the entire time and left the session with tools in hand that they were able to immediately put to use. The benefit of the training had an immediate and noticeable impact. Leaders have incorporated newly learned skills into meeting structure and process improvement. This coursework exceeded our expectations.  

Karen Hiatt  
Clinical Education Manager  
Skagit Regional Health

Wilcox Farms

Green River College  
January 2015 – June 2015  
Trainees: 117

Wilcox Farms is a growing producer of organic cage-free eggs and egg products for Pacific Northwest customers (both retail and restaurants). Wilcox sought funding to deliver Lean, bio-security, and supervisory training to 100+ employees. Employees had little formalized training and no expertise around Lean within the company. Given the near 25% growth, training was vital to Wilcox’s expansion plans. The company needed to streamline processes and train both supervisors and production workers to do jobs more efficiently.

Outcomes:
- Created and filled 34 positions
- Promoted four workers to leads
- Increased the new hire retention rate from 67% to 90%
- Reduced bottlenecks and increased throughput
- 95% of product meet quality standards, up from 90%
- Increased market share of hard cooked two pack eggs from 15% to 40% nationwide.

The Lean training we received on our bio-security issues made it possible for us to improve our bio-security program […] We are now able to better utilize the resources available and make this program much more comprehensive. […] We are also investing in the infrastructure of better changing areas, and facilities to help us combat viral and bacterial threats.  

Kevin Pierson  
Poultry Production Manager  
Wilcox Farms

Skagit Regional Health

Skagit Valley College/ Everett Community College  
September 2013 – June 2014  
Trainees: 60

Skagit Regional Health/Skagit Valley Hospital requested leadership and supervision training in response to its recent growth.

Outcomes:
- Employees improved their leadership and supervision skills through specific coaching techniques.
- Participating supervisors incorporated training concepts into their daily work, positively affecting employees who report to them.

The program instructor […] presented the course information using a truly unique hands-on facilitation approach. Participants were engaged the entire time and left the session with tools in hand that they were able to immediately put to use. The benefit of the training had an immediate and noticeable impact. Leaders have incorporated newly learned skills into meeting structure and process improvement. This coursework exceeded our expectations.  

Karen Hiatt  
Clinical Education Manager  
Skagit Regional Health
Canyon Creek

Green River Community College/Everett Community College
April 2014 – June 2015
Trainees: 81

Canyon Creek manufactures framed and frameless style cabinetry for residential homes in North America. The Monroe, WA facility requested training that included Management Essentials, Microsoft Office, leadership, and communication. Many employees did not have training in the above areas, which prevented them from accepting promotions within the company.

Outcomes:

- Training enabled several employees to receive promotions, thus creating opportunities for both internal and external job markets
- Communication classes improved organizational culture

The training topics, classes and facilitators that have been available to our organization have provided us with necessary tools to grow our people, challenge our work processes and find solutions.

With a focus on growing and developing our team members, this has allowed them to learn new skills, put those skills to use and stretch themselves in their current roles and even promoting to new positions. It has paved a path of opportunity and has afforded us the ability for the organization to focus as one team and eliminate traditional departmental ‘silos’. It has provided a vision of growth for our employees and has given them a level of hope about remaining with the company while being able to develop new skills and knowledge for their future.

Deena Eckroth
Director of HR
Canyon Creek

Snohomish County

Grant: $53,800
Spent: $52,392
Match: $75,547

Carlisle Interconnect Technologies

Green River Community College
September 2013 – March 2014
Trainees: 103

Carlisle IT is a manufacturer of wires, cables, and interconnectors, with the primary manufactured product – seat cables – supporting the aerospace industry. The company is expanding into the medical field. Training, including courses in geometric dimensioning and tolerancing, ESL, and technical writing, among others, was aimed at ensuring that current employees have the skill set necessary for a smooth transition into the new market.

Outcomes:

- Employees exhibited higher skill levels in areas covered by the training.
- Company is seeking additional training from their college partner without the support of the grant.

We really like the relationship we are building with Green River and hope to be able to continue this for a long time. The training has been outstanding, the instructors are great. We would like to do a series of leadership classes next year.

Ana Garlock
Human Resources Coordinator
Carlisle Interconnect

Snohomish County

Grant: $41,550
Spent: $37,920
Match: $61,115
Jamco

Green River Community College/Everett Community College
November 2013 – August 2014
Trainees: 49

Jamco manufactures closets, dividers, premium seating, and other interior products for the aerospace industry. Expansion into premium seating is recent, and the company sought training to improve process control to meet customers’ requirements. Training included Lean, Project Management, and Supply Chain Management.

Outcomes:
- Up-skilled trainees to better understand industry standards for supply chain/materials management
- Cross-trained 10 additional employees in Lean concepts.

Snohomish County
Grant: $65,850
Spent: $60,802
Match: $76,428

Jamco America has benefited from participating in the JSP grant in many ways. It has allowed our company to provide a more structured training from subject matter experts in the industry. We have trained many team members, which has strengthened their skills to support improved efficiencies, increased knowledge, and broadened their overall effectiveness.

Lorri Miller
Senior Manager, Training and Continuous Improvement
Jamco

Kuker-Ranken

Clover Park Technical College
November 2013 – April 2014
Trainees: 21

Kuker-Ranken is a surveying equipment manufacturer and retailer. Training for all current 21 employees brought the operations up to industry standards. All employees required specialized training in Microsoft Dynamics, an enterprise resource system that allows companies to manage their business organizations, including supply chain, procurement, human resources, financials, and projects.

Outcomes:
- Microsoft Dynamics AX software install is complete and employees were cross trained on their job functions, as well as cross-trained on functions of others.
- The new system is giving workers more control, leading to increased job satisfaction. The company is expecting turnover to reduce due to the above factors.

Snohomish County
Grant: $56,315
Spent: $56,315
Match: $84,451

I am very happy with the results and we as a smaller company would have struggled if not for this grant to help bring all of the employees up to speed with the new system we installed. It was money from heaven.

Allen Shannon
General Manager
Kuker-Ranken
**KLW Manufacturing and Design**  
**Skagit Valley College**  
November 2013 – present  
Trainees: 18

KLW is a “job shop” that provides fabricated components for various industry markets, such as audio, telecommunications, power conversion, industrial heating, food industry, and aerospace. The company requested training to achieve AS9100 certification.

**Outcomes:**
- On track to promote machine shop manager to head of operations.
- Achieved higher sales and improved throughput.
- Bottlenecks have been addressed with the new quality system.
- On-time delivery increased by 16%.
- Labor and material costs were reduced by 17%, from 67% to 50%.

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**SNBL**  
**Green River Community College/Everett Community College**  
September 2014 – June 2015  
Trainees: 83

Shin Nippon Biomedical Laboratories (SNBL), a biomedical research company, employs 256 people in its Everett facility.

The company requested training in Project Management, supervision, MS Office, and other topics. Reducing turnover through higher employee satisfaction was one of the primary goals for seeking training.

**Outcomes:**
- Turnover was reduced from 18% to 6.3%
- Increased accountability and timeliness
- Customer satisfaction increased, and the number of return customers increased
Triumph Structures

Green River Community College/Everett Community College

September 2014 – June 2015
Trainees: 118

Triumph Structures is an aerospace manufacturer located in Everett, WA, with its primary focus on production of stringers, wing structures, and the machining of aluminum.

In order to grow and continue to succeed in the highly competitive aerospace machining market, the company requested training for 118 trainees. The training plan included ESL for Manufacturing, Shop Math, Geometric Dimensioning and Tolerancing, Blueprint Reading, and CNC Machining, as well as Leadership and Quality Control.

Outcomes:
- Reduced turnover by 3%, exceeding the goal by 1%.
- Current hourly employees’ wages increased by $.64
- Increased production efficiencies reduced costs for expedited shipping, resulting in cost savings of $225,000.

"The Job Skills grant has provided our employees with a tremendous opportunity to learn additional skills for their current positions, or for positions that they hope to move into shortly. The grant also provided Triumph Structures – Everett with better trained employees, which will allow the company to continue to grow."

Kristine Moore
HR Director
Triumph Structures

Umbra Cuscinetti, Inc.

Green River Community College/Everett Community College

November 2014 – June 2015
Trainees: 19

Umbra Cuscinetti, Inc. (UCl) - an aerospace manufacturer - employs 100 in Everett. The company requested training in Project Management, Catia V5, and Solidworks to improve responsiveness to customers, reduce waste, and improve communication between Everett and Italian locations.

Outcomes:
- Three additional employees hired and trained
- Performance on the new contract, managed by two of the Project Management trainees, is on time and to the customer’s satisfaction
- Scrap percentage was reduced compared to the previous year

"The [employees] came back from the training capable of using those new skills in a very productive manner. We were able to meet customer requirements more easily after the training."

Stefano Minni
Manufacturing Engineering Manager
Umbra Cuscinetti

Snohomish County

Grant: $217,600
Spent: $179,007
Match: $235,809

Grant: $25,000
Spent: $23,597
Match: $32,905
Franz Bakery

**Community Colleges of Spokane/Clark College**

February 2015 – June 2015  
Trainees: 85

Franz Bakery facilities in Spokane and Vancouver requested training to aid in increasing efficiency, competency, leadership abilities and soft skills of its workforce in order to make the company more competitive and profitable. The two locations were be served by their in-district colleges with the content tailored by the provider to meet the needs of each specific facility.

**Outcomes:**
- The company saw the turnover rate drop from 18.24% to 7.08%
- The trainees have higher level of skills in supervision, leadership, project management, process management, communication, conflict resolution, and problem solving.
- Waste was reduced by 15,000 pounds per week.

Jessica Rizzuto  
Human Resource Manager  
Franz Bakery

Seaport Steel strives to add value to each employee and encourages the development of skills, knowledge, and abilities. Seaport participated in the Job Skills Grant through Community Colleges of Spokane. The training added value to every participant. Seaport is looking forward to a continued relationship with the Community Colleges of Spokane. I would highly recommend the Job Skills grant program to any company who would like to add value to their team, customers, and ultimately to the community.

Fern Shumway, SHRM-CP, PHR  
HR Director  
Seaport Steel

Seaport Steel

**Community Colleges of Spokane**

April 2015 – June 2015  
Trainees: 18

Seaport Steel is a Seattle-based steel manufacturer with a new small operation in Spokane. The company serves marine, construction, and other industries by providing products such as pipes, beams, tubing, etc.

The company requested production training for the new employees, as well as a skills upgrade for the incumbent workers. The comprehensive training plan included logistics certification, ISO standards, Word, Excel and Eniteo software, AutoCAD, and leadership coaching.

**Outcomes:**
- Two new hires, and on target for 11 by June 2016.
- Eniteo training created a greater level of expertise among staff. This enables Seaport to produce more work at both Spokane and Seattle plants.
- ISO-9000 instruction enabled Seaport to create ISO-compliant procedures.

Fern Shumway, SHRM-CP, PHR  
HR Director  
Seaport Steel

**Spokane County/Clark County**

Grant: $105,281  
Spent: $80,545  
Match: $98,650

**Spokane County/King County**

Grant: $61,024  
Spent: $21,539  
Match: $26,211

Our division selected the employees for this grant based upon the possibility for future promotions [...] We hope it has helped prepare them for some of the future opportunities we know will come open in coming years. In other words, we have been using this grant to help build our bench strength for future promotional opportunities.

Jessica Rizzuto  
Human Resource Manager  
Franz Bakery
Diamond Technologies, Inc. employs 34 people and provides diamond orifices for the waterjet industry. The company was looking to expand the machining shop and extend its services and products to new markets in aerospace, medical, and automotive areas. In order to be selected for contracts in those areas, the company needed to become AS9100 certified. Training through the Job Skills Program helped the company achieve these goals.

**Outcomes:**
- Added 5 new positions, increasing employee headcount by 15%
- Increased sales by 29%, compared to the prior year.

**Thurston County**
- Grant: $31,973
- Spent: $31,901
- Match: $45,258

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H2O Jet produces ultra-high-pressure water jet pumps for food, auto, and construction industry. In an effort to retain current employees in supervisory roles and provide quality training to new employees, the college and the business identified training in leadership and supervision skills as essential to building a more productive and efficient working environment.

**Outcomes:**
- The team has much greater awareness of each other’s strengths and weaknesses and is therefore better equipped to work together.

**Thurston County**
- Grant: $5,130
- Spent: $4,058
- Match: $5,130

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This particular [Leadership Training] program is designed to bring understanding of people into the workplace while eliminating conflict and misinterpretation between co-workers/managers. Just by bringing to light the differences of middle-management here at our company and how difficult the road has been to get to this point, the hope and belief is that this training will enable us to move forward and become a better team.

**H2O Jet**
Following the formation of Yakima Chief Hopunion from two hop companies earlier this year, we have used Lean to help bring the companies and cultures together into one higher performing entity. Through Lean we have brought team members from all levels of the business to the table to evaluate our processes, identify better ways of working, and build consensus. Lean has also brought out company-wide challenges for management, like how to effectively organize departments and create standard work for leadership.

Zach Turner
Quality Assurance and Sustainability Manager
Yakima Chief Hopunion

CubCrafters greatly appreciated the opportunity to work with YVCC to obtain funding for the Job Skills Program. The training provided will prove to be critical to help improve our company’s systems. Specifically, we were able to implement a new credit card processing procedure that will allow our sales staff to more efficiently process orders. The new credit card procedure will also reduce bookkeeping work by nearly 100% due to the elimination of duplicate entries. Bookkeeping time previously spent on credit cards will now be routed to further process improvement from the training including new methods of reconciling accounts and helping improve overall financial analysis. Without the grant assistance the company alone would not have been able to provide the scope of training that we were able to receive.

Frederick Schlect
Director of Finance
Cubcrafters

Cubcrafters

Yakima Valley Community College

Cubcrafters
June 2014 – June 2015
Trainees: 33

Cubcrafters is a manufacturer of light sport aircraft. Comprehensive training in Epicor – a software program utilized for finance, operations, systems administration, and tools – was requested in order to allow the company to increase efficiencies, positively affecting sales and production.

Outcomes:
- 7 new positions were added
- Production increased from 1 plane/week to 1 plane/4 days.

Yakima Chief Hopunion

Green River College
April 2015 – June 2015
Trainees: 120

Yakima Chief – Hopunion LLC is a product of a merger of two hop grower/processor organizations located in the Yakima Valley. With the merger of these two different companies, they have found that the processes are markedly different. The training focused on the implementation of Lean principles.

Outcomes:
- 6 new positions filled
- Plans developed to reduce waste and reduce turnaround time from 3-4 weeks to 24 hours.

Yakima Chief Hopunion

Yakima County

Grant: $47,410
Spent: $17,910
Match: $17,910

Grant: $53,600
Spent: $49,585
Match: $140,484

Trainees: 33
Match: $17,910
Having employees trained in Six Sigma broadens their thinking and allows them to contribute at a more strategic and methodical level in our organization. We find graduates of this program are more confident, educated, and able to lead continuous improvement initiatives that build a competitive edge.

Jane Vigil
HR Director
Cadence

The Six Sigma training has given our staff the added skills needed for in-depth and effective analysis of problems in the production and new product development arenas. The training has also fostered a team approach to problem solving that is positively impacting our business.

Bruce Babcock
Director of Operations
Zodiac

Consortia Projects
Training consortia help maximize the benefit of the state’s investment by bringing together a small number representatives from several companies to receive training in Lean, Six Sigma, ISO, and other topics. Training participants also receive train-the-trainer preparation, to support the trainees in the further deployment of the newly developed expertise with their respective companies.

Six Sigma Consortia:
Participants in the consortia received Six Sigma Black Belt training, supplemented by Statistical Functions in Excel and Train-the-Trainer. Participants received training in principles of Six Sigma Black or Green Belt training, and brought their expertise back to their companies to create teams and guide Six Sigma projects with the goals of enhancing the LEAN production techniques already in place, improving bottom line, and increasing customer satisfaction. All companies involved in the training had limited experience with LEAN/Six Sigma, and are committed to continuous improvement as part of their overall business strategy. Individual outcomes for each company will vary.

Sound Sleep, Microscan, Cadence Aerospace, Aero Controls, Zodiac
Green River College
December 2014 – April 2015
Trainees: 16

Grant: $51,800
Spent: $47,035
Match: $91,482

Instrument Sales and Service, Orion Industries, TORAY Composites
Green River College
March 2015 – June 2015
Trainees: 13

Grant: $39,700
Spent: $39,299
Match: $69,176

GM Nameplate, Toray Composites America, Inc., The Box Maker, Composite Solutions, Inc., Exotic Metals Forming, LLC., Primus International Pegasus Northwest, Umbra Cuscinetti, Inc.
Green River College
September 2013 – January 2014
Trainees: 35

Grant: $103,900
Spent: $102,729
Match: $146,352
The Job Skills Program grant impacts the operation of Spencer Aircraft positively. The cost savings provided by the [grant] allows a small business to learn the skills needed to develop and implement an internationally recognized quality system without the massive expense typically associated with the process. Taking advantage of the savings offered by the [grant], Spencer Aircraft is now able to compete in the aerospace industry at a new level, opening new opportunities. Thank you, Green River College!

Steven King
New Accounts and Quality Manager
Spencer Aircraft

AS9100/ISO9001 Consortia
Nine companies formed two consortia to receive cost-effective training in international standards. Each of the companies in the consortia desired to conform to AS9100/ISO9001 for work with major contractors, and to establish processes for improved operations. The projects included classroom instruction plus training at the companies’ locations, incorporating additional trainees. Train-the-trainer classes were provided to ensure that participating trainees can teach the concepts to other staff at their companies.