



2019-21 JOB SKILLS PROGRAM

JANUARY 2022 BIENNIAL REPORT TO THE LEGISLATURE

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Introduction

Purpose of the Job Skills Program

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

Statutory authority

Since 1983, the 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. Statutory authority for the JSP is found in RCW 28C.04.400-420. 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.

Purpose of this report

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

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

This report covers program grant awards, project descriptions, and outcomes for the 2019-21 biennium. Information is provided for each of the 90 grant-funded projects: 46 in FY 2020 and 44 in FY 2021.

Program funding

The JSP was funded at \$5,450,000 from the education legacy trust account for the 2019-21 biennium. A supplemental appropriation of \$2,443,000 was added, providing a revised total of \$7,893,000 for the biennium. SBCTC administrative expenses are at 2% (\$155,496). The remainder of \$7,737,504 is available for project awards.

Program Overview

About the Job Skills Program

Attracting, developing, and maintaining a skilled workforce is a challenge faced by many employers in Washington's key industry clusters. Washington's JSP 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 JSP whenever possible, and awards are available to all corners of the state, including rural areas.

Job Skills resources are targeted to areas where:

- there is a shortage of skilled labor to meet businesses' needs;
- upgrading employee skills is necessary to avoid layoffs;
- training incumbent workers for advancement creates new vacancies;
- new businesses or industry clusters need a skilled labor pool; 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 2019-21 biennium, for every dollar of the state's investment, the private sector invested \$1.23 (a 123% match of state funds).

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. At a minimum, businesses who are exempt from the dollar-for-dollar match must cover the cost of employee wages and benefits while participating in JSP training.

Workforce Training Customer Advisory Committee

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

Project results and program data

Each Job Skills Project identifies desired outcomes and provides performance information after the completion of training. Outcomes are unique to each project and are quite varied. Often the complete results of training are not fully realized until well after the reporting period ends. Individual project overviews can be found beginning on page 11.

Over the biennium, due to the impact of the COVID-19 pandemic, many projects had to curtail or cancel planned training. For some projects this resulted in the return of previously awarded funding. As much as is practical, the SBCTC program staff worked diligently to reallocate funding to other eligible projects. In the second half of the biennium projects must be proposed and completed much more quickly. For this reason, an 8th quarter of project funding is not typically available. However, to assist businesses struggling with the economic impact of the pandemic, SBCTC made the JSP available for an 8th round of open funding between March and June of 2021.

2019-21 Job Skills projects by business

The following table lists, in alphabetical order, the business participants in JSP for the 2019-21 biennium. Please note, where funding indicates \$0, this indicates projects that were cancelled after initial approval due to pandemic circumstances.

Business Name	Industry	Funding Spent	# Of Co's	Trainees
AeroGo, Inc.	Manufacturing High Tech	\$34,758	1	41
Alliance Nursing Inc	Hospitals and Medical Services	\$51,545	1	29
Analog Devices	Manufacturing High Tech	\$48,233	1	44
Artisan Premades	Manufacturing Other, Food Production & Processing	\$100,690	1	40
Berry Global	Manufacturing Plastic	\$79,511	1	49
Beyondsoft Consulting, Inc.	Information Technology	\$25,659	1	33
Bite Me! Inc.	Food Production & Processing	\$67,678	1	20
BPI Medical, Inc	Manufacturing Medical Devices	\$0	1	0
Bramble Berry	Manufacturing Other	\$23,356	1	32
Canyon Creek Cabinet Company	Manufacturing Wood	\$76,368	1	127
Cascade Designs	Manufacturing Other, Retail	\$217,054	1	241
Castohn LLC	Manufacturing Other, Construction	\$123,608	1	43
Celebrity Gourmet Ventures Inc	Food Production & Processing	\$62,855	1	30
Chuckanut Bay Foods	Food Production & Processing	\$38,234	1	116
Church & Dwight	Manufacturing Plastics	\$114,358	1	36
Classic Accessories	Retail-Wholesale	\$100,920	1	33
Clean Harbors Environmental Services	Other Transportation	\$7,500	1	3
Commercial Aircraft Interiors, LLC	Manufacturing Aerospace	\$22,577	1	13
Coulee Medical Center	Medical	\$155,115	1	236

Business Name	Industry	Funding Spent	# Of Co's	Trainees
Crane Aerospace and Electronics	Manufacturing Aerospace, Medical Devices	\$162,320	1	163
Egis Mobile Electric	Manufacturing Automotive	\$20,257	1	4
Emerald City Cabinets	Manufacturing Wood/Paper Products	\$44,904	1	19
FibroCorp	Manufacturing Wood/Paper Products	\$12,600	1	11
Fluke Corporation	Manufacturing Other, Electronic Testing Instruments	\$116,930	1	130
Founder's Choice Cabinetry	Manufacturing Wood/Paper Products	\$7,698	1	0
Genie Terex	Manufacturing Other	\$71,289	1	54
Glasair Aviation	Manufacturing Aerospace, Other	\$17,353	1	12
GlobalTech Plastics	Manufacturing Aerospace	\$51,978	1	22
Haley Manufacturing Inc	Manufacturing Other, Food Production & Processing	\$114,925	1	38
Halme Construction Inc.	Construction	\$16,324	1	7
Healthy Pet	Manufacturing Wood/Paper Products	\$42,254	1	34
Heritage Distilling Company, Inc	Manufacturing Other, Food Production & Processing	\$65,953	1	23
Integrated Technologies, Inc.	Manufacturing Aerospace	\$58,923	1	32
Jamco America	Manufacturing Aerospace	\$168,894	1	172
Joyson Safety Systems Acquisitions	Manufacturing Other, Chemical, Automotive	\$87,489	1	67
Lloyd Enterprises	Construction	\$15,289	1	11
magniX	Manufacturing Aerospace	\$67,469	1	34
McCain Foods, Inc	Food Production & Processing	\$105,736	1	178
McClarín Plastics, LLC	Manufacturing Other	\$366,130	1	212
McKinley Paper Company	Manufacturing Wood/Paper Products	\$108,548	1	110
MER Equipment	Manufacturing Naval	\$78,900	1	19
Mid-Mountain Materials	Manufacturing Other	\$98,246	1	43
Mobility Works LLC	Manufacturing Automotive	\$62,132	1	9
Moon Valley Organics	Manufacturing Other	\$36,315	1	25
National Sign Corporation	Manufacturing Other, Signage	\$17,304	1	13
Novolex-Shields LLC	Manufacturing Packaging Printing	\$133,066	1	183
NutraDried Food Company	Food Production & Processing	\$102,638	1	30
Pioneer Human Services	Manufacturing Aerospace	\$251,015	1	573
Plumb Signs	Construction	\$83,970	1	36
Portco Packaging	Other, Packaging Printing Converting	\$40,940	1	30
Premier Transport	Transportation	\$0	1	0
Rainier Woodworking Company	Manufacturing Wood/Paper Products	\$43,075	1	28
Red Dot	Manufacturing Automotive	\$233,189	1	250
Rexam Beverage Can Company	Manufacturing Other	\$5,844	1	0
Ritual Energy	Food Production & Processing	\$31,459	1	6

Business Name	Industry	Funding Spent	# Of Co's	Trainees
Scratch and Peck Feeds	Food Production & Processing	\$67,976	1	24
Seaport Steel	Manufacturing Other, Steel Products	\$46,993	1	78
Sound Building Supply	Manufacturing Other	\$66,993	1	54
Sound Sleep Products	Manufacturing Other	\$79,274	1	15
Stardust Materials LLC	Manufacturing High Tech	\$28,838	1	6
Strasser Woodenworks	Manufacturing Wood/Paper Products	\$47,445	1	22
Technical Tooling	Manufacturing Aerospace, Composites	\$18,901	1	5
The McGregor Company	Agriculture	\$96,839	1	34
Tool Gauge	Manufacturing Aerospace	\$64,695	1	36
Ultrasonic Cutting	Manufacturing Other, Engineering	\$17,562	1	4
Vetroctech	Manufacturing Other, Construction	\$23,718	1	35
VT Volant Aerospace	Manufacturing Aerospace	\$10,462	1	21
Washington Fruit and Produce Co.	Food Production & Processing	\$50,389	1	332
Wilcox Family Farms	Agriculture	\$101,862	1	165
Wood Stone Corporation	Manufacturing Other	\$49,860	1	103
ZEV	Manufacturing Other	\$99,055	1	43
Subtotal Single Business Grants:		\$5,162,238	71	4,721
	*Consortia Projects:			
AMT/DAMAR/Absolute Consortium	Manufacturing Aerospace	\$0	3	0
Automotive Machinists Consortium	Transportation	\$35,421	2	8
BTC Consortium Project-19-21	Manufacturing, Construction	\$128,845	4	52
Church & Dwight Consortium	Manufacturing Other, Food Production & Processing	\$52,456	6	17
Fall 2019 Six Sigma Consortium	Manufacturing, Misc.	\$86,603	13	87
Fall 2020 Six Sigma Consortium	Manufacturing, Misc.	\$118,069	10	62
Grant County Manuf. Consortium	Manufacturing Other, Composites	\$288,340	2	92
Hexcel Consortium	Manufacturing Aerospace	\$29,284	2	103
Lean Six Sigma Consortium (SCD)	Manufacturing, Consortium	\$81,150	15	37
Lean Six Sigma Consortium (CC-2)	Manufacturing High Tech, Paper/Plastic/Packaging	\$48,708	2	17
Lean Six Sigma Consortium (CC-1)	Manufacturing Aerospace, High Tech, Other	\$32,000	5	21
Lean Six Sigma for Healthcare (CC)	Medical	\$24,754	3	14
Lean Six Sigma for Healthcare (SCD)	Medical	\$75,800	9	23
NFI Consortium	Retail-Wholesale	\$84,389	2	18
PCC Airframe Consortium	Manufacturing Aerospace	\$62,504	3	59
S & J Distributors - Cutting Edge Meats	Retail-Wholesale, Food Production & Processing	\$84,529	2	48

Business Name	Industry	Funding Spent	# Of Co's	Trainees
The Cabinet Makers Consortium	Manufacturing Construction	\$32,193	3	24
Tyson's Industrial Maintenance	Food Production & Processing	\$75,715	2	15
Washington State Building and Construction Trades Council	Construction	\$57,961	15	190
Subtotal for Consortia Grants:		\$1,398,720	103	887
Total All Grants:		\$6,560,959	174	5,608

***Consortia Business Participants:** AMT, Damar, Absolute, Recology, Waste Management, Silfab, Custom Concrete, Alcoa, Timken, LKQ, Church & Dwight, Control Tek, Fitesa, Great Western Malting, Bodycotte, Pulse Electronics, Jamco America, T-Mobile, Belmont Cabinets, Composite Solutions, EKOS, MicroConnex, Toray Composite Materials America, Starbucks Coffee Company, Pacific Iron & Metal Co., Protective Coatings, TECT Aerospace LLC, Norgren GT Development, General Dynamics, SGL, Hexcel Kent, Hexcel Burlington, Aeroforge, Belmont Cabinets, Fabrififi, Glen Dimplex America, Global Fiberglass Solutions, Lafarge & Egge, Mid Mountain Materials, nLight, Idex, Jet City Laser, MicroConnex, Red Arrow Logistics, Tect Aerospace, T-Mobile, Toolcraft, S.E.H., Novolex, Novolex, Conmet, Logitech, TVC, Compass Oncology, CHH&H, Behavioral Health Resources, Evergreen Heath, Kaiser Permanente, Multicare Health System, Seattle Cancer Care Alliance, Seattle Children's, Speciality Eye Care Group, Valley Cities Counseling & Consultation, Valley Medical Center, NFI Enterprises LLC, Stone Castle Fabrication LLC, University Swaging, Fatigue Technology, Primus International, Encore Cabinets, Puget Sound Doors, R Gleason Painting & Decorating Co., Inc., Tyson Fresh Meats, First Fruits, Fairweather Masonry Inc., Henson Company, Iron Workers JATC Local #86, J & S Masonry, Johnston Construction Company Inc., Lakeside Industries, Operating Engineers JATC, Pierce County Roofers JATC, Sheet Metal JATC, Skyline Tile & Marble, SSA Terminals, Wards' Masonry, Western Tile & Marble, Western Washington Masonry Trades, Northwest Carpenters Institute

Grant consortium benefits

Businesses participating in a consortium project can train smaller groups of employees while sharing the cost per employee with other businesses. In some circumstances businesses with more flexible funding are also able to contribute more funding to the required match. Due to these advantages, SBCTC encourages opportunities for businesses to collaborate, and removes the restriction limiting a business to the receipt of two projects in a five-year period.

Completed training totals

All JSP Grants (2019-21 Biennium, to date)	Totals & Averages
Total Number of Projects Completed	90
Total Number of Training Courses Provided	913
Total Number of Training Hours Provided	54,454
Total Number of Employees Trained	5,608
Average Number of Trainees per Project	62
Average Cost Per Trainee	\$1,188.15
Average Total Grant Expenditures	\$72,900

2019-21 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.

College/School Category	Number of JSP Projects Awarded	Number of JSP Trainees	JSP Funds Awarded
Private Career School/College/Apprenticeship JATC	5	242	\$214,045
State Operated College	85	5,280	\$6,346,914

Distribution by region

Region	Number of JSP Projects in Region	Percent of JSP Projects in Region	Number of JSP Trainees by Region	Percent of JSP Trainees in Region	JSP Funds Awarded by Region	Percent of JSP Funds Awarded by Region
Puget Sound (King, Pierce & Snohomish)	58	64%	3,427	61%	\$3,903,428	59%
Balance of State - West	24	27%	1,039	19%	\$1,398,539	21%
Balance of State - East	14	16%	1,505	27%	\$1,585,501	24%

Numbers include some duplication due to projects that include businesses from multiple regions.

Distribution of companies by industry

Manufacturing 129 companies		All Other Industries 45 companies
34 - Aerospace	8 - Wood/Paper Products	14 - Healthcare
9 - Electronics/High Tech	24 - Manufacturing for Construction	18 - Construction
13 - Food Production and Processing	41 - Other Automotive, Naval, Medical Devices, Chemical, Signage, Steel, Plastics, Packaging, Retail Products	13 - Other Transportation, Information Technology, Agriculture Packaging/Printing, Retail/Wholesale

Industry count is based on the best match for all businesses participating in the project.

Note: 71 JSP projects engaged individual companies, 19 JSP consortia projects trained employees from 103 companies. A total of 174 companies participated in 90 projects (some companies participated in more than one project and many projects included more than one industry area).

Concluding Remarks

Job Skills Program for Washington's Workforce

On average, businesses continue to contribute at more than 100% in matching Washington's investment in upskilling employees through the Job Skills Program. The COVID-19 virus impacted both their ability to schedule training and their income available as a training match. While some businesses were able to invest more than the minimum match required by the grant, a one-time allowance allowed others to contribute less. The total business investment this biennium was still 1.23 to 1 of the state investments.

The SBCTC worked very hard to facilitate the successful use of funding allocated to provide JSP grants over the biennium. There was \$7,737,504 available to fund JSP projects, including the supplemental increase of \$2,443,000. Unfortunately, a number of projects were curtailed because of the pandemic. For projects that got cancelled or reduced due to COVID-19, funding was rapidly reallocated to new or existing projects. With 54,454 hours of training provided to 5,608 employees in the State of Washington, the JSP made a positive impact on the 174 businesses who participated in training programs.

The JSP has been Washington's most consistent state investment strategy in direct training for business. Employers get the exact training they need for developing a skilled workforce in today's economy and for the economy of the future. In closing, investment in the JSP vastly expands Washington's ability to support business and workers in achieving long-term economic security, and helps businesses improve their competitiveness to strengthen Washington's economy.

2019-21 Individual project descriptions and outcomes

One hundred and three JSP project proposals were submitted for funding in the 2019-21 biennium, to date. Ninety of these proposals were recommended for funding. A total of \$8,230,205 was awarded for JSP training projects. Training plans for funded projects were highly impacted by COVID-19 health pandemic. Almost all projects were revised in some way. Some projects had to completely change their training plans, including the type, mode of delivery, and schedule. A few projects needed to be cancelled and will be reported with very small or no expenditures.

Despite the pandemic, JSP was impactful for participating businesses. In some cases, the ability to customize training allowed manufacturers to retool and train employees to create safety supplies in direct response to the pandemic. In 2021, SBCTC sponsored a panel of grantees who presented information to participants at the National Workforce Education Conference demonstrating the use of JSP as a successful pandemic economic recovery tool.

The following are brief descriptions of all funded projects, along with the number of trainees, state and business investments, and selected outcomes adapted from project final reports.

2019-21 Projects (sorted by county and participating school)

Big Bend Community College
McCain Foods, Inc.
Trainees: 178

Adams County
Grant: \$269,899
Spent: \$105,736
Match: \$111,329

Overview:

The JSP project was put into place with expectation for the largest expansion project and hiring increase since McCain Foods came to the Adams County area. The plan was to expand their plant with an entirely new building and a new team that would be hired to operate it – adding a projected 180 new employees.

The expansion project began with groundbreaking celebrations, etc. McCain began the training project to prepare incumbent workers for promotions in the new building. Then, COVID hit! McCain did not shut their facility down entirely, but the construction was halted and hiring could not resume.

Corporate plans would not allow for any gathering of employees, for training or otherwise. Rules are still in place that only allow employees to gather in groups smaller than 5. Online training was halted due to security reasons. Zoom and Microsoft Teams were not allowed. In addition, some employees became infected with the virus, resulting in staff shortages. With the future unknown, McCain regrettably decided to discontinue training.

Outcomes:

- 2 employees promoted into maintenance department.
- 7 employees promoted into to higher positions within the department.
- 22 new hires.

Participant Comments:

Human Resources Business Partner

“At McCain we’re shaping an inclusive culture that drives engagement and we believe in helping our associates reach their goals and identify their future roles with us. The JSP grant program has proven to be a vital tool in progressing these initiatives. We could not be more pleased to see the program in action as we see the benefits of our associates reaching their goals and the JSP grant program has certainly assisted us in doing so.”

Employee Service Specialist

“The biggest impact, it had in me as an individual, was the fact that it helped my job skills exceed enormously. The knowledge acquired from this program has given me a better understanding of the safety aspect and equipment we use. I feel that this has helped myself and other coworkers be more well rounded employees for the company and has helped me be considered for more job opportunities. As a trainee am looking forward to being part of other program similar to this in the future, to continue to develop myself even more with more programs that are advanced or other interesting programs like this for the company.”

Peninsula College
McKinley Paper Company
Trainees: 110

Clallam County
Grant: \$132,243
Spent: \$108,548
Match: \$259,023

Overview:

The project focus was on LEAN Management skills. It was not possible to deliver all training, due to pandemic related issues that made it impossible to fully engaging with McKinley Paper. There was a high rate of turnover in McKinley’s management department, thus the original leaders that were a part of the grant submittal were no longer employed at McKinley. There were major issues with timing, as the bulk of the training was scheduled to be delivered at the very beginning of the state shut down. Several attempts were made to get training rescheduled, but training staff were unable to engage with the new leadership at McKinley Paper to do this. The college did assist McKinley Paper with four pre-hire events and was able to host them at the college. This was a huge success, resulting in a strong relationship with the Human Resources department at McKinley Paper and Peninsula College Career Services. The pre-hire events were all done pre-COVID and there are plans to continue facilitating more of these events in the future.

Outcomes:

- 65 new hires were trained as a part of this project with another 45 (current and former) trained in new skills to advance within the company.
- In partnership with McKinley Paper, the college created and hosted several pre-hire events for applicants. These two-hour sessions went over company policy, environment, and basic safety concerns. Following these on campus sessions, the applicants toured the mill to learn more about the company. The Human Resources department has developed a strong relationship with the colleges career center, and often recruits directly from not only our skilled trades students, but business and admin students as well. McKinley also offers occasional internships for students from our BAS program.

Participant Comments:

Former General Manager of McKinley Paper

“I am proud to report that we have been approved for a \$132K JSP grant to offset some of the costs of training our new work force. Geoff Lawrence, Account Executive with Impact Washington and Brian Kneidl, Director of Workforce Services and Partnerships at Peninsula College spearheaded the effort with the support of Dr. Luke Robins, President, Mia Boster, Dean for Workforce Education. We are also collaborating on a pre-hire training program with PC that we will conduct later this summer. Our intent is to train and educate our team to be the safest and most efficient paper mill in the United States.”

Clark College
Lean Six Sigma for Health Care
Trainees: 14

Clark County
Grant: \$24,754
Spent: \$24,754
Match: \$24,275

Overview:

Three participating businesses, including TVC, Compass Oncology, and CHH&H. Training included a highly-interactive, 10-day training program to teach participants how to successfully lead and contribute to improvement projects in a Healthcare organization. State of-the-art tools for the application of the Lean Six Sigma DMAIC (Define-Measure-Analyze Improve-Control) improvement strategy were introduced, with hands-on exercises and tutorials to ensure rapid learning and knowledge retention.

Outcomes:

- Identification of gaps in the research billing process, and the implementation of action plans to recover previously lost revenue.
- 14 employees cross trained and awaiting Green Belt certification.

Participant Comments:

None provided.

Clark College
Stardust Materials, LLC
Trainees: 6

Clark County
Grant: \$29,224
Spent: \$28,838
Match: \$6,000

Overview:

A 4-month ISO 9001: 2015 training dedicated to the internal resources necessary to implement an effective Quality Management Systems (QMS). Training will be provided in a 4-phase approach to develop the process, quality materials and system level procedures needed for the ISO 9001:2015 Quality management Systems. Participants will receive guidance in refining existing work instructions or creating new work instructions when necessary. Through the QMS implementation, process owners will assume responsibility for releasing procedures and ensuring employees understand their use. Participants will create internal auditing systems and will work with appointed internal auditors to help them gain experience and confidence. Participants will perform internal audits of the QMS and take corrective actions on internal audit findings to make system improvements. Implementation program provides all the training, guidance and support necessary to assist Stardust materials through the complete ISO 9001:2015 implementation process – from start to successful certification. Because implementing an effective ISO 9001:2015 Quality management system is a significant undertaking participants will use a four-phase approach: (1) Learning and Planning (2) Documentation Development (3) Implementation (4) Assessment and Registration.

Outcomes:

- ISO certification received
- Six employees received coaching and were cross trained with expertise in ISO

Participant Comments:

A testimonial from the company was not provided because of changes in leadership due to COVID.

Clark College
Lean Six Sigma Consortium 1
Trainees: 21

Clark County
Grant: \$32,000
Spent: \$32,000
Match: \$123,058

Overview:

Five participating businesses, including nLIGHT, Glen Dimplex, Novolex, Conmet, and Logitech. The start date of the Black Belt training delayed due to COVID-19 restrictions from April 2020 to September 2020. During that time, the contractor converted the course content to an online format and training was delivered remotely. Some participants had to drop from the Black Belt class due to the start date change.

Outcomes:

- 40% complete: implemented hydraulic ejection on tools running 650 tons or more. Implemented dedicated end of arm tools for every molded product.
- 75% complete: reduce overall costs by 10%. This was to be achieved by reducing waste by 15% and improving throughput by 25%.
- Production PM work order completion rate averaged 85% before this project. After improvements were implemented, the PM completion average was 98%.
- 10 individuals completed Black Belt Training and are working towards certification

Participant Comments:

Engineer

“Good amount of instruction in the theories but also good exercises in real-world applications.”

Engineer

“The switch to online classes, while not optimal for my style of learning, went smoothly and still provided a great learning environment.”

Clark College
Lean Six Sigma Consortium 2
Trainees: 17

Clark County
Grant: \$52,776
Spent: \$48,08
Match: \$100,419

Overview:

Two participating businesses, including S.E.H., and Novolex. Because of COVID restrictions, training needed to be converted to an online format and delivered remotely. Some participants struggled with remote learning resulting in a high number of missed classes and reducing the amount of class support time.

Outcomes:

- 15 individuals completed the Six Sigma Training (10 Black Belt & 5 Green Belt).
- 85% complete: project expected to provide an estimated return of \$200/ton and the company will be 10% closer to meeting corporate goals and contributing to a cleaner environment
- Met projected savings of \$769/mo. and increase delivery 10%

Participant Comments:

Training & Development Specialist, SEH America

“Thank you so much for providing this training opportunity for our company. It is difficult to pull a large number of employees out for custom training just for our company, this training model allows us to access important training for key employees. I look forward to seeing the benefit to our company from this training!”

**Clark College
Church & Dwight Consortium**
Trainees: 17

Clark County
Grant: \$55,830
Spent: \$52,456
Match: \$74,891

Overview:

Six participating businesses, including Church & Dwight, Control Tek, Fitesa, Great Western Malting, Bodycotte and Pulse Electronics. There were a total of four individuals who did not complete training. One company who sent 2 individuals to training dropped from the program due to company obligations. Business workload changes were impactful, causing several employees to be unable to attend training.

Outcomes:

- 15 individuals received Six Sigma training: 10 attendees received 16-day Six Sigma Training (Green & Black Belt); 6 attendees received 10-day Green Belt Training.
- Installed a 'pull' scheduling system and using a Kanban system to predict demand more accurately for smaller volume products. This will minimize the unblended inventory of small volume products and reduce the overall inventory.

Participant Comments:

Recruiter SIGMADESIGN

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

**Clark College
Analog Devices**
Trainees: 44

Clark County
Grant: \$51,095
Spent: \$48,233
Match: \$9,000

Overview:

The focus of this project was on LEAN Management skills.

Outcomes:

- ADI Camas has a strong continuous improvement culture mainly based in the Kata process. We have developed an entire program based in the learning received. About 1/3 of all employees onsite in Camas were trained in the Kata process. Those employees have begun training others and growing our CI culture
- With onsite training, class participants were able to get coaching for direct application to the ADI environment.

Participant Comments:

Manufacturing Operations Manager

"Working with Impact Washington for nearly a decade has been beneficial and exciting. It has elevated our manufacturing metrics to world-class standards while creating an avenue for personal enrichment and job satisfaction. One of our proudest achievements has been creating a culture of relentless continuous improvement within all roles. With the guidance of Impact Washington, we have significantly improved our manufacturing process, and we are excited to see the future using the skills we have developed."

**Clark College
Church & Dwight**
Trainees: 36

Clark County
Grant: \$114,445
Spent: \$114,358
Match: \$224,340

Overview:

Due to COVID, there was a long pause in the project from March 2020 – October 2020. The course content and delivery was significantly changed. More focus was given to lean concepts, lean coaching and TWI rather than high performance teams. This change allowed the training to impact more shop floor employees and helped train new employees and temps more quickly and efficiently. An extension was approved to add an additional 19 training days for to the project for \$36,903.

Outcomes:

- Over 300 students (including duplicates who attended more than one class) were trained in lean, problem solving and TWI across the organization
- The lean knowledge base was expanded beyond management to the operators by training them in Lean 101 and TWI. The knowledge base of the managers was increased by continued training in lean and mentoring on projects and problem-solving events (RCA's).
- The TWI training helped during COVID to onboard and upskill operators during a high turnover/absentee time. Pivoted the training plan from high performance teams to more lean 101 and TWI due to the turnover. Trained two internal trainers who can now continue to deliver Lean 101 classes internally
- Increased output of the facility by 20% and hit record production numbers in November 2020. Managed to do this in a pandemic environment (managing social distancing and quarantine practices).

Participant Comments:

2nd Shift Blend Lead

“As a leader, 5S and Lean Manufacturing has helped to illuminate what needs immediate attention, and helped guide me to re-evaluate processes that have been long-term accepted as the norm, but might have better alternatives. As a team, we are more efficient, organized, and have made great progress in such a short time. Reaching for the "why" has created better communication between both shifts and other departments, and has taught us all more about Church and Dwight and how all the operations affect one another, while also increasing our moral and organizational skills. The team is enthusiastic with every new improvement we make and are constantly coming up with ideas for Continuous Improvement.”

**Pierce College District
Portco Packaging**
Trainees: 30

Cowlitz and Yakima County
Grant: \$40,940
Spent: \$40,940
Match: \$40,701

Overview:

This project trained employees in Training Within Industry, helping to develop a template that will be easy to replicate and sustain. This focus, employing a faster more efficient training system and process, will save the company time and effort, which can be reapplied to the business in other areas.

Outcomes:

- Reduction of waste; pouch waste = 25.2%, PBOM waste = 15.4%, Sos waste = 6.6%.
- New hire process achieved a reduction to average of 4 vacancies.
- Training cycle proficiency for employees reduced from 2 years to 1.5 years.

Participant Comments:

President, Portco Packaging

“We at Portco have been very pleased with the process and outcomes of the JSP grant provided through Invista Performance Solutions and Impact Washington. We’ve been able to restructure our training program in a way that will enable us to hire, onboard and integrate new employees with amazing speed and accuracy. Also, the TWI process that we are integrating will allow us to retrain our current employees in processes that are now streamlined and aligned to best practice. This process was amazing and I would like to continue to work with both groups in the near future to keep this momentum of improvement going.”

**Pierce College District
Washington Fruit and Produce Co.**
Trainees: 332

Grant and Yakima County
Grant: \$51,031
Spent: \$50,389
Match: \$31,968

Overview:

Provide for the development and expansion of core skills through training and education offered as the company expands. Sessions are intended to train, retrain and upgrade training of employees from the current and prospective workforce.

Outcomes:

- Training allowed for the promotion of 3 staff and the hire of 9 new positions.
- This training has provided an immediate impact on our team dynamics and communications resulting in a significant reduction (over 40 %) in errors due to lack of communication.

Participant Comments:

Washington Fruit Administrative Services

“The investment by the State of Washington Job Skills Program (JSP) Grant through Invista and Pierce College has made it possible for Washington Fruit Administrative Services II, Inc. (WFAS) to offer valuable workforce education to our employees. JSP trainings provide our employees with elevated skills and new talent to grow successfully. We have seen an immediate impact the JSP Grant has on our team dynamics, making for a stronger workforce and community.”

**Big Bend Community College
Coulee Medical Center**
Trainees: 236

Grant County
Grant: \$184,256
Spent: \$155,115
Match: \$243,178

Overview:

The purpose of this project is to provide internal growth opportunities for our employees and meet the ongoing challenges in healthcare - especially in the rural areas of our state. This training program will provide the necessary skills required to support and sustain existing demands and needs by our patients and to meet challenging cost reduction efforts, sustain quality control, stay current on care and medical model opportunities, and increase customer satisfaction. COVID is having a huge impact on this Healthcare facility. Several of the courses had to be cancelled and/or reduced due to staffing restrictions and impacts – not only in the clinical departments but throughout the entire organization. Also, several of the trainers had to cancel because they were also from the Clinical field and/or healthcare facilities.

Outcomes:

- Training for 49 new hires and 134 upgraded positions

Participant Comments:

HR Director, Coulee Medical Center

“This grant has been such a blessing. Our initial goal in receiving this grant was to help pay for some, much needed, Management Training. Not only were we able to have that training paid for, but we were able to include several other items that allowed four employees to obtain their position specific certifications, three employees to cross train into a specialty area, two employees to advance their careers with schooling and several more to better themselves personally and professionally by taking courses they would not have otherwise been able to take.”

Big Bend Community College
Joyson Safety Systems Acquisitions
Trainees: 67

Grant County
Grant: \$87,489
Spent: \$87,489
Match: \$102,872

Overview:

The industry environment is changing at Joyson, with new emphasis on adjusting and adapting to growth, and newer automation in the inflator assembly operations. Joyson is positioning itself to continue to focus on excelled training opportunities in order to provide the best in quality services at Joyson and with its industry partners.

Outcomes:

- Lowered OSHA Rate for safety to 1.35%
- Achieved zero accident rates for forklift and electrical standards.
- Maintain headcount of 172 employee with higher skilled labor. Due to the state of the current micro-chip situation business demand has decreased not allowing the placement of new positions.

Participant Comments:

Project Manager(Mechanical Engineer) JOYSON Safety Systems

“I was fortunate enough to attend multiple trainings associated with the Job Skills grant. Each one of the classes has helped further my career and myself as an individual in many areas from Leadership, Job specific PFMEA-Root Cause analysis, and technical six sigma methodology. With the addition of these skills it will help accelerate my knowledge of my job as well as open up opportunities within our company in the future. I really appreciate how the materials used can be directly linked to my career so that they can truly be utilized instead of forgotten. I appreciate you giving me the opportunity to benefit from this grant! I hope that many others will be as fortunate!”

Big Bend Community College
Grant County Manufacturing Consortium
Trainees: 92

Grant County
Grant: \$327,447
Spent: \$288,340
Match: \$406,697

Overview:

The future of manufacturing requires skilled, savvy, and innovative employees as part of the industry teams who are led by highly engaged leaders in order to remain globally competitive and remain an employer of choice in a rural area. At a time when some employers have been forced to initiate furloughs and layoffs due to COVID, this manufacturing consortium is positioning themselves for industry growth, employee upskill training, and backfilling with the unemployed. COVID hit these industry’s hard. There was a huge impact to the employees of both industry’s. Not only with getting COVID themselves, but covering for others affected and/or isolating because of exposure to the virus. A well thought out plan for training had been created, and then it all had to be stretched, negotiated, or cancelled, all while trainers accommodated for emergency situations and employee absences. It was a very stressful time for all.

Outcomes:

- LEAN along with Kaizen has created an environment of efficiencies throughout our industry.
- 43 new hires between both facilities in Moses Lake facility in 2021, and additional openings are forthcoming.
- Employees have implemented 3 continuous improvement projects as part of this training. All are reducing costs and increasing efficiencies. Additional projects are now being considered and the team has the skills to implement them.

Participant Comments:

No comments were received.

Green River College
Sound Sleep Products
Trainees: 15

King and Pierce County
Grant: \$80,600
Spent: \$79,274
Match: \$66,283

Overview:

Sound Sleep has been producing face masks in an effort to help with the COVID mitigation efforts across the state, as requested by the Governor. In addition they are still producing their normal products as well. This has created a very difficult situation where there are multiple competing priorities on a daily basis, which has slowed production for all products. By improving processes via the LEAN training program they will be able to produce more items in a more efficient manner.

This was a very successful project given all of the challenges with COVID. Despite the restrictions from COVID this company was able to continue training during the entire grant time period. They did start their project while COVID was underway, unlike the majority of projects in this biennium. This meant they had protocols and processes in place that let them be successful in conducting training while maintaining COVID protocols. The only real variation was the dropping of two classes that they were unable to provide to their employees. Given the size of the project and all of the issues with COVID it is amazing they did so well. We are waiting on testimonials from the company as well as their project outcomes. They are working on these and should have them in shortly.

Participant Comments:

No comments were received.

Skagit Valley College
Mid-Mountain Materials
Trainees: 43

King and Snohomish County
Grant: \$98,863
Spent: \$98,246
Match: \$125,102

Overview:

Business System Best Practices Training was completed as planned. New employees have been trained, and current employees have increased their proficiency. Leadership Training, due to the effects of COVID-19, and the need to pivot quickly, required a change in the training plan. Leadership training was replaced with more Lean Manufacturing training which included Hoshin Planning. Updated classes ensured Mid-Mountain Materials would obtain knowledge on how to deploy needed actions throughout the organization.

Outcomes:

- New employees have been trained, and current employees have increased their proficiency.

Participant Comments:

Sr. Vice President, Mid-Mountain Materials, Inc.

The Job Skills Program grant gave our company the opportunity to continue our Lean initiatives and keep our Hoshin Planning on track. Having guidance on these has increased our knowledge and confidence to carry forward Lean and Hoshin Planning on our own in the future. Having a consultant help us may not have been possible for us financially, and we were so grateful to be awarded the Job Skills Program grant. We highly recommend that any company who wants to start a Lean Journey, incorporate Strategic Planning, or improve Leadership Skills pursue this grant.

**Green River College
Hexcel Consortium**
Trainees: 103

King and Whatcom County
Grant: \$209,200
Spent: \$29,284
Match: \$40,954

Overview:

This project had two participating businesses, including Hexcel Kent and Hexcel Burlington. This project suffered from two significant changes that took place on top of each other. The first was a downturn in the aerospace industry in general. Two of the largest customers of Hexcel both pulled back orders shortly after this grant was approved. Most significantly the trouble with the Boeing 737 and the grounding of the entire new fleet of 737 planes meant that a large amount of work stopped for Hexcel as they waited for Boeing to sort out their issues with the plane. This resulted in a huge reduction in the volume of work, which led to reductions in workforce. Later as COVID came into play this provided another challenge to Hexcel and other companies. These two challenges together led Hexcel to greatly curtail their training program funded by this grant. We reduced the grant by \$100,000 in hopes that COVID would turn around quickly and allow the company to ramp up the training. This proved to not be the case, and even with the grant reduction they still fell far short of the training goals

Outcomes:

- 25 new positions were added.
- 21% reduction of scrap, 23% reduction of rework and 26% reduction of defects.
- On time delivery was greatly impacted by extenuating circumstances, both industry-wide and worldwide. None of which were impacted by training.

Participant Comments:

The JSP grant has been instrumental in our training capacity and therefore, provides a tremendous and valuable benefit for Hexcel and its employees. For the last seven years, we've partnered with Green River College and their amazing instructors to provide technical skills and leadership trainings.

**Seattle College District
Lean Six Sigma Consortium**
Trainees: 37

King, Pierce, Snohomish, and Clark County
Grant: \$85,150
Spent: \$81,150
Match: \$95,674

Overview:

This project had 15 participating businesses, including Aeroforge, Belmont Cabinets, Fabrifi, Glen Dimplex America, Global Fiberglass Solutions, Lafarge & Egge, Mid Mountain Materials, nLight, IDEX, Jet City Laser, MicroConnex, Red Arrow Logistics, Tect Aerospace, T-Mobile, Toolcraft. The project was scaled back to one Change Management/Leadership course instead of two.

Outcomes:

- Each of the 15 companies had a project as part of the class, and other projects were evaluated. The real-world application of Lean Six Sigma to the companies improves the industry clusters as a whole, as the projects provide solutions to important technical issues.
- 37 participants graduated as Green Belt candidates pending certification after final approval of projects.

Participant Comments:

Enterprise Risk Senior Analyst

"The Lean Six Sigma classes give our employees highly useful skills and information relevant to our daily business practices. These skill sets are invaluable to teams and fundamental to our work."

**Spokane Community College
Seaport Steel**

Trainees: 78

King, Spokane, and Clark County

Grant: \$47,140
Spent: \$46,993
Match: \$48,280

Overview:

The selected trainings fell within Seaport Steel’s expansion goals and ROI needs. Company representatives indicated they wanted to formalize plans for peer-to-peer, on-the-job training processes into structured, sustainable training programs. Other company goals included creating better connections among the three company locations, increasing retention and promotions, developing employee leadership skills, and cross-training, and upskilling employees on new equipment.

Outcomes:

- 13 jobs were added, and 36 new positions were filled while decreasing the time to hire by +50%.
- Time to promote employees was reduced to 6 months, and retentions was increased to 69%.
- The average wage for production employees was increased to \$19.46/hr.

Participant Comments:

HR Director, Seaport Steel

Seaport Steel worked with the Community Colleges of Spokane, CCS, during the last year on training and development of staff members utilizing the State of Washington’s Job Skills grant program.

Partnering with CCS allowed Seaport to coordinate programs that were relevant and timely.

1. Leadership Skills
2. Lean Skills
3. Training and development using specific training instructions tailored to Seaport’s industry.
4. OSHA training
5. Specific training for inhouse software

As a result of the JSP, several employees were promoted and multiple employees were crossed trained to ensure coverage during the challenges COVID19 presented over the past year. A bonus was the staff at CCS coordinated the training times with trainers who delivered on the grant objectives. The JSP grant program and partnering with CCS is highly recommended to advance the skills of employees and organizations that embrace learning and development.

**Bellevue College
Beyondsoft Consulting, Inc.**

Trainees: 33

King County

Grant: \$35,176
Spent: \$25,659
Match: \$156,059

Overview:

This training project is designed to create a cultural shift at Beyondsoft Consulting, Inc. by providing professional development with an objective to create a shared understanding of best practices in communication, diversity, cultural competency, and accountability. This project will demonstrate the collaborative nature of workforce training in Washington and the benefits of strong public/private partnership models

Outcomes:

- 159 new hires, with 77 promotions in 2020.
- Turnover was decreased from 47% to 38.75%.
- Increased successful hires from 20% of all open jobs to 27%.

Participant Comments:

HR Director

“The training that we have been able to receive through this grant has been invaluable to our company and all the Directors/Managers that have been able to attend. I am pleased to be able to say that I have personally noticed some of the training actually being used in real life circumstances. Our instructor has been terrific. Her training method is very down to earth and yet gets the information to each individual in a manner that they can understand and use themselves in their role. I believe Beyondsoft Consulting has been very fortunate to be able to receive this grant and I hope that more companies will have the ability to experience it also.”

Director – Service Desk Business

“The Tomolo Institute Training has been very beneficial for our leadership team and all levels of management. I have some relatively new team managers attend the training and the feedback has been positive and that it provided great value. The topics are relevant, and it has helped to build leadership and overall life skills. Highlights are the deep dives and breakout discussions on different models and scenarios. This training format and engagement with the other managers and leaders across the organization brought forward many real-world examples, perspectives and insights that reinforces the learning topics. It was also beneficial to work across organizations internally with other managers and leaders that we don’t normally interact with. Overall, the training was beneficial and the topics very relevant for managers and leaders!”

Cascadia College

Genie Terex

Trainees: 54

King County

Grant: \$228,872

Spent: \$71,289

Match: \$79,036

Overview:

Genie-Terex operations were negatively impacted by the COVID pandemic related shutdowns and that significantly impacted their ability to make progress with the overall scope of this project being one third of what was originally expected. Only 38% of projected classes ran, and the total hours of instruction were approximately 34% of the original expectations.

Outcomes:

- The goal for training curriculum was to prepare at least 25 of our high potential employees to the next level of their careers by equipping them with the skills needed for Project Management. There were also ten key employees that would benefit from CPIM preparation with the hopes of passing the certification exam. It was not possible to measure the success of these goals post training.
- Progress toward Improving supply chain efficiency and planning for manufacturing, to achieve planned cost savings over the next 3 years.

Participant Comments:

IT Support Specialist – Genie Terex

“This course gave me a great set of tools and techniques I can immediately apply to my current and future projects”

Green River College

PCC Airframe Consortium

Trainees: 59

King County

Grant: \$78,400

Spent: \$62,504

Match: \$72,475

Overview:

Three participating businesses, including University Swaging, Fatigue Technology, and Primus International. The companies started their training program in a very timely manner and there was great participation in the classes. However once COVID started they slowed dramatically and were barely able to complete most of the APICS training that had been planned. This was a significant challenge, and this was actually a project that almost completed all of the training they had originally budgeted for. However, with COVID lasting much longer than anticipated the other classes were unable to be conducted as the company wished to minimize potential impacts. With less training and fewer classes the wage match was very negatively impacted

Outcomes:

- 6 new hires completed and 1 internal promotion after training.
- 100% of program management and supply chain staff are now cross trained.
- Inventory reduced by \$11 million and delivery times were increased from 30% to 99%.

Participant Comments:

General Manager, Precision Castparts (University Swaging)

“The job skills program helped us with upgrading the level of knowledge at our site leading to inventory reduction, and increased efficiencies in our supply chain processes.”

Green River College
NFI Consortium
Trainees: 18

King County
Grant: \$94,900
Spent: \$84,389
Match: \$60,499

Overview:

Two participating businesses, including NFI Enterprises LLC, and Stone Castle Fabrication LLC. This project like others was significantly impacted by COVID. This dramatically slowed down training with a long pause in the in-person training. However, as things turned the corner in 2021 they were able to conduct more training, and were even able to expand the grant to do even more training than originally anticipated. This meant more classes and more employees were trained than was originally applied for in our grant. The volume of training was much higher, allowing employees to gain even more skills than anticipated.

Outcomes:

- 4 new hires completed and the time to hire was reduced from 180 days to 45.
- 2 promotions with training, employee promotion time reduced from 1 year, to 6 months.
- Waste reduction goals were exceeded and were measured at 12%.

Participant Comments:

Owner, NFI Enterprises

“The job skills grant has been instrumental in the organization of our companies and locating the breakdown of inefficiencies and solutions. With that information, we have worked thru warehouse logistics, scheduling, and inventory processes. We have simplified the processes and leaned out inefficiencies to be measurable and attainable. This has helped with employee placement and time management as well.”

Green River College
AeroGo, Inc.
Trainees: 41

King County
Grant: \$72,000
Spent: \$34,758
Match: \$76,077

Overview:

This project started well and the company has found significant value in the limited training they were able to receive. However once COVID hit the training slowed dramatically. The company did not feel comfortable holding many classes and only one class was held after the onset of COVID. This dramatically reduced the number of classes that the company was able to have their employees attend. Those classes attended were well liked by employees. Due to the significantly smaller number of classes run the wage match was much lower as well, which is to be expected given the much smaller volume of training.

Outcomes:

- 60 new hires were completed.
- Cross training was accomplished with measurable improvements in cross department communication.

Participant Comments:

Human Resources Manager

“The Job Skills grant was helpful to our team with the Blueprint reading class giving employees a good base to help them understand how to order product and work within tolerances. The Supervisory classes were excellent and equipped our next generation of leadership for the tasks that lie ahead. The Lean Events were eye opening to the opportunities to enhance and/or streamline processes. The entire program has been great!”

Green River College
Fall '19 Six Sigma Consortium.
Trainees: 87

King County
Grant: \$89,200
Spent: \$86,603
Match: \$281,209

Overview:

13 participating businesses, including Jamco, T-Mobile, Belmont Cabinets, Composite Solutions, EKOS, MicroConnex, Lafarge & Egge, Toray Composite Materials America, Starbucks Coffee Company, Pacific Iron & Metal Co., Protective Coatings, and TECT. This was another very successful Six Sigma Consortium. The combination of large and small companies from various industries allows students to learn about other industries and form relationships with people from very different backgrounds. This enhances the learning as can be seen from the larger number of employees trained than had been anticipated. We had more students taking these classes than anticipated, which also resulted in an increase in our cash match as well. Overall an incredibly successful program providing needed skills for a large number of employees in our area.

Outcomes:

- 123 total new hires completed.
- Black belt certifications range from Analyst to Director level. Green belts skills range from non-exempt to Manager level; Yellow belt skills obtained by technician to area lead/supervisor level. More than half of the employees who have taken the classes have been promoted and/or decided to return to school.

Participant Comments:

Director Manufacturing, Belmont Cabinets

“The JSP grant has been instrumental in our companies development. We are giving skills to our up and coming leaders, inventors, and problem solvers of tomorrow providing our company with a brighter future.”

Sr. Product Safety and Quality Advisor, Starbucks Coffee Company

Every time we send Partners through the 6-sigma program they come back with a wealth of knowledge. We see the savings from the project they do for the program, but that is a small piece of what we see. Each person comes through their final presentation with more confidence and new ideas on how to improve our products, processes and our suppliers’ performance.”

Green River College
Classic Accessories
Trainees: 33

King County
Grant: \$122,100
Spent: \$100,920
Match: \$66,815

Overview:

This was a challenging project with COVID causing significant problems for the organization and their ability to conduct training. Once COVID started they essentially halted all in-person training with only a few exceptions. This resulted in them doing substantially fewer classes as well as many fewer hours of training than originally anticipated. One bright spot was a need for more forklift training, which we applied for additional funds for. At that point there was still hope that additional training could be conducted before the end of the grant, unfortunately that did not happen. At this point the company has gone through a large change in personnel and all of the key individuals who were part of this project have now left the company.

Outcomes:

- 9 new hires were completed, with upgrade training for 23 employees, and 1 employee retraining.

Participant Comments:

No comments received.

Green River College
Sound Building Supply
Trainees: 54

King County
Grant: \$80,000
Spent: \$66,993
Match: \$108,629

Overview:

This was one of the most successful lean management projects. Most of the training was able to be conducted despite taking a long break of about a year while COVID raged. This company did an outstanding job of getting almost all of the training conducted. Once COVID hit they did take a long pause, which negatively impacted the ability to get any training from the other college. Based on how well this company did during such difficult times, they are sure to be even more successful in future endeavors around training.

Outcomes:

- 46 new hires completed
- Active Lean Manufacturing techniques being used by employees in all areas of the company.
- Gross annual sales was increased by 1.2%

Participant Comments:

President & CEO

“As we ventured into becoming a lean manufacturing company, working with Green River College and Impact Washington has made the start of the journey not as difficult as we had anticipated. We couldn’t be doing this without them.”

Green River College
Rexam Beverage Can Company
Trainees: 0

King County
Grant: \$137,100
Spent: \$5,844
Match: \$0

Overview:

This project never was started by the company. Significant time had been spent to complete the application, work with the company to identify the classes and curriculum needed, however they were never able to execute and start any classes. This all took place prior to COVID starting. Once COVID started they were no longer able to do anything at all.

Outcomes:

- Project cancelled

Participant Comments:

No comments received.

Green River College
Ultrasonic Cutting
Trainees: 4

King County
Grant: \$19,000
Spent: \$17,562
Match: \$3,401

Overview:

This was a very small project for a very small company with GBI of under \$500,000 annually. As such training was a challenge to conduct given that it meant that frequently two out of four employees, and sometimes all four would be in training. This was difficult but they were able to do this by staggering training as much as possible so that it impacted production minimally. They have greatly benefited from the ability to use the JSP grant to pay for training that they would never have been able to afford outside of their getting this grant.

Outcomes:

- 3 employees have been cross trained on AS9100D standards and the company QMS.
- A format that conforms to AS9100D standards has been implemented, and additional process documentation is being created.
- The new QMS has reduced defects and improved traceability.

Participant Comments:

Manager, Ultrasonic Cutting

“The training provided by this Job Skills grant has helped to establish a working Quality Management System within the company that follows AS9100D criteria. The created documentation is being used effectively on a day-to-day basis, and aids in planning and organization across the board. The most notable impact to date has been an improvement in traceability and communication regarding specific jobs that fall within the scope of the QMS.”

Green River College
National Sign Corporation
Trainees: 13

King County
Grant: \$19,900
Spent: \$17,304
Match: \$18,533

Overview:

This was a very small project designed to get the company started on their path to a new facility and new ERP system. It was focused on training employees to layout the new plant in an efficient manner and get them familiar with a new ERP system. While the original plan was for much more extensive training, the lack of time given the late start date for the project meant that the actual number of training hours was much smaller than originally anticipated. Overall this was a successful project that provided the employees with significant new training that is already providing them with improvements to their company.

Outcomes:

- 3 new hires completed, with plans to hire 3 additional.
- We have reduced significant bottlenecks in our new plant layout plan, all work flows in one direction and materials in and out of the plant will be at designated locations. We have reduced the bottleneck in painting and loading and in electrical due to the lean manufacturing flow planning blank.

Participant Comments:

President, National Sign Corporation

“The Job Skills program has been very beneficial to our company and employees. Our operations employees have been collaborating with management and trams members to recommend best options for plant layout, material storage, shop flow and efficiency. We have also found potential conflicts and have been able to address those prior to implementation. This process has also allowed us to have a well documented file for reference and future use. The ERP mapping has also been very important to identify and clarify key requirements for our system prior to purchase.”

Machinists Institute
Automotive Machinists Consortium
Trainees: 8

King County
Grant: \$39,408
Spent: \$35,421
Match: \$38,181

Overview:

Two participating businesses, including Recology, and Waste Management. Training focus was to upgrade employees to receive CDL Licensure.

Outcomes:

- 8 employees obtained CDL licensure.

Participant Comments:

No comments received.

Pierce College District
Lloyd Enterprises
Trainees: 11

King County
Grant: \$22,885
Spent: \$15,289
Match: \$28,346

Overview:

Training Supervisors in professional skills, including interpersonal communication skills, creating a respectful workplace, managing accountability, and performance coaching will lead to a markedly improved culture of engagement at Lloyd. The original project included topics that had to be omitted due to launch delays attributed to COVID-19. The omissions were identified, and a project and budget revision were approved.

Outcomes:

- Managers are utilizing learned competencies in their day-to-day function. Positive results are observed in interpersonal communication and workflow. Employees are now operating better together than previously.
- The program was successful in upskilling the workforce of Lloyd Enterprises, strengthening the competencies of this company's workforce.

Participant Comments:

Controller Lloyd Enterprises Inc.

Working with Invista Performance Solutions over the last year has been great opportunity. We were able to tailor a custom training program for our management group that allowed us to focus on specific areas that we thought would provide the greatest impact to our organization. Due to the COVID-19 pandemic, they were able to pivot and deliver the training virtually to meet our needs and to comply with the COVID restriction. The instructors were outstanding and well versed on the subjects they instructed. Although our management group was hesitant at first, since this was the first formal training many of them had been through, they all have said that the training was good and well worth the investment. I would highly recommend Invista Performance Solutions and look forward to the opportunity to work with them again in the future.

Pierce College District
Vetrotech
Trainees: 35

King County
Grant: \$24,709
Spent: \$23,718
Match: \$34,751

Overview:

Individual participants benefit by acquiring transferable soft skills in Leadership or Supervisory development, professional customer service and sales techniques and also computer skills critical to report data in standard and readable formats used across the organization.

Outcomes:

- The time to complete internal promotions was decreased from 18 months to 9 months.
- The sales training gave the sales/customer service group a consistent foundation to build upon for their skill set.

Participant Comments:

Human Resource Generalist

“Working with Invista, we were able to implement a virtual training program that benefitted both our hourly production team and our office professionals. Our Production leads, Supervisors and Managers now have a leadership foundation that is consistent throughout our organization. The customer service/sales training added better communication skills as well as leadership skills. The excel training was also well received and not only gave us improved skills, but a knowledge of what can be done with excel as we progress further. The time spent in the virtual classroom had an unexpected bonus as well which was increasing the bonding between our teams. The breakout rooms allowed us to talk through our understanding of the concepts and gain an even better idea of where our colleagues stood as well as learning new tools.”

Pierce College District
Alliance Nursing Inc.
Trainees: 29

King County
Grant: \$53,489
Spent: \$51,545
Match: \$49,776

Overview:

Training designed to help this staff become more proficient with portable soft skills in communication, conflict resolution, understanding accountability, and time/task and project management. As service levels increase, the staff will be equipped to handle it effectively and efficiently. Alliance Nursing experienced a lot of difficulty in finding and retaining skilled nurses and CNAs during this pandemic, and those who they retained were given heavier workloads. This impacted their ability to provide the planned number of participant hours and to run all of the courses for the full amount of hours.

Outcomes:

- 29 employees upgraded portable job skills while participating in 15 separate courses.

Participant Comments:

Manager

Our experience with the Invista Performance Solutions training programs has allowed our organization to gain strength and confidence in competencies in MS Office.

Seattle College District
Cascade Designs
Trainees: 241

King County
Grant: \$221,600
Spent: \$217,054
Match: \$230,948

Overview:

The focus of training was in LEAN and Project Management skills. Due to changes in company strategy between the time of project planning and implementation, the composition of the course topics changed, resulting in additional classes and total hours, and slightly fewer employees trained.

Outcomes:

- 30 new hires in newly created positions.
- 241 employees participated in training, and the training and new skills received made approximately ¼ of these individuals eligible for wage progression.
- 5% increase in on time delivery.

Participant Comments:

VP of Human Resources

“This has been a transformative time for us and the grant has helped us achieve our goals through some difficult times with training. Thanks for all your guidance and help through the course of the grant, and for accommodating the changes. We were able to establish a culture of learning at Cascade Designs with the assistance of this grant.”

Seattle College District
Lean Six Sigma Healthcare Consortium
Trainees: 23

King County
Grant: \$79,800
Spent: \$75,800
Match: \$105,861

Overview:

Nine participating businesses, including Behavioral Health Resources, Evergreen Heath, Kaiser Permanente, Multicare Health System, Seattle Cancer Care Alliance, Seattle Children's, Speciality Eye Care Group, Valley Cities Counseling & Consultation, and Valley Medical Center. This project increased the number of classes by one to accommodate additional participants, but fell short of the goal of 32 people and ended up with 23, which was nonetheless a robust mix of professionals from the health care field in the region

Outcomes:

- 11 Six Sigma projects were produced involving the 9 consortium companies.
- 18 participants successfully completed Green Belt certification projects.
- The uniqueness of the consortium allows a baseline component of statistical analysis knowledge to broadly flow into the industry cluster, enhancing it locally and regionally.

Participant Comments:

Administrative Analyst II, Kaiser Permanente

“This was a very useful course that has taught me to definitely do my analytical homework before considering change.”

Seattle College District	King County
Pioneer Human Services	Grant: \$269,900
Trainees: 573	Spent: \$251,015
	Match: \$275,931

Overview:

The project was designed to reach 900 employees with critical and highly transferable skills in communications, conflict resolution, budgeting, interviewing, and diversity training. Training provided for more than 100 aerospace production workers and their leads in Blueprint Reading, Geometric Dimensioning and Tolerancing, Project Management Certification, Supervision, Applied Excel for Industry, Lean Process Improvement, and Class A CDL training. A combination of new leadership in HR and evolving challenges in the organization led to several changes to training topics and the overall scope, as did the need to schedule around COVID-impacted client interactions, resulting in a large increase in the number of sections and fewer employees trained.

Outcomes:

- Over the course of the project Pioneer made greater than 35 new hires, and more than 10 internal promotions.
- New CPIM skills are driving reductions in annual scrap cost of approximately 7%.
- Throughput increased by approximately 3%.

Participant Comments:

Organizational Development Specialist

“We had many good sessions with lots of engagement. The grant gave us the chance to initiate a broad training plan that gave employees a base line level of knowledge highly useful during our client interactions and amongst one another.”

Seattle College District	King County
Artisan Premades	Grant: \$101,300
Trainees: 40	Spent: \$100,690
	Match: \$120,158

Overview:

This project focussed on LEAN Management skills, Supervision, and Leadership. The number of classes went down because some were consolidated into one. Match was higher due to good participation throughout each course.

Outcomes:

- Artisan Premades added 20 jobs, for a total of 65 employees
- Approximately 15% of the workforce received a wage increase
- Artisan Premades held steady and actually grew during the pandemic, and demonstrated resilience in the wake of training.

Participant Comments:

Director of Operations

“In the midst of changing customer management systems and moving facilities, we were able to capitalize on the training made available to us and provide crucial skills development for a substantial number of our workers. We are pleased to continue our partnership with the Seattle Colleges.”

Team Lead

“The real-world application of all the material covered in the Supervision class was the best result possible.”

Seattle College District
Red Dot

Trainees: 250

King County

Grant: \$233,189
Spent: \$233,189
Match: \$263,643

Overview:

Project focussed on LEAN Management. The project evolved with several changes to vendors preferred by the company, resulting in one less class, 88 fewer participants, and hundreds of hours of additional training. The initial plan covered almost every employee in the company with a small amount of training; whereas the final plan touched fewer personnel but provided emphasis in needed areas.

Outcomes:

- Almost 75% of the workforce learned new Lean skills through this project.
- Three employees earned either the C# .NET Developer Certificate or the Certified Ethical Hacker designations.
- Increased manufacturing productivity to 84%.
- The training helped the company manage inventory and reduce defects during the COVID downturn, and minimized downtime.

Participant Comments:

Red Dot CFO

“Thanks again for reworking everything and getting the courses we requested. The training gave us the impetus we needed to continue our evolution as a leading manufacturer.”

Quality Assurance Manager

“The instructor brought real world or everyday problems right into the classroom and showed how our training could make things better.”

Seattle College District
MER Equipment

Trainees: 19

King County

Grant: \$78,900
Spent: \$78,900
Match: \$79,369

Overview:

Some of the coursework was split into separate groups, resulting in a larger number of classes, and the project budget was increased to provide additional Lean training, resulting in a greater number of hours. The focus of the project was on LEAN and Team Management.

Outcomes:

- 19 of the 24 employees in the company are cross trained in LEAN
- Classes in communications and team dysfunction helped the company learn to problem solve together.
- Introductory Leadership training was provided as a foundation for employees to learn and move into lead roles as they open up.

Participant Comments:

Marine Engineer

“We were pleased to work directly with the instructor to determine who would benefit most from the training, and we developed a strong relationship that led to some really good classes.”

Seattle College District
Strasser Woodenworks
Trainees: 22

King County
Grant: \$72,700
Spent: \$47,445
Match: \$52,402

Overview:

Project focus was on LEAN Management and database skills. COVID impacted Strasser Woodenworks severely; they had an outbreak, lost one of their owners and another teammate was seriously hospitalized. Employees were scared. This resulted in long delays in training and eventually a significant return of grant funds as the project scaled back.

Outcomes:

- Due primarily to COVID, promotions were limited to 3 positions.
- Rework reduced from 675/month to approximately 475/month
- The company has made improvements in scrap, profit margins, throughput, and revenue/labor hour.

Participant Comments:

“Despite our setbacks, the project enabled us to make some headway with profitability and while we really didn’t want to return funds, we were faced with difficult choices.”

Western Washington Masonry Trades
Washington State Building and Construction Trades Council Consortium
Trainees: 190

King County
Grant: \$60,162
Spent: \$57,961
Match: \$59,003

Overview:

15 participating businesses, including Fairweather Masonry Inc., Henson Company, Iron Workers JATC Local #86, J & S Masonry, Johnston Construction Company Inc., Lakeside Industries, Operating Engineers JATC, Pierce County Roofers JATC, Sheet Metal JATC, Skyline Tile & Marble, SSA Terminals, Wards' Masonry, Western Tile & Marble, Western Washington Masonry Trades, and Northwest Carpenters Institute. The focus of this project was to provide mentoring skills to both mentors and mentees. Added training to accommodate the numerous employer schedules and were also able to combine training with multiple trades in some instances to reduce the number of hours of instruction necessary

Outcomes:

- Cross train 23 as mentors in apprenticeship model.
- Cross train 38 as trainers to deliver Mentorship Matters to mentees and mentors.

Participant Comments:

Owner of Warfield Masonry

“I had the pleasure of completing this class with four of my foremen a few weeks ago. I can comfortably say this class teaches high level communication in a very practical and digestible format. One of the largest challenges I face as an owner is the attrition of the old school workforce. As the age of journeymen increases and they retire, our availability to have qualified workers decreases. I believe good training is paramount to any organization and especially skilled trades unions, where the old teach the new.”

Seattle College District
Mobility Works LLC
Trainees: 9

Kitsap County
Grant: \$63,200
Spent: \$62,132
Match: \$72,980

Overview:

Provide upgrade training in Basic Electric Vehicles, development of job task standards, structured training approaches, and ongoing planning designed to increase the skills of the company's existing workforc. Courses were split into additional sections to facilitate workloads, and participation was greater than projected resulting in higher match.

Outcomes:

- This training project laid the foundation for promotions by enabling employees with a pathway for skill development. Seven of the nine participants are now eligible for or have received a promotion
- The company is on track to see 25% reductions in the conversion process, and have consistently achieved these reductions during training.
- Mobility Works is establishing itself as a regional leader and is bringing electric vehicle use to the community.

Participant Comments:

President

“Lots of great sessions that really enhanced our understanding of work standardization, and the grant set the tone for a continued culture of learning.”

Green River College
ZEV

Trainees: 43

Lewis County

Grant: \$125,000

Spent: \$99,055

Match: \$89,362

Overview:

Project focus was on LEAN Management. Despite setbacks associated with COVID, the company was able to complete even more training than they had originally anticipated. As with all projects once COVID hit a dramatic reduction in training occurred. Prior to COVID the company was getting training done on a monthly basis, meeting the expectations for getting the project done in a timely manner. With COVID training essentially halted until April 2021 when they ramped up training, even putting in for additional funding which they were unable to fully utilize given the shorted time frame. The increase in the number of classes and the total number of training hours meant that almost all employees received multiple rounds of training over the course of the grant.

Outcomes:

- Cross trained all new employees within 90 days of start.
- Streamlined Supply Chain Mgmt. and allow for better projections for production and cash flow.
- Provided skills and personnel training to support maximum potential sales.

Participant Comments:

VP of Operations, ZEV

“The grant enabled the company to increase productivity and efficiency. It helped improve our assembly flow to meet our monthly forecast. Another integral component was separating the shipping and receiving department to allow each department to focus on their own tasks. It also allowed different points of view which allowed work flow to improve efficiency.”

Pierce College District
Tool Gauge

Trainees: 36

Pierce County

Grant: \$111,059

Spent: \$64,695

Match: \$90,999

Overview:

Due to the disruptive nature of COVID19 on sales and orders, the business was unable to complete this project in its entirety. They were not able to complete VSM and Basic Lean training, and instead worked on completing 6 one-week long Kaizen events on various processes in the facility.

Outcomes:

- Provided training in the automation and robotics integration into operations.
- Nearly all production team members were able to attend and participate in a number of Kaizen events
- We have recently completed construction of our new aerospace manufacturing facility. As aircraft build rates recover, we expect to expand accordingly in Tacoma.

Participant Comments:

General Manager, Tool Gauge

“Working with Invista Performance Solutions has resulted in efficiency gains in a number of our aerospace manufacturing cells. We significantly improved our training performance and further implemented Kaizen techniques. This training has allowed us to maintain a competitive edge right here in Washington State while competing on a global basis. We highly recommend Invista Performance Solutions to any business that wants a competitive advantage in a global marketplace.”

**Pierce College District
Berry Global**

Trainees: 49

Pierce County

Grant: \$136,501

Spent: \$79,511

Match: \$103,299

Overview:

Due to the impact of COVID 19, Berry Global Corporation issued a directive that no one from outside the business was allowed to come on-site to perform training or consulting services. Though some Lean training had been accomplished in the first few months of the grant period, most of the Lean training program in the original plan was not accomplished—including numerous Kaizen Events and Toyota Kata trainings. The company also cut back on some of the business and soft skills and ESL trainings as their workload increased and production staff decreased because of illness. They chose to focus on core Supervisory training for multiple sessions and three professional skills sessions for the entire plant staff. Despite reducing force, Berry was able to get more of their employees to participate in training than they originally planned to have participate.

Outcomes:

- Increased cross training by 52% of workforce
- Implementation of New Startup Checklist to eliminate time wasted to set up machine; reduction of 3.5 hours.

Participant Comments:

No comments received.

**Pierce College District
Celebrity Gourmet, Inc.**

Trainees: 30

Pierce County

Grant: \$62,855

Spent: \$62,855

Match: \$64,805

Overview:

Project focus was on LEAN Management and Leadership Training skills.

Outcomes:

- Cross trained all production employees to be able to do 3 or more operations.
- 100% of staff trained to understand the Food Safety Standards.
- The scrap rate of production was reduced by over 21%.
- Increased throughput by over 13%, coupled with an upcoming new floor configuration that will create even greater increases.

Participant Comments:

Founder/CEO, Celebrity Gourmet Ventures Inc.

The JSP Program was an integral part of Celebrity Gourmet Venture's growth and expansion. With the help of our Lean Consultant Bill Paugh, the grant allowed us to prepare our systems and processes to adapt to a global pandemic. The disruption that was caused by COVID-19 impacted CGVI but, with the help from Invista and Impact WA, we were able to pivot quickly and recover. We are now poised to grow the company and expand our market reach nationwide

Pierce College District
GlobalTech Plastics
Trainees: 22

Pierce County
Grant: \$62,546
Spent: \$51,978
Match: \$61,702

Overview:

The focus of this project was on LEAN Management and the integration of new employees. The project was expanded as additional funding was available. As COVID-19 safety protocols were added, access to train on-site became limited and the full scope of the additional training was impacted.

Outcomes:

- 7 new positions were filled, while turnover of employees was reduced from 24 to 8.
- All employees have been introduced to Lean enterprise concepts and practices. Employees have been utilizing the improved process approach as they approach every new task. Improvement in processes and measurement using metrics has improved.
- GlobalTech Plastics became AS9100 certified right before COVID. Efforts to expand into Aerospace have been delayed.

Participant Comments:

Chief Operating Officer

“GlobalTech plastics is a top tier injection molding facility in the pacific northwest region, but all strong companies can be better and that is why we engaged with Impact Washington back in 2020. GlobalTech Plastics was committed to improve their internal processes, and with the experience of Impact Washington, we were able to complete a very extensive process improvement Kaizen event. This process opened the eyes of all managers, supervisors, and team leaders who participated in the program. No matter how good you think your company is, there is always room for improvement as we found out. We were able to reduce our setup time by 10%. We came up with new ways to stage materials and molds for upcoming jobs which increased efficiency by 30%. The GlobalTech team also had the opportunity to participate in the TWI Training program. This program was the best demonstration I have ever seen on how to teach someone to do a job, explaining the steps one by one and by the end of the session the trainee can tell the trainer exactly how to do the job, and the potential risk if not done correctly.”

Pierce College District
Wilcox Family Farms
Trainees: 165

Pierce County
Grant: \$161,942
Spent: \$101,862
Match: \$113,032

Overview:

The focus of this project was on LEAN Management. It also included Leadership/Supervisory skills, and Conversational Spanish for Supervisors, which all had to be cancelled due to the pandemic and facility access.

Outcomes:

- The pandemic significantly decreased the number of participants and a reduction in the number of classes offered. The facility was closed to any outside visitors from late February to the end of the grant.
- Staff learned a lot from the Lean facilitators and put that knowledge to practice, advancing supply chain management.

Participant Comments:

Director of Operations

“It was most unfortunate the pandemic limited access to our facilities. Our initial introduction to the lean activities was very productive. The remaining training was delivered virtually and, given the circumstances, was well presented. The JSP program is a valuable tool for business to invest in. The return we gained was far beyond our investment.”

Pierce College District
Founder's Choice Cabinetry
Trainees: 0

Pierce County
Grant: \$103,984
Spent: \$7,698
Match: \$13,333

Overview:

Due to the unexpected impact of COVID 19 on staffing and production, the client was unable to execute any of the training planned in their grant.

Outcomes:

- The college invested time and effort in planning and development for this project, but all training was cancelled by the business.

Participant Comments:

Founder

"In light of recent events and given our current workload we regret that we will have to postpone our work with the JSP program. If we weren't in the middle of a pandemic and working towards a new normal as a result of the pandemic we would be happily moving forward however it would be imprudent for us to move forward given the new time constraints and extremely high production volume which we are currently facing."

Pierce College District
Bite Me! Inc.
Trainees: 20

Pierce County
Grant: \$67,678
Spent: \$67,678
Match: \$95,215

Overview:

Training to meet new standards, including F.S.V.P. (Foreign Supply Verification Program) certification, Shelf Life Analysis, Cross Contamination, allergen and trace-ability training along with Standard Work and a Train-the-Trainer course. A significant part of this project focussed on providing current and new employees additional English as a Second Language (ESL) training.

Outcomes:

- Cross-training of all employees to function in more than 2 positions.
- Training all staff in all aspects of FSVP.
- Increased base wage from \$12/hour to \$13/hour.

Participant Comments:

President Bite Me! Inc.

"Bite Me Inc., has been so blessed with the JSP Grant. Not only did the staff learn more about Food Safety but also we had teaching that was beyond measure. Because of the training, we have implemented new SOPs that have changed our methods to become more of a game player in the world of wholesale baking. Because of our training, we are SQF Level 2 Certified. If and only if I could keep the JSP in my back pocket, I probably would be selfish enough not to allow another small business to participate. I know that sounds terrible, but I truly understand the benefits of the Grant."

Pierce College District
FibroCorp
Trainees: 11

Pierce County
Grant: \$78,426
Spent: \$12,600
Match: \$5,793

Overview:

The focus of the project was on LEAN Management. There was a substantial project change due to the company fully halting all training activity and dis-engaging from the Job Skills Program. Of an original 288 total training hours planned, only 19 hours of training were delivered.

Outcomes:

- Employees were introduced to LEAN Management and engaged in 19 hours of training in 3 courses.

Participant Comments:

Business stated training was halted due to COVID-19 impact on the business.

**Pierce College District
Premier Transport**
Trainees: 0

Pierce County
Grant: \$0
Spent: \$0
Match: \$0

Overview:

This project was cancelled by the business after it was recommended for award.

**Pierce College District
Castohn LLC**
Trainees: 43

Pierce County
Grant: \$123,608
Spent: \$123,608
Match: \$167,509

Overview:

Training for operations to establish safe social distancing methods due to COVID-19 during training and production. Courses to include LEANm Kaizen Eventsm Leadership Development, Shop Math, Autocad Drawing and Reading, and Communication Skills.

Outcomes:

- 33 new hires completed during the training.
- 15% reduction of employee turnover.
- Skill expansion achieved for 30% of employees, including cross training of 13.

Participant Comments:

Sales Director, Castohn

“The training and process improvements developed with Invista and Pierce College with the help of a JSP Grant have been very beneficial for our employees, customers and production processes. We have increased our production output by 40-50% with the help received. We also increased full time employment by 20% compared to a year ago. Invista delivered great programs tailored to our specifications and needs.”

**Pierce College District
Rainier Woodworking Company**
Trainees: 28

Pierce County
Grant: \$43,075
Spent: \$43,075
Match: \$62,823

Overview:

Rainier Wood was unable to involve as many people as originally planned into all the training sessions. Their workload increased significantly during the grant period, largely due to home remodeling projects. Among those participants who were able to participate, they spent more hours per person than originally planned. Training focussed on LEAN and Change Management.

Outcomes:

- 6 new hires with an increase to 98% retention per year.
- Employee wages were increased by 15%, along with a paid bonus program.
-

Participant Comments:

Principal and President, Rainier Woodworking

“Our journey with Invista Performance Solutions has taken some unexpected turns. Mainly, our Lean Initiative has had a positive impact on our team as a whole and, more importantly, on the individuals involved. It has brought us together by crystallizing our mission, but it has raised up individuals by giving them more control over their work, the ability to solve problems and overcome challenges, elevating their roles and expanding their talents, and to see tangible benefits. Walking the production floor, the improvements are obvious.”

Pierce College District
Plumb Signs
Trainees: 36

Pierce County
Grant: \$87,041
Spent: \$83,970
Match: \$93,276

Overview:

Although the beginning of the project was delayed, all training schedules were accelerated to completion. Training for all employees through a Lean Training program, to include Value Stream Mapping, a visual of the value laden plant processes, and a series of Kaizen events. Provision of written and verbal communication skills training to raise ability levels for using clear, respectful communication.

Outcomes:

- All employees have been introduced to Lean enterprise concepts and practices. Employees have been utilizing the improved process approach as they approach every new task.
- Teamwork has improved through training in communication and implementation of best practices in a multi-team environment.
- 6 participants increased their welding knowledge, skills, and abilities. One trainee successfully achieved the WABO certification required for specific projects not otherwise capable of due to limited production capacity.

Participant Comments:

Employee

“I have learned to realize not all people communicate the same Communicating takes a lot of practice to be good at it You get what you put into the program. Conflict can become very detrimental to the team and it is nice to have some insight on how to deal with it.”

Pierce College District
Heritage Distilling Company, Inc.
Trainees: 23

Pierce County
Grant: \$68,153
Spent: \$65,953
Match: \$103,536

Overview:

The training for Heritage Distilling rolled out incredibly smooth, the trainees learned quickly and as more grant funding became available, courses were added to build upon their foundational training. The commitment of Heritage Distilling to engage their employees with substantial training is reflected in the employee wage/benefit match total. The training included LEAN Management and employee upgrade certifications in OSHA 10 & 30 and Forklift.

Outcomes:

- Multiple leaders within the company learned to create standardized work documentation.
- Job standardization increased performance and removed some inefficiencies. Results include over 50% reduction in bottlenecks.
-

Participant Comments:

Chief Compliance Officer, Heritage Distilling Company, Inc.

“Partnering with Invista and Impact Washington for a Job Skills grant allowed us to take advantage of some downtime and provide high quality training and enhance existing job skills during an unprecedented year. Returning to our full production capability, our team is equipped with greater safety and forklift skills and have new credentials to add to their resume for internal promotions or future job interviews. Our employees are proud of what they do, and we are proud to add to their skill and knowledge base.”

Pierce College District
S & J Distributors and Cutting Edge Meats
Trainees: 48

Pierce County
Grant: \$89,903
Spent: \$84,529
Match: \$103,209

Overview:

Training included LEAN, Safety Training, ESL, and Leadership to keep up with growth projections. Employees are promoted from within and as their skill sets are developed in leadership, they will be promoted creating more entry level job opportunities.

Outcomes:

- 9 new hires. Employees learned continuous improvement methods which they had not previously been taught. Additionally, some participants received training on financial implications of inventory turnover and enhanced their communication skills through ESL language training.
- Average score for S&J reviews increased to a 4.5/5 average. As a result, employees were awarded an average of 9.2% pay increase.
- On time delivery increased to 95%.

Participant Comments:

General Manager S&J Food Distributors

"This job skills grant has been a blessing and instrumental for our company. As General Manager for S and J Foods and Cutting Edge Meats, I am grateful for grant award as this grant has enabled us to provide much needed training for our managers and adding skills to our employees. With Finance for non-finance manager course, our managers are now able to shift through our financial reporting with greater understanding and enable them to take the necessary measures (based on financial information). The Toyota Kata efficiency training has allowed my company to work on problems such as identifying root causes of delivery errors, training deficiency, as well as structural changes needed to make the organization streamlined for efficiency. This work has increased our productivity (our sales has improved by 30+ percent), employee engagement and on time delivery and decreased our delivery errors, absenteeism and work place accident. Employee engagement has been very high."

Pierce College District
BPI Medical, Inc.
Trainees: 0

Pierce County
Grant: \$47,041
Spent: \$0
Match: \$0

Overview:

This business made a decision to cancel the project due to scheduling problems caused by the pandemic. All funds were returned.

Pierce College District
Ritual Energy
Trainees: 6

Pierce County
Grant: \$36,062
Spent: \$31,459
Match: \$9,749

Overview:

This was a LEAN Mangement project with courses in HACCP, Applied Corrective Actions, SQF, Internal Audits, cGMPs, Lean 101, and Kaizen Event. There was also a focus on Food Safety Plan Training.

Outcomes:

- Employee retention increased from 75% up to 100%.
- 3 employees cross trained in Food safety & 4 cross-trained in Lean/Kata.

Participant Comments:

Founder Ritual Energy

Working with Invista through Impact Washington gave us a clear roadmap to becoming a better manufacturer. The training we received and connections we made with industry experts help set us up for success when working with auditors and demanding customers.

Pierce College District
Technical Tooling
Trainees: 5

Pierce County
Grant: \$21,740
Spent: \$18,901
Match: \$7,961

Overview:

The project delivery was less than anticipated. Timelines were impacted due to COVID-19 and instructional delivery was made during increased time constraints. The project focus was on achieving AS9100D certification.

Outcomes:

- 5 new hires with a retention rate of 100% for all employees
- Established standardized quality manual including policies and procedures to improve, standardize, and expand skills sets throughout the team.
-

Participant Comments:

President

“We have recently wrapped up our first round of AS9100 D consulting through the Job Skill Grant program. The process has had a significant positive impact on our business in several ways. Our consultant was highly knowledgeable and very hands on. We worked through putting together our quality manual and have since been implementing the systems developed.

Because our business model is low volume, highly customized, our sample results are limited (as opposed to a widget business model), however we can already see where this system is helping to eliminate errors in our process and improve the level of quality product out the door. We also have better traceability in regards to all of our inputs, both material and process. We have began conversations with several prospects that typically use AS 9100 as a prerequisite to screen new suppliers and they have been open to us looking at work based on the current AS 9100 work we are doing. I think it helps that we now speak the “quality” language and can point to specific policy that addresses items of their concern. It’s easy to see that this will help in our current relationships by delivering on-time, quality product as well as generate new business opportunities for us in the near future. We are internally discussing what and how many new hires we will need to make in the next 12 months, and I am confident that the work done through this program will help accelerate our growth path.”

Whatcom Community College
Egis Mobile Electric
Trainees: 4

Pierce County
Grant: \$20,248
Spent: \$20,257
Match: \$28,574

Overview:

Due to COVID-19 and scheduling constraints, in-person classes were reduced and trainees completed out of class work under the guidance and consultation of trainer to accomplish training goals and implement the Quality Management System.

Outcomes:

- 1 new hire and 2 internal promotions to full time positions and hire wages.
- All employees have been up-skilled to ISO 9001 International Quality Management System.

Participant Comments:

Owners, Egis Mobile Electric

“Egis Mobile Electric’s revenue has grown significantly over the last year as the demand for high quality electrical power distribution products has increased. Because of the industries that we serve, developing and being trained on a formal Quality Management System (QMS) based on ISO 9001 International Quality Standard is critical to sustaining our growth. The JSP Grant was instrumental in providing funds that allowed us to implement what we call our “Business Management System” (BMS). We wanted Quality to be at the forefront of our company culture and how we run our business, so our QMS became our BMS. Our employees have benefited from our Business Management System training and we now have formalized all of our processes with documentation. We continue to see improvements and benefits derived through our BMS in higher levels customer satisfaction and employee morale. Working with Steve Winters at Evergreen Consultants, LLC has been a great experience, he has been most helpful.”

Skagit Valley College
VT Volant Aerospace
Trainees: 21

Skagit County
Grant: \$21,220
Spent: \$10,462
Match: \$10,758

Overview:

The 2-year project objectives were to train key employees in Supply Chain Management, Enterprise Resource Planning (ERP) functionality and SAP specific training. However, soon after the project was to start VT Volant experienced major leadership turnover, including the CEO, HR Manager, and other key JSP project employees. An interim CEO put the project on hold for several months while the company realigned their objectives. Soon after this time, COVID-19 created a reduction in workforce from an expected 85 employees to 38 and the majority of the remaining employees worked remotely from home. A small window of training in ERP functionality to a handful of employees was provided, but since that time, those employees have also left the company. We requested a grant revision to include leadership training for the new management, which was provided via Zoom. VT Volant requested to use VT Volant inhouse trainers to provide training to the remainder of employees on a new software system AvSight. VT Volant cash contribution of \$6,000 was used to pay for the inhouse training.

Outcomes:

- Training was completed for 21 employees, but at this point results were not available for measure.

Participant Comments:

Accounting and Human Resources Manager

“VT Volant Aerospace benefited from a grant through Skagit Valley College. We received leadership workshops presented by Max Collette to the management team remotely as this has become the norm during these times. The information and support provided has resulted in a more cohesive team with the ability to identify opportunities to be a leader comes from within. One of the precepts being to be aware of our mindset and how it affects others. We also were able to use funds to prepare for the implementation and changeover to a new ERP system. This allowed for better preparation and building of knowledge to enable employees to be prepared for new processes and procedures when we are up and active in the system.”

Skagit Valley College
Scratch and Peck Feeds
Trainees: 24

Skagit County
Grant: \$87,218
Spent: \$67,976
Match: \$63,887

Overview:

Project training included LEAN, Leadership and Management skills, as well as Cybersecurity.

Outcomes:

- 4 new hires completed with cross training of 24 workers to enhance internal promotions.
- The JSP training in 2021 has benefited all the employees at Scratch and Peck Feeds. The Kaizen, Lean Manufacturing, Leadership, Project Management, Excel, and ERP Selection classes brought cross-functional teams together, despite most of the classes being remote-learning. Employees have commented on their appreciation for the time the company is affording the teams to support their growth and development.

Participant Comments:

Director of Manufacturing & Supply Chain

“Scratch and Peck Feeds is a registered B-Corporation with a focus on our people and “Invest in What Matters” is one of our 5 values. At Scratch and Peck, we believe in personal and professional development. We completed the training and development classes through an earlier JSP Grant and, due to the resounding success, were looking forward to next round of training eligibility. We jumped at the chance for this additional round of training in 2021 because of the 30% growth in 2020. We were preparing to improve our processes to meet an additional 20% growth and select an ERP system to gain efficiencies across all departments. The JSP training in 2021 has benefited all of the employees at Scratch and Peck Feeds.

The Kaizen, Lean Manufacturing, Leadership, Project Management, Excel, and ERP Selection classes brought cross-functional teams together, despite the majority of the classes being remote-learning. Employees have commented on their appreciation for the time the company is affording the teams to support their growth and development.”

Cascadia College
Canyon Creek Cabinet Company
 Trainees: 127

Snohomish County
 Grant: \$145,260
 Spent: \$76,368
 Match: \$98,440

Overview:

Canyon Creek Cabinets experienced a surge in business during the pandemic due to increased building and home renovation demand. This reduced the availability of staff for training and resulted in fewer trainings than were planned. This project focussed on LEAN Manufacturing, Supervisory and Leadership, and specific project management skills.

Outcomes:

- Annual turnover rate for employees reduced by 27%.
- 7 employees were promoted to higher level position due to training.
- Out of Box Kitchen Audit scores have increased consistently between 59-81%.

Participant Comments:

Director of Human Resources, Canyon Creek Cabinets

“The JSP grant afforded us the opportunity to develop our team members with relevant training and education to ultimately meet our business needs. EVCC delivered very specific shop math skills using our actual machined parts to teach critical skills and developed the curriculum to make it relevant to everyday work. The leadership training is incredibly beneficial. We surpassed our goal of four internal promotion ready candidates and to have internal growth and promotions especially in the current market is invaluable.”

Cascadia College
Jamco America, Inc.
 Trainees: 172

Snohomish County
 Grant: \$182,814
 Spent: \$168,894
 Match: \$324,894

Overview:

Cascadia requested an additional \$43,632 in January 2021 for additional courses which allowed for the training of more individuals. One unique aspect of this project was the inclusion of Japanese Language and Etiquette as a skill enhancement for employees.

Jeana Ball, HR liaison provided the following which gives a window into how the training benefited the company during the pandemic. JAMCO was severely impacted by the COVID 19 pandemic, as was the entire aerospace industry. As a result of the resulting changes in our company, we also changed some of our training priorities and goals outlined in our original JSP grant application.

Due to the drastic halt in production of aerospace parts and planes due to nearly all air-travel ceasing, we saw a massive decrease in our workforce. Therefore, outcome measures such as retention and turnover rates, are not appropriate indicators of the success of this program.

I personally attended the first session of “Leadership Development” and, as result of that experience and the incredibly positive peer feed-back, I discussed this particular course with our *People’s Team*, a group focused on improving the employee experience at JAMCO. It was decided that the entire team should attend: (1) to better themselves as leaders and (2) so we could all decide if this was an appropriate fit as a *mandatory* training for the rest of our Leadership team. We decided unanimously, that it is, and the impact this course has had is amazing and continues to positively impact our company.

As a large portion of the company began to work-from-home, we introduced MS Teams as another communication tool and have begun to rely heavily on other reporting metrics to improve and track time and efficiencies. As such, critical training needs were identified related to Teams and Power BI and we decided to swap out a few of our classes to better fit our pandemic needs (dropping Train-the-Trainer and 1 GD&T class at *this time*, but with plans to schedule those back in, hopefully on a future JSP grant).

Also not listed on our outcomes as a measurable goal, was the attendance (and completion) of three PMP courses, by about 18 of our employees (Project Management Essentials, Project Planning & Scheduling, and Project Execution & Control). This is a great example of skill improvement *and* expansion, as well as transferrable skills.

Outcomes:

- 33 employees completed Introductory Japanese language skills.
- 13 employees completed Intermediate Japanese language skills class.
- 64 HR professions, leads, supervisors, managers and directors, completed Employment Law for Leadership.
- 12 employees from Quality Assurance, Machine Operations, Manufacturing Engineering, and Planning have completed this course and are now at a level 2 competency in GD&T.

Participant Comments:

Supervisor, Human Resources & Training, Jamco America, Inc.

“As a result of the JSP grant, we have been able to offer training to more than 125 employees and have truly seen a change in our leadership culture and Teams communication as a result. I have seen groups grow and improve communication and understanding, merely by having spent time together in training courses and developing their skills together. We have recently completed an employee survey and I was pleasantly surprised and happy to see grateful references to the training we have been able to offer. The opportunity to participate in the JSP program has kept our *People’s Team* talking about further developing our staff through more training opportunities thereby better positioning our employees and our business in ways that should make us more competitive in the market for post-pandemic success.”

Cascadia College
AMT/DAMAR/Absolute Consortium
 Trainees: 0

Snohomish County
 Grant: \$103,668
 Spent: \$0
 Match: \$0

Overview:

These businesses made a decision to cancel the project due to scheduling problems caused by the pandemic. All funds were returned.

Cascadia College
Crane Aerospace and Electronics
 Trainees: 163

Snohomish County
 Grant: \$170,320
 Spent: \$162,320
 Match: \$184,970

Overview:

The original grant amount in was \$142,540, we received an increase in January of 2021 to add sections which increased the amount \$170,320. Actual expenditures were \$162,320 because of the 8K we received as a cash match from Crane. The number of employees trained was hire than the original forecast (by 36). This project focussed on Project Management skills.

Outcomes:

- We were able to hold 156 training seats in the areas of leadership, communication, PM and financial skillsets for 117 personnel. In lieu of ESL training, conducted required FAA regulations training for 20 personnel and GD&T classes for 21 personnel.

Participant Comments:

Sr. Training Developer, Crane Aerospace and Electronics

“The JSP grant has been extremely beneficial to our company, especially during the economic slow-down caused by COVID-19. We were able to increase our personnel’s skillsets and provide cross-training opportunities that have allowed us to be more flexible in personnel assignments. Additionally, we have been able to promote numerous personnel into leadership positions due to the exemplary leadership training that they received from Everett Community College.”

Mgr Manufacturing Engr Sr, Crane

“The most valuable aspect of the class was: All the different tools and approaches that we were given to deal with Adaptive Challenges of today’s workplace.”

Green River College
Integrated Technologies, Inc.
Trainees: 32

Snohomish County
Grant: \$87,300
Spent: \$58,923
Match: \$50,987

Overview:

The focus of this project was on LEAN Management skills. This is another project that was significantly impacted by the COVID pandemic. Training was kicked off in October of 2019 with great results and several classes running in the next two months. After a holiday break as they were about to start another set of training events COVID started to impact operations. The company needed to halt all training. It has only been in the final few months that the company felt comfortable conducting even some limited training. We had been hoping that COVID would have ended sooner allowing for more training, but that did not happen. This resulted in a huge reduction in the amount of training that was able to be conducted.

Outcomes:

- Up-skill of incumbent work force to be efficient executing required job tasks in daily work environment, developing their bench strength and making these employees more valuable to the industry cluster.
- Employees now manage the daily “manufacturing” meetings from one known location that covers Safety, Quality, Delivery, Employee, and Cost attributes. This simplified process engages all operation employees for real time problem resolution at any of the process steps, keeping the manufacturing lines always moving in a positive direction.
- 100% On Time Delivery was achieved with our customer base in June of 2020, further improvements include additional opportunities to bid on new work. Reduction of overtime, and other expenses related to expediting products to maintain OTD has been completely removed.

Participant Comments:

General Manager

“A lean event was held onsite for overall manufacturing process mapping and current state inefficiencies. The event was organized and orchestrated by a Washington Impact industry expert and included key manufacturing and engineering LMI employees. Employees were able to quickly identify many deficiencies throughout this event, which were then recorded and used for future state action plans. The team was successful with a satisfactory result which was then used in a post event held by these now “trained” LMI employees, that moved the said processes into their new efficient state of operations.”

Green River College
Fall 2020 Six Sigma Consortium
Trainees: 62

Snohomish County
Grant: \$118,900
Spent: \$118,069
Match: \$166,169

Overview:

This project focussed on LEAN Management, with ten participating businesses, including Jamco America, T-Mobile, Belmont Cabinets, Composite Solutions, EKOS, MicroConnex, Lafarge & Egge, Toray Composite Materials America, Starbucks Coffee Company, Pacific Iron & Metal Co., Protective Coatings, TECT Aerospace LLC, and Norgren GT Development. This was a very successful project. By combining companies from many different fields, as well as conducting all of the classes in virtual environments we were able to teach this program in it’s entirety, which was rare given the issues with COVID. There were more hours delivered as we needed to break classes up into smaller sizes in order to run them in an online environment. This was a great project and allowed the various companies to get their employees trained in a very safe manner.

Outcomes:

- Green and Yellow Belt participants are using the methodology taught to improve their project management and problem-solving skills. Participants feel more empowered by the training to take a leadership role with others in resolving issues.
- The addition of four more black belts enabled us to complete more Lean projects and put into place more effective corrective actions and more thorough new product development and analysis.

Participant Comments:

Quality, Health, Safety and Compliance Manager, MicroConnex

“The following are benefits of the programs in which we participated:

- Problem solving training to enable employees to develop skills needed to solve problems on their own.
- Project management skills in completing the required Green Belt Project.
- Upgrading the skills of existing employees to meet the future needs of the business.
- Personal and professional development for employees with strong performance & potential.
- Increased exposure the Lean Six Sigma and DMAIC tools.”

Director of Manufacturing, TORAY Composite Materials America

“We have 14 certified Black Belts in various departments and at different levels of the organization. With an established population of Black and Green belt employees, there is an establishment of a standard for project evaluation and execution using Lean/DMAIC tools; Yellow belt employees with the basics understanding of Lead principles enable better decision-making and innovation at the Gemba. There is no need for a central “Lean” organization. Having the education reside across the organization makes project execution more flexible because we have more “subject matter experts”. This will continue to benefit CMA Tacoma in the future.”

Sr. Quality Manager, GM Nameplate

“The additional skills acquired through this training has enabled GMN to increase business opportunities in industries where advanced skills in trouble shooting and statistical analysis are required. Additionally, this training has also benefited us by providing the statistical tools necessary to drive down internal nonconformances, and thus increase our bottom line.”

Pierce College District
Emerald City Cabinets
 Trainees: 19

Snohomish County
 Grant: \$44,904
 Spent: \$44,904
 Match: \$52,341

Overview:

The focus of this project was on LEAN Management. The rollout of the Kaizen events was accepted by the team without hesitation.

Outcomes:

- Team was able to create a new price book (promoting increased profitability), implement a new production scheduling system (Striven software), and implement a plan to reduce defects related to missing parts/doors.
- Time savings from process improvements, defect reduction and workplace organization is expected to generate \$200,000 in additional revenue through increased capacity. This represents a 17% capacity increase.
- 4 new positions filled.

Participant Comments:

Comments were not received.

Seattle College District **Snohomish County**
Fluke Corporation
Trainees: 130

Grant: \$134,700
Spent: \$116,930
Match: \$121,566

Overview:

The focus of this project was on LEAN and Project Management skills. As with other projects, COVID had an impact. Fewer employees participated than planned and fewer training hours were provided. Overall, the project is still a resounding success with many employees gaining skills for job growth as the company made efficiency improvements.

Outcomes:

- Fluke made approximately 90 new hires in 2020, and currently has 70 job openings. Employee turn over rates was decreased to 16%.
- 32 employees from different departments participated in courses centering on Lean and data driven decision making, gaining directly applicable skills.
- 46 employees gained new skills in Data Analysis and Power BI, and 10 were provided advanced skills in Power BI. The company also engaged in MS Teams training to improve cross-functional work among departments.
- 8 employees participated in Basic Electronics and Troubleshooting that helped reduce waste (actual reduction not reported), and 20 others participated in project management and problem-solving classes to improve efficiencies.

Participant Comments:

Operations Manager

“We have enjoyed working this program with you and will tie with the team on our application for the next grant cycle in 2022. We have experienced good employee development and have seen direct process improvements as a result of the training.”

Assembler

“Very helpful training for my future in the company and in my life.”

Seattle College District
magniX
Trainees: 34

Snohomish County
Grant: \$67,618
Spent: \$67,469
Match: \$67,140

Overview:

This project was designed to make a key impact on the future development of this business. In order to move forward both new and existing programs needed customized training in Electronic Motor Testing Technology.

Outcomes:

- Customized skills training pertinent to electric motor assembly and testing were provided to 16 people, 4 more than originally planned.
- Seattle Colleges opened the door to aerospace education and training for magniX by sourcing and providing unique, customized electric motor assembly and testing training.

Participant Comments:

Head of Talent and Engagement

“We appreciated the flexibility to update our training rosters as it is important to us to make sure we share this training with more people in the company. Thanks again so much for your support.”

Skagit Valley College
Glasair Aviation
Trainees: 12

Snohomish County
Grant: \$71,075
Spent: \$17,353
Match: \$22,156

Overview:

The project focus was on LEAN and Project Management Skills. The grant was awarded early January 2020. The company scheduled their trainings in March during their annual down time. We were able to deliver two 40 hour trainings, Value Stream Mapping and a Kaizen Event just before the Governor's "Stay-at-Home" order was put into effect. The company chose to temporarily close at that time, and are being forced to permanently close their doors as of 6/26/20, as a result of the COVID-19.

Outcomes:

- As a direct result of Value Stream Mapping and a Kaizen event, Glasair Aviation employees moved entire departments to create better parts/work "flow."
- The Composites technicians established their own dedicated work areas, instead of taking one part from start to finish. This was a bonus after we returned to work as this enabled us to be in compliance with the Governor's "social-distancing" requirement for that area.

Participant Comments:

Human Resources Manager

"There is no doubt that training received from Impact Washington under the JSP grant made a significant improvement in Glasair Aviation's efficiency and work flow. The training empowered the employees involved to take ownership of their areas, and encouraged team creativity and problem-solving."

Skagit Valley College
The Cabinet Makers Consortium
Trainees: 24

Snohomish County
Grant: \$49,438
Spent: \$32,193
Match: \$28,505

Overview:

Three participating businesses, including Encore Cabinets, Puget Sound Doors, and R Gleason Painting & Decorating Co., Inc. This was an extremely challenging project. We had planned to do in person training at one main facility, but this was eliminated due to COVID, as well as an onsite fire that eliminated the use of the training facility. As a result, we did much of the training online, and did as much as possible in person, though this resulted in increasing trainer hours to be able to visit each company individually. In addition, one company left the project as a result of COVID and too many other challenges.

Outcomes:

- A total of 14 new hires were completed during training.
- The supervisory and leadership training improved communication, leadership, supervisory skills, and culture of the companies.
- Three companies through Lean training reduced bottlenecks by 10%.
- Three companies Lowered costs by 15% but some reduced costs were offset by higher supply chain costs.

Participant Comments:

CEO Encore Cabinets and Millwork, and Puget Sound Doors

"Encore Cabinets and Millwork continues to experience strong demand as the housing industry in our area grows. Because of the increased demand for our products, training and developing our workforce has become imperative. The JSP Grant was instrumental in providing funds that allowed us to up-skill our Managers and workers in Leadership skills and Lean methodologies. Our employees have benefited from the training and we continue to see improvements through higher levels customer satisfaction and employee morale. Two Managers received promotions due to the higher skill levels from the JSP training."

Skagit Valley College
Commercial Aircraft Interiors, LLC
Trainees: 13

Snohomish County
Grant: \$23,112
Spent: \$22,577
Match: \$28,903

Overview:

This project focused on Leadership training.

Outcomes:

- 12 employee vacancies were filled, and 8 new positions were created.

Participant Comments:

Business Strategist

“The Job Skills Program grant came at a time that was very critical for us. In addition, to the COVID-19 pandemic and the Boeing crisis that greatly impacted our revenue, we also moved locations. All of these situations challenged our leadership as we were required to re-evaluate our business model, and effectively implement a move. Without the leadership and sales training provided by the JSP grant, we may not have survived. Having a consultant help us would not have been possible for us financially, and we were so grateful to be awarded the Job Skills Program grant. I would encourage any small business to take advantage of this opportunity. Understanding the value of leadership and sales training in critical times should not be underestimated. The Job Skills Program with support from Skagit Valley College, and the Impact Washington team particularly Fiona McKay are a win-win for the Aerospace Industry in the State of Washington.”

Drive509
The McGregor Company
Trainees: 34

Spokane County
Grant: \$125,550
Spent: \$96,839
Match: \$96,844

Overview:

The focus of this project was to provide training and licensure as a Commercial Vehicle Operator as upskilling for existing employees. The project originally planned for DRIVE509 to provide Commercial Driver Training to 30 selected employees of The McGregor Company by the grant expiration date of 06-30-21. Due to the rate of training completed by DRIVE509 for The McGregor Company by December of 2020 and the continued demand of CDL hires, there was a need to increase the numbers in the original Project Overview from 30 trainees to 42 trainees. Unfortunately, The McGregor Company became short staffed due to quarantining and unexpected COVID cases. Therefore, they were limited in sending the intended employees through training.

Outcomes:

- 34 employees now have the potential for increased wages in the company because they can take on additional responsibilities as a result of the training.

Participant Comments:

The McGregor Company EHS&S Specialist

“This has been an excellent program, because it has shortened the time that it takes to train a new hire to become a productive employee. Also, this grant has taken the financial burden to an affordable level. The trainees can concentrate on acquiring the necessary job skills (CDL training) without having to worry about anything else. Our company is getting better quality drivers by sending them through this process.”

Service Technician at the McGregor Company

“The instructors did a great job of teaching how to drive a truck and helped me to attain all the skills needed to obtain my CDL. Having a CDL is very important to this job, because there is a lot of truck driving involved, from hauling fertilizer to the field, to hauling pesticide to sprayers. It would be impossible to do our jobs as service techs without a CDL, and DRIVE509 did a great job in helping to obtain one. The JSP grant afforded the company I work for the opportunity to provide me with quality training I would not have been able to access otherwise.”

Drive509
Halme Construction Inc.
Trainees: 7

Spokane County
Grant: \$36,120
Spent: \$16,324
Match: \$16,485

Overview:

The focus of this project was to provide training and licensure as a Commercial Vehicle Operator as upskilling for new employees. The project included Commercial Driver's License (CDL) and HAZMAT training to meet Halme Construction's demand of hiring new employees over the next year.

Outcomes:

- Seven new employees were hired and received training for a Class A CDL through the JSP Project.

Participant Comments:

Human Resource Administrator at Halme Construction, Inc.

"The program has not only been a benefit for Halme Construction's employees but for the company as well. We now have many options to send an employee on a work run that requires a CDL rather than trying to free up one of the few that had it. The overall morale and confidence of our employees have benefited from his program too. The JSP Grant helped make the training feasible, create more jobs, and build a business partnership."

Laborer

"The biggest benefit of getting my CDL through the company is I have room for career growth. The CDL school (DRIVE509) feels like a good school. They push you to get driving hours in, and teach you about everything you need so you will have your pre-trip inspection dialed and have the highest chance to pass your final CDL test on the first try. The training makes me more valuable to my company and gives me an opportunity to increase my wage."

Drive509
Clean Harbors Environmental Services
Trainees: 3

Spokane County
Grant: \$7,500
Spent: \$7,500
Match: \$7,516

Overview:

The project consisted of Class B Commercial Driver's License (CDL) training for three of Clean Harbors Environmental Services Inc. current employees which required 80 hours of instruction time per. The trainees also needed HAZMAT endorsements which require a 16 hour course by Washington State.

Outcomes:

- 3 trainees were upskilled to acquire CDLs with HAZMAT endorsements.
- 3 employees have the potential for wage increases as they can now take on more responsibilities.

Participant Comments:

Technical Branch Manager

"Clean Harbors has been very pleased to work with DRIVE509. The instructors take the time to truly teach our drivers both how to inspect a vehicle to ensure safety and to operate it in a safe manner. Having this grant has streamlined our onboarding process and allowed us to put employees into the field in a much shorter time period and reduced the financial burden from both the company and the employees."

CleanPack Chemist with Clean Harbors Environmental Services

"The instructors, being from various backgrounds within the trucking profession, made enjoyable and swift work out of learning to drive a commercial vehicle. The patience and knowledge shared with me added valuable skills in truck driving and hazmat carrying that I can apply to my career, making me much more productive in the field. My utility has greatly increased by obtaining my CDL and I have DRIVE509 to thank for helping me achieve this goal."

Walla Walla Community College
Tyson's Industrial Maintenance
Trainees: 15

Walla Walla County
Grant: \$82,600
Spent: \$75,715
Match: \$67,400

Overview:

Two participating businesses, including Tyson Fresh Meats, and First Fruits. The Tyson Fresh Meats (Tyson) operation in Wallula (western Walla Walla County) initially asked Walla Walla Community College (WWCC) to expand its evening offerings into a sequence of for-credit industrial maintenance courses that would complement and enhance their own internal training program. Working together in early 2019, Tyson and WWCC developed a four-quarter course sequence; the 53.4 credit Industrial Electrical Maintenance (IEM) Certificate. Just prior to initiating instruction, and with Tyson's agreement, the enrollment was expanded to include 5 incumbent workers from nearby First Fruits, resulting in 15 trainees in the program.

Outcomes:

- 7 of 10 Tyson employees and 2 of 5 First Fruits employees in this program have received promotions.
- Tyson wages increase with each Level workers move into. All started at Level 0 and those at Level 7 now earn over \$27/hr & will earn \$29.35/hr when they reach Level 8. Level 6 are now earning \$24.45/hr and Level 5 are at \$22.05. The First Fruits employees who received promotions received pay raises of \$2/hr and the 1 not yet promoted was still given a bump of \$0.50/hr after completing the program.

Participant Comments:

HR Manager, Tyson Fresh Meats

"For several years now, where Tyson Fresh Meats has operating facilities, we have partnered up with local Community Colleges to establish training programs that support industrial maintenance employee training. The training ensures that employees hired into the maintenance program acquire the necessary skill set they need to be successful in their maintenance careers. The program, which we call the 1+2 Maintenance Program, provides the opportunity for students to work full-time at a Tyson facility, while pursuing a certificate in industrial maintenance technology. This provides the student/employee the opportunity to become a better trained industrial maintenance mechanic and the opportunity to be able to move up to a higher skill level position within the company. Tyson Fresh Meats as well as other manufacturers have a tremendous need for more workers with strong vocational skills. We value the partnership we've developed with our local Community Colleges to help meet this need through new and improved training programs. Our partnership with Walla Walla Community College has been very successful. We worked together to develop the certificate and then made the adjustments needed to complete the first training cycle despite the obstacles caused by the pandemic. We then worked with WWCC to evaluate the program and mutually agree to adjustments needed for the next cycle."

Maintenance Worker

"In 2019 I was looking for work at WorkSource. One of the representatives told me that Tyson Foods personnel were hiring employees for Tyson. When I saw their advertising and about going back to school under the 1+2 program which included electrical, welding, pneumatics, and hydraulics I became fascinated and curious. I spoke with the hiring manager [name], I told [her] that I was hearing impaired, and [she] told me that this was ok, I applied, and Tyson Foods hired me for the program. The 1+2 program taught me much about industrial mechanics. With the help of our facility instructor and college personnel they provided a sign language interpreter from the college that helped me while in the classroom instruction with interpreting through Zoom. I went forward and stayed with the program and I applied my knowledge and was able to finish the program. What I have learned up to this point has helped me at work and away from work. I am very proud to say that I now hold an Industrial Electrical Maintenance Certificate from Walla Walla Community College and because I have been offered this opportunity, I will strive to do better every day. Tyson and the college have provided me a great opportunity. They took care of the costs; they have provided me the tools that I can do my job. I have been able to tell others don't let your disability stop you from being successful. I tell them that if you try you may fall but you must get back up on your feet with a positive attitude. I am also very thankful to Walla Walla Community College; it's a good place to study and they made sure that I understood. They provided me with the tools such as the interpreter which really helped me understand what was going on in the classroom.

My classmates were great. They are the best, we stayed together, we studied together, we helped each other, and our motto was “leave no man behind”. Tyson Foods and Walla Walla Community College aren’t looking at your age or your disability they only care that you have the tools that can help them and help you succeed in life.”

Bellingham Technical College
BTC Consortium Project 19-21
Trainees: 52

Whatcom County
Grant: \$130,123
Spent: \$128,845
Match: \$67,639

Overview:

This project had four participating businesses, including Silfab, Custom Concrete, Alcoa, Timken, and LKQ. Due to COVID 19 pandemic and the closure of the Alcoa/Intalco plant, the entire structure of the JSP had to be modified. Three of the participating companies changed their hiring and training plans due to COVID-19. While we lost a significant amount of match dollars due to the loss of Alcoa and its 25 trainees we were able to recruit the additional business (Silfab Solar) into the grant to participate in some of the training. The original grant included only 3 courses that were all Lean and Six Sigma related and only 120 hours of instruction but by modifying the grant we were able to include Silfab and increase the training hours to 672.5. This was accomplished through online asynchronous learning that required no instructor costs while utilizing learning that allowed us to track the employees through their training. The lack of match dollar match was due to reduction in the size of classes allowed because of COVID protocols and to needing to offer additional sessions of live classes to allow for social distancing.

Outcomes:

- 42 new hires trained, and 10 upskilled employees.

Participant Comments:

Custom Concrete Contracting, Administrative Assistant
Most useful/informative: “Running through an actual company problem to see how the (Lean Six Sigma) concepts apply directly to our company was awesome.”.

Whatcom Community College
Moon Valley Organics
Trainees: 25

Whatcom County
Grant: \$55,327
Spent: \$36,315
Match: \$34,896

Overview:

This project focussed on LEAN Management. Due to scheduling challenges due to COVID-19, the unexpected death of a key employee, and resignations of several other key employees during spring quarter, many trainings were canceled and were unable to be rescheduled before June 30, 2021. Also, QuickBooks training was changed to Excel training due to Moon Valley Organics plans to transition from using QuickBooks to a new ERP system later in 2021.

Outcomes:

- Hired 3 new full time employees and promoted 3 full time employees.
- 25 employees were up-skilled in Leadership, Soft Skills and Lean Transformation.
- Product throughput was increased by 18-20% to keep up with demand.

Participant Comments:

Founder and Co-owner
“Moon Valley Organics creates high-quality, organic personal care products, that promote a healthy way of caring for our bodies and for the world. We believe in personal and professional development of our employees and were able to do that through funding provided by the JSP grant. The WCC Supervisor training was phenomenal, as well as the Lean training which transformed our shop and warehouse. We are located in Deming where the employee pool is limited, so we need to upskill our workforce to remain competitive. Employees have said they appreciate the time the company is giving employees to support their growth and development; this has really boosted employee morale. We look forward to the additional training and development we will receive in the next JSP grant.”

Whatcom Community College
Bramble Berry
Trainees: 32

Whatcom County
Grant: \$27,124
Spent: \$23,356
Match: \$36,987

Overview:

The project focus was on LEAN Management. Due to COVID-19 and related scheduling challenges, one 8-hour training (Rapid Improvement #5) had to be canceled and Lean/Process Improvement #5 was reduced from 8 to 4.5 hours.

Outcomes:

- Annual employee turnover rate was decreased from 26% to 16%.
- Increased average Orders Per Labor Hour from 1.7 to 2.27.

Participant Comments:

President Bramble Berry, Inc.

“Because of the training made available through the Job Skills Grant, we were able to increase our company output, improve employee retention, and cut the time it took to get orders to customers. Not only were we able to successfully improve our company performance, but we were able to do this while facing the challenges of COVID restrictions and the increased online business volumes. But more importantly, the Job Skills Grant has created a culture of training and improvement where our employees feel more appreciated, feel more valued, and have increased proficiency and confidence in their workplace abilities.”

Whatcom Community College
Healthy Pet
Trainees: 34

Whatcom County
Grant: \$68,062
Spent: \$42,254
Match: \$57,512

Overview:

The project focus was on LEAN Management skills. Due to COVID-19—including the related scheduling challenges and changes in training needs—the following changes were made to the original training plan:

- Supervisory topics were reduced by 20 hours
- Excel training was increased by 4 hours
- 40-hour Value Stream Mapping training was canceled
- Lean coaching was reduced
- 120 hours of Lean Implementation trainings were canceled in winter and spring of 2021.

Outcomes:

- Employees were trained in Lean concepts to learn how to increase process velocity resulting in increased throughput. The throughput was improved by 10%.
- Process steps were reduced by 5%.
- On average, process lead-time was reduced 6%.
- Best practices to improve process efficiencies resulted in reduced penalties due to late deliveries. This resulted in a substantial cost avoidance estimated at a 20% improvement.

Participant Comments:

Head of West Coast Manufacturing

“The Job Skills Program Grant has allowed Healthy Pet, as a company in a very competitive environment, to reduce waste and improve overall efficiencies as well as positioning the company for expanding the markets serviced by this location. These efficiencies driven by the Continuous Improvement Process have resulted in reduced time to market and a substantial cost avoidance due to penalties. In addition, the training allowed us to absorb an increase in product demand. We have been able to sustain this growth effectively with a solid marketing plan. The JSP program has helped Healthy Pet be more competitive, and secure the long term future of the business and its employees.

The partnership that Healthy Pet has with Whatcom Community College, Impact Washington and in particular RCG Strategies, is very important to continuously improve Healthy Pet by investing in our employees' knowledge and skills. Healthy Pet had a vision to implement a lean culture to drive continuous improvement within the organization, but we were lacking the proper resources and knowledge. Whatcom Community College, Impact Washington, and RCG Strategies has assisted us in the implementation of Lean Manufacturing to reduce lead times and improve efficiency, productivity, and safety with a lean culture. We continue on our Lean journey, and our partnership with Impact Washington is a cornerstone of how we invest in our employees to continuously improve the company."

Whatcom Community College
Wood Stone Corporation
 Trainees: 103

Whatcom County
 Grant: \$106,964
 Spent: \$49,860
 Match: \$74,006

Overview:

The project focus was on LEAN Management skills. Due to COVID-19—including the related scheduling challenges and changes in training needs—the following changes were made to the original training plan:

- Reduced Supervisory, Leadership, and Communications training topics by 14 hours.
- Canceled 16 hours of Marketing Research topics by 16 hours
- Reduced Lean 101 training by 2 hours
- Canceled 40 hours of Value Stream Mapping training
- Reduced New Product Development training by 20 hours
- Canceled 24 hours of Supply Chain Management training
- Reduced Lean training by 76 hours.

Outcomes:

- 103 individual employees total attended training. Lean/continuous improvement training completed; business can be realized in net 3-6 months. Due to COVID, scope of lean training was changed from originally planned in-person to remote, and the focus changed from hands-on projects to general lean topics in preparation for returning to in-person projects.

Participant Comments:

Vice President of Human Resources

"Our staff have greatly benefited from the JSP grant program. We had a wage match exceeding \$66K, even through the COVID-19 pandemic. Our employees have benefited from this grant by increasing their comfort with Excel and MS Office products along with establishing continuous improvement efforts through many of our manufacturing processes. Overall this program helped us provide a foundation and begin a cultural shift toward continuous improvement in our plant."

Whatcom Community College
NutraDried Food Company
 Trainees: 30

Whatcom County
 Grant: \$112,870
 Spent: \$102,638
 Match: \$169,811

Overview:

Project focus was on LEAN Management and Supervisory Skills. Due to COVID-19—including scheduling challenges and changes in training needs due to NutraDried Food's staffing cuts—the following changes were made to the original training plan:

- 8 hours of ERP Implementation Project Management training was changed to Lean Implementation training.
- ERP System User training was reduced from 10 days to 5.
- 16 hours of Spanish for the Workplace training was reallocated to additional Supervision & Leadership classes.
- 20 hours of ELL for the Workplace training was reallocated to additional Supervision & leadership training. Remaining 12 hours of ELL for the Workplace was canceled.

Outcomes:

- 3 employees received promotions, but total workforce was reduced from 100 to 43 due to pandemic.
- Increased product throughput by 20%.

Participant Comments:

Vice President of Operations

“Even though we were hugely impacted by COVID, Shandeen Gemanis of Whatcom Community College and Sarah Stuart of Impact Washington worked with us every step of the way to get the most benefit from our grant. We benefitted as a company in that new managers were trained by Mark Warren and are now able to apply this knowledge to their crews. Kevin Ryan spent a lot of time helping production and maintenance organize the maintenance shop to the point where we get a lot of outsider compliments, and in production we have cut cleaning by 20% making us more efficient. Some planned activities were not done due to COVID so we are hoping to finish those with a possible future grant.”

Whatcom Community College
Chuckanut Bay Foods
 Trainees: 116

Whatcom County
 Grant: \$43,852
 Spent: \$38,234
 Match: \$50,387

Overview:

The project focus was on LEAN Management skills. Due to COVID-19 and related scheduling challenges, two 8-hour trainings (Lean/Process Improvement #5 and Rapid Improvement #6) had to be canceled and were unable to be rescheduled; Lean/Process Improvement #6 and #8 each had to be reduced from 8 to 4 hours.

Outcomes:

- Employee retention rate increased to 76.1%.
- Number of employees increased from 101 to 148.

Participant Comments:

Co-owner Chuckanut Bay Foods

“The JSP program has been fantastic for Chuckanut Bay Foods. We are apromote from within the company. All of our production supervisors and managers have started as entry-level employees with minimal to no formal supervisory training. The JSP has supported our almost 3X growth in the size of our production team over the past year. Perhaps one of the biggest indicators of the leadership development training impact is the increased frequency of "We" and "Us" and decreased use of "Me" and "I" and "But". There has been tremendous growth in the "EQ" level within our production leadership - we have become a collaborative team. The JSP trainers have been excellent. They have connected with our folks where they are at and been successful in challenging our team to see things through a new lens.”

Yakima Valley College
McClarin Plastics, LLC
 Trainees: 212

Yakima County
 Grant: \$381,206
 Spent: \$366,130
 Match: \$314,957

Overview:

The project focus was on LEAN Management and Continuous Improvement skills. Courses included industry specialized training for certifications in APICS and ACMA Engineering Composites Technician.

Outcomes:

- Production employees increased to include 50% of our workforce who can be moved to different departments to fill daily manufacturing needs. This was a positive outcome from COVID-19.
- 15 leads/supervisors fully trained in Lean concepts who can train their direct reports.
- Average hourly rate increased from \$15.70 to \$19.37.

Participant Comments:

McClarín Plastics, Director of Human Resources

“McClarín Plastics (McClarín Composite Solutions) requested 2 rounds of Washington State grants that spanned from 2018 to 2021. The Lean, Kaizen and other training our production teams learned were instrumental in turning a near-bankrupt company into a thriving one. We were poised for 3 straight years of growth before COVID-19 hit and, even though considered essential and could operate, our customer orders froze up. While we are again rebuilding, it is only with the tools we learned that we have been successful as a team.”

Yakima Valley College
Novolex-Shields LLC
Trainees: 183

Yakima County
Grant: \$355,220
Spent: \$133,566
Match: \$53,342

Overview:

Novolex-Shields is unable to complete JSP training due to significant business impacts created by the COVID-19 Pandemic. This has caused increased work restrictions, employee changeover, new production of COVID-19 related protective materials, and the implementation of a new integrated management system. As a result, remaining training workshops and classes were cancelled. Novolex-Shields has requested that the JSP Grant be discontinued. Remaining unused funds assigned to that training were returned.. The original plan was reduced and 11 of the courses were cancelled by Novolex-Shields. Customized training for 183 employees consisted of Electrical Troubleshooting, Leadership, and Training Within Industry – Job Instructions.

Outcomes:

- Up-skill the trainees to work more effectively with their teams across the plant. Allow for less down time in production; 4 of the 15 courses were completed.

Participant Comments:

No comments were received.

Yakima Valley College
Haley Manufacturing Inc.
Trainees: 38

Yakima County
Grant: \$161,358
Spent: \$114,925
Match: \$135,107

Overview:

The focus of this project was LEAN Management Skills. General production employees attended the Toyota Kata courses. Department Leads attended the Value-Stream Mapping and Toyota Kata courses. Executive Team attended the Strategic Planning course in addition to the all other courses. The COVID-19 Pandemic drastically affected the planned courses and the production forecast of this business.

Outcomes:

- General wage increase of about 5%.
- Full inventory management system deployed, complete with defined and tagged locations and cycle counting.
- Applied 5S and lean concepts to Engineering and improved throughput by roughly 15% total.

Participant Comments:

Systems Administrator

"The benefits of the Job Skills grant can be felt all throughout Haley Manufacturing. The JSP left a very tangible impact on our company, from our leadership staff learning and implementing new concepts such as Lean, to our production team building up and applying new skills such as Toyota Kata. All built upon a new ERP system at the center driving the company. With the help of the JSP program and the opportunity it has given us, Haley Manufacturing is now poised to take on future ventures with confidence."



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Washington State Board for Community and Technical Colleges