2015-17 Job Skills Program
July 1, 2015 - June 30, 2017
Progress Report to the Legislature

December 2016

State Board for Community and Technical Colleges
Workforce Education Department
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Purpose of the Job Skills Program

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

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

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.

At the time of the submission of this report, 18 of the 40 projects started in FY 2016 were still in progress and on schedule to be completed on or before the deadline of June 30, 2017. 19 projects were started in FY 2017, with additional funding round scheduled for projects’ start date of January 1, 2017.

Along with the activities and outcomes of the completed projects, this report includes descriptions of the projects currently in progress. Outcomes of these projects will be updated at the end of FY 2017 and provided as part of next year’s Report to the Legislature.

Program Funding

The Job Skills Program (JSP) was funded at $5,450,000 from the education legacy trust account for FY 2016 and FY 2017 of the biennium.

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

About the Job Skills Program
Attracting, developing, and maintaining a skilled workforce is a challenge faced by many employers in Washington’s targeted industry clusters. Washington’s Job Skills Program serves to develop the skills of new and existing workers, retain and grow living wage jobs, and help 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. Businesses with reported Gross Business Income of less than $500,000 are exempt from the dollar-for-dollar match. In the 2013-15 biennium, for every dollar of the state’s investment, the private sector invested $1.82. In the 2015-17 biennium the businesses are on track to contribute at the comparable rate.

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

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

Each Job Skills project identified desired outcomes and provided information on those outcomes after the completion of training. Outcomes are unique to each project, quite varied, and often the complete results of training are not fully realized until well after the reporting period. Details on individual projects can be found beginning on page 7.

Due to the legislative change that allowed projects to continue from the first to the second year of the biennium, some of the projects started in FY 2016 have not been completed by this report’s due date. Colleges and businesses have until June 30, 2017 to complete the training and spend JSP awards.
## 2015–2016 Job Skills Projects by Industry

<table>
<thead>
<tr>
<th>Business Name</th>
<th>Industry</th>
<th>Grant Amount</th>
<th># of Co's</th>
<th>Trainees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aeroject Rocketdyne</td>
<td>Aerospace</td>
<td>$217,626</td>
<td>1</td>
<td>190</td>
</tr>
<tr>
<td>Aerospace Manufacturing Technologies (AMT)</td>
<td>Aerospace</td>
<td>$52,050</td>
<td>1</td>
<td>122</td>
</tr>
<tr>
<td>AvTech Tyee, Inc.</td>
<td>Electronics/High Tech, Aerospace</td>
<td>$123,600</td>
<td>1</td>
<td>144</td>
</tr>
<tr>
<td>Bellmont Cabinets</td>
<td>Wood/Paper Products</td>
<td>$88,700</td>
<td>1</td>
<td>113</td>
</tr>
<tr>
<td>BodyPoint</td>
<td>Medical Devices</td>
<td>$108,913</td>
<td>1</td>
<td>44</td>
</tr>
<tr>
<td>Cascade Gasket</td>
<td>Aerospace</td>
<td>$63,000</td>
<td>1</td>
<td>87</td>
</tr>
<tr>
<td>CrunchPak</td>
<td>Food Processing</td>
<td>$162,851</td>
<td>1</td>
<td>230</td>
</tr>
<tr>
<td>Cubcrafters</td>
<td>Aerospace</td>
<td>$68,037</td>
<td>1</td>
<td>47</td>
</tr>
<tr>
<td>DCG One</td>
<td>Other: Displays, Commercial Printing, Packaging</td>
<td>$74,989</td>
<td>1</td>
<td>88</td>
</tr>
<tr>
<td>DeLaval</td>
<td>Other: Milking Equipment</td>
<td>$65,200</td>
<td>1</td>
<td>24</td>
</tr>
<tr>
<td>EKOS Corp</td>
<td>Medical Devices</td>
<td>$89,700</td>
<td>1</td>
<td>55</td>
</tr>
<tr>
<td>Esterline Technologies Corporation</td>
<td>Aerospace, Electronics/High Tech</td>
<td>$133,900</td>
<td>1</td>
<td>150</td>
</tr>
<tr>
<td>Fibro</td>
<td>Wood/Paper Products, Packaging</td>
<td>$95,000</td>
<td>1</td>
<td>56</td>
</tr>
<tr>
<td>Hampton Corporation</td>
<td>Wood/Paper Products</td>
<td>$77,588</td>
<td>1</td>
<td>29</td>
</tr>
<tr>
<td>Hexcel</td>
<td>Aerospace</td>
<td>$155,100</td>
<td>1</td>
<td>200</td>
</tr>
<tr>
<td>Himalayan Dog Chew</td>
<td>Food Processing</td>
<td>$49,500</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>HySecurity</td>
<td>Electronics/High Tech</td>
<td>$118,800</td>
<td>1</td>
<td>58</td>
</tr>
<tr>
<td>Mega Machine</td>
<td>Other: Custom Fabrication</td>
<td>$59,215</td>
<td>1</td>
<td>55</td>
</tr>
<tr>
<td>Moses Lake Industries</td>
<td>Chemicals</td>
<td>$98,063</td>
<td>1</td>
<td>128</td>
</tr>
<tr>
<td>Northwest Motor Service</td>
<td>Other: Industrial Maintenance</td>
<td>$55,000</td>
<td>1</td>
<td>18</td>
</tr>
<tr>
<td>Oxbio International</td>
<td>Harvesting Equipment</td>
<td>$52,730</td>
<td>1</td>
<td>89</td>
</tr>
<tr>
<td>REC Silicon</td>
<td>Chemicals</td>
<td>$142,165</td>
<td>1</td>
<td>351</td>
</tr>
<tr>
<td>Royal Window and Door Profiles</td>
<td>Wood/Paper Products</td>
<td>$41,400</td>
<td>1</td>
<td>67</td>
</tr>
<tr>
<td>SAFE Boats International</td>
<td>Marine Vessels</td>
<td>$58,934</td>
<td>1</td>
<td>50</td>
</tr>
<tr>
<td>Seaport Steel</td>
<td>Steel</td>
<td>$98,471</td>
<td>1</td>
<td>35</td>
</tr>
<tr>
<td>Simpson Door</td>
<td>Wood/Paper Products</td>
<td>$18,217</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Spectralux Avionix</td>
<td>Aerospace, Electronics/High Tech</td>
<td>$60,504</td>
<td>1</td>
<td>48</td>
</tr>
<tr>
<td>Takata Airbags</td>
<td>Chemicals, Automotive</td>
<td>$150,673</td>
<td>1</td>
<td>181</td>
</tr>
<tr>
<td>Terex</td>
<td>Other: Aerial Lifts</td>
<td>$150,780</td>
<td>1</td>
<td>160</td>
</tr>
<tr>
<td>Umbra Cuscinetti</td>
<td>Aerospace</td>
<td>$50,432</td>
<td>1</td>
<td>27</td>
</tr>
</tbody>
</table>

**Subtotal for Manufacturing:** $2,781,138 30 2892

<table>
<thead>
<tr>
<th>Business Name</th>
<th>Industry</th>
<th>Grant Amount</th>
<th># of Co's</th>
<th>Trainees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lineage Logistics</td>
<td>Transportation/Logistics</td>
<td>$48,409</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>Northwest Hospitals</td>
<td>Hospitals and Clinics</td>
<td>$28,181</td>
<td>1</td>
<td>73</td>
</tr>
<tr>
<td>Samaritan Health</td>
<td>Hospitals and Clinics</td>
<td>$140,541</td>
<td>1</td>
<td>467</td>
</tr>
<tr>
<td>T&amp;A Supply</td>
<td>Retail/Wholesale</td>
<td>$84,900</td>
<td>1</td>
<td>60</td>
</tr>
<tr>
<td>The Part Works, Inc.</td>
<td>Retail/Wholesale</td>
<td>$52,980</td>
<td>1</td>
<td>26</td>
</tr>
</tbody>
</table>

**Subtotal for All Other Industries:** $355,011 5 637
## 2015–2016 Job Skills Projects at a Glance (Cont.)

<table>
<thead>
<tr>
<th>Consortia:</th>
<th>Manufacturing:</th>
<th>Agriculture (1); Food Processing (1)</th>
<th>$60,300</th>
<th>5</th>
<th>15</th>
</tr>
</thead>
<tbody>
<tr>
<td>APICS Supply Chain Management</td>
<td>Aerospace (4),</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Wood/Paper Products (1)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oneonta Starr Ranch</td>
<td></td>
<td></td>
<td>$22,500</td>
<td>2</td>
<td>65</td>
</tr>
<tr>
<td>Property Management Consortium</td>
<td></td>
<td></td>
<td>$26,850</td>
<td>2</td>
<td>27</td>
</tr>
<tr>
<td>Six Sigma Consortium #1</td>
<td>Aerospace (2),</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Wood/Paper Products (1), Food Processing (1); Hospitality (1)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Six Sigma Consortium #2</td>
<td></td>
<td></td>
<td>$52,800</td>
<td>5</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Manufacturing:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Aerospace (4),</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>High Tech (3),</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Food Processing (1)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal for Consortia:</td>
<td></td>
<td></td>
<td>$211,650</td>
<td>22</td>
<td>133</td>
</tr>
<tr>
<td>Totals:</td>
<td></td>
<td></td>
<td>3,347,799</td>
<td>57*</td>
<td>3662</td>
</tr>
</tbody>
</table>

* Duplicated count. Several companies engaged in multiple projects, including individual trainings and consortium participation. Unduplicated count is 51.
2015-2016 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 2015-16, all JSP applications were made through community and technical colleges.

Distribution by Region

<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>24</td>
<td>60%</td>
<td>1866</td>
<td>51%</td>
<td>$1,993,139</td>
<td>59.54%</td>
</tr>
<tr>
<td>Balance of State – West</td>
<td>6</td>
<td>15%</td>
<td>225</td>
<td>6%</td>
<td>$327,950</td>
<td>9.80%</td>
</tr>
<tr>
<td>Balance of State – East</td>
<td>10</td>
<td>25%</td>
<td>1571</td>
<td>43%</td>
<td>$1,026,710</td>
<td>30.67%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>40</td>
<td>100%</td>
<td>3662</td>
<td>100%</td>
<td><strong>$3,347,799</strong></td>
<td>100%</td>
</tr>
</tbody>
</table>

Distribution by Employer Size

<table>
<thead>
<tr>
<th>Employer Size by Number of Employees in Washington</th>
<th>Number Companies Served</th>
<th>Percent Companies Served</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>6</td>
<td>11.76%</td>
<td>202</td>
<td>5.52%</td>
<td>39.53%</td>
<td>$439,779</td>
</tr>
<tr>
<td>Medium (51-250)</td>
<td>22</td>
<td>43.14%</td>
<td>713</td>
<td>19.47%</td>
<td>26.43%</td>
<td>$1,007,632</td>
</tr>
<tr>
<td>Large (251+)</td>
<td>23</td>
<td>45.10%</td>
<td>2747</td>
<td>75.01%</td>
<td>34.04%</td>
<td>$1,900,388</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>51**</td>
<td>100%</td>
<td>3662</td>
<td>100%</td>
<td>100%</td>
<td><strong>$3,347,799</strong></td>
</tr>
</tbody>
</table>

Distribution of Companies by Industry

<table>
<thead>
<tr>
<th>Manufacturing 42 companies</th>
<th>All Other Industries 9 companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>13 - Aerospace</td>
<td>7 – Wood/Paper Products</td>
</tr>
<tr>
<td>5 – Electronics/High Tech</td>
<td>3 – Chemicals</td>
</tr>
<tr>
<td>4 – Food Processing</td>
<td>10 – Other</td>
</tr>
<tr>
<td></td>
<td>Including: Medical Devices, Marine, Custom Fabrication, etc.</td>
</tr>
<tr>
<td></td>
<td>5 – Other</td>
</tr>
<tr>
<td></td>
<td>Including: Housing/Real Estate, Transportation, Hospitality, Agriculture</td>
</tr>
</tbody>
</table>

* Source: Washington Employment Security Department, 2015 Q1
** 40 JSP projects engaged 51 individual companies (unduplicated count), including four JSP consortia projects that trained employees from 20 companies. Several companies participated in multiple projects.
2015–2016 Individual Project Descriptions and Outcomes

Forty projects were started between July 1, 2015 and June 30, 2016. Twenty two of them were completed by this report’s submission date, and others are on schedule to be completed prior to the June 30, 2017 deadline. Following are brief descriptions of each project along with the number of trainees, state and business investments, and selected outcomes taken from the projects’ final reports. Projects are listed in alphabetical order first by county and second by business name.

2015-2016 Completed Projects

<table>
<thead>
<tr>
<th>Big Bend Community College</th>
<th>Grant County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lineage Logistics</td>
<td></td>
</tr>
<tr>
<td>Trainees: 11</td>
<td></td>
</tr>
</tbody>
</table>

Lineage Logistics is a warehousing and logistics company that distributes fruits and vegetables to distribution centers and retail outlets. The company determined the need for their employees to obtain commercial driver’s licenses (Class A) in order to continue providing transportation services to local potato processors.

Outcomes:
- All participants who have completed their training have passed their CDL tests and are now certified drivers.

This Job Skills grant allows us to better serve our customers with certified truck drivers. With the newly obtained certifications we expect to see a heightened awareness around safety. As a company, having professional drivers will ensure our customers are receiving the highest level of service we can offer. The certification also allows us to position ourselves to take on new business that would require further travel than what we are currently doing.

Deb Langshaw
Compliance Manager
Lineage Logistics

<table>
<thead>
<tr>
<th>Big Bend Community College</th>
<th>Grant County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moses Lake Industries</td>
<td></td>
</tr>
<tr>
<td>Trainees: 128</td>
<td></td>
</tr>
</tbody>
</table>

Moses Lake Industries (MLI) is a manufacturer of chemicals for the semiconductor industry. MLI and Big Bend Community College developed a training plan that included courses in Basic Chemistry for its Chemical Operators, as well as MS Office, Project Management, and Leadership training for operators, leads, and supervisors.

The JSP grant has allowed us to expand our training program at MLI; it has been a blessing. We are a smaller company in Moses Lake with a pretty good in-house training program. However, the grant has allowed us to reach new levels of training for our employees [...] We have had great success with different courses. [...] We take great pride in providing our customers with exceptional customer service. In order to keep up with their needs, we all must continue to expand our knowledge. Training is one of the best ways to do that. We are extremely grateful for the grant and the opportunities it has provided.

Garrett Watkins
Copper Division Manager
Moses Lake Industries
Outcomes:

- Turnover rate reduced from 13% to 6.4%
- Several temporary part-time employees expanded their skills and were hired for full-time permanent positions.

Big Bend Community College
REC Silicon

Trainees: 351

REC is a producer of advanced silicon materials, supplying high-purity polysilicon and silicon gases to the solar and electronics industries. A significant number of employees received promotions from production into supervisory roles, but were lacking fundamental supervision skills. In order to ensure the success of the new supervisors and to prepare production workers for advancement opportunities, the company identified a need for structured training that included Project Management, Supervision, Leadership, and other topics. Employees also received training in Electrical Energy Basics and Lean/Six Sigma.

Outcomes:

- 22 employees were promoted to positions of higher responsibility. REC expects 13 additional promotions by the end of 2016.
- Lean principles are being successfully integrated into the organization.
- Energy-related injuries reduced from 5 per year to 0 in 2015-16.

Grant County

Grant: $142,165
Spent: $142,164
Match: $167,583

REc employees benefited greatly from the courses offered through this Job Skills grant. A large number of participants took part due to the variety of the topics offered. I can’t say enough about the opportunities provided to our less experienced and future leaders through the offerings that focused on ‘soft skills’. These specific areas are exactly what our employees have been seeking. Additionally, in our manufacturing industry, Lean and Six Sigma principles have been identified as essential in our efforts to improve efficiencies and eliminate waste. Delivering training to assist in building a stronger and broader understanding of these principles to our employees is viewed as an important part of our path forward.

Barb Shimek
Human Resources Manager
REC Silicon
The JSP grant has been extremely beneficial for our hospital. We were able to bring in speakers and education that we would not otherwise have been able to afford. The grant helped us provide education and training to all levels of staff at Samaritan.

Becky DeMers
Chief Quality Officer/Chief Operations Officer
Samaritan Healthcare

Samaritan Healthcare (hospital and clinics) received a grant for a comprehensive training in nursing skills, patient safety, Lean, and other topics. The goals of the project included internal growth for its employees, cost reduction, staying current on care, and improving customer satisfaction.

Outcomes:
- Improved efficiency in hiring new employees. 82 new hires joined the hospital during the grant period.
- Turnover rate decreased from 12% to 9.2%.
- Percentage of patients seen in less than 10 minutes improved from 20.8% to 85.3%, exceeding the pre-training goal of improving the rate to 70%.
- Customer satisfaction improved from 35% to 56.7%.
- Quality improved from 14.31% harm rate to 13.59%.

The JSP grant made it possible to bring college-level chemistry instruction to the facility. The onsite location and schedule made the course amenable to prospective students.

William Osborne
EHS Manager
Takata

Takata Airbags is a supplier of safety parts to the auto industry. Company’s Moses Lake plant employs over 500 people in airbag manufacturing and testing. Due to new product demands brought on by the large scale recall, the company was in need of training for its new hires in assembly and propellants. Training in Chemistry and Supervision was also requested.

Outcomes:
- 93 new employees were hired during the course of the grant; 15 Lead positions were filled.
- Turnover rate was reduced from 3.3% to 2.5%.
- Training provided professional growth opportunities and wage progression for the participants: 6 operators were promoted to Lead. 6 employees promoted from Lead to Supervisor. 53 new Operators progressed to the Operator 2 level. Employees promoted from Operator 1 to Operator 2 received a wage increase from $13.87/hr. to 16.33/hr.
Simpson Door designs and fabricates interior and exterior doors for commercial and retail markets. The company employs 210 at its McCleary site and determined a need to develop a cohesive training program in Leadership and Supervision for its employees. The training focused on developing their existing employees into supervisory positions and enhancing the skills of current supervisors.

**Outcomes:**
- 4 employees promoted to higher levels of responsibility.
- Wage progression for participants ranged from 3% to 17% after the training.
- Trainees improved skills in conflict management, employee evaluation, decision making, and planning and time management.

Bellmont Cabinets is a manufacturer and wholesaler of cabinetry. The focus of the training has been Lean, computer skills, leadership, and supervision.

**Outcomes:**
- Production increased by 5.4% from 520 cabinets per day to 550.
- Achieved a 42% improvement in rework.
**Seattle College District**  
**Bodypoint**  
Trainees: 44

Bodypoint is a wheelchair postural support device manufacturer, located in Seattle’s urban core. The company is venturing into international markets and seeking ISO certification. Because the majority of Bodypoint’s workforce consists of non-native English speakers, the training project included technical courses taught with the ESL emphasis. Students received training in advanced manufacturing, computer applications, blueprint reading, measuring, ISO, and Lean.

**Outcomes:**
- As the result of the training, Bodypoint received ISO certification effective October, 2016. The company anticipates that expansion into international markets with increase growth by 30%.
- Employees skill enhancement and overall process improvement result in quality improvement with expected savings of $400,000.

| King County |  
|---|---|
| Grant: | $108,913 |
| Spent: | $107,499 |
| Match: | $143,974 |

| Green River College |  
|---|---|
| **Cascade Gasket** |  
| Trainees: 87 |  

Cascade Gasket specializes in non-metallic seal, gasket, and clamp block parts for the aerospace industry. Its major customers include Boeing, Spirit, and AMT. The company and the college utilized JSP funds to create a training program for current and new employees through Training within Industry model (TWI), and to develop employees’ skills in geometric dimensioning and tolerancing, project management, computer operations, customer service, and Lean.

**Outcomes:**
- 11 employees (5% of total headcount) were promoted to higher level positions.
- New employee training program enabled the company to fill vacancies (9) that previously went unfilled due to lack of qualified candidates.
- Average wage for production employees increased from $13.71/hr. to $15.04/hr.
When we received our grant from SBCTC for the Job Skills Program, we were very excited about the positive impact it could have on our company. But after completing Phase 1 of Lean Training and Implementation, I can honestly say that the results have far exceeded our expectations. Not only have we seen dramatic financial returns through waste reduction and reorganization, but our employees who were trained have truly learned the skills that will have a positive impact on our company and their professional lives far into the future.

Terry Storms  
CEO  
DCG ONE

Outcomes:
- 13 new hires were added.
- Reduced bottlenecks by 96%
- Increased throughput by 30% or 225K per month.
- Achieved 82% reduction in lead time, improving on-time delivery from 75% to 96%.

When we received our grant from SBCTC for the Job Skills Program, we were very excited about the positive impact it could have on our company. But after completing Phase 1 of Lean Training and Implementation, I can honestly say that the results have far exceeded our expectations. Not only have we seen dramatic financial returns through waste reduction and reorganization, but our employees who were trained have truly learned the skills that will have a positive impact on our company and their professional lives far into the future.

Terry Storms  
CEO  
DCG ONE

Outcomes:
- Employee headcount increased from 175 to 226
- Trainees enhanced skills in statistics, including regression, designed experiments, and product reliability analysis.
- Defects reduced by 50%.

King County  
Grant: $74,989  
Spent: $74,989  
Match: $108,477

King County  
Grant: $89,700  
Spent: $86,881  
Match: $126,189

EKOS Corporation pioneered the development and the clinical application of ultrasound accelerated thrombolysis, used for the treatement of vascular thrombosis. The company requested funding for Six Sigma training to improve their manufacturing capabilities.

Outcomes:
- Employee headcount increased from 175 to 226
- Trainees enhanced skills in statistics, including regression, designed experiments, and product reliability analysis.
- Defects reduced by 50%.

Our trainees now have refined analytical skills to identify root causes and execute detailed improvement plans, with a common language. The JSP grant allowed us to train more individuals than we would have otherwise. In addition, trainers were very knowledgeable and experienced, adjusting their pace to meet our specific needs.

Mike Wolniewicz  
VP of Engineering  
EKOS Corporation
**Seattle College District**

**Northwest Hospital & Medical Center**

Trainees: 73

Northwest Hospital and Medical Center offers services ranging from primary to highly specialized care. The hospital was looking to integrate ESL and computer training to prepare its non-native English-speaking employees for new electronic medical records (EPIC) roll out. The training used methodology similar to that employed in the state’s highly successful I-BEST (Integrated Basic Education and Skills Training) model, when basic skills and technical skills instructors are co-teaching.

**Outcomes:**
- 3 employees received an opportunity to transfer to higher – level positions
- Overall patient satisfaction increased from 73% to 79%.
- 100% of housekeepers are using computers to access EPIC on daily basis.
- Room turnover times have decreased and patient admission times from the Emergency room have decreased as the result of housekeeper’s effective use of technology in the workplace.

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**Green River College**

**T&A Supply Company**

Trainees: 60

T&A Supply Company markets and distributes flooring and floor installation accessories to dealers, lumber yards, home improvement retailers, designers, and other customers. The company is transitioning from distribution-only to manufacturing of their own flooring brand. With growth and expansion they have found a need to streamline production and distribution. Additionally, 15% increase in employee headcount creates a need for training for new supervisors.

**Outcomes:**
- Sales increased by $606,000 during the course of the training.
- Savings of $1,116,400 are attributed to the Kaizen events.

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**King County**

**Grant:** $28,181

**Spent:** $23,469

**Match:** $28,232

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**King County**

**Grant:** $84,900

**Spent:** $79,709

**Match:** $190,078

---

**The benefits and impacts the Job Skills grant has had on T&A Supply company are plenty [...] We have completely rearranged our manufacturing of flooring samples to help reduce redundancy. With the right people in the room we were able to identify gaps which required new hires to help bottlenecks and slowdowns [...] Being able to effectively look at the process and reduce the number of errors was a key takeaway from the lean events.**

*Mary Strecker*

*Operations Manager*

*T&A Supply Company*
The Part Works, Inc. is a supplier of plumbing and industrial repair parts. The company employs 26 workers and competes with large out-of-state retailers for business. The Part Works’ prime advantage is the staff’s expertise and technical knowledge related to their products. The company, however, needed to establish processes and structures to serve their customers more accurately and efficiently.

**Outcomes:**
- Two new positions were created and filled
- Sales increased by 8.2%

As a tier one supplier to Boeing, Umbra Cuscinetti designs and produces aerospace and industrial screws, ball bearings, and other precision-movement products. Umbras’ goal for participation in the JSP training was to improve capacity, realize their strategic planning objectives, and grow.

**Outcomes:**
- A key customer complaint was resolved with the visibility gained in the Kata management process. This allowed the company to grow, rather than continue to spend energy working on non-value added activities for the customer.
- Delivery times reduced, product is 0 days late to customers, down from 42 days late.
SAFE Boats International manufactures vessels for military, law enforcement, fire and rescue, and other agencies. The training request consisted of three certification courses: Marine Electrical, Marine Corrosion, and Marine Systems. Upon completion of each course, participants sat for an exam to earn a 5-year industry credential.

**Outcomes:**
- Turnover was reduced from 12 (quarterly) to 5, exceeding the pre-training goal.
- Quality increased/number of defects reduced by 25%
- 41 participants were certified by ABYC.

SAFE Boats International has greatly benefited from this training. In the marine industry it is difficult to find individuals who have American Boat and Yacht Council (ABYC) specific training. By achieving this grant, and by being able to put a portion of our technicians, installers, and supervisors/managers through this training, our customers have the greatest benefit. Not only will our boats have highly skilled individuals producing them, but also our technicians that fly around the world completing the maintenance work on these boats, will possess a larger skill set to be able to accomplish their missions in a timelier, more cost-effective manner.

Danielle Tudor
Human Resources Manager – Tacoma Facility
SAFE Boats International

AMT is a producer of structural parts for the leading original equipment manufacturers in the large business and regional jet markets. AMT was seeking training in MS Excel and Geometric Dimensioning and Tolerancing (GD&T) for over a hundred employees with the goals of increasing inspection skills, leading to better retention and promotion, as well as increases in efficiency and savings.

**Outcomes:**
- Increased retention by 6%, meeting the goal.
- Achieved savings of $12,000 per year through more efficient inspection.
- Added eleven new hires to the team, and expect to hire fifty additional employees.
Himalayan Dog Chew is a small but growing Mukilteo business that distributes its products (dog chews, treats, and toys) to about 5,000 retailers nationwide. The company requested funding for Six Sigma Green and Yellow Belt, Supervisory Team Lead, Statistics, ESL for Manufacturing, and other courses to increase quality and efficiency and to become more competitive in the pet treat business.

### Outcomes:
- 7 new hires joined the company during the course of the training, increasing company size from 48 to 55 employees.
- Reduced waste by 5% by applying Lean principles to production.

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Mega Machine is located in Tumwater, WA and produces parts for overhead cranes, as well as other components per customer specifications. The company has reached capacity in its facility and in order to reach production goals and order timelines, they needed to increase efficiency. Mega Machine requested training in value stream mapping and lean principles to address waste reduction, improve process flow, reduce costs, and improve quality.

### Outcomes:
- Reduced lead time from 48 to 5 days, resulting in significant improvement in on time deliveries.
- Developed a New Work Order Release process resulting in 30% improvement in efficiency by establishing documented process requirements.
- Developed on-the-job training for new hires for CNC Mills and Lathes Operators.
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.

Oneonta Starr Ranch Consortium:
Custom Apple Growers, Custom Apple Packers
Wenatchee Valley College
Trainees: 65

Oneonta Starr Ranch and Custom Apple Packers integrate growing, packing, and shipping operations for apples, cherries, stone fruit, and other conventional and organic crops. Employees participated in the training project that focused on leadership and personnel management for front line supervisors, many of whom have not had formal education in these areas. Upon completion of the training, supervisors are able to demonstrate ongoing improvement and increased confidence in leading, coaching, and communicating with employees.

I couldn’t place a dollar amount on the value of the leadership trainings we’ve received through the JSP grant. Our first-line supervisors and managers are performing at a new level entirely.

Anne Guerrero
Human Resources
Oneonta Starr Ranch

Six Sigma Consortium # 1:
A&G Machine, Graphic Packaging, Schwartz Brothers, Starbucks, Toray Composites
Green River College
Trainees: 11

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 vary.

Three associates from my company, which manufactures composite material, recently attended the Six Sigma Green/Black Belt classes to further our understanding of statistics, reliability, and to assist in solving some of the defect, optimization, and reliability problems experienced by various departments. The Six Sigma instructor provided in-depth explanations of how, when, and why, enabled the students to go beyond the use of the tools and move forward with the working knowledge of the Six Sigma material.

Mark Haller
Toray Composites
APICS Supply Chain Management Consortium:
Cadence Aerospace, Toray Composites, Cascade Gasket, Weyerhaeuser, Hexcel Corporation
Green River College
Trainees: 15

Five companies formed a consortium to receive cost-effective training in supply chain management and logistics. The training was aimed at improving the skills of employees involved in procurement, management, and disposition of all of the materials that companies need in order to make their products. In addition to learning these critical skills, the program gives each student the opportunity to take five APICS exams, resulting in the awarding of the nationally recognized CPIM credential (Certified in Production and Inventory Management).

APICS training has been virtually non-existent in the South Puget Sound region. While there was a class offered along the way here and there, it was never possible for an employee to attend a full series of APICS classes in a timely, organized fashion, making it nearly impossible to master the APICS CPIM certification. We had 4 employees attend the training and the value to our organization is intangible. The individuals who attended the classes make daily decisions that impact cost, quality, and schedule. Having a broader understanding of supply chain, and value stream, as well as terminology and techniques, will greatly impact their ability to make more educated decisions on a daily basis.

Janie Vigil
Cadence Aerospace

Property Management Consortium:

Coast Real Estate Services, Quantum Management

Everett Community College
Trainees: 27

This partnership between Everett Community College and two property management companies involved training unemployed adults living in transitional housing. A cohort of eighteen students enrolled at the college for a 19-credit Certificate in Property Management. Participants completed 15 credits of coursework and a 100-hour internship worth 4 credits. Participating employers developed, conducted, and supervised the on-site training. All credits earned during this training can be applied towards an Associate in Business degree. 18 of the participants became employed by the business partners, earning on average 14.00/hr., plus housing benefits, such as free or reduced rent. 20% have been promoted within first 6 months from hire.

Our company benefited by working with the diverse population of interns and seeing them each grow and increase their job skills in our corporate office and at our sites. They enriched our professional lives by seeing them gain confidence and knowledge in our unique industry. We had the opportunity to hire because of this program and they have become valuable members of our team, providing positive impact on others.

Jeanne M. Van Tighem, CPA
Controller
Quantum Management Services, Inc.
2015-2016 Projects in Progress

<table>
<thead>
<tr>
<th>College</th>
<th>County</th>
<th>Grant</th>
<th>Trainees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wenatchee Valley College</td>
<td>Chelan County</td>
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<tr>
<td>CrunchPak</td>
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<tr>
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<td>Fibro Corporation</td>
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<tr>
<td>Lower Columbia College</td>
<td>Cowlitz County</td>
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<td>Northwest Motor Service</td>
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<tr>
<td>Cascadia College/Everett</td>
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<td>Rocketdyne</td>
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<tr>
<td>Green River College/Skagit Valley</td>
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<tr>
<td>Hexcel</td>
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CrunchPak is the largest US supplier of sliced apples to grocery chains and restaurants. The company employs close to one thousand people in Cashmere, and is one of the largest year-round employers in the area. As the business is expanding and adding more shifts, CrunchPak identified needs in training employees in English, workplace Spanish, and Lean.

Fibro Corporation manufactures packaging for the food industry from recycled paper, such as egg cartons. Fibro’s largest client is Wilcox Farms, a recent JSP recipient. The company employs 55 in Wenatchee and has experienced difficulties finding employees with a sufficient level of manufacturing skills in the Wenatchee Valley area. This project will train Fibro’s current employees in continuous improvement methodology.

Currently employing 18 in Cowlitz County, Northwest Motor Service is in the process of building a larger facility with the capacity to handle large projects, increase business, and add employees. The company has identified the need to implement Lean culture throughout the organization.

Aerojet Rocketdyne employs over 500 people at its Redmond facility in small liquid engine manufacturing and liquid propulsion systems development. The company requested training in multiple areas from engineering and project management to assembly in order to improve efficiencies, reduce waste, and streamline supply chains. Courses in Lean Six Sigma, ASQ certification, APICS, IPC certifications for soldering, inspection, and wire cable harness assembly, as well as blueprint reading, electronics, and root cause analysis are part of the training plan.

Hexcel is a major supplier to the aircraft structures and interiors market for commercial and military aircraft. The company has experienced rapid growth, but tight aerospace labor market in Western Washington created the need for a comprehensive training program for new and encumbent workers. Hexcel partnered with Green River and Skagit Valley Colleges to provide manufacturing (general manufacturing, assembly, composites, and
lamination) training to 150 new employees, as well as supervision and lead training for 50 of its incumbent workers.

Green River Community College  
HySecurity  
Trainees: 58  
Grant: $118,800  
King County

HySecurity, a designer and manufacturer of gate operators, requested funding for Lean training, as well as SharePoint, Excel, and leadership classes. The company is constrained in their ability to hire new workers and expand due to limitations in their physical space within their plant. Streamlining the process 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.

Cascadia College/Everett Community College  
Genie-Terex  
Trainees: 160  
Grant: $150,780  
King County

Genie-Terex is a manufacturer of small portable material lifts with locations in Redmond and Moses Lake. The company requested training in Geometric Dimensioning and Tolerancing and ESL for Manufacturing for 166 of its employees.

Cascadia College/Everett Community College  
Spectralux Avionix  
Trainees: 48  
Grant: $60,504  
King County

Spectralux Avionix employs 81 in manufacturing of flight deck electronics and data communications for commercial and private airplane manufacturers. Through previous Lean training, Spectralux has been able to significantly improve their quality rating, but further improvement is necessary. This JSP project includes courses in Six Sigma, ESL for Manufacturing, Statistics, and Project Management.

Green River Community College  
Six Sigma Consortium # 2: Skills, Inc, Starbucks, Aero Controls, Microscan, Toray Composites, Aliphone Corporation, Cadence Aiospace, Zetec, Inc.  
Trainees: 15  
Grant: $49,200  
King/Pierce/Snohomish Counties

Eight manufacturers, representing aerospace, food, and high-tech manufacturing, sought JSP funding to train their employees in the principles of Six Sigma. Training in Black Belt, statistical analysis, and train-the-trainer, is part of this project.

Centralia College  
Hampton Lumber  
Trainees: 29  
Grant: $77,588  
Lewis County

Hampton Lumber, a high volume timber mill, is seeking training for 29 employees in Lean Manufacturing and Industrial Automation, with the main objective of improving production quality by reducing defects in sawmill, kiln, planner, sorting, and grading departments.
DeLaval is a manufacturer of milking equipment to the dairy industry. The company employs 50 in Mount Vernon. DeLaval requested funding to train its employees in Lean Manufacturing concepts and leadership. Several employees were recently promoted from operations to front-line leadership positions, and the company wants to ensure that new supervisors are effective in their new roles. Lean training will reduce costs, lead time, and non-value added steps.

AvTech Tyee, Inc. designs, develops, and manufactures electronic systems for the aerospace industry. The company has requested the following types of training: electrical soldering and machine operation for assembly employees, project management and computer training, and leadership skills for new supervisors.

Seaport Steel, a Seattle-based manufacturer, is opening a location in Spokane. The company is requesting training for new employees, and a skills upgrade for the incumbent workers at both Seattle and Spokane locations. The comprehensive training plan includes training on laser-cutting machinery, metallurgy, ISO standards, Word, Excel, and Eniteo software, HEM saw, and soft skills.

Esterline Technologies Corporation produces human machine interface hardware, software, and electronics for primary domestic and foreign aerospace markets. The company determined the need to upgrade the skills of their electronic assembly technicians. The largest share of the award is to train and certify employees in the industry standard for electrical assembly.

Royal Window produces extrusions for window and door manufacturers. The need for training was determined in response to the company’s recent growth, high turnover rate, and lack of standardized training for leads and supervisors. Training in quality control, workplace communication, Training-within-Industry (TWI), and supervisory courses are expected to lead to improved quality, reduced attrition, and increased promotional opportunities for the participants.
<table>
<thead>
<tr>
<th>Bellingham Technical College</th>
<th>Whatcom County</th>
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<tbody>
<tr>
<td><strong>Oxbo International</strong></td>
<td>Grant: $52,730</td>
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<tr>
<td>Trainees: 89</td>
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</table>

Oxbo International develops, manufactures, and distributes agricultural harvesting equipment for food processing markets. The company requested assistance with funding for training in ISO 9001 and Lean in order to upskill employees in continuous improvement methodology, reduce defects, and improve delivery times. Oxbo estimates that the efficiencies gained through this training will lead to 3% increases in wages, as well as lead to promotions for its production staff.

<table>
<thead>
<tr>
<th>Yakima Valley College</th>
<th>Yakima County</th>
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<tr>
<td><strong>Cubcrafters</strong></td>
<td>Grant: $68,037</td>
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<td>Trainees: 47</td>
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Cubcrafters, a manufacturer of light sport aircraft, employs 153 in Yakima. The company is in need of mid-level managers with aviation manufacturing experience, as well as production employees who understand lean manufacturing concepts. The goal of courses in Lean, supervisory training, and project management is to aid in reducing turnover, improving productivity, and to expand the skills of the existing workforce, thus increasing sales and leading to new hiring in order to meet production demands.
2016–2017 Job Skills Projects at a Glance

Next Year’s Report
As one of the state’s few tools to address new and incumbent worker training, the Job Skills Program remains in strong demand. As of December 2016, nineteen projects listed below were awarded funding for FY 2017.

<table>
<thead>
<tr>
<th>College</th>
<th>Business</th>
<th>Grant Amount</th>
<th># of Co’s</th>
<th>Trainees</th>
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