



# **2015-17 Job Skills Program**

July 1, 2015 - June 30, 2017

## **Report to the Legislature**

December 2017

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## **Purpose of the Job Skills Program**

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

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

## **Purpose of This Report**

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

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

## **Program Funding**

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

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

## **PROGRAM OVERVIEW**

### **About the Job Skills Program**

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

### **Job Skills Priorities**

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

Job Skills resources are serving areas where:

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

### **Shared Investments**

JSP is a dollar-for-dollar matching grant program, with at least 50% of training expenses covered by businesses 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 2015-17 biennium, for every dollar of the state's investment, the private sector invested one dollar and thirty seven cents.

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

### **Workforce Training Customer Advisory Committee**

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

## **PROJECT RESULTS AND PROGRAM DATA**

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

## 2015–2017 Job Skills Projects by Industry

Business Name	Industry	Grant Amount	# of Co's	Trainees
	<b>Manufacturing</b>			
AccraFab	Aerospace	\$50,000	1	58
Achilles USA	Composites	\$35,400	1	26
Aeroject Rocketdyne	Aerospace	\$168,371	1	129
Aerospace Manufacturing Technologies (AMT)	Aerospace	\$227,298	1	308
AstaReal, Inc.	Biomedical	\$28,257	1	58
AvTech Tyee, Inc.	Electronics/High Tech, Aerospace	\$123,600	1	142
Bellmont Cabinets	Wood/Paper Products	\$88,700	1	113
BodyPoint	Medical Devices	\$108,913	1	44
Bridgeways	Medical Devices	\$24,720	1	21
Cascade Gasket	Aerospace	\$139,400	1	197
Composite Solutions	Composites	\$90,740	1	74
Crunch Pak	Food Processing	\$162,851	1	245
Cubcrafters	Aerospace	\$68,037	1	115
Damar Aerospace	Aerospace	\$92,430	1	84
DeLaval	Other: Milking Equipment	\$63,700	1	38
EKOS Corp	Medical Devices	\$89,700	1	55
Esterline Technologies Corporation	Aerospace, Electronics/High Tech	\$133,900	1	162
Fabriform	Composites	\$56,200	1	49
Fibro Corporation	Wood/Paper Products, Packaging	\$95,000	1	92
Hampton Lumber	Wood/Paper Products	\$46,774	1	29
Hexcel	Aerospace	\$115,100	1	213
Himalayan Dog Chew	Food Processing	\$49,500	1	36
HySecurity	Electronics/High Tech	\$118,800	1	58
McCain Foods	Food	\$158,661	1	242
Mega Machine	Other: Custom Fabrication	\$59,215	1	55
Moses Lake Industries	Chemicals	\$98,063	1	128
Natural Factors	Other: Supplements	\$59,700	1	149
Northwest Motor Service	Other: Industrial Maintenance	\$55,000	1	24
O-I Kalama	Other: Glass	\$35,500	1	92
Out of the Box Manufacturing	Electronics/High Tech	\$28,000	1	34
Oxbo International	Harvesting Equipment	\$52,730	1	76
Pacific Aerospace	Aerospace	\$180,256	1	256
Qualitel	Electronics/High Tech	\$92,000	1	83
REC Silicon	Chemicals	\$142,165	1	351
Royal Window and Door Profiles	Wood/Paper Products	\$41,400	1	67
SAFE Boats International	Marine Vessels	\$163,864	1	173
Seaport Steel	Steel	\$98,108	1	84
Simpson Door	Wood/Paper Products	\$18,217	1	10
Spectralux Avionics	Aerospace, Electronics/High Tech	\$60,504	1	42
Takata Airbags	Chemicals, Automotive	\$237,423	1	346
Terex	Other: Aerial Lifts	\$165,180	1	152
Tri-Tec	Marine	\$83,300	1	35

Umbra Cuscinetti	Aerospace	\$50,432	1	27
Zodiac	Aerospace	\$72,751	1	102
<b>Subtotal for Manufacturing:</b>		<b>\$4,129,861</b>	<b>42</b>	<b>4874</b>
	<b>All Other Industries</b>			
Cordant Health	Healthcare/Biomedical	\$35,806	1	13
DCG One	Commercial Printing	\$171,242	1	184
Lineage Logistics	Transportation/Logistics	\$48,409	1	11
Key Compounding Pharmacy	Biomedical, Healthcare	\$16,000	1	30
Northwest Hospitals	Hospitals and Clinics	\$28,181	1	73
Samaritan Health	Hospitals and Clinics	\$140,541	1	467
SNBL	Biomedical	\$63,100	1	101
T&A Supply	Retail/Wholesale	\$84,900	1	60
The Part Works, Inc.	Retail/Wholesale	\$52,980	1	26
<b>Subtotal for All Other Industries:</b>		<b>\$641,159</b>	<b>9</b>	<b>965</b>

	<b>Consortia:</b>			
APICS Supply Chain Management	Manufacturing: Aerospace (4), Wood/Paper Products (1)	\$60,300	5	15
ISO Consortium # 1	Manufacturing: Aerospace (6), Marine (2), High Tech/Electronics (1)	\$90,500	9	29
ISO Consortium # 2	Manufacturing: Electronics/High Tech (3), Composites (2)	\$51,400	5	17
ISO Consortium # 3	Manufacturing: Aerospace (3), Composites (3), Other (1)	\$60,000	7	18
Lean Consortium # 1	Manufacturing: Wood/Paper Products (2), Other (6) : Steel, Composites, Maintenance/Repair, Chemicals, Building Materials, Industrial Mechanics	\$41,490	8	16
Lean Consortium # 2	Retail/Wholesale (2), Manufacturing (1): Flooring	\$88,100	3	65
Oneonta Starr Ranch	Agriculture (1); Food Processing (1)	\$22,500	2	65
Property Management Consortium	Housing (2)	\$26,850	2	27
Six Sigma Consortium #1	Manufacturing: Aerospace (2), Wood/Paper Products (1), Food Processing (1); Hospitality (1)	\$52,800	5	11
Six Sigma Consortium #2	Manufacturing: Aerospace (4), High Tech (3), Food Processing (1)	\$49,200	8	15
Six Sigma Consortium # 3	Manufacturing: Aerospace (2), Wood/Paper Products (1), Medical (1), Food (1), Other (1)	\$48,900	6	17
<b>Subtotal for Consortia:</b>		<b>\$592,040</b>	<b>60</b>	<b>295</b>
<b>Totals:</b>		<b>\$5,363,060</b>	<b>111*</b>	<b>6134</b>

\* Duplicated count. Several companies engaged in multiple projects, including individual trainings and consortia participation. Unduplicated count is 96.

## 2015-2017 Distribution of Grants

### Distribution by Educational Sector

Job Skills grants may be awarded to eligible post-secondary institutions, which include community and technical colleges; public and non-profit universities and regional colleges/universities; and licensed private career schools and colleges located in Washington. In 2015-17, all JSP applications were made through community and technical colleges.

### Distribution by Region

<i>Region</i>	Number of JSP Projects in Region	Percent of JSP Projects in Region	Number of JSP Trainees by Region	Percent of JSP Trainees in Region	JSP Funds Awarded by Region	Percent of JSP Funds Awarded by Region
Puget Sound (King, Pierce & Snohomish)	40	62.50%	3157	51.47%	\$3,336,011	62.20%
Balance of State – West	10	15.63%	459	7.48%	\$496,778	9.26%
Balance of State – East	14	21.88%	2518	41.05%	\$1,530,271	28.53%
<b>Total</b>	<b>64</b>	<b>100%</b>	<b>6134</b>	<b>100%</b>	<b>\$5,363,060</b>	<b>100%</b>

### Distribution by Employer Size

Employer Size by Number of Employees in Washington	Number Companies Served	Percent Companies Served	Number of JSP Trainees	Percent of JSP Trainees	JSP Funding Awarded
Small (1-50)	18	18.75%	417	6.80%	\$631,053
Medium (51-250)	41	42.71%	1664	27.13%	\$1,778,710
Large (251+)	37	38.54%	4053	66.07%	\$2,953,298
<b>Total</b>	<b>96*</b>	<b>100%</b>	<b>6134</b>	<b>100%</b>	<b>\$5,363,060</b>

### Distribution of Companies by Industry

Manufacturing 80 companies		All Other Industries 16 companies
26 - Aerospace	9 – Wood/Paper Products	5 – Healthcare & Biomedical
8 – Electronics/High Tech	5 - Marine	3 – Retail/Wholesale
4 – Medical Devices	28 – Other Including: Industrial Equipment, Composites, Chemicals, Auto, Steel, etc.	8 – Other Including: Housing/Real Estate, Transportation, Hospitality , Agriculture

\* 64 JSP projects engaged 96 individual companies (unduplicated count). Several companies participated in multiple projects, including consortia trainings. Unduplicated count for participating companies is 111.



## 2015–2017 Individual Project Descriptions and Outcomes

Following are brief descriptions of each project along with the number of trainees, state and business investments, and selected outcomes taken from the projects’ final reports. Projects are listed in alphabetical order first by county and second by business name.

### 2015-2017 Projects

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#### Big Bend Community College

#### McCain Foods

Trainees: 242

#### Adams County

Grant: \$158,661

Spent: \$114,461

Match: \$155,478

McCain Foods’ employees required new skills to adapt to current manufacturing processes, such as IT-based equipment and computer numerical controls. Skills in math, science, communication, problem-solving, and customer awareness are necessary for the employees and the business to succeed. Through this grant, Big Bend Community College provided training in microbiology, manufacturing process, equipment automation, Excel, and supervision.

*It was refreshing to see learnings from this training to get applied directly to the day-to-day activities so quickly.*

**Mark Schmaus**  
**Plant Manager**  
**McCain Foods**

#### Outcomes:

- 79 new hires received training.
- 155 incumbent employees upgraded their skills, and 8 retrained.

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#### Wenatchee Valley College

#### Fibro Corporation

Trainees: 92

#### Chelan County

Grant: \$95,000

Spent: \$95,000

Match: \$113,449

Fibro Corporation manufactures packaging for the food industry from recycled paper, such as egg cartons. Fibro’s largest client is Wilcox Farms, a recent JSP recipient. At the start of the project, the company employed 55 in Wenatchee and has experienced difficulties finding employees with a sufficient level of manufacturing skills in the Wenatchee Valley area. During the course of the project, 125 new employees were hired. This project trained Fibro’s incumbent workers and new hires in continuous improvement methodology.

*We reduced production costs and increased sales from 1 million to 1.2 million. We have implemented new trainings and policies to inform staff and create a better understanding of safety, production forecast, and accountability. Cross training has improved the skill level and knowledge of our staff and management.*

**Evietta Inabnit**  
**Human Resources**  
**Fibro Corporation**

**Outcomes:**

- 6 employees received promotions.
- Throughput increased by 22%.
- Delivery times improved to 98% on time.
- Accidents reduced to zero.

**Wenatchee Valley College**  
**Crunch Pak**

Trainees: 245

**Chelan County**

Grant: \$162,851  
 Spent: \$124,212  
 Match: \$146,034

Crunch Pak is the largest US supplier of sliced apples to grocery chains and restaurants. The company employs close to one thousand people in Cashmere, and is one of the largest year-round employers in the area. As the business is expanding and adding more shifts, Crunch Pak identified needs in training employees in English, workplace Spanish, and Lean.

*Classroom work ranged from introduction to lean manufacturing, value stream mapping, lots of kaizen activities and more, and also many hours of discussion and floor time working to develop lean culture within our plant. Direct and calculable yearly dollar impact in cost savings is estimated at \$4,442,619 with an additional \$2,269,593 in opportunities identified and already in process.*

**Logan Raymond**  
**Continuous Improvement Manager**  
**Crunch Pak**

**Outcomes:**

- 80 employees received promotions
- 50 new employees hired.
- Accidents reduced by 32%.
- Increased skill and capabilities in understanding and operating in Lean environment.

**Wenatchee Valley College**  
**Pacific Aerospace & Electronics**

Trainees: 256

**Chelan County**

Grant: \$180,256  
 Spent: \$180,256  
 Match: \$203,732

Pacific Aerospace and Electronics specializes in precision machining, advanced material science, process engineering, and hermetic products. The training involved multiple topics related to implementation of the new enterprise resource planning (ERP) system. The ERP will handle all company functions, from production and inventory management to IT functions and finance.

*At PA&E we value continuous education and by utilizing the skills grant it allowed us to really expand our knowledge of the MS Office products to a larger audience.*

**Kevin Batman**  
**Materials Manager**  
**Pacific Aerospace & Electronics**

**Outcomes:**

- Employees gained better ability to gather analytical data.
- Transitioning to the ERP is eliminating manual functions, increasing efficiency and reducing error.

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**Lower Columbia College**  
**Northwest Motor Service**

Trainees: 24

**Cowlitz County**

Grant: \$55,000  
Spent: \$52,826  
Match: \$131,842

Currently employing 28 in Cowlitz County, Northwest Motor Service is in the process of building a larger facility with the capacity to handle large projects, increase business, and add employees. The company has identified the need to implement Lean culture throughout the organization.

**Outcomes:**

- Ten new hires joined the company, increasing headcount from 18 at the start of the training to 28.
- Improved process through Lean training that allowed skilled employees to spend more time on value-added activities.
- 15% efficiency gains in existing facility. Expect 30% gain once move to new facility is complete.

*Our project using JSP grant funds and coordinated by Lower Columbia College and Impact Washington was an overwhelming success. The tools we were given have improved our efficiency, profitability, and allowed us to add headcount as we became more competitive in the marketplace. This gives us a solid foundation to continue our growth in the manufacturing sector in Southwest Washington.*

**Spencer Wiggins**  
**President**  
**Northwest Motor Sales and Service**

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**Lower Columbia College**  
**O-I Kalama**

Trainees: 92

**Cowlitz County**

Grant: \$35,500  
Spent: \$35,327  
Match: \$83,704

O-I Kalama, formerly Bennu Glass, is a glass container manufacturer, serving the wine industry of California, Oregon, Washington, and Western Canada, producing over 100 million wine bottles per year. The company identified the need for management and leadership training for employees who have recently advanced into management/supervisory roles.

*The training we received as part of the Job Skills grant was extremely valuable to the managers and supervisors here at O-I Kalama. We had a wonderful experience working with Lower Columbia College to customize trainings to meet the goals of the plant.*

**Shawndra Thompson**  
**Human Resources Manager**  
**O-I Kalama**

**Outcomes:**

- 66 more employees than originally planned received the training without increasing the cost.
- In addition to leadership and supervision training, Lower Columbia College worked with current employees and the leadership team to identify skills in specific occupations and build a training regimen using the Work Keys job profiling and assessment system. This process will serve the company in the future as a way to identify skill gaps, build employees through training to take on additional roles, and use as a hiring benchmark for new employees.

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**Big Bend Community College**  
**Asta Real**

Trainees: 58

**Grant County**

Grant: \$28,257  
Spent: \$23,547  
Match: \$26,187

Asta Real is a manufacturer of axtazanthin for the nutraceutical industry. The company requested training in microbiology, electrical, Excel, and communication and employability skills.

**Outcomes:**

- Microbiology training increased critical knowledge team and will assist in the identification of deviations.
- Electrical training provided foundation of understanding and appreciation of electricity to ensure employee safety and to limit risk. No electrical safety accidents have been reported.
- Five job openings filled. Enhanced onboarding program has increased employee engagement.

*Big Bend Community College provided our employees some amazing training that was of great value to our continuing effort in raising the bar for our workforce development*

**Gary Allison**  
**Executive Vice President**  
**Asta Real**

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**Big Bend Community College**  
**Lineage Logistics**

Trainees: 11

**Grant County**

Grant: \$48,409  
Spent: \$45,697  
Match: \$56,044

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

**Outcomes:**

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

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

**Deb Langshaw**  
**Compliance Manager**  
**Lineage Logistics**

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**Big Bend Community College**  
**Moses Lake Industries**

Trainees: 128

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

**Outcomes:**

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

**Grant County**

Grant: \$98,063  
Spent: \$95,171  
Match: \$105,369

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

**Garrett Watkins**  
**Copper Division Manager**  
**Moses Lake Industries**

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**Big Bend Community College**  
**REC Silicon**

Trainees: 351

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

**Grant County**

Grant: \$142,165  
Spent: \$128,569  
Match: \$167,583

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

**Barb Shimek**  
**Human Resources Manager**  
**REC Silicon**

**Outcomes:**

- 22 employees were promoted to positions of higher responsibility.
- Lean principles are being successfully integrated into the organization.
- Energy-related injuries reduced from 5 per year to 0.

**Big Bend Community College  
Samaritan Healthcare**

Trainees: 467

**Grant County**

Grant: \$140,541  
Spent: \$115,122  
Match: \$117,755

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

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

**Becky DeMers**  
**Chief Quality Officer/Chief Operations Officer**  
**Samaritan Healthcare**

**Outcomes:**

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

**Big Bend Community College  
Takata Airbags**

**Grant County**

Takata Airbags is a supplier of safety parts to the auto industry. Company’s Moses Lake plant employs over 500 people in airbag manufacturing and testing. Due to new product demands brought on by the large scale recall, Phase 1 training focused on training for its new hires in assembly and propellants. Training in Chemistry and Supervision was also requested. Phase 2 included electrical supply, lean, ISO, communication, and forklift certification courses.

**Phase 1**

Trainees: 181

Grant: \$150,673  
Spent: \$150,673  
Match: \$171,476

**Phase 2**

Trainees: 165

Grant: \$86,750  
Spent: \$86,750  
Match: \$99,336

**Outcomes:**

- 93 new employees were hired during the course of the grant; 15 Lead positions were filled.
- Turnover rate was reduced from 3.3% to 2.5%.
- Training provided professional growth opportunities and wage progression for the participants: 6 operators were promoted to Lead. 6 employees promoted from Lead to Supervisor. 53 new Operators progressed to the Operator 2 level. Employees promoted from Operator 1 to Operator 2 received a wage increase from \$13.87/hr. to \$16.33/hr.

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

**William Osborne**  
EHS Manager  
Takata

*Our success and growth of our techs/supervisors/managers was greatly enhanced with the generous grant received from the Washington State Board for Community and Technical Colleges for the Lean Six Sigma and Black Belt Certification training. These tools will be used throughout the facility and Takata organization.*

**Don Kersey**  
Plant Manager  
Takata

**Grays Harbor College**  
**Simpson Door**

Trainees: 10

**Grays Harbor County**

Grant: \$18,217  
Spent: \$15,450  
Match: \$27,644

Simpson Door designs and fabricates interior and exterior doors for commercial and retail markets. The company employs 210 at its McCleary site and determined a need to develop a cohesive training program in Leadership and Supervision for its employees. The training focused on developing their existing employees into supervisory positions and enhancing the skills of current supervisors.

*Staying competitive requires many approaches. A key approach is to upgrade the skills of employees. With the recent doubling of our frontline supervisors the JSP grant enabled us to provide essential leadership and supervisor skill training to help build a stronger team [...] Simpson Door continues to rely on the strong partnership with Grays Harbor College as we continue with the skill development of our employees.*

**Tanya Dierick**  
Director of HR, Compliance and Risk  
Simpson Door

**Outcomes:**

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

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**Cascadia College/Everett Community College**  
**Aerojet Rocketdyne**

Trainees: 129

**King County**

Grant: \$168,371  
Spent: \$158,520  
Match: \$160,934

Aerojet Rocketdyne employs over 500 people at its Redmond facility in small liquid engine manufacturing and liquid propulsion systems development. The company requested training in multiple areas from engineering and project management to assembly in order to improve efficiencies, reduce waste, and streamline supply chains. IPC certifications for soldering, blueprint reading, electronics, root cause analysis, and other topics were part of the training plan.

**Outcomes:**

- Delivery time improved from 50% on-time pre-training to 96% on average January-May.

*The Job Skills Program was very beneficial to Aerojet Rocketdyne. It allowed us to provide highly technical training to our incumbent employees that we otherwise would not have been able to deliver. Multiple departments within our company were able to participate, from our Operations group who received IPC certification training, to our Program Managers who received Project Management training, to our Supply Chain group who were able to participate in APICS training, and our Manufacturing Engineers who received training for GD&T. The flexibility of the program and the willingness of Everett/Cascadia to work directly with us to customize the content of many of these classes to fit our specific needs were invaluable.*

**Darin Holcombe**  
**HR Specialist**  
**Aerojet**

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**Green River College**  
**Bellmont Cabinets**

Trainees: 113

**King County**

Grant: \$88,700  
Spent: \$86,897  
Match: \$92,253

Bellmont Cabinets is a manufacturer and wholesaler of cabinetry. The company achieved great results in their previous JSP and has seen a significant increase in both employee headcount and business during the course of the previous grant. The company added 70 new employees since the date of their first application in 2014. Rapid growth put additional stress on their infrastructure and staff. In Phase 2 of training, Bellmont was looking to keep the momentum they achieved to continue training in Lean, plus build their employees' supervision and leadership skills.

**Outcomes:**

- Production increased by 5.4% from 520 cabinets per day to 550.
- Achieved a 42% improvement in rework.

*We here at Bellmont have really enjoyed seeing our employees get the opportunity to expand their skill set with Green River and their excellent instructors. Every time we complete a course, someone comes to me expressing their gratitude for developing skills beyond our day to day duties. The largest impact we have seen here at Bellmont is that our culture has become a culture of growth, not only for the company but for our employees and their personal growth as well.*

**Tyson Young**  
**Production Manager**  
**Bellmont Cabinets**



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**Seattle College District**  
**Bodypoint**

Trainees: 44

**King County**

Grant: \$108,913  
Spent: \$107,500  
Match: \$143,974

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

*The Kaizen teams created numerous efficiencies sufficient for Bodypoint to achieve their business plan this year. We have trained our workforce in Lean principles, which will support our company's efforts going forward.*

**Susan Kost**  
**Director of Business Operations**  
**Bodypoint**

**Outcomes:**

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

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**Green River College**  
**Cascade Gasket**

**King County**

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

**Phase 1**

Trainees: 87

Grant: \$63,000  
Spent: \$62,404  
Match: \$101,407

**Phase 2**

Trainees: 110

Grant: \$76,400  
Spent: \$75,472  
Match: \$138,872

**Outcomes:**

- 11 employees (5% of total headcount) were promoted to higher level positions.
- New employee training program enabled the company to fill vacancies (9) that previously went unfilled due to lack of qualified candidates.
- Average wage for production employees increased from \$13.71/hr. to \$15.04/hr.
- Annual revenue is 6.5% higher compared to twelve months prior to reporting.

*It is always a pleasure to work with the staff at Green River College in collaboration efforts regarding employee training and education. Cascade Gasket employees were energized from the training they received and felt it has helped them with their professional growth*

**Jill Soria**  
**HR Manager**  
**Cascade Gasket**

**Seattle College District**  
**DCG One**

**King County**

DCG One provides commercial printing, direct mailing, IT/web design, and other promotional services. The company has grown quickly in the last two years, consolidating four companies, and adding 80 new hires through the acquisition. Now employing 270, DCG One has incorporated this project into their strategic plan and has identified the training as a tool for improvement and stabilization, as well as professional growth for shop employees.

**Phase 1**

Trainees: 88

Grant: \$74,989  
 Spent: \$73,598  
 Match: \$108,477

**Phase 2**

Trainees: 96

Grant: \$96,253  
 Spent: \$96,253  
 Match: \$116,558

**Outcomes:**

- 13 new hires were added during and after Phase 1 and 6 after Phase 2.
- Reduced bottlenecks by 96%.
- Increased throughput by 30% or 225K per month.
- Achieved 82% reduction in lead time, improving on-time delivery from 75% to 96%.
- Sales increased by 10% after Phase 2.

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

**Terry Storms**  
**CEO**  
**DCG ONE**

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**Green River College**  
**EKOS Corporation**  
Trainees: 55

**King County**  
Grant: \$89,700  
Spent: \$87,946  
Match: \$126,189

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

**Outcomes:**

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

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

**Mike Wolniewicz**  
**VP of Engineering**  
**EKOS Corporation**

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**Seattle Colleges**  
**Fabriform**  
Trainees: 49

**King County**  
Grant: \$56,200  
Spent: \$53,492  
Match: \$64,858

Fabriform employs 73 in injection molding, plastic fabrication, assembly, and application of high performance coatings. The training plan combined lean and leadership training to respond to rapid growth over the last two years. The company produces plastic components for the aerospace industry, and has recently entered into the gaming market, producing security doors and walls for gaming equipment.

*Our company started with lean roadmap by going through value stream mapping training. The Kaizen events following gave us many improvements on which we hope to build with continued training.*

**Mike Clacy**  
**Vice President**  
**Fabriform**

**Outcomes:**

- Eight new hires were added, increasing headcount from 65 at the start of the training to 73 at the time of reporting.
- Lead time reduced by 63%.
- On-time delivery improved from 62% to 93.5%.
- Training allowed the company to streamline operations and achieve cost saving of approximately 227K, positioning it for additional growth.

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**Green River College/Skagit Valley College**  
**Hexcel**

Trainees: 213

**King County/Skagit County**

Grant: \$115,100  
Spent: \$99,544  
Match: \$328,086

Hexcel is a major supplier to the aircraft structures and interiors market for commercial and military aircraft. The project spanned two years, during which the company has experienced a change in product demand. Training plan was adjusted by the colleges to support the growing Burlington production that is benefiting from the overall growth in commercial aerospace market. Training for the Kent facility that relies on the defence helicopter markets was reduced.

*The program provided significant value to the business helping improve efficiency, quality, and employee interactions. Even with the downturn in business, offering training helped keep morale high and provided the foundation for employee growth and retention.*

**Steve Goldberg**  
**Plant Manager**  
**Hexcel Corporation**

**Outcomes:**

- 86 new positions added at the Burlington facility.
- 15 production operators were promoted to skilled positions in Kent, and 11 production employees were promoted to Lead of Coordinator positions in Burlington.
- Scrap reduced from \$17,570 to \$5,439/labor hour due to employee skill level increase in lamination.

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**Green River College**  
**Hy Security**

Trainees: 58

**King County**

Grant: \$118,800  
Spent: \$114,450  
Match: \$171,768

HySecurity, a designer and manufacturer of gate operators, requested funding for Lean training, as well as SharePoint, Excel, and leadership classes. The company was constrained in their ability to hire new workers and expand due to limitations in their physical space within the plant. The goal of the training was to streamline the process and free up floor space to expand production capacity, bring previously outsourced functions, such as inventory management, in-house, and hire new employees.

*The project management courses were great for helping individuals work together better as teams. The takeaways from this course were the inspiration to work with the process already in place or be positive influence for change to work as teams rather than "do it all yourself".*

**James Heighton**  
**IT Solutions Manager**  
**Hy Security**

**Outcomes:**

- Five new positions created and filled.
- Reduced stoppages due to inventory not being in the right location from 3 to 0 per month.
- Increased sales by 39%.

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**Green River College**  
**Key Compounding Pharmacy**

Trainees: 30

**King County**

Grant: \$16,000  
Spent: \$13,669  
Match: \$21,375

Key Compounding Pharmacy manufactures and distributes customized medicines that meet a specific patient’s needs. As a very small business, the company found that Lean training is prohibitively expensive, but has a potential great impact. The industry is highly regulated, and Key determined that the transition to Lean will offset some of the burdens imposed by the regulations.

**Outcomes:**

- All staff were trained in Lean manufacturing process.
- Throughput increased by 4.5 (total orders from May to June and highest number of orders for the year).
- Reduced defects by 30% from May to June (lowest this year).

*This has been a very positive experience for our team. [...] We were able to identify the areas where we struggled and started a few experiments to decrease the defects. We are currently developing a new training program to help our team with lowering defects and improve the quality of work.*

**Irene Foo**  
**Pharmacy Manager**  
**Key Compounding Pharmacy**

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**Seattle College District**  
**Northwest Hospital & Medical Center**

Trainees: 73

**King County**

Grant: \$28,181  
Spent: \$23,469  
Match: \$28,232

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

**Outcomes:**

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

*Through an exceptional partnership with SEIU 1199 Training Fund, Literacy Source, and Seattle Community Colleges, Northwest Hospital was able to access a Job Skills grant to provide employees a comprehensive 22 hour computer literacy training course that not only allowed Environmental Services staff to successfully implement EPIC, and also enriched them with a new skill set that could assist them in further developing their careers and positively impacting their lives.*

**Juan Escalante**  
**Director of Environmental Services**  
**Northwest Hospital**

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**Green River College**  
**Out of the Box Manufacturing**

Trainees: 34

**King County**

Grant: \$28,000  
Spent: \$25,125  
Match: \$25,761

Out of the Box specializes in manufacturing of printed circuit boards for the general manufacturing, medical, and aerospace industries. Training in continuous improvement and ISO/AS standards, supplemented by time management and technical writing, was aimed at facilitating company's growth in the aerospace and medical device markets.

**Outcomes:**

- Four new positions created.
- The company successfully passed the AS9100 audit and has scheduled ISO 13485 (medical) audit.

*JSP grant funds allowed us to pursue highly desired quality certifications that we would not have otherwise been able to obtain. We will be the first manufacturer in the area to obtain these credentials. As a small business owner with limited capital, these types of programs make a world of difference for our company. I am projecting hiring additional 5 employees and now have the ability to retain customers that would have needed to move their production elsewhere due to certification requirements. Not only my company and employees will benefit from this program, but the entire local economy.*

**Allison Budvarson**  
**Vice President/Co-Owner**  
**Out of the Box Manufacturing**

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**Cascadia College**  
**Spectralux Avionics**

Trainees: 42

**King County**

Grant: \$60,504  
Spent: \$49,379  
Match: \$59,464

Spectralux Avionics employs 81 in manufacturing of flight deck electronics and data communications for commercial and private airplane manufacturers. Through previous Lean training, Spectralux has been able to significantly improve their quality rating, but further improvement was necessary. This JSP project included courses in Six Sigma, geometric dimensioning and tolerancing, statistics, and project management.

**Outcomes:**

- Two vacant leadership roles were filled with current staff.
- Two attendees in Six Sigma classes were promoted to Production Lead and Supervisor.
- Quality has improved and exceeded goal.
- Quality rating improved to 99.88%, compared to 66% prior to lean initiatives.

*The JPS grant allowed Spectralux to train process improvement skills to a number of different individuals all from different departments. Having all departments represented allowed us to collaborate in ways we haven't been able to do in the past. The classes allowed us to tackle our issues as a company and created a strong process improvement environment.*

**Scott Hudson**  
**Human Resources Manager**  
**Spectralux**

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**Green River College**  
**T&A Supply Company**

Trainees: 60

**King County**

Grant: \$84,900  
Spent: \$79,709  
Match: \$190,078

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

**Outcomes:**

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

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

**Mary Strecker**  
**Operations Manager**  
**T&A Supply Company**

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**Cascadia College**  
**Terex**

Trainees: 152

**King County**

Grant: \$165,180  
Spent: \$164,388  
Match: \$174,326

Genie-Terex is a manufacturer of small portable material lifts with locations in Redmond and Moses Lake. The company requested training in geometric dimensioning and tolerancing, MS Office, root cause analysis, project management, and other topics.

**Outcomes:**

- 20 team members completed project management training, leading to an overall improvement in efficiency and timeliness of projects.

*The JSP grant had a significant impact on our ability to provide critical development for our team members. During a time when many budgets were cut back, we were able to develop project management and problem solving skills in our teams. This has improved our ability to prioritize and complete projects more efficiently, preventing future waste.*

**Jennifer Crowder**  
**Talent and Engagement Leader**  
**Terex**

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**Seattle Colleges**  
**The Part Works, Inc.**

Trainees: 26

The Part Works, Inc. is a supplier of plumbing and industrial repair parts. The company employs 26 workers and competes with large out-of-state retailers for business. The Part Works' prime advantage is the staff's expertise and technical knowledge related to their products. The company, however, needed to establish processes and structures to serve their customers more accurately and efficiently.

**Outcomes:**

- Two new positions were created and filled.
- Sales increased by 8.2%.

**King County**

Grant: \$52,980  
Spent: \$51,900  
Match: \$56,978

***W**e were losing customers at a consistent rate. The ERP system was wasting labor by the hour and in some positions by as much as 30% as well costing in PR and cancelled orders due to lost orders. As a result of Lean training we are now poised for growth and morale and teamwork have improved significantly.*

***Oly Welke**  
**Sales and Marketing Manager**  
**The Part Works, Inc.***

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**Green River College**  
**Tri-Tec**

Trainees: 35

Tri-Tec designs, manufactures, and maintains marine products sold to the Department of Defense, such as valve actuators and gear boxes. The company requested funding for training in Lean Manufacturing to aide with transition to new product lines.

**Outcomes:**

- Better production processes and improved productivity resulted in a reduced scrap rate of less than 4%.
- Errors reduced by 12.5% among all departments.

**King County**

Grant: \$83,300  
Spent: \$81,263  
Match: \$176,613

***B**ecause of the efforts driven by your team of professionals, our employees are motivated with a better understanding of expectations through Quality events. The only way we improve the quality of our environment is to get everyone involved and you have provided the tools for us that have made a difference in many ways.*

***Kyle Wagoner**  
**Quality Assurance and Safety Manager**  
**Tri-Tec***



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**Seattle Colleges**  
**Umbra Cuscinetti**

Trainees: 27

**King County**

Grant: \$50,432  
Spent: \$50,432  
Match: \$115,607

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

**Outcomes:**

- A key customer complaint was resolved with the visibility gained in the Kata management process. This allowed the company to grow, rather than continue to spend energy working on non-value added activities for the customer.
- Delivery times reduced, product is 0 days late to customers, down from 42 days late.

*The training provided through the JSP grant was invaluable to a fundamental shift in the way Umbra Cuscinetti runs its business. The training enabled us to reduce cost through behavioral change catalyzed by data driven metrics and champion our manufacturing floor toward a more efficient, safe, and productive environment. We are seeing an immediate impact in the leadership development of our people, finding more opportunities for our employees to take ownership of the business and drive results.*

**Jennifer Mazur**  
**HR Specialist – Training and Development**  
**Umbra Cuscinetti, Inc.**

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**Seattle Colleges**  
**Composite Solutions**

Trainees: 74

**King County**

Grant: \$90,740  
Spent: \$90,740  
Match: \$103,333

Composite Solutions manufactures high strength, lightweight composite structures and components for commercial and military aircraft, helicopters, and business jets. The company experienced difficulty finding employees with composites manufacturing experience. Together with Seattle Colleges, they developed a comprehensive plan that includes composites training for laminator technicians, as well as Lean continuous improvement, and Leadership.

**Outcomes:**

- Growth has resulted in creating and filling 16 new positions.
- Promotion time reduced to 9-12 months from 12-18 month prior to the training.
- Three employees received promotions.
- Sales increased by 40%.
- Customer satisfaction improved.

*This is exactly what we needed. While it was difficult to get through, it was what we needed to do.*

**Melissa Ricks**  
**Human Resources**  
**Composite Solutions**

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**Centralia College**  
**Hampton Lumber**  
Trainees: 29

**Lewis County**  
Grant: \$46,774  
Spent: \$39,501  
Match: \$39,501

Hampton Lumber, a high volume timber mill, sought training for 29 employees in Lean Manufacturing and Industrial Automation, with the main objective of improving production quality by reducing defects in sawmill, kiln, planner, sorting, and grading departments. The project was not able to complete due to the large volume of orders that came to Hampton and the need to add an extra shift to meet the demand.

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**Tacoma Community College/Pierce College/Clover Park Technical College**  
**Cordant Health**  
Trainees: 13

**Pierce County**  
Grant: \$35,806  
Spent: \$31,321  
Match: \$38,882

Cordant Health is a full-service toxicology lab that provides testing services for treatment providers, criminal justice institutions, employers, etc. Cordant identified continuous improvement as a major lab goal and hoped to achieve error reduction, lower costs, and improved productivity.

**Outcomes:**

- Rework rate has decreased down to approximately 5%, a decrease of nearly 100/samples a day requiring rework.
- 17 new positions were created and filled, increasing employment from 85 at the beginning of the grant to 102 at the time of reporting.

*[The colleges] really worked with our lab to coordinate an innovative and flexible blended learning course to launch a Lean/Six Sigma program in our facility.[...] Ultimately, this project was very successful for our company, and both the employees and the lab as a whole will continue to see the benefits of this training as we launch more projects in the future.*

**Randy Saager**  
**Director of Operations**  
**Cordant Health Solutions**

SAFE Boats International manufactures vessels for military, law enforcement, fire and rescue, and other agencies. The training request consisted of three certification courses: Marine Electrical, Marine Corrosion, and Marine Systems. Upon completion of each course, participants sat for an exam to earn a 5-year industry credential.

**Phase 1**

Trainees: 50

Grant: \$58,934

Spent: \$57,753

Match: \$77,591

**Phase 2**

Trainees: 123

Grant: \$104,930

Spent: \$99,235

Match: \$115,691

**Outcomes:**

- Turnover was reduced from 12 (quarterly) to 5, exceeding the pre-training goal of Phase 1.
- Quality increased/number of defects reduced by 63% upon completion of Phase 2.
- 41 participants were certified by ABYC during Phase 1. Phase 2 participants have not taken their exams at the time of reporting.

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

**Danielle Tudor**  
**Human Resources Manager – Tacoma Facility**  
**SAFE Boats International**

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**Skagit Valley College  
DeLaval**

Trainees: 38

**Skagit County**

Grant: \$63,700  
Spent: \$63,700  
Match: \$65,626

DeLaval is a manufacturer of milking equipment to the dairy industry. The company employs 50 in Mount Vernon. DeLaval requested funding to train its employees in Lean Manufacturing concepts and leadership. Several employees were recently promoted from operations to front-line leadership positions, and the company wants to ensure that new supervisors are effective in their new roles. Lean training will reduce costs, lead time, and non-value added steps.

**Outcomes:**

- Leadership training lead to higher level responsibilities for participants and one promotion to a position with supervisory duties.
- Lean training resulted in a significant cost reduction (77%), increased effective floor space, and cumulative cost savings of \$60,000/yr.

*Working with Skagit Valley College and Impact Washington has been a valuable experience for us at DeLaval. Our employees embraced the leadership training and have used these skills to grow in their team leader roles. We have adopted the Toyota Kata method of problem solving as a result of our training, and improvements are ongoing. The impact of this training will be long lasting.*

**Wendy Schweigert  
Factory Manager  
DeLaval Manufacturing**

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**Cascadia College/Everett Community College  
Achilles USA, Inc.**

Trainees: 26

**Snohomish County**

Grant: \$35,400  
Spent: \$35,400  
Match: \$36,092

Achilles is mid-size plastic film manufacturer in Everett. The company supplies plastics to medical, auto, marine, and other industries, and requested courses in Manual Machining (blueprint reading, precision measuring tools, drill presses, lathes and mills, etc) and Supervisory/Team Lead training.

**Outcomes:**

- Turnover reduced compared to the previous year.
- 2.5% increase in wages.
- Only 1 recordable accident (no loss time) compared to 4 in the year prior to the training.
- One employee promoted to a management position.

*The JSP grant overall has been a tremendous success within the departments that participated in the training. Not only did the training increase the level of expertise in the company, the positive response to the training has allowed us to pursue other training that has been lacking over the previous years. We look forward to developing additional training classes for all employees to participate in.*

**Michael Burrows  
Human Resources Manager/EHS Safety  
Achilles USA, Inc.**

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

**Phase 1**

Trainees: 122

Grant: \$52,050

Spent: \$52,050

Match: \$66,210

**Phase 2**

Trainees: 186

Grant: \$175,248

Spent: \$156,510

Match: \$169,265

**Outcomes:**

- Increased retention by 6% upon completion of Phase 1, and by 14% upon completion of Phase 2.
- Promoted 22 employees.
- Achieved savings of \$12,000 per year through more efficient inspection.
- Wages increased by \$4 to \$32/hr. for upper level manufacturing positions.
- Reduced accidents by 50%.

*The Job Skills Program grant allowed us to offer high impact training to our production floor employees and to our group of highly technical skilled employees approaching the transition to management positions for the production floor. The instructors were excellent and the curriculum was tailored to meet our needs as a company. We are working more efficiently and with higher skill due to the JSP grant.*

**Matt Washburn**  
**Training Manager**  
**Aerospace Manufacturing Technologies**

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**Green River College/Everett Community College**  
**Avtech Tyee**

Trainees: 142

**Snohomish County**

Grant: \$123,600  
Spent: \$119,599  
Match: \$128,960

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

*The completion of the JSP grant led to many cross training opportunities for employees on the shop floor. We were able to take several of the electronic assemblers and move them into new work centers and repair station back up roles that could not have happened without the IPC training and certification. Our machine shop courses also allowed 3 individuals to move from mechanical assembly role into the machining apprenticeship program and are all now successfully operating CNC machines.*

**Sarah Spears**  
**HR Manager**  
**Avtech Tyee**

**Outcomes:**

- 10 employees have been promoted to new positions or levels within their fields.
- Turnover reduced from 17.2% in manufacturing to less than 10% on average.
- Safety record improved by 17%, with 4 fewer accidents than the pre-grant year.

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**Cascadia College/Everett Community College**  
**Bridgeways**

Trainees: 21

**Snohomish County**

Grant: \$24,720  
Spent: \$24,720  
Match: \$24,781

Bridgeways Enterprises is a private non-profit organization that employs individuals with mental illness in aerospace and medical device manufacturing. The company is ISO-9001-/AS9100-C certified and provides services in mechanical, tool refurbishing, bond and seal, etc. for clients in aerospace, defense, medical, and industrial markets. The goal of training was increase in retention and promotions for incumbent employees.

*The JSP grant has been extremely valuable to the leadership team of our organization. Our team has been given the essential tools to better develop and strengthen their leadership skills and has provided them with strategies to motivate, inspire, and elevate employee performance throughout the organization. As a nonprofit with a limited budget this grant has allowed us to enhance our staff capabilities, which allows us to better serve our mission and our community.*

**Dawn Gray**  
**Human Resources Manager**  
**Bridgeways**

**Outcomes:**

- Two employees promoted to supervisory roles.
- Employees are better able to interpret and analyze income statements, balance sheets and statement of cash flows, and are able to make sound decisions based on financial data.

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**Cascadia College/Everett Community College**  
**Damar Aerosystems**

Trainees: 84

**Snohomish County**

Grant: \$92,430  
Spent: \$86,166  
Match: \$134,519

Damar Aerosystems manufactures airbeams and component parts for Boeing aircraft. Damar requested blueprint reading, geometric dimensioning and tolerancing, statistics, Excel, and forklift operator training.

**Outcomes:**

- A new shift with 13 new employees was added.
- Overall number of employees grew from 153 to 178.
- Accidents reduced to 0.
- 

*The Washington State training grant allowed us to take nearly all of our production staff through some very important skills training in order to prepare them for either the next level in their career development or to enhance their skill level in their current jobs. The blue print reading and GD&T courses were well attended and the feedback was very positive. We appreciated the opportunity to have so much of our staff be able to take advantage of the training opportunities that this grant offered."*

**Lisa Seed**  
**Human Resources Manager**  
**Damar Aerosystems**

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**Green River College/Everett Community College**  
**Esterline Technologies Corporation**

Trainees: 162

**Snohomish County**

Grant: \$133,900  
Spent: \$133,855  
Match: \$142,513

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

*The training that was provided as part of the grant through Green River College in partnership with Everett Community College provided a win-win opportunity for Esterline employees to increase their skill set. The Master Cam training allowed a number of employees in our Manufacturing Engineering department, Tooling department and Fabrication department to learn the software and make their daily tasks more efficient. IPC training was a major component of the training provided to our assembly line employees. J-Std-001, Requirements for Soldered Electrical and Electronic Assemblies; IPC-A-610, Acceptability of Electronic Assemblies and IPC/WHMA-A-620, Requirements and Acceptance for Cable and Wire Harness Assemblies were all certifications that were offered to employees. All employees that took these classes were trained and received certification to the highest level, Class 3 and their certifications are transferrable even if they decide to change jobs. I would recommend this program as a great way to increase employee skills in support of both the employee and the company.*

**Travis McNeal**  
**Manager, Manufacturing Engineering**  
**Esterline Technologies Corporation**

**Outcomes:**

- Over 50 personnel received certification training that allows them to work across multiple assembly areas.
- IPC and Master Cam training allows personnel broader transfer opportunities within Korry and Esterline.
- A significant number of machinists and Manufacturing Engineers received Master Cam training that allows them to perform more operations on their own.

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**Green River College/Everett Community College**

**Himalayan Dog Chew**

Trainees: 36

**Snohomish County**

Grant: \$49,500

Spent: \$49,410

Match: \$51,471

Himalayan Dog Chew is a small but growing Mukilteo business that distributes its products (dog chews, treats, and toys) to about 5,000 retailers nationwide. The company requested funding for Six Sigma Green and Yellow Belt, Supervisory Team Lead, Statistics, ESL for Manufacturing, and other courses to increase quality and efficiency and to become more competitive in the pet treat business.

*The Job Skills Program has enabled our company to give opportunities and accomplishment to our employees that otherwise would have not been able to advance their knowledge and skills. Our employees have gained a renewed sense of teamwork and understand the importance of continuous improvement due to the Six Sigma courses they have completed. Overall, the Job Skills Program is a great way to bring people, companies, and communities together to grow and evolve.*

**Samantha Bryant**  
**Human Resources Manager**  
**Himalayan Corporation**

**Outcomes:**

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

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**Green River College/Everett Community College**

**Natural Factors**

Trainees: 149

**Snohomish County**

Grant: \$59,700

Spent: \$58,798

Match: \$68,139

Natural Factors is a producer of vitamins, natural supplements, and nutritional products. It employs 160 in King County. The company requested funding for Lean Six Sigma Yellow Belt and Green Belt training for the majority of its employees. Training in Statistics, and Leadership was also part of the grant. Prior to the training, Natural

*The Six Sigma program has been instrumental in empowering employees to think more along the lines of efficiency and improvement. It has assisted in creating an environment where people feel like their ideas will be heard and addressed. Overall, this has been a very positive change.*

**Sarah Roberts**  
**Manager, Quality Control and Validation**  
**Natural Factors**



Factors identified their existing staff development level as minimal, and hoped that the training would create a culture of advanced educational attainment while increasing retention, improving efficiency and quality, and reducing accidents.

**Outcomes:**

- Streamlined and improved existing production processes.
- Made progress towards improving safety and reducing accidents.

**South Seattle College/ Everett Community College  
Qualitel**

Trainees: 83

**Snohomish County**

Grant: \$92,000  
Spent: \$78,784  
Match: \$97,311

Qualitel is a manufacturer of electronics, specializing in a full range of high-mix, low-volume, and high-reliability products and services for aerospace, medical and life sciences, industrial, and military markets. The company grew recently from 90 to over 200 employees and requested funding for training to augment its investment in jobs and equipment by providing Lean Six Sigma, IPC electronics certification, blueprint reading, and supervisory training.

*It was a late start due to business demands, and we needed to change our training plans, but in the end it all worked out. We're grateful for the funding and look forward to additional training [] in the future.*

**Lisa Chow**  
*Human Resources*  
**Qualitel**

**Outcomes:**

- Four promotions as the result of the training.
- Promotion time increased from 9 months from hire to 7-8 months.
- Throughput increased by over 10%, exceeding goal.
- Delivery is on time, improving from pre-training benchmark of 90% and exceeded the goal of 98% on time.

**Green River College/ Everett Community College  
Royal Window and Door Profiles**

Trainees: 67

**Snohomish County**

Grant: \$41,400  
Spent: \$39,635  
Match: \$58,098

Royal Window produces extrusions for window and door manufacturers. The need for training was determined in response to the company's recent growth, high turnover rate, and lack of standardized training for leads and supervisors. Training in quality control, workplace communication,

*[College] grant and their guidance allowed us to make training available to a large group of employees and tied in perfectly with our internal process on Lean initiatives*

**John Haddon**  
*Plan Manager*  
**Royal Windows and Doors**

Training-within-Industry (TWI), and supervisory courses were requested to improve quality, reduce attrition, and increase promotional opportunities for the participants.

**Outcomes:**

- Five new positions were created and filled.
- Reduced attrition rate, exceeding goal.
- Through quality control and TWI, reduced number of defects.

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**South Seattle College/Everett Community College**

**SNBL**

Trainees: 101

**Snohomish County**

Grant: \$63,100

Spent: \$62,419

Match: \$121,227

SNBL's Everett facility is dedicated to pre-clinical drug development studies. The company recently was awarded a Federal contract by the US Department of Health and Human Services to develop treatment for injuries from chemical, radiological, and nuclear terrorist attacks. The company requested training to support the contract by enhancing skills of emerging supervisors and employees throughout the organization.

*The grant really helped in our ongoing effort to provide skills training to our employees.*

**Teresa Ritter**  
**Human Resources**  
**SNBL**

**Outcomes:**

- Reduced turnover by 5%.
- Project management training has allowed key projects to be delivered on time, under budget and within scope.

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**Community Colleges of Spokane**

**Accra-Fab**

Trainees: 58

**Spokane County**

Grant: \$50,000

Spent: \$45,776

Match: \$60,254

Accra-Fab is an advanced manufacturer for aerospace, healthcare, food, communication, and energy industries. The company identified the need for leadership development, strategic development, and computer skills, and lean training.

*The Strategic Planning and Leadership Development for managers, supervisors, and leads was invaluable and will allow Accra-Fab to grow in this competitive market. The trainings will now be deployed throughout the plant where all employees will benefit. The Microsoft training were much needed and had a positive impact right away.*

**Barry Stewart**  
**Director of Human Resources**  
**Accra-Fab**

**Outcomes:**

- 35 new hires were added.
- Efficiency in operations improved.

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**Community Colleges of Spokane**  
**Seaport Steel**

Trainees: 84

**Spokane County**

Grant: \$98,108  
Spent: \$98,108  
Match: \$101,730

Seaport Steel, a Seattle-based steel manufacturer, added a production facility in Spokane. The new facility has several new pieces of equipment coming online that required training for new employees. The company requested production training for new employees, and a skills upgrade for the incumbent workers at both

Seattle and Spokane locations. The comprehensive plan included Messer Cutting Machine training, metallurgy, HEM Saw, AutoCad, Microsoft Office, and soft skills courses.

*The program was great and helped all of Seaport sort out what works best for the staff training and development. A lot of good came out of the overall package*

**Fern Shumway**  
**HR Director**  
**Seaport Steel**

**Outcomes:**

- 38 new hires were added: 17 at Spokane location, and 21 in Seattle.
- Safety record improved significantly, with 0 accidents in 2016.
- Spokane location has doubled its output compared to 2015.

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**South Puget Sound Community College**  
**Mega Machine**

Trainees: 55

**Thurston County**

Grant: \$59,215  
Spent: \$55,399  
Match: \$80,015

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

*As it turned out this training came at a transitional time and we are pleased with the results. A major customer cancelled a contract forcing us to lay off some employees. With the support of SPSCC and Impact Washington, the process improvements achieved are supported by new SOPs that will help us as we build our business with current and new customers. We have rehired 2 employees and plan to rehire others as our business improves.*

**Larry Lasmanis**  
**Owner**  
**Mega Machine**

**Outcomes:**

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

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**Bellingham Technical College**  
**Oxbo International**

Trainees: 76

Oxbo International develops, manufactures, and distributes agricultural harvesting equipment for food processing markets. The company requested assistance with funding for training in ISO 9001 and Lean in order to upskill employees in continuous improvement methodology, reduce defects, and improve delivery times.

**Whatcom County**

Grant: \$52,731  
Spent: \$49,069  
Match: \$61,288

*We are very pleased with the training we received from Bellingham Technical College and Impact Washington. Combining Lean and ISO training together helped us to create a very efficient management system that will help us continue to improve our process and be successful in the future.*

**Brad Greenough**  
**Operations Manager**  
**Oxbo International**

**Outcomes:**

- 25 new employees hired since beginning of project.
- 25 key employees have been trained to use ISO 9001 management system as a basis for continuous improvement. 51 employees have been trained to work within an ISO 9001:2015 environment.

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**Bellingham Technical College**  
**Zodiac Aerospace**

Trainees: 102

Zodiac Aerospace manufactures aircraft interiors, including overhead bins, lavatories, and galleys. JSP funding was requested to train 100+ employees in lean principles and to conduct Kaizen events.

**Whatcom County**

Grant: \$72,751  
Spent: \$70,404  
Match: \$84,287

*Thanks to the JSP grant funds, Zodiac has been able to reduce scrap and rework, improve productivity, and meet our customers' demand in a timely manner. Training is critical to our industry due to the cyclical nature of our business. We are constantly training new and incumbent workers and the JSP grant allowed us to increase the level of training in Lean Transformation, which will provide employees with skills that are not only transferable, but will make them more valuable.*

**Karan Dabas**  
**Project Manager/Industrial Engineer**  
**Zodiac Aerospace**

**Outcomes:**

- Training led to \$630,850 in cost savings, exceeding target.

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**Yakima Valley College**  
**CubCrafters**

Trainees: 115

**Yakima County**

Grant: \$68,037  
Spent: \$67,069  
Match: \$75,357

Cubcrafters, a manufacturer of light sport aircraft, was in need of mid-level managers with aviation manufacturing experience, as well as production employees who understand lean manufacturing concepts. The goal of courses in Lean, supervisory training, and project management was to aid in reducing turnover, improving productivity, and to expand the skills of the existing workforce, thus increasing sales and leading to new hiring in order to meet production demands.

*The Job Skills grant allowed us to provide training to all of our direct labor employees in lean principles. Our Lean 101 training gave all of the employees a common vision and vocabulary when talking about the transition that was going to take place in the factory. The Lean 101 training allowed every employee to understand what it was we were trying to accomplish and how it would benefit the company. The training was concise and the exercises helped every employee visualize what was happening and why. The training was instrumental in helping us make a much smoother transition to the new manufacturing model.*

**Randy Pollock**  
**Director of Manufacturing**  
**CubCrafters**

**Outcomes:**

- Eight new production positions were filled to increase assembly capacity, and two new engineers were hired, with ten new positions anticipated.
- Manufacturing lead times reduced by 50%.

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## Consortia Projects

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

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### Oneonta Starr Ranch Consortium:

**Custom Apple Growers, Custom Apple Packers**

**Wenatchee Valley College**

Trainees: 65

**Chelan County**

Grant: \$22,500

Spent: \$22,500

Match: \$27,146

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

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

**Anne Guerrero**  
**Human Resources**  
**Oneonta Starr Ranch**

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### APICS Supply Chain Management Consortium:

**Cadence Aerospace, Toray Composites, Cascade Gasket,**

**Weyerhaeuser, Hexcel Corporation**

**Green River College**

Trainees: 15

**King County**

Grant: \$60,300

Spent: \$54,696

Match: \$87,145

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

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

**Janie Vigil**  
**Cadence Aerospace**

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**ISO Consortium #1:**

**Gompf Brackets, Alpha Precision, Pacific Metallurgical,  
IDL Precision, The Gear Works, Hexcel, Cascade Engine  
Carlisle IT, Sienna Technologies  
Green River College**  
Trainees: 29

**King County**  
Grant: \$90,500  
Spent: \$86,002  
Match: \$100,681

**ISO Consortium #2:**

**Piller Aimmco, KASO Plastics, Kyocera International,  
S.E.H. America, Silicon Forest Electronics  
Clark College**  
Trainees: 17

**Clark County**  
Grant: \$51,400  
Spent: \$51,392  
Match: \$62,045

**ISO Consortium #2:**

**Triumph Aerospace, Sakco Precision Inc., Toray Composites,  
Algas-SDI, Fabriform, Composite Solutions,  
Cadence Aerospace  
Seattle Colleges**  
Trainees: 18

**King County**  
Grant: \$60,000  
Spent: \$56,991  
Match: \$68,561

Twenty one companies requested funding via three projects for a limited number of employees to attend consortium training in ISO 9001:2015/AS9100 Rev D that instructs key personnel how to successfully lead and manage design, documentation, and implementation of a Quality System that meets the needs of each company and the requirements of the ISO9001/AS9100 Standard.

Projects also included Train-the-Trainer and Technical Writing courses to help participants disseminate information in their organizations and to create documentation required for company-wide quality management process.

*I want you to know how much it has meant to us to have [Clark College and the ETI Group working with the State of Washington to make this type of training affordable. We could not have had this level of participation without your help. I'm anticipating that the result of these programs will be a more competitive Kyocera, bringing more business and jobs to the Vancouver area.*

**Steven Ohm**  
**Quality Assurance Manager**  
**Kyocera International**

*[Gompf Brackets] is glad to be participating and will benefit tremendously. We have new employees and the training will help us stay up to date and competitive*

**Lee Gompf**  
**President**  
**Gompf Brackets**

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**Lean Consortium #1:**

**Steelscape, NORPAC, Northfork Composites,  
Northwest Motor Service, Columbia River Carbonates,  
S&R Sheet Metal, Emerald Kalama Chemical, JH Kelly  
Lower Columbia College**

Trainees: 16

**Cowlitz County**

Grant: \$41,490  
Spent: \$41,487  
Match: \$68,667

Lower Columbia College requested funding for eight Cowlitz County businesses, ranging in size from fewer than 20 to 253, to participate in Lean Enterprise Certification Program (LECP). Each company sent 1-4 employees to receive the training. Participants brought their expertise back to their companies to guide projects with the goals of enhancing the Lean production techniques already in place, improving bottom line, and increasing customer satisfaction.

*Participation in the [...] grant project enabled NORPAC to reduce damage to paper rolls, avoid potential injuries, and reduce operating and overtime costs by \$60,000.*

**Curt Ransom  
NORPAC**

**Production Planning Manager**

*The biggest improvement [S&R Sheet Metal] made was concerning material movement. Prior to this, we were constantly moving and re-moving pallets of heavy metal and it always seemed we couldn't easily get to the metal we needed. Now it's more efficient: saving more than \$450 per week.*

**Tony Foster  
President  
S&R Sheet Metal**

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**Lean Consortium #2:**

**Pacific Mat and Commercial Flooring, PBS Supply, T&A Supply  
Green River College**

Trainees: 65

**King County**

Grant: \$88,100  
Spent: \$85,988  
Match: \$253,646

Pacific Mat, together with T&A Supply and PBS Supply Company, formed a consortium to participate in Lean training. The training addressed gaps each company has around their manufacturing processes, which are small but growing portions of each company.

*The trainings [...] have helped take our company to a whole new level. We knew that what got us here, won't get us there. The depth and breadth of these trainings will go a long way to getting us there.*

**Adrienne Lowber  
Director of Finance and Accounting  
T&A Supply Company**



**Property Management Consortium:  
Coast Real Estate Services, Quantum Management  
Everett Community College**

Trainees: 27

**Snohomish County**

Grant: \$26,850

Spent: \$22,793

Match: \$50,741

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

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

**Jeanne M. Van Tighem, CPA  
Controller**

**Quantum Management Services, Inc.**

**Six Sigma Consortium # 1:**

**A&G Machine, Graphic Packaging, Schwartz Brothers,  
Starbucks, Toray Composites**

**Green River College**

Trainees: 11

**King & Pierce Counties**

Grant: \$52,800

Spent: \$52,629

Match: \$75,770

**Six Sigma Consortium # 2:**

**Aero Controls, Aiphone, Precision Machine Works,  
Microscan, Skills, Inc., Starbucks, Toray Composites, Zetec**

**Green River College**

Trainees: 15

**King & Pierce Counties**

Grant: \$49,200

Spent: \$47,243

Match: \$57,359

**Six Sigma Consortium #3:**

**Bellmont Cabinets, GM Nameplate, Skills, Inc., Sonosite  
Starbucks, Microscan**

**Green River College**

Trainees: 17

**King County**

Grant: \$48,900

Spent: \$48,900

Match: \$73,005

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

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

**Mark Haller**  
**Toray Composites**

*The impact of Six Sigma Black Belt certification training on Skills Inc. participants has been significant. It has allowed students to analyze production processes more thoroughly and provided them with tools to identify and resolve issues by looking at both the correlation and causation. A noteworthy project analyzing our chemical processing line resulted in identification of methods to reduce lag time and increase capacity. The tools Six Sigma Black Belt students walked away with resulted in cost savings, increased capacity, and confidence building in our employees.*

**Priscilla Armstrong**  
**Director of Workforce Development**  
**Skills Inc.**