



# **2021-23 JOB SKILLS PROGRAM**

***JANUARY 2024 BIENNIAL REPORT TO THE LEGISLATURE***

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# Introduction

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*“From the JSP grant, we made several improvements that have streamlined our operations and cultivated a more integrated team. The expertise, leadership, and training available through the college have had a direct impact on several key areas of our business, including measurable increases in our productivity and revenue. The more important highlights of our collaboration with Evergreen Consultants and Skagit Valley College can be measured in the people we employ and the growth of their skills.”*

*Erin and Eric Graham, co-owners, Egis Mobil Electric*

Egis Mobil Electric, a veteran-owned manufacturer of quality motor vehicle electrical products in Whatcom County, achieved impressive results from its partnership with Skagit Valley College and the Job Skills Program:

- Completed 168 training hours for 14 employees.
- Hired seven employees during the grant period.
- Promoted four employees with wage increases.

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## Purpose of the Job Skills Program

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

## Statutory authority

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

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

RCW 28C.04.400

## Purpose of this report

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

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

This report covers grant awards, project descriptions, and outcomes for the 2021-23 biennium. Information is provided for each of the 126 projects: 86 in fiscal year 2022 and 40 in fiscal year 2023. It is important to note that many of the projects that were awarded in fiscal year 2022 were allotted continuation grants for training that extended into fiscal year 2023. During fiscal year 2023 there were 113 active JSP projects.

## Program funding

JSP was funded at \$5,450,000 from the education legacy trust account for the 2021-23 biennium. An additional state appropriation of \$5,000,000 (General Fund – State) per year was added, providing a total of \$15,450,000. Total SBCTC administrative expenses were \$269,084 (1.74%). The remainder of \$15,180,916 was available for project awards.

## Program Overview

Attracting, developing, and maintaining a skilled workforce is a challenge faced by many employers in Washington's key industry sectors. Since 1983, Washington's JSP has helped new and experienced workers develop skills while helping companies retain workers, create living-wage jobs, thrive in a competitive market, and strengthen Washington's economy.

In observance of the program's 40th anniversary, Governor Jay Inslee proclaimed September 18-22, 2023 as Job Skills Program Week (see appendix A). The anniversary created a special opportunity to promote awareness about JSP. SBCTC estimates that over those 40 years, more than 75,000 incumbent workers and 1,000 businesses have benefitted from the program.

## Job Skills Program priorities

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

Job Skills resources are targeted to areas where:

- There is a shortage of skilled labor to meet businesses' needs.
- Upgrading employee skills is necessary to avoid layoffs.
- Training incumbent workers for advancement creates new vacancies.
- New businesses or industry clusters need a skilled labor pool.
- Communities are struggling with high unemployment.

## Shared investments

JSP is a dollar-for-dollar matching grant program. At least 50% of training expenses are covered by the business through cash and/or in-kind payments. Businesses with reported Gross Business Income of less than \$500,000 are exempt from the dollar-for-dollar match but must still provide a match equal to the wages and benefits paid to employees while in training. In the 2021-23 biennium, for every dollar of the state's investment, the private sector invested \$1.29 (a 129% match of state funds).

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

## Workforce Training Customer Advisory Committee

SBCTC consults with a Workforce Training Customer Advisory Committee to guide program decisions. The committee is made up of representatives from business, labor, and public and private educational institutions. A subcommittee meets to review, provide input, and recommend funding for JSP grants. Representatives of the Department of Commerce and the Workforce Training and Education Coordinating Board also participate in the review process.

***“For the past six months, we’ve been making profits. This was a team effort. Our team, local support network, and the college worked long hours to make this a viable operation.”***

*Peter Johnson,  
HR Director  
McKinley Paper  
Port Angeles*

McKinley Paper is one of the world's major paper manufacturers for packaging products, with operations in Mexico and the United States. The company partnered with Peninsula College for a \$201,278 grant to train employees on job task documentation and standards, to implement structured training approaches, and to create illustrated work instructions designed to increase the skills of the company's existing workforce.

Notable outcomes include:

- Completion of 306 training hours for 19 employees.
- Reduction of turnover rate from 21% to 16%.
- Reduction of scrap or rework from 6% to 5%.

## Overview of Project Results

Each JSP project identifies desired outcomes and reports performance information immediately after the completion of training. The outcomes are unique to each project and are quite varied. While grantees report their immediate outcomes at the conclusion of each grant, the complete results of training are frequently not fully realized until well after the reporting period ends. Individual project overviews can be found in appendix B.

Over the 2021-23 biennium, some projects had to curtail or cancel planned training due to the impact of the COVID-19 pandemic or other business circumstances, resulting in the return of previously awarded funding. As much as was practical, SBCTC program staff worked diligently to reallocate funding to other eligible projects, and open additional opportunities for competitive applications to ensure grant funding moved rapidly to other projects.

### 2021-23 Job Skills Program fast stats

All JSP Grants (2021-23 Biennium)	Totals & Averages
Total number of projects awarded	126
Total number of projects competed <sup>1</sup>	118
Total number of training courses provided	1,204
Total number of employees trained	8,163
Average number of trainees per project	69
Average grant expenditure per trainee	\$1,709
Average total grant expenditure	\$127,484

## 2021-23 Distribution of Grants

### Distribution by educational sector<sup>2</sup>

College/School Category	Number of JSP Projects Awarded	Number of JSP Trainees	JSP Funds Awarded
Private career schools or colleges	1	74	\$192,784
State operated community & technical colleges	125	8,089	\$15,170,643

<sup>1</sup> Eight projects were cancelled after initial approval due to the pandemic or changing business circumstances.

<sup>2</sup> 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.

## Distribution by industry<sup>3</sup>

<b>Manufacturing:</b> 103 grants, representing 82% of all grants			<b>All Other Industries:</b> 23 grants, representing 18% of all grants	
25 – Aerospace	7 – Wood/Paper	6 – Naval	7 – Agriculture	5 – Construction
4 – High Tech	24 – Food Production and Processing		<b>11 – Other:</b> Retail/Wholesale, Hospitals & Medical Services, Environmental Services, Gaming & Hospitality, Non-Profit	
<b>37 – Other:</b> Auto, Composite, Construction, Marine, Transportation, Medical Devices, Chemicals, Electronics, Pharmaceutical, Luggage/Accessories, Food/Beverage Production				

## Distribution by size of business<sup>4</sup>

Size of Businesses Served by JSP Grants	# of Businesses in this Size Range	% of Businesses in this Size Range
Businesses with 1 to 30 employees	37	26%
Businesses with 31 to 100 employees	43	30%
Businesses with 101 to 200 employees	19	13%
Businesses with more than 200 employees	43	30%

## Distribution by region

Region	Number of JSP Projects in Region	Percent of JSP Projects in Region	Number of JSP Trainees in Region	Percent of JSP Trainees in Region	JSP Funds Awarded in Region	Percent of JSP Funds Awarded in Region
Central Puget Sound (King, Pierce & Snohomish)	74	59%	4,359	53%	\$10,642,908	70%
Balance of State – West	28	22%	1,769	22%	\$2,428,980	16%
Balance of State – East	19	15%	1,723	21%	\$1,743,046	11%
Spokane County	5	4%	312	4%	\$355,709	2%

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

<sup>4</sup> Includes businesses in consortia projects, no duplication for businesses participating in multiple projects.

## Distribution by workforce development area (WDA) <sup>5</sup>

Workforce Development Area	Number of JSP Projects in WDA	Percent of JSP Projects in WDA	Number of JSP Trainees in WDA	Percent of JSP Trainees in WDA	JSP Funds Awarded in WDA	Percent of JSP Funds Awarded in WDA
Seattle-King	37	29%	1,868	23%	\$5,323,41	35%
Tacoma-Pierce	21	17%	1,326	16%	\$3,402,79	22%
Snohomish	16	13%	1,165	14%	\$1,916,70	13%
Northwest	20	16%	1,551	19%	\$1,770,28	12%
North Central	7	6%	720	9%	\$894,835	6%
South Central	6	5%	831	10%	\$474,217	3%
Spokane	5	4%	312	4%	\$355,709	2%
Olympic	4	3%	114	1%	\$310,860	2%
Eastern	4	3%	147	2%	\$289,317	2%
Southwest	2	2%	59	1%	\$208,821	1%
Pacific Mountain	2	2%	45	1%	\$139,016	1%
Benton-Franklin	2	2%	25	0%	\$84,676	1%

## Funding Deployment According to JSP Priorities

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

Economic & Workforce Development Priorities	% of Grants Addressing this Priority
Promotes the growth of industry clusters	75%
Serves an area where there is a shortage of skilled labor to meet job demands	57%
Provides short-term training which has been designated for specific industries	54%
Includes training for incumbent workers to avoid dislocation, or where upgrading of existing employees creates new vacancies for unemployed persons	45%
Promotes the location of new industry in areas affected by economic dislocation	6%

<sup>5</sup> See map of JSP grants by WDA: <https://www.sbctc.edu/colleges-staff/grants/job-skills-grant>.



Program Funding Priorities	% of Grants Addressing this Priority
Supports training for firms in strategic industry clusters as identified by the state or local area	77%
Proposes training that provides college credit or leads to a recognized industry credential	49%
Projects that are coordinated with other industry cluster-based programs or initiatives	24%
Projects that propose increased capacity for education institutions that can be made available to industry and students beyond grant recipients	23%
Projects that involve a consortia of training providers or consortia of employers	21%

# Instructional Content of Grant-Funded Customized Training

JSP provides highly customized training to a variety of businesses. Thus, it is difficult for any summary of training to adequately capture the array of instructional content delivered. Given that 82% of businesses served in the 2021-23 biennium were manufacturers, it is expected that among the most prominent skills training areas are subjects that support manufacturing work, like process improvement and quality control, engineering and its related technical areas, and precision production. Another significant training concentration is in computer and information sciences. JSP grants often include workplace and technical communication trainings. Some employers opt for applied English language instruction (ESL) that is contextualized to the skills required in the workplace. This type of content fits into the communication and related category of trainings.

Instructional Category <sup>6</sup>	Total Courses Delivered	Trainees <sup>7</sup>
Business, Management, Process Improvement, Quality Control, & Related	547	8,699
Engineering/Engineering-Related Technologies/Technicians	349	3,896
Computer and Information Sciences & Support Services	73	532
Precision Production	46	485
Communication, Applied ESL, & Related Programs	43	922
All Other Instructional Categories	32	2,495
Transportation & Materials Moving	27	92
Construction Trades	26	370
Agricultural/Animal/Plant/Veterinary Science & Related Fields	21	279
Health Professions, Biological/Biomedical, & Related Programs	17	463
Mechanic & Repair Technologies/Technicians	16	145

<sup>6</sup> Instructional Program Categories are derived from the Classification of instructional Programs (CIP) and represent the 2-digit CIP family.

<sup>7</sup> Counts individual trainees for each course in which they participated.

Instructional Category <sup>6</sup>	Total Courses Delivered	Trainees <sup>7</sup>
Engineering	7	224
<b>Totals</b>	<b>1,204</b>	<b>18,602</b>

## 2021-23 Job Skills projects by county

The following table lists business participants for the 2021-23 biennium and is organized alphabetically by county, as reported by the training provider. The location of some training activities may vary from the county listed or take place in multiple counties.

Business Partner (sorted by county)	Industry(ies)	County	Grant Award	Trainees <sup>8</sup>
Ranch & Home	Retail/Wholesale	Benton	\$1,430	0
AgriMACS Inc.	Agriculture	Chelan	\$26,533	67
Crunch Pak LLC	Food Production and Processing	Chelan	\$32,989	24
Stemilt Growers LLC	Food Production and Processing	Chelan	\$139,321	131
BRIX Marine	Manufacturing – Naval	Clallam	\$24,237	8
McKinley Paper Company	Manufacturing – Wood/Paper Products	Clallam	\$160,344	19
nLight	Manufacturing – Composites	Clark	\$160,996	32
The Last US Bag Company	Manufacturing – Other	Clark	\$40,495	27
Cameron Nursery	Other – Fruit Tree Stock	Franklin	\$28,137	25
Bar E Ranch	Food Production and Processing	Grant	\$0	0
D&L Foundry	Manufacturing – Other	Grant	\$240,242	85
GueroyMaria	Food Production and Processing	Grant	\$24,291	2
Moses Lake Industries, Inc	Manufacturing – Other, Chemical Manufacturing	Grant	\$217,517	411
Aerojet Rocketdyne	Manufacturing – Aerospace	King	\$214,852	309
Artisan Premades	Food Production and Processing	King	\$101,203	26
Ballard Machine Works	Manufacturing – Aerospace	King	\$31,300	7
Batech, LLC Machine and Fabrication	Manufacturing – Other	King	\$74,992	37
HDT Bio	Manufacturing – Medical Devices	King	\$26,075	9
HySecurity Gate, Inc.	Manufacturing – High Tech	King	\$360,318	46
HySecurity Gate, Inc.	Manufacturing – High Tech	King	\$304,000	47
Iona Handcrafted Books LLC	Manufacturing – Other	King	\$31,035	1
Machinists Inc	Manufacturing – Aerospace, Naval, High Tech	King	\$136,961	72
MER Equipment	Manufacturing – Naval	King	\$61,493	21

<sup>8</sup> Where funding is \$0, this indicates projects that were cancelled after initial approval due to pandemic or changing business circumstances.

Business Partner (sorted by county)	Industry(ies)	County	Grant Award	Trainees <sup>8</sup>
Meyer Engineered Materials	Manufacturing - Aerospace	King	\$30,332	7
National Sign Corporation	Manufacturing - Other	King	\$127,616	30
Orion Industries	Manufacturing - Aerospace, Defense	King	\$17,490	26
Out of the Box Manuf. LLC	Manufacturing - High Tech	King	\$184,480	13
Red Dot Corporation	Manufacturing - Auto, Transportation	King	\$245,212	330
Red Dot Corp. (Continuation)	Manufacturing - Auto, Transportation	King	\$176,296	49
RYP Labs, Inc.	Other - Agricultural Technology	King	\$268,747	5
Satsuma Designs LLC	Manufacturing - Other	King	\$30,976	5
Seeking Kombucha	Food Production and Processing	King	\$38,954	4
SEIU 1199NW Multi-Employer Training Fund	Other - Non-Profit	King	\$226,375	43
Service Employees International Union 775	Hospitals and Medical Services	King	\$10,975	8
Skills Inc	Manufacturing - Aerospace	King	\$51,666	35
Sound Building Supply, Inc.	Manufacturing - Other	King	\$74,313	21
Sri Bella	Food Production and Processing	King	\$0	0
St. Vincent de Paul Seattle/King	Other - Non-Profit	King	\$6,034	26
Theo Chocolate	Food Production and Processing	King	\$188,700	38
Tutta Bella	Food Production and Processing	King	\$649,581	65
Valence Surface Technologies	Manufacturing - Aerospace	King	\$236,500	117
Wally's Restaurants	Retail/Wholesale	King	\$0	0
Woodland Park Zoo	Other - Hospitality	King	\$106,100	63
Inventech Marine	Manufacturing - Naval & High Tech	Kitsap	\$50,805	29
SAFE Boats	Manufacturing - Naval	Kitsap	\$21,312	58
Custom Interface	Manufacturing - Aerospace, Other	Klickitat	\$17,153	29
Riverdance Soapworks	Manufacturing - Other	Mason	\$67,382	8
Aero Precision	Manufacturing - Other	Pierce	\$432,860	84
American Structures & Design	Manufacturing - Other	Pierce	\$358,637	41
American Structures & Design	Manufacturing - Other	Pierce	\$373,086	41
Ames International	Food Production and Processing	Pierce	\$61,773	44
Aquagga	Environmental Services	Pierce	\$60,378	10
Castohn, LLC	Manufacturing - Naval	Pierce	\$204,338	72

Business Partner (sorted by county)	Industry(ies)	County	Grant Award	Trainees <sup>8</sup>
General Plastics	Manufacturing – Aerospace	Pierce	\$155,893	94
Heritage Distilling Company, Inc	Food Production and Processing	Pierce	\$280,906	38
Heritage Distilling Company, Inc	Food Production and Processing	Pierce	\$86,976	35
K9ine Bubbles, LLC	Manufacturing – Other	Pierce	\$0	0
Motive Power Marine	Manufacturing – Other, Construction	Pierce	\$179,063	32
MultiCare	Hospitals and Medical Services	Pierce	\$224,614	598
Northwest Door	Manufacturing – Other	Pierce	\$24,781	42
Plumb Signs	Construction	Pierce	\$81,993	21
Rainier Woodworking Company	Manufacturing – Wood/Paper Products	Pierce	\$251,547	33
Revalerio Corporation	Manufacturing – Other/Pharmaceutical	Pierce	\$128,854	13
SEKISUI Aerospace	Manufacturing – Aerospace	Pierce	\$32,751	38
Sound Sleep Products	Manufacturing – Other	Pierce	\$96,613	21
Technical Tooling	Manufacturing – Aerospace	Pierce	\$79,599	8
Tool Gauge	Manufacturing – Aerospace	Pierce	\$0	0
Wilcox Family Farms	Agriculture	Pierce	\$115,728	61
Chinook Enterprises	Manufacturing – Aerospace	Skagit	\$41,171	39
Fairhaven Mill	Food Production and Processing	Skagit	\$60,001	5
Goodwinds Composites, LLC	Manufacturing – Composites	Skagit	\$58,125	10
Harmony Fresh Seafoods	Food Production and Processing	Skagit	\$64,028	2
Harmony Fresh Seafoods	Food Production and Processing	Skagit	\$49,906	2
Scratch and Peck Feeds	Other – Agriculture	Skagit	\$233,003	31
Skagit's Best Salsa	Food Production and Processing	Skagit	\$37,007	6
Washington Bulb, Inc.	Agriculture	Skagit	\$235,734	154
AutoDeriva	Manufacturing – Aerospace, Auto	Snohomish	\$37,362	7
AvTechTyee	Manufacturing – Aerospace	Snohomish	\$155,334	261
CCC - Canyon Creek Cabinets	Manufacturing – Wood/Paper Products	Snohomish	\$0	0
Commercial Aircraft Interiors, LLC	Manufacturing – Aerospace	Snohomish	\$46,542	35
Crane Aerospace & Electronics	Manufacturing – Aerospace, Medical Devices	Snohomish	\$101,678	135
Emerald City Cabinets, Inc.	Manufacturing – Wood/Paper Products	Snohomish	\$159,845	16
Fluke Corporation	Manufacturing – Other, electronics	Snohomish	\$125,425	111
Jamco	Manufacturing – Aerospace	Snohomish	\$239,858	216
magniX	Manufacturing – Aerospace	Snohomish	\$86,520	41

Business Partner (sorted by county)	Industry(ies)	County	Grant Award	Trainees <sup>8</sup>
magniX	Manufacturing – Aerospace	Snohomish	\$136,725	41
Orion Industries	Manufacturing – Aerospace, Defense	Snohomish	\$42,290	102
ReNu Medical	Manufacturing – Medical Devices	Snohomish	\$115,133	65
ReNu Medical	Manufacturing – Medical Devices	Snohomish	\$12,336	31
Skyline Engineered	Construction	Snohomish	\$0	0
Toolcraft Inc	Manufacturing – Aerospace, Medical Devices	Snohomish	\$249,195	52
Western Tile & Marble Contractors, Inc.	Construction	Snohomish	\$319,517	52
Accra-Fab Inc	Manufacturing – Aerospace	Spokane	\$35,200	152
Altek, Inc	Manufacturing – Aerospace	Spokane	\$10,300	4
K&N Electric Motors, Inc.	Manufacturing – Other	Spokane	\$42,665	5
SYTECH Inc.	Manufacturing – Aerospace, Medical Devices	Spokane	\$44,734	77
Colmac Coil	Manufacturing – Other	Stevens	\$72,762	11
Killer Innovations	Manufacturing – Composites	Thurston	\$70,849	37
Tyson Fresh Meats	Food Production and Processing	Walla Walla	\$56,315	18
Egis Mobil Electric	Manufacturing – Auto, Marine	Whatcom	\$53,659	14
Healthy Pet	Manufacturing – Wood/Paper Products	Whatcom	\$21,984	53
HighCraft Custom Cabinets	Manufacturing – Wood/Paper Products, Construction	Whatcom	\$8,759	25
Method Homes	Manufacturing – Other, Construction	Whatcom	\$32,258	24
Moon Valley Organics	Manufacturing – Other	Whatcom	\$107,567	34
Nature's Path	Food Production and Processing	Whatcom	\$28,645	37
NutraDried, LLC	Food Production and Processing	Whatcom	\$5,055	25
Nylatech, Inc.	Manufacturing – Other	Whatcom	\$34,838	29
Silver Reef Casino Resort	Other – Gaming and Hospitality	Whatcom	\$112,103	484
Silver Reef Casino Resort	Other – Gaming and Hospitality	Whatcom	\$43,198	336
Wood Stone Corporation	Manufacturing – Other	Whatcom	\$67,076	97
Meter Group, Inc.	Manufacturing – High Tech, Food Production	Whitman	\$94,527	64
Kershaw Fruit	Food Production and Processing	Yakima	\$39,552	63
Mensonides Dairy	Food Production and Processing	Yakima	\$50,380	70
Washington Fruit and Produce Co.	Food Production and Processing	Yakima	\$132,661	277
Yakama Forest Products	Manufacturing – Wood/Paper Products	Yakima	\$88,012	196
Yakima Chief Hops, Inc	Manufacturing – Other, Agriculture	Yakima	\$125,598	196
<b>Total for grants serving 116 individual businesses</b>			<b>\$12,481,584</b>	<b>7,483</b>

## 2021-23 Job Skills Multi-Business Consortia

Many companies find economies of scale by partnering as a larger group, or consortium, on a grant for shared training activities. Consortia projects help smaller employers provide their employees training opportunities that they could not otherwise offer on their own. Businesses participating in a consortium project can train smaller groups of employees while sharing the cost with other businesses. In some circumstances, businesses with more flexible funding are also able to contribute more funding to the required match, offsetting the match burden for smaller or disadvantaged firms. SBCTC encourages businesses to collaborate and removes the restriction limiting a business to the receipt of two projects in a five-year period.

Consortium Name	Industry(ies)	County	Grant Award	# of Companies	# of Trainees
Bryton Consortium	Manufacturing – Naval	Asotin	\$27,433	2	54
Bed Med/Hatch Med Consortium	Manufacturing – Medical Devices	King	\$221,814	2	21
Continuous Improvement and Strategic Planning Training Consortium	Manufacturing – Other,	King	\$59,767	2	6
Lean Six Sigma Consortium Winter 2023	Manufacturing – Aerospace/ Medical Devices/High Tech/ Composites/IT	King	\$108,484	7	46
Lean Six Sigma Fall Consortium	Manufacturing – Other, electronics, telecom, food & beverages production, rubber & plastic products, energy, composites, wood/paper, aerospace/defense,	King	\$236,066	10	80
Lean Six Sigma Green-Black Belt Consortium	Manufacturing – Consortium	King	\$212,700	8	90
Lean Six Sigma Yellow/Green/Black Belt Consortium	Manufacturing – Composites	King	\$187,300	12	64
Tribal Gaming Consortium	Other – Gaming and Hospitality	King	\$63,065	4	101
CDL Consortium	Food Production and Processing	Spokane	\$189,689	4	74
Food Production Consortium	Food Production and Processing	Whatcom	\$160,527	2	144
<b>Total for grants serving 10 consortia partnerships</b>			<b>\$1,466,845</b>	<b>53</b>	<b>680</b>

# Consortia Business Participants

Accra Fab  
All American Marine, Inc.  
Astronics Custom Control Concepts Inc.  
BedMed LLC  
Bellmont Cabinets  
BJ's Bingo & Gaming  
Boyd GMN  
Bramble Berry, Inc.  
Chuckanut Bay Foods  
Clean Harbors Environmental Services  
Conmet  
Crystalyn Kae  
Elkhart Plastics  
Endogastric Solutions  
Fabrfi  
Global Fiberglass Solutions, INC.  
Halme Construction  
HatchMed Corporation  
Kyocera / AT Crystal  
LifeCenter Northwest  
MicroConnex  
Mid-Mountain Materials  
nLight  
Omron Microscan Systems  
Port Gamble S'Klallam Tribe  
Puget Sound Energy  
Renaissance Marine Group Inc.  
Skills, Inc.  
Snoqualmie Casino  
Spokane Produce, Inc.  
Starbucks  
Steel Toe Studios  
Swinomish Casino and Lodge  
The McGregor Company  
T-Mobile  
Toray Composite America  
Wipro Givon USA

***“JSP training has a profound impact on our workforce, equipping them with valuable skills for career advancement. They feel valued when we invest in their training. The grant has enhanced productivity and efficiency, opened doors for employees to explore new roles and responsibilities, and fostered a culture of continuous learning and growth. JSP not only empowered individuals but also strengthened our overall competitiveness in the market.”***

Polly Welch  
Vice President/  
Human Resources  
Washington Bulb, Inc.

Before this project, it had been over 20 years since WA Bulb made a strategic plan and the owners/managers felt an update was required given the company's pattern of growth. The trainings were intended to create a clear picture of WA Bulb's future, reduce waste and costs caused by untimely machine downtime, and provide the workforce with the necessary knowledge and skills to be successful. This project led to:

- A new strategic plan.
- Completion of 1,030 training hours for 154 employees.
- Increased skills across the workforce via cross-training of over 60 staff in various positions.

# Concluding Remarks and Future Aspirations

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

JSP has been Washington's most consistent state investment strategy for direct business training. Since its start in 1983, Washington's Job Skills Program has helped over 1,000 businesses maintain and expand their operations, create new jobs, and develop loyal workers who benefit from learning new skills and advancing in their careers. When partnered with an educational institution for a Job Skills grant, employers get exactly the training they need — their schedule, their topics, their location, their way.

Businesses demonstrate their commitment to this partnership by typically leveraging more than the required dollar-for-dollar grant match. In the 2021-23 biennium, JSP saw a \$1.29 private match for every state dollar invested. With 1,204 individual training courses provided to 8,163 workers, JSP offers a cost-efficient resource to help businesses with their short-term and specialized employee training needs.

The COVID-19 pandemic impacted a number of projects during the 2021-23 biennium. Almost all projects were revised in some way, and several had to completely change their training plans, including the type, mode of delivery, and schedule. A few projects were cancelled with little or no expenditures.

Yet despite the pandemic, JSP was impactful for participating businesses and employees. In some cases, the ability to customize training allowed manufacturers to retool and train employees 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 program was admired for its flexibility and responsiveness by this national audience of experts.

Looking forward, SBCTC envisions JSP continuing to be a cornerstone of Washington's economic and workforce development toolkit. In the interest of meeting the dynamic needs of Washington businesses, the agency has its sights set on increasing grant activities with small businesses and microenterprises, reaching more rural employers, and diversifying grant awards among more industry sectors.

Given the college system's commitment to diversity, equity, and inclusion, SBCTC needs better knowledge of the extent to which JSP serves women- and minority-owned enterprises. To accomplish this, SBCTC began gathering information about the ownership of business applicants during the grant application stage beginning in FY24 so that we have a baseline and can set performance outcomes for improvement.

Another goal is to increase the community and technical college system's capacity to respond to employers' training needs through this grant program. In the 2021-23 biennium, 17 of Washington's 34 community and technical colleges had JSP grants (with a few others participating as training partners). This aspirational goal may require additional resources to achieve, as it takes a high degree of expertise and administrative support to develop customized solutions that get results for



businesses while at the same time connecting employees to relevant industry-recognized credentials and subsequent training pathways. SBCTC is committed to increasing the number of colleges participating in the program.

In closing, investment in the Job Skills Program expands Washington's ability to help businesses and workers achieve long-term economic security, improve company competitiveness, and strengthen Washington's economy.

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

**Paul Francis**

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# Appendix A: JSP 40<sup>th</sup> Anniversary Proclamation



# Appendix B: 2021-23 Individual Project Descriptions and Outcomes

For the 2021-23 biennium, 131 JSP project proposals were submitted for funding. Of these, 126 proposals were recommended for funding. A total of \$15,170,643 was awarded for JSP training projects.

The following are brief descriptions of all funded projects, along with the number of trainees, state and business investments, and selected outcomes adapted from project final reports, as of July 2023.

Projects are listed in alphabetical order based on the primary county for the project, as reported by each training provider.

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**Green River College  
Bryton Consortium**  
Trainees: 54  
Industry: Manufacturing – Naval

**County: Asotin**  
Grant: \$52,400  
Spent: \$27,433  
Match: \$68,791

**Overview:**

Both companies in this consortium (Renaissance Marine Group and All American Marine Inc.) recognized the need to provide training opportunities to their employees for several reasons. With employment numbers continuing to improve, hiring good employees is a constant challenge, and high-quality training provided by experts at local community colleges is a job perk many smaller organizations are not able to provide. The JSP grant gave these two small companies a leg-up on their larger competition by focusing on “workplace excellence” skills in communication, diversity, and professional interactions.

**Outcomes:**

- Completed 110 training hours for 54 employees.
- Managers applied techniques from the conflict awareness and negotiation skills courses to minimize conflict disruption on production.

*This grant not only allowed our management team to gain and refresh vital skills needed for effective leadership, but it also fostered another level of team bonding. We've come out of training re-energized and ready to continue our collaboration to achieve our company goals.*

*Courtney Robinson, Renaissance Marine Group, Human Resources Manager*

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**Pierce College District**  
**AgriMACS Inc.**  
Trainees: 67  
Industry: Agriculture

**County: Chelan**  
Grant: \$32,617  
Spent: \$26,533  
Match: \$58,889

**Overview:**

In today's increasingly competitive agricultural market, owners must have access to understandable and useful training to help them maintain numerous orchards located across Eastern Washington. This grant provided upgrade training for the entire AgriMACS leadership team – from crew leaders to the General Manager – in leadership skills, respectful communication in the workplace, healthy team dynamics, handling conflicts, and other HR topics.

**Outcomes:**

- Completed 60 training hours for 67 employees.
- Hired 11 new employees.
- Training reduced the number of complaints by 40%.

*I was reluctant to approve this training as I couldn't see how this would help our situation. I was proven very wrong. Communications increased and errors and costly mistakes decreased significantly. Employees enjoyed the time and opportunity to learn new things about managing people. I would love to do this again someday.*

*Tom Gausman, Owner/Manager*

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**Seattle College District**  
**Crunch Pak LLC**  
Trainees: 24  
Industry: Food Production and Processing

**County: Chelan**  
Grant: \$32,989  
Spent: \$32,989  
Match: \$40,307

**Overview:**

This project was developed to provide Lean Expert training, Kaizen workshops, and project management training to Crunch Pak. Because of business demands, the company had to scale back the training considerably but was able to include more employees in some aspects of the project.

**Outcomes:**

- Completed 81 training hours for 24 employees.
- One employee promoted; hiring of 20 new employees ongoing.
- 5% wage increase.

*We looked forward to completing the full project but still benefitted from the partial engagement with value stream mapping and learning some lean methodology. The project management training helped us in a critical time and we will be able to apply many of the concepts.*

*Drew Dalghetty, VP of Production and Operations*

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**Wenatchee Valley College**  
**Stemilt Growers LLC**  
Trainees: 131  
Industry: Food Production and Processing

**County: Chelan**  
Grant: \$247,813  
Spent: \$139,321  
Match: \$177,429

**Overview:**

An assessment of Stemilt Growers' current workforce found a need to improve foundational technology skills across the entire organization. With the JSP grant, the company provided training in Microsoft Word, Excel, Outlook, and Teams. (Much of Stemilt's future employee training will be delivered through the Teams platform so this is a foundation for their 5,000+ employees.) In addition to the Microsoft Office training, WVC provided ESL training.

**Outcomes:**

- Completed 2,460 training hours for 131 employees.
- Acquiring skills in Microsoft helped employees understand how to work remotely and still work within teams.
- 131 people now equipped with Microsoft Office skills.

*Managers had expanded learning in Teams as Stemilt moved forward. Acquiring skills in Microsoft has helped Stemilters understand how to work remotely and still work within teams. Stemilters are confident in moving into new roles that include more encounters with Microsoft Office and Excel.*

*Maggie Torres, Manager, Learning and Development/Sr. Business Partner*

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**Peninsula College**  
**McKinley Paper Company**  
Trainees: 19  
Industry: Manufacturing – Wood/Paper Products

**County: Clallam**  
Grant: \$201,278  
Spent: \$160,344  
Match: \$198,273

**Overview:**

High turnover rates and inefficient upskill training were key concerns for the McKinley Paper Company. The overall goal of this development project was to reduce the time necessary to upskill an entry-level employee by at least 30% to 50% and decrease turnover rates in the facility.

**Outcomes:**

- Completed 306 training hours for 19 employees.
- Turnover rate reduced from 21% to 16%.
- Scrap or rework reduced from 6% to 5%.

*For the past six months, we've been making profits. This was a team effort. Our team, local support network, and the college worked long hours to make this a viable operation.*

*Peter Johnson, HR Director*

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**Peninsula College**  
**BRIX Marine**  
Trainees: 8  
Industry: Manufacturing – Naval

**County: Clallam**  
Grant: \$32,874  
Spent: \$24,237  
Match: \$31,673

**Overview:**

BRIX Marine determined that while its employees have extensive boat-building skills, they need to develop these employees into dynamic leaders, supervisors, and managers. The project addressed strategic planning and execution, leadership development and communication for its executive leadership, effective feedback, discipline, structured on-the-job training, communication strategies, and training documentation for frontline supervisors.

**Outcomes:**

- Completed 732 training hours for eight employees.
- One new hire with two promotions and three more new hires on the way
- Employer contact has exceeded 20%; created a new advisory committee for its marine employers

*We are excited to invest in our team and create this career-building opportunity. BRIX strives to be the employer of choice in our community, and this training is an important part of our mission.*

*Cordelia Aud, HR Director*

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**Clark College**  
**nLight**  
Trainees: 32  
Industry: Manufacturing – Composites

**County: Clark**  
Grant: \$168,326  
Spent: \$160,996  
Match: \$166,367

**Overview:**

This training program aimed to improve nLight’s transition to a Lean business environment by enhancing employees’ skills and creating a culture of continuous improvement and practices. This training was needed to help nLight address changes and growth opportunities in the company.

**Outcomes:**

- Completed 372 training hours for 32 employees.
- 32 total Lean certifications achieved.
- Reduced lead time from 51 days to seven days.
- 25% improvement in labor costs.

*The Lean Enterprise Certification Program and Training with Industry courses brought into focus what needs immediate attention and helped guide employees to reevaluate processes that have been long accepted as the norm but may have better alternatives. Employees feel more efficient and better organized because of the training.*

*Jeff Powell, Director of Operations*

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**Pierce College District**  
**Last US Bag Company**  
Trainees: 27  
Industry: Manufacturing – Other

**County: Clark**  
Grant: \$40,495  
Spent: \$40,495  
Match: \$32,829

**Overview:**

Last US Bag started with a robust schedule of Lean trainings and multiple Kaizen events. After going through their first grant allocation of \$32,433, the company received additional funding of \$52,800 for additional Kaizen event trainings. Two trainings were completed, however, the CEO and other critical managers resigned before the entire scope of trainings and events were completed.

**Outcomes:** Training courses were cancelled and project was not completed

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**Pierce College District**  
**Cameron Nursery**  
Trainees: 25  
Industry: Other – Fruit Tree Stock

**County: Franklin**  
Grant: \$28,137  
Spent: \$28,137  
Match: \$41,098

**Overview:**

Cameron Nursery’s sales have increased but the company has outgrown its shipping and inventory processes. This two-year project included three Kaizen events in shipping and handling and Training Within Industry (TWI) for staff to train additional employees.

**Outcomes:**

- Completed 70 training hours for 25 employees.
- Filled and trained five positions.
- New processes and procedures implemented; reduced stock handling by over 28%.

*JSP was a blessing. The training brought us together to standardize our processes and make them more efficient, reduce our costs of operation, improve our quality, and better satisfy our customers. We also completed an overhaul of our product storage and inventory process which resulted in reduced product loss.*

*Allision Shrader, CFO*

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**Big Bend Community College**  
**D&L Foundry**  
Trainees: 85  
Industry: Manufacturing – Other

**County: Grant**  
Grant: \$240,242  
Spent: \$240,242  
Match: \$270,789

**Overview:**

Attracting, retaining, and advancing qualified workers has been a challenge in the Grant County area. Industries often search for entry-level and high-skilled job seekers. Sustainable training programs are essential for industry retention and positive career advancement for D&L's employees. This training program included the following industry-recognized certification programs: accounting certificate, HR certification, Lean/Six Sigma Black Belt training, Kaizen, robotic training, and the development of supervisory/leadership skills.

**Outcomes:**

- Conducted a total of 5,731 hours of training for 85 employees (six new hires, eight retraining, and 71 upgrading).
- Training provided employees transferable skills and potential portability within the company and throughout the region in the high-demand manufacturing industry
- Eight new hires; retention rate increased from 88% to 93.5%.

*We were able to properly train our maintenance and electricians how to use and work on new equipment while growing them as team members and people. We were able to grow our newer supervisor's leadership skills and refresh our more tenured leaders' skills. We are so grateful for the opportunity to invest so much in our team members.*

*Kelsy Hines, Director, HR Dept*

**Big Bend Community College**

**GueroyMaria**

Trainees: 2

Industry: Food Production and Processing

**County: Grant**

Grant: \$33,082

Spent: \$24,291

Match: \$2,610

**Overview:**

GueroyMaria's sales and revenue were significantly affected by the COVID-19 pandemic. The company's growth potential was constrained due to the lack of a structured strategic marketing approach and inadequate time to find new customers and promote the product and brand. This project focused on business mentoring to teach employees how to improve different aspects of management, including reading financials, creating key performance indicators for different aspects of the business, personnel management techniques, and the day-by-day operation of the company.

The training in strategic marketing taught employees how to insert marketing components into the strategic plan, including e-commerce, and how to approach new clients, look at the long term, and create objectives, goals, and defining metrics.

The trainees created a functional and actionable plan aimed at regaining markets and exploring new lines of business to increase sales and put the company in a better competitive position, including social media channels.

**Outcomes:**

- Completed 120 training hours for two employees.
- Learned how to use the data analysis tools from the different platforms and how to present the company in B2B platforms (LinkedIn).
- Positive feedback from clients via email or comments on social media channels.

*Regarding business mentoring, we discussed and learned about cost structure and how to effectively measure it. We also tackled fact-based and metric-based approach to investment decisions (bottling line). We learned also to leverage the story of GueroyMaria by amplifying the background history and value proposition and looking to position GueroyMaria as a lifestyle brand, not just hot sauce manufacturer.*

*Allen Dearie, Owner*



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**Big Bend Community College**  
**Moses Lake Industries, Inc**  
Trainees: 411  
Industry: Manufacturing – Other, Chemical Manufacturing

**County: Grant**  
Grant: \$308,092  
Spent: \$217,517  
Match: \$217,517

**Overview:**

Moses Lake Industries wanted to provide training for entry-level and first-time supervisors or managers. Despite the significant reductions in training sessions per course and/or cancellation of five courses from the original plan, the training goals were achieved. The cancellations and reductions stemmed from various hardships the industry experienced over the past year, including increased hiring and restructuring. Additionally, health issues impacted the project coordinator’s ability to maintain the training schedule and employee registrations. COVID also had a large impact on this training program.

**Outcomes:**

- Completed 2,021 training hours for 411 employees.
- Developmental training participation increased to 26%; the company will continue to use LinkedIn Learning to drive additional training.
- Increased leadership skills within the region.

*The Job Skills grant has been a positive experience for our organization and has allowed us to provide beneficial development training to our team members.*

*Liana Cockrum, Sr. Director of HR*

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**Cascadia College**  
**Aerojet Rocketdyne**  
Trainees: 309  
Industry: Manufacturing – Aerospace

**County: King**  
Grant: \$225,722  
Spent: \$214,852  
Match: \$297,763

**Overview:**

This project addressed critical skills gaps at Aerojet Rocketdyne’s Redmond location. The original training proposal was approved two years ago and an extension was approved through June 2023. Production needs caused some training to be canceled near the end of the grant year.

**Outcomes:**

- Completed 379 training hours for 309 employees.
- Since January 2023, added over 50 net jobs.
- Two manufacturing engineers on track to get their DOL (Department of Labor) certification; two more in progress.

*JSP was very beneficial to us. The training provided by this grant helped our organization to invest in valuable skill development and create more opportunities for employees to move up internally.*

*Darin Holcombe, HR Manager*

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**Green River College**  
**Batech, LLC Machine and Fabrication**  
Trainees: 37  
Industry: Manufacturing – Other

**County: King**  
Grant: \$87,518  
Spent: \$74,992  
Match: \$96,345

**Overview:**

This training allowed the company to be AAS9100D certified which will, in turn, support business expansion into new markets. Originally, it was planned to involve a smaller number of individuals, but it became apparent that the way to be successful in this complex project was to involve almost the entire staff in the training.

**Outcomes:**

- Completed 163 hours of instruction for 37 employees.
- Reduced the number of defects incidents from 175 to 150/year.
- Two new customers signed since the certification.
- 91% customer satisfaction.

*This grant allowed us to focus on developing a Quality Management System and obtaining certification per AS9100D. In the short term, this has improved the quality of our products and processes, hence our operational excellence. In the long term, this will lead to increased access to business opportunities as many customers require this type of certification.*

*Stijn Vandegaer, General Manager*

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**Green River College**  
**St. Vincent de Paul Seattle/King**  
Trainees: 26  
Industry: Other – Non Profit

**County: King**  
Grant: \$6,034  
Spent: \$6,034  
Match: \$8,875

**Overview:**

This was a small project focused on helping St. Vincent de Paul improve the communication skills of a broad cross-section of its workforce. Despite delays due to Covid restrictions, the implemented training got an excellent response and was “proof of concept” for the organization. Courses include communication skills in the workplace, critical thinking, navigating office politics, productivity, and team skills.

**Outcomes:**

- Completed 42 hours of instruction for 26 employees.
- 100% staff retention during the training timeframe.

*Thirty or so staff were excited and highly motivated to attend the training courses. Based on personal conversations with them, they thought the information was very good and useful and could be applied to the workplace and other settings.*

*Stephen Darcy, Director of Human Resources & Operations*

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**Green River College**  
**HySecurity Gate, Inc.**  
Trainees: 46  
Industry: Manufacturing – High Tech

**County: King**  
Grant: \$360,318  
Spent: \$360,318  
Match: \$664,025

**Overview:**

HySecurity Gate has experienced significant changes and growth in the past few years and desires to expand into new markets where they have had traditional success. As they worked to make inroads into these new markets, it became apparent that many of their systems were not up to the increased tempo and throughput required to be competitive. Employees were given training in ERP (enterprise resource planning software) implementation, project management, strategic planning, and value stream and process mapping.

**Outcomes:**

- Completed 1,879 training hours for 46 employees.
- Three employees hired.
- Methodology created to track labor as a direct cost, to be rolled out with implementation of new ERP system.

*As a result of the JSP grant, we now have more accurate production control documents, such as bills of materials, work instructions, and process flows. We also have strong documentation of our business processes used in the day-to-day management of the business. HySecurity also was able to perform a full evaluation of multiple ERP vendors and ultimately select one that best fits the needs of our business.*

*Brandon Mambelli, VP of Operations*

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**Green River College**  
**Sound Building Supply, Inc.**  
Trainees: 21  
Industry: Manufacturing – Other

**County: King**  
Grant: \$80,100  
Spent: \$74,313  
Match: \$64,650

**Overview:**

Sound Building Supply is in the metal roofing materials business. This project was challenging due to the seasonality to the company's workflow and a move to a different location. Employees were given training in Lean, Kaizen, and Training Within Industry (TWI).

**Outcomes:**

- Completed 192 training hours for 21 employees.
- Increased retention rate from 67% to 73%.
- Two employees became LECP Bronze certified; four total.
- Active Lean manufacturing techniques used by employees in all areas of the company.

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

*Richard Thome, President & CEO*

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**Green River College**  
**National Sign Corporation**  
Trainees: 30  
Industry: Manufacturing – Other

**County: King**  
Grant: \$159,214  
Spent: \$127,616  
Match: \$216,311

**Overview:**

This is the company's second JSP grant. Training included Lean planning, ERP (enterprise resource planning software), and ERP plant layout. The goals were to instill the Lean culture and learn the ERP system.

**Outcomes:**

- Completed 524 training hours for 30 employees
- Hired six new employees from March 2021-March 2023
- Reduced inventory level by more than 10%

*The Job Skills grant has benefited our company by providing professional services to work with our team to develop skills required in the current business environment to work with ERP systems and look at the process as a whole instead of individual departments. The training and development have fostered better team skills and communication in the production areas as well as communications between administration and operations.*

*Takako Zamberlin, CFO*

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**Green River College**  
**Satsuma Designs LLC**  
Trainees: 5  
Industry: Manufacturing – Other

**County: King**  
Grant: \$30,976  
Spent: \$30,976  
Match: \$3,974

**Overview:**

Satsuma Designs is a social enterprise providing product development, design, and manufacturing services for sewn goods clients. COVID-19 created problems in scheduling for training and the additional stress of such a small team made it difficult to find times when people could be pulled away from their work to engage in training. Despite these challenges, the company completed more than half the training in Lean, Toyota Kata, and strategic planning.

**Outcomes:**

- Completed 63 training hours for five employees.
- Hired one full-time employee and two part-time employees.
- Achieved goals in throughput, timeliness, and delivery times.

*As a contract cut and sew operation in NE Seattle, we have many challenges including streamlining the process to attract manufacturing to our region at a competitive price. The JSP program has given us solid tools to reduce time and cost to secure contracts, train high-quality team members, and plan for a successful future. Thank you all for your support and programming to enhance our local economy.*

*Jennifer Porter, CEO*

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**Green River College**  
**Seeking Kombucha**  
Trainees: 4  
Industry: Food Production and Processing

**County: King**  
Grant: \$38,954  
Spent: \$38,954  
Match: \$3,372

**Overview:**

As a new company experiencing challenges related to growth and expansion, Seeking Kombucha sought to learn more about Lean processes and manufacturing in general. Employees were trained in Kaizen layout, Lean 101, and strategic planning.

**Outcomes:**

- Completed 66 training hours for four employees.
- Hired 10 employees.
- Sales increased by 15% compared to last year.

*Although we did not complete the training, we learned about the importance of Lean manufacturing and how little changes can make huge differences in valuable and non-valuable time.*

*Jeanette Macias, Co-founder*

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**Green River College**  
**Bed Med/Hatch Med Consortium**  
Trainees: 21  
Industry: Manufacturing – Medical Devices

**County: King**  
Grant: \$227,300  
Spent: \$221,814  
Match: \$387,055

**Overview:**

Both Hatch Med and Bed Med have grown and they just relocated to a new, much larger site in Tukwila. To capitalize on the new facility, they wanted to implement Lean processes to ensure quick work without sacrificing quality. They trained employees in Lean, ERP (enterprise resource planning software), and strategic financial planning.

**Outcomes:**

- Completed 749 training hours for 21 employees.
- Upskilled employees with knowledge of Lean principles, manufacturing processes, and facility layout design strategies.
- Equipped staff with higher-level skills in the use of their ERP software.

*The grant helps us become more organized and efficient operationally. Our warehouse and production areas are now organized and inventoried, processes and SOPs\* are in place, and we now have a quality management system set up, including weekly quality meetings. Our team has a deeper knowledge of these systems and continues to build transferable skills through on-the-job training.*

*Mary Hatch, HatchMed CSO*

\*Standard operating procedures

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**Green River College**  
**HySecurity Gate, Inc.**  
Trainees: 47  
Industry: Manufacturing – High Tech

**County: King**  
Grant: \$304,000  
Spent: \$304,000  
Match: \$379,168

**Overview:**

HySecurity has seen significant growth in the past year, and their current JSP grant has gone well, as evidenced by the completion of more training than planned. As a result, the company continued to improve the skills of employees and to train additional employees in several areas like ERP (enterprise resource planning software) preparation and facility expansion and project management.

**Outcomes:**

- Completed 1,046 training hours for 47 employees
- 1 new hire and 13 outside temps converted to full-time employees
- On-time delivery currently 92%; backlog reduced to almost \$0
- The project sponsor left the company, impacting the remaining project outcome metrics

*The Lean training and project management have been useful to our organization. We look forward to continued implementation of the solutions the team has developed.*

*Susan Hope, Office Manager/Office Coordinator, Nice, North America*

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**Green River College**  
**Out of the Box Manufacturing LLC**  
Trainees: 13  
Industry: Manufacturing – High Tech

**County: King**  
Grant: \$187,900  
Spent: \$184,480  
Match: \$443,895

**Overview:**

Out of the Box is a small manufacturing company that has experienced great growth in the past years. It received a JSP grant several years ago and was successful in its training. Now the company is looking for a larger venue to continue its growth. As such, it needs to again upgrade the skills of its employees and acquire new skills they have not needed before. This project initially targeted the company's line workers, but it became evident that they were needed on the production floor. So, the focus changed to the management levels. They were trained in ERP (enterprise resource planning software), strategic planning, and value stream mapping.

**Outcomes:**

- Completed 620 training hours for 13 employees.
- Throughput increased from 169 to 867.
- Cost of goods sold (COGS) reduced by 4%, from 42 to 38%.

*The JSP grant allowed us to finalize our ERP provider and start working through implementation. Unfortunately, we were not able to complete the project within the established grant timeframe so the work remains incomplete. We will have to carry this project the rest of the way to completion without the help of Kocer Consulting who has been our liaison through the grant.*

*Allison Budvarson, COO*

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**Green River College**  
**Iona Handcrafted Books LLC**  
Trainees: 1  
Industry: Manufacturing – Other

**County: King**  
Grant: \$38,400  
Spent: \$31,035  
Match: \$2,757

**Overview:**

This was a very small project with a micro company with gross business income below \$500,000. The goal was to provide skills to expand and hire staff to increase the business. While most of the training was completed, fiscal challenges adversely affected hiring. However, the completed courses in business mentoring, strategic marketing, and value stream mapping will be critical for the company's expansion.

**Outcomes:**

- Completed 94 training hours for one employee.
- Secured a large order that supplemented the company's first quarter which was the slowest.

*Marti Belts listened to my pain points with running a small business by myself. We identified what was needed to keep me from burning out and to thrive again post-pandemic. We analyzed my finances, restructured my prices, and did prep work for hiring employees. I feel confident I'm on the right path now!*

*Mychal Mitchell, Owner*

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**Green River College**  
**Meyer Engineered Materials**  
Trainees: 7  
Industry: Manufacturing – Aerospace

**County: King**  
Grant: \$32,800  
Spent: \$30,332  
Match: \$13,160

**Overview:**

Meyer Engineered Materials is a small manufacturing company located in Kent, WA that provides the aerospace industry with grinding services for parts requiring very tight tolerances not possible with conventional machining methods. This project is already making an impact on the company's clients, and they have not even completed the entire process for AS9100D certification. Almost everyone in the company is getting trained on the AS9100D certification process – a skill needed in almost every manufacturing company in Puget Sound.

**Outcomes:**

- Completed 120 training hours for seven employees.
- Hired seven new employees.
- Gained two new clients in 2023.

*Our company received training on ISO9001 / AS9100 implementation. This included bringing our quality management system in line with modern systems. The knowledge we have gained will be essential not only in getting our certificate for AS9100 but also in growing our business in the modern day of aerospace manufacturing.*

*Connor Smith, General Manager*

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**Green River College**  
**Orion Industries**  
Trainees: 26  
Industry: Manufacturing – Aerospace, Defense

**County: King**  
Grant: \$22,100  
Spent: \$17,490  
Match: \$42,176

**Overview:**

After the COVID-19 pandemic, Orion Industries needed to expand employees' skill sets and onboard new hires more efficiently. This was a very short but very successful training program. More employees were trained than anticipated, including lower-wage employees who now possess skills in Lean, standard work, and Training Within the Industry that will allow them to move forward, either within Orion or in other manufacturing companies around Puget Sound.

**Outcomes:**

- Completed 80 training hours for 26 employees.
- 18 employees in 14 work cells trained on standard work and Training Within Industry documentation processes and procedures.
- Training completed on throughput tracking; a baseline established for each work cell.

*The training classes Orion participated in gave our leadership team a solid foundation in Lean improvements, training, and standardization. We will build upon these skills as we continue to make improvements throughout the value stream. This was a great teambuilding activity.*

*Diane Booth, Operations Manager*

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**Green River College**  
**Skills Inc**  
Trainees: 35  
Industry: Manufacturing – Aerospace

**County: King**  
Grant: \$57,500  
Spent: \$51,666  
Match: \$75,466

**Overview:**

The cutting-edge virtual reality (VR) paint training system saves time and money because it lets employees practice techniques without using expensive consumables like paint. Skills Inc. has historically struggled to train its employees in a standard fashion. The company is already seeing results from the VR training and from lessons focused on creating standardized training.

**Outcomes:**

- Completed 192 training hours for 35 employees.
- Three painters processed through VR training; monitoring efficiency rating for change.
- Throughput increased from an average of 118 per day to 136 per day.

*This grant gave supervisors and employees valuable TWI\* training which will allow us to train effectively while utilizing proven skills. TWI fits well within our company and mission to employ people of all abilities. Its method has provided structured and standardized training that Skills strives for to maintain quality products and processes.*

*Larissa Brandenburg, Finish Plant Manager*

\* Training Within Industry

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**Green River College**  
**Tribal Gaming Consortium**  
Trainees: 101  
Industry: Other – Gaming and Hospitality

**County: King**  
Grant: \$80,000  
Spent: \$63,065  
Match: \$85,741

**Overview:**

This project provided three different tribal casinos the opportunity to provide employees casino-specific training, something that was not possible for the casinos in the past. By using the JSP grant and working together in a consortium approach, they were able to leverage their combined work to bring this high-level casino-specific training to staff.

**Outcomes:**

- Completed 80 training hours for 101 employees.
- Snoqualmie will continue to add employees to its 1,019 team members.
- Swinomish to work on their turnover, promotion, and retention goals.
- BJS Bingo has one vacancy throughout F&B (food and beverage).

*The F&B training completed 13 days ago had a significant impact on our team's performance and customer satisfaction. We witnessed a remarkable improvement in our staff's efficiency, resulting in faster service and smiling staff members. Additionally, the training provided valuable insights into customer preferences and helped us tailor our menu offerings accordingly, leading to increased sales and customer loyalty. Overall, the training enhanced our team's professionalism, communication skills, and ability to deliver an exceptional dining experience.*

*Jenynne DeNoble, CEO, BJ's Bingo*

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**Pierce College District**  
**RYP Labs, Inc.**  
Trainees: 5  
Industry: Other – Agricultural Technology

**County: King**  
Grant: \$270,485  
Spent: \$268,747  
Match: \$71,090

**Overview:**

RYP Labs is a startup company developing biomimicry solutions to combat food waste. Their JSP training focused on technical product development, human resources, and food safety. The training crossed all functional groups and employees and assisted with the successful deployment of the company's new products. Recently, Walmart extended a preliminary in-market deployment with RYP Labs and is in the onboarding process.

**Outcomes:**

- Completed 800 training hours for five employees.
- Exceeded target of number of new hires from 6-7 to 9-10.

*We are an AgTech startup and without this type of quality training and support from the JSP, our ability to successfully build a company, raise equity, attract talented employees, and launch a commercial product that is safe and effective would have been severely diminished, if not impossible.*

*Steve Hulteng, COO and Co-founder*

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**Seattle College District**  
**Artisan Premades**  
Trainees: 26  
Industry: Food Production and Processing

**County: King**  
Grant: \$101,900  
Spent: \$101,203  
Match: \$188,879

**Overview:**

This project was the second step in a large business improvement plan that started with a prior JSP grant. This project helped refine strategic training and business development to further develop and sharpen Lean skills and create a single business system that interfaces with, and supports, the unique focus areas of the company (food processing/production).

**Outcomes:**

- Completed 686 training hours for 26 employees.
- The parent group, Homegrown Group, is expanding with multiple new jobs as a direct result of the improvements in production efficiency gained through this project.

*We are in a much stronger position companywide. Our employees have developed skills in leadership and Lean manufacturing processes. We have created a roadmap for our automation future and purchased and implemented software that will improve consistency and eliminate waste.*

*Michelle Boline, CEO*

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**Seattle College District**  
**SEIU 1199NW Multi-Employer Training Fund**  
Trainees: 43  
Industry: Other – Non Profit

**County: King**  
Grant: \$234,275  
Spent: \$226,375  
Match: \$255,576

**Overview:**

This project extended to employees across the organization and included additional participants in some classes. The courses taught were on leadership, budget, and process improvement skills. Overall, the project was hugely successful in its outcomes and depth/breadth of the training.

**Outcomes:**

- Completed 434 training hours for 43 employees.
- 20 employees now have the knowledge and skills to produce data-driven analysis of processes and procedures.
- 20% improvement in timeliness/response time.

*The JSP grant benefited the SEIU 1199NW Healthcare Multi-Employer Training Fund in numerous ways. We established the foundation for a collaborative environment. The Lean training provided a structure to address process challenges in a manageable and focused way, leading to reduced processing time for member benefits. The leadership team gained a common language and understanding of institutional racism and how to take action within our organization to dismantle racist practices. We appreciate the funding we received to support these efforts.*

*Karen Manuel, Director of Systems*

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**Seattle College District**  
**Lean six Sigma Yellow/Green/Black Belt Consortium**  
Trainees: 64  
Industry: Manufacturing – Composites

**County: King**  
Grant: \$187,300  
Spent: \$187,300  
Match: \$248,674

**Overview:**

Composed of 12 businesses, this consortium project aimed to address the labor market shortage of people skilled in Lean/Six Sigma and to upskill current employees, leading to promotion and pay increases over time. Employees were trained in the principles of Six Sigma, change and project management, statistical analysis, and leadership.

**Outcomes:**

- Completed 438 training hours for 64 employees.
- 32 Green and Black Belt candidates.

*We see our partners achieving savings from their initial projects and many have taken on full-time continuous improvement positions. We have 6-digit savings on flow wrap. From the ASQ Lean/6 Sigma conference in February, we got some refreshed energy, and a new list of projects that will contribute to more time and financial savings.*

*Wendy Lubahn - Starbucks, Lead Product Safety & Quality Advisor*

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**Seattle College District**  
**Red Dot Corporation**  
Trainees: 330  
Industry: Manufacturing – Auto, Transportation

**County: King**  
Grant: \$245,212  
Spent: \$245,212  
Match: \$263,309

**Overview:**

The purpose of this project is to expand on the prior successful effort to create repeatable, reliable, and sustainable cycles of learning that have a positive impact on the company's cash flow. This project included Lean training and several soft skills classes, technical classes, and project management to help the company prevent, maintain, and develop the critical talent necessary to get through the economic downturn presented by COVID-19 and prosper in the turnaround.

**Outcomes:**

- Completed 436 training hours for 330 employees.
- Reduced turnover rate from 60% to 40%/year.
- 32 employees completed Yellow Belt training.
- 17 employees plus a mix of 40 others completed Kanban and waste reduction training.

*JSP has been very useful for us as we move to improve quality on all fronts. Our goal to get more employees trained and build leadership skills is becoming a reality, and we're looking forward to the next phase with more fiscal improvements.*

*Giancarlo Papini, CFO*

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**Seattle College District**  
**MER Equipment**  
Trainees: 21  
Industry: Manufacturing – Naval

**County: King**  
Grant: \$67,404  
Spent: \$61,493  
Match: \$80,629

**Overview:**

This project was structured to achieve goals like reducing turnaround time on orders, improving ordering efficiency, and implementing a system to recapture freight costs. The death of an instructor prompted a deliberate pause in training and a reduction in the number of classes taught.

**Outcomes:**

- Completed 168 training hours for 21 employees.
- Hired three people: one salesperson and two engineers. One new intern starting in September.
- Promoted three employees into leadership roles: program coordinator, administrative assistant, and chief operating officer.
- Exceeded ordering efficiency target from 1.5 days to one day.

*Although it's hard to capture everything we gained from the program in a couple of sentences, I'd say that what was ingrained into all of us was that a company's most valuable asset is its people. We all have different ways of relating to each other and communicating. Coming to understand and appreciate those differences helped us become a more effective organization. This led to job satisfaction and sense of wellbeing."*

*Tyler Allen, COO*

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**Seattle College District**  
**Lean Six Sigma Green-Black Belt Consortium**  
Trainees: 90  
Industry: Manufacturing – Consortium

**County: King**  
Grant: \$212,700  
Spent: \$212,700  
Match: \$221,036

**Overview:**

Six Sigma Green and Black Belt training in manufacturing and other industries remains a top priority for Washington businesses, and this training consortium project serving eight companies was put together to address the deficiency of Lean training in the Washington state workforce.

**Outcomes:**

- Completed 502 training hours for 90 employees.
- Graduated 25 Green Belts with the addition of a second class.
- 90 participants gained a functional understanding of Lean Six Sigma.

*Our company is grateful to be included in this consortium and it will help us immensely. The training will go a long way in cost savings.*

*Mark Wolf, Vice President*

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**Seattle College District**  
**Continuous Improvement and Strategic Planning Training Consortium**  
Trainees: 6  
Industry: Manufacturing – Other, Manufacture of handbags

**County: King**  
Grant: \$59,900  
Spent: \$59,767  
Match: \$16,304

**Overview:**

This project helped two micro women-owned businesses learn to scale up and become more efficient in coping with COVID-19 struggles and create new goals. Both companies achieved great gains from JSP-funded training and are thriving today. Employees were given training in ecommerce-search engine optimization, Lean and Toyota Kata, and strategic planning.

**Outcomes:**

- Completed 168 training hours for six employees.
- Both companies implemented 5S practices among other Lean adaptations in business.
- Order timeliness and deliveries improved by almost 50%.

*The JSP grant made my company stronger, larger, and more efficient. It provided training that helped us implement 5S processes, which streamlined our systems, allowing me, the owner, to focus on new designs and marketing. We are very grateful for the opportunity the grant provided in helping take our 20 years of experience and business instinct and solidify good business practices while discarding manufacturing practices that do not serve us.*

*Erica Gordon, Owner, Steel Toe Studios*

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**Seattle College District**  
**Theo Chocolate**  
Trainees: 38  
Industry: Food Production and Processing

**County: King**  
Grant: \$188,700  
Spent: \$188,700  
Match: \$288,775

**Overview:**

This project helped Theo Chocolate move into a new phase with a Warehouse Management System to improve inventory tracking and accuracy, along with improvements in production and fulfillment. Employees were trained in change management, Excel, project management, and various end-user courses like installation, testing, and validation.

**Outcomes:**

- Completed 580 training hours for 38 employees.
- Goal of hiring 88 employees exceeded; hired 90.
- Eight to 10 employees completed the Warehouse Management System training.
- Full warehouse inventory in June 2022 took 15 minutes; it took several hours in a previous system.

*The JSP grant fulfilled the long-overdue project of updating our Warehouse Management System. The result has been a great improvement in our inventory tracking and overall accuracy. Our fulfillment and production teams are very happy with the system.*

*Christine Zess, Director of Finance*

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**Seattle College District**  
**Tutta Bella**  
Trainees: 65  
Industry: Food Production and Processing

**County: King**  
Grant: \$692,800  
Spent: \$649,581  
Match: \$722,713

**Overview:**

This project was designed to help the company transition to food manufacturing as a predominant business model. The training involved extensive ERP (enterprise resource planning) and organizational development training. As a result of the project, the company was able to launch production in its new facility in June 2023 and is scaling up for more efficient production.

**Outcomes:**

- Completed 1,083 training hours for 65 employees.
- Hired 96 employees; promoted 17.
- Average hourly wage rose by 7.3%.
- Defects reduced from 27 per day to 17 per day; steadily improving.
- Market share of 15% approximately, from 10%.

*The training provided a common business language and platform so that employees could operate more effectively together and work stronger as a team. Investment in human capital makes us a stronger enterprise. Our average hourly wage increased by 7.3%, and overall factory productivity improved by 13.1%. We expect these gains to continue to grow as we complete and more fully utilize the training. We expect to create over 100 new jobs in Seattle in the next 24 months.*

Brian Fugere, COO

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**Seattle College District**  
**Lean Six Sigma Fall Consortium**  
Trainees: 80  
Industry: Manufacturing – Other, electronics, telecommunications, food/beverages production/processing, rubber & plastic products, energy, composites, wood/paper, aerospace/defense

**County: King**  
Grant: \$239,200  
Spent: \$236,066  
Match: \$243,773

**Overview:**

This project was designed to address the labor market shortage of people skilled in Lean/Six Sigma and to upskill current employees. It was also intended to lead to promotion and pay increases over time. This Lean Six Sigma consortium provided Yellow, Green, and Black Belt Lean Six Sigma certification training to 10 businesses.

**Outcomes:**

- Completed 502 training hours for 80 employees.
- 32 people submitted projects for evaluation as Green and Black Belt candidates.
- 32 process improvement areas identified and used for learning in the class by 61 participants.

*The relationship between our organizations is strong, and we're happy to partner again. The training has an immediate impact on our associates. There is no better way to get Lean Six Sigma training. –*

Alice Wu, Sr. Mgr., Wholesale Operations

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**Seattle College District**  
**Valence Surface Technologies**  
Trainees: 117  
Industry: Manufacturing – Aerospace

**County: King**  
Grant: \$236,500  
Spent: \$236,500  
Match: \$292,808

**Overview:**

This project was designed to provide Lean and continuous improvement training and professional development to employees through Lean manufacturing and Kaizen team events, value stream mapping, Toyota Kata workshops, and supervision training to enhance employees’ skills and improve their productivity and effectiveness.

**Outcomes:**

- Completed 708 training hours for 117 employees.
- 41 new hires.
- Increased on time delivery to 90%, with a 10-day lead time and higher level of product finishing complexity.

*We have seen great engagement from our employees. The Lean training will help our company become more competitive by improving efficiency, quality, and customer satisfaction while reducing costs. The leadership training led to efficient communication and job satisfaction. This investment in our staff will result in improved morale and reduced turnover. This will lead to new ideas and processes that drive business growth. What a great program!"*

*Daniel Hawkins, Regional General Manager*

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**Seattle College District**  
**Ballard Machine Works**  
Trainees: 7  
Industry: Manufacturing – Aerospace

**County: King**  
Grant: \$31,300  
Spent: \$31,300  
Match: \$11,066

**Overview:**

This project was designed to help Ballard Machine Works, a small precision machine shop, use its existing ERP (enterprise resource planning) system for better functionality and use of the embedded Quality Management System. The company trained its employees to put the company on a trajectory of successfully using the ERP system to achieve and maintain compliance with AS9100D for aerospace manufacturing.

**Outcomes:**

- Completed 85 training hours for seven employees.
- All employees learned the Quality Management System for AS9100 AND ISO9001.
- The company uses the ERP more than 50% of the time and expects to maintain that level or higher while acknowledging the challenge of doing so in a small business.

*We are adding transparency and accountability to our business by fully integrating ProShop ERP training. As a result of this training, the company received certification for AS9100D and ISO900, employees gained skills and confidence, and customers gained a more competent supplier. While our matching labor for this effort was significant, I expect the benefits to be considerable, and therefore worth it.*

*Grant MacDonald, Owner*

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**Seattle College District**  
**Red Dot Corporation (continuation)**  
Trainees: 49  
Industry: Manufacturing – Auto, Transportation

**County: King**  
Grant: \$186,600  
Spent: \$176,296  
Match: \$205,276

**Overview:**

This is a continuation grant of a 2-year project with specific year 1 and year 2 training objectives. The company wanted to continue to create repeatable, reliable, and sustainable cycles of learning that have a positive impact on cash flow, and to mitigate impacts of COVID-19. During the training, the company relocated, resulting in the cancellation of 117 hours of training. Despite this, engagement in classes was high as employees were trained in material and process improvement.

**Outcomes:**

- Completed 471 training hours for 49 employees.
- Turnover remained artificially high (around 40%) because of the plant move.
- Line-down disruptions were down to two (from eight).

*Employee retention and training and development were the primary goals of this project. As a 100% employee-owned company, investing in our employees and furthering their development not only helps them grow professionally but also improves the performance of the organization, which benefits all employees as owners/shareholders. We appreciate the support of the Job Skills Program to help RedDOT develop, train, and maintain a strong workforce that is continuing to grow and manufacture quality products for our customers!*

*Giancarlo Papini, Chief Financial Officer*

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**Seattle College District**  
**Lean Six Sigma Consortium Winter 2023**  
Trainees: 46  
Industry: Manufacturing – Aerospace/Medical Devices/High Tech/  
Composites/Information Technology

**County: King**  
Grant: \$129,300  
Spent: \$108,484  
Match: \$132,919

**Overview:**

This consortium Lean Six Sigma training project taught Yellow, Green, and Black Belt level Six Sigma training along with change management to seven organizations. A larger than expected number of people attended Yellow Belt training and an additional change management course was added to accommodate schedules.

**Outcomes:**

- Completed 268 training hours for 46 employees.
- Grant produced 12 project-based learning activities as foundations for Black Belt certification.
- 10 participants completed the Green Belt training.
- 46 employees participated in Lean Six Sigma training and learned how to apply it in the workplace.



*We see our partners achieving savings from their initial projects and many have taken on full-time continuous improvement positions. We have 6-digit savings on flow wrap. From the ASQ Lean/6 Sigma conference in February, we got some refreshed energy, and a new list of projects that will contribute to more time and financial savings.*

*Wendy Lubahn - Starbucks, Lead Product Safety & Quality Advisor*

**Seattle College District**  
**Woodland Park Zoo**  
Trainees: 63  
Industry: Other – Hospitality

**County: King**  
Grant: \$106,500  
Spent: \$106,100  
Match: \$115,682

**Overview:**

The purpose of this project was to support the training and engagement of staff through skillset development in management fundamentals and Equity, Diversity, Accessibility, and Inclusion (EDAI). This project provided foundational training for leadership and management. The organization plans to build upon the training provided in this grant with training that reaches across the entire workforce.

**Outcomes:**

- Completed 95 training hours for 63 employees.
- 22 new hires during the grant time frame.
- The organization was not able to enroll 80% of employees in two EDAI modules due to scheduling issues but plans to do this in the next phase of training.

*The JSP grant allowed us to grow our supervisors' knowledge of essential management skills. By investing in our leaders, our employees will achieve their highest potential. Participants feel empowered to address workplace concerns before they become an issue, such as clarifying job expectations, sharing feedback, and managing poor performance. Employees are pleased that our organization is investing in our leaders so that all staff may benefit from an improved work environment and culture.*

*Kristy Hulverson, Sr. Director, People & Culture*

**Seattle College District**  
**Machinists Inc**  
Trainees: 72  
Industry: Manufacturing – Aerospace, Naval, High Tech

**County: King**  
Grant: \$149,800  
Spent: \$136,961  
Match: \$194,865

**Overview:**

This training project focused on improving key areas of operations, from the time of acceptance of a bid through delivery. Training included production management, staffing, equipment, operations, and systems. Employees were given training in ERP (enterprise resource planning), business strategic planning, leadership, and supervision.

**Outcomes:**

- Completed 192 training hours for 72 employees.
- Seven new hires.
- More than 45 individuals received training on operations planning and ERP systems.

*This grant had a very compressed timeline. One group concentrated on ERP training and improvements, and another group concentrated on production planning. Improved data will give us the information needed to be more competitive on our bids, resulting in winning more work. We are looking forward to a deeper dive into our business practices during the next round of grants later this year if the application is approved.*

*Mike Heuer, Operations Manager*

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**Seattle College District**

**HDT Bio**

Trainees: 9

Industry: Manufacturing – Medical Devices

**County: King**

Grant: \$32,200

Spent: \$26,075

Match: \$52,461

**Overview:**

This project was designed to help HDT Bio attain its NIST 800-171 compliance (Protecting Controlled Unclassified Information (CUI) in Nonfederal Systems and Organizations), to meet their customer's Defense Federal Acquisition Regulation Supplement (DFARS) requirements around CUI and for overall Cybersecurity sustainability. The project received high accolades from the CEO and grant manager and is deemed a great success accomplished in a very short time.

**Outcomes:**

- Completed 96 training hours for 9 employees.
- Met Cybersecurity Maturity Model Certification (CMMC) requirements to retain 100% of current contracts.
- Training met to retain 100% of current market share and ability to pursue expansion.

*The DFARS-CMMC Training Project we received under the JSP grant offered us significant insights into the NIST security standards and process. As a biotechnology startup, the training helped us build a roadmap to enhance our cybersecurity infrastructure, safeguard sensitive data, and meet the robust security requirements of government contracts, thereby expanding our market opportunities and establishing credibility within the defense sector.*

*Christopher Pirie, COO*

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**Shoreline Community College**

**Service Employees International Union 775**

Trainees: 8

Industry: Hospitals and Medical Services

**County: King**

Grant: \$12,500

Spent: \$10,975

Match: \$12,500

**Overview:**

The reduction in class experience (no tour allowed due to the pandemic) resulted in fewer instruction hours and lower costs. The college was able to maximize the course offered by making this opportunity available three distinct times rather than only once. Employees received training in the essentials for healthcare customer service.

**Outcomes:**

- Completed 48 training hours for eight employees.
- Hired five new employees.

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**Olympic College**  
**Inventech Marine**  
Trainees: 29  
Industry: Manufacturing – Naval & High Tech

**County: Kitsap**  
Grant: \$55,396  
Spent: \$50,805  
Match: \$92,348

**Overview:**

Inventech Marine secured a large contract from the Coast Guard, so it needed training on Lean principles, change management, and how to leverage a new ERP (enterprise resource planning) tool. As this is a 2-phase project, employment outcomes will be reported in Phase 2.

**Outcomes:**

- Completed 1,023 training hours for 29 employees.
- Hired nine new employees; promoted one supervisor.
- Zero accidents since the start of the grant.
- Completed a plant tour for a school.

*Although our ERP system was implemented later than expected, we were still able to get into the optimization training and the Lean training for our leadership and staff. We expect to see the results of this training become apparent over the next year. IMS hopes to receive another JSP grant to finish this project (and the hiring and training of new employees).*

*Micah Bowers, CEO*

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**Pierce College District**  
**SAFE Boats**  
Trainees: 58  
Industry: Manufacturing – Naval

**County: Kitsap**  
Grant: \$21,312  
Spent: \$21,312  
Match: \$30,465

**Overview:**

The project aimed to provide technical training to upskill the company's production staff (welders, systems integrators). The more American Boating and Yachting Council (ABYC) qualified and capable employees the company has, the better positioned the company is in competing for more business, projects, and programs. Employees received training in blueprint reading, metallurgy, math, and welding troubleshooting.

**Outcomes:**

- Completed 80 training hours for 58 employees.
- All planned training completed except ABYC Marine Standards Certification due to high production activity levels.
- Modules in aluminum welding and marine manufacturing developed and customized to company needs.

*Via JSP, we were able to train our welders/fabricators in troubleshooting, math for manufacturing, blueprint reading, and metallurgy. This was the first formal professional development training offered to our welders and there are some lessons learned on how we can improve in the future.*

*Author name not provided*

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**Clark College**  
**Custom Interface**  
Trainees: 29  
Industry: Manufacturing – Aerospace, Other

**County: Klickitat**  
Grant: \$22,486  
Spent: \$17,153  
Match: \$29,304

**Overview:**

Custom Interface is experiencing a high demand for its products which, in turn, has led to longer lead times. To address this issue, the company needs to hire and train additional staff. Their training focused on change and project management, organizational behavior, communication effectiveness, and leadership development including dealing with conflict, team building, and setting performance expectations.

**Outcomes:**

- Completed 813 training hours for 29 employees.
- Developed operation norms for safety, productivity, communication, and decision making.
- Warranty claims are currently at 62% less than in 2022.

*With the JSP grant, Custom Interface advanced itself as a world-class contract manufacturer focused on building custom electrical wire and cable harnesses and integrating those harnesses into complex electromechanical assemblies for aerospace, defense, and commercial applications.*

*Nancy White, CEO*

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**Pierce College District**  
**Riverdance Soapworks**  
Trainees: 8  
Industry: Manufacturing – Other

**County: Mason**  
Grant: \$68,167  
Spent: \$67,382  
Match: \$11,400

**Overview:**

The project aimed to increase capacity and efficiency and reduce waste during production while empowering the shop floor team to solve problems, act, and improve without a push or directions from the leadership team. Training included strategic planning, Toyota Kata, principles of Lean manufacturing, Kaizen support, and Training Within Industry (TWI).

**Outcomes:**

- Completed 192 training hours for eight employees.
- Hired two employees for 2023.
- Time to train reduced from three months to 3-4 weeks with defined training methods and formal outlines.

*The Lean Manufacturing and 5S in-house classes provided a well-structured and accountable platform for training and cross training our team, resulting in several improvements and shortcuts in our processes, elimination of excess steps and even some raw materials, decreased labor and materials costs, and improved consistency in the quality of our products.*

*Deb Petersen, Owner/General Manager*

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**Green River College**  
**Sound Sleep Products**  
Trainees: 21  
Industry: Manufacturing – Other

**County: Pierce**  
Grant: \$96,613  
Spent: \$96,613  
Match: \$134,201

**Overview:**

This project is the second part of a two-year project. Between increased workloads and COVID restrictions, there were many challenges in getting classes scheduled. Despite this, the company has seen a dramatic improvement in its processes and workflow on its production floor. Employees received training in Kaizen and Training Within Industry.

**Outcomes:**

- Completed 358 training hours for 21 employees.
- Flow increased by 5% to reduce bottlenecks in coiling, quilting, sewing, and shipping.
- Costs reduced from 14.56% to 13.41%.

*We have been able to implement multiple process changes in ways to help improve our output. Although hiring is still an issue, it is more indicative of the economy and not our processes.*

*Briana Craig, Human Resources*

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**Pierce College District**  
**Heritage Distilling Company, Inc**  
Trainees: 38  
Industry: Food Production and Processing

**County: Pierce**  
Grant: \$283,971  
Spent: \$280,906  
Match: \$351,898

**Overview:**

This second JSP grant was designed to tackle some of the company's current and foreseeable challenges. Outside instruction was needed due to the opening of new locations, the addition of new staff, and the need to upskill staff they already had. Employees were trained in infrastructure and expansion, OSHA 10, production planning, project management, supply chain inventory management, systems and operations assessment, and use of a forklift.

**Outcomes:**

- Completed 860 training hours for 38 employees.
- Promoted more than six employees.
- Trained five employees to become forklift trainers and completed 10 OSHA 10 trainings.
- Reduced 10 accidents per year to two per year.

*The OSHA safety and forklift classes have provided new and certified skills for our team. The ERP\* optimization has streamlined the inventory and forecasting process. The project management course helped change the way we define and implement new projects.*

*Wendy Flick, CCO*

\*Enterprise resource planning

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**Green River College**  
**Heritage Distilling Company, Inc**  
Trainees: 35  
Industry: Food Production and Processing

**County: Pierce**  
Grant: \$93,300  
Spent: \$86,976  
Match: \$91,399

**Overview:**

This third JSP grant allowed the company to get more training in ERP (enterprise resource planning), MRP (material requirements planning), and systems and operational processes, thus keeping their momentum going with the training they had already received from the second grant.

**Outcomes:**

- Completed 216 training hours for 35 employees.
- Promoted six+ employees.
- Reduced accidents from 10 per year to two per year
- The company is down a few positions — a strategic need to prepare for becoming a publicly traded company.

*The OSHA safety and forklift classes have provided new and certified skills for our team. The ERP optimization has streamlined the inventory and forecasting process. The project management course helped change the way we define and implement new projects.*

*Wendy Flick, CCO*

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**Pierce College District**  
**Revalesio Corporation**  
Trainees: 13  
Industry: Manufacturing – Other/Pharmaceutical

**County: Pierce**  
Grant: \$152,435  
Spent: \$128,854  
Match: \$48,189

**Overview:**

Revalesio is in the process of pursuing FDA approval for a new drug. To prepare the company for the commercialization of this drug, it trained individuals on Aseptic Cleanroom to comply with FDA requirements. The training course covered topics in environmental monitoring systems, facility learning and disinfectant qualification, aseptic cleanroom operations, filtration, sterilization, aseptic process simulation (media fill), and regulatory requirements.

**Outcomes:**

- Completed 636 hours of instruction for 13 employees.
- One new hire, two promotions, and three FDA-trained cleanroom operators.

*The Job Skills grant allowed us to strengthen the capabilities of individual team members and our team as a whole. The breadth of training available enabled us to bolster skills that will serve our associates in their current positions and beyond. The grant was a great benefit to our company.*

*Greg Archambeau, President*

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**Pierce College District**  
**Northwest Door**  
Trainees: 42  
Industry: Manufacturing – Other

**County: Pierce**  
Grant: \$24,781  
Spent: \$24,781  
Match: \$40,465

**Overview:**

For the last few years, the competitive labor market has been tight, leaving the company with fewer options to find and keep great talent. Through an internal needs analysis process, the company realized it had to start with a core training program for its leaders and high-potential employees and eventually spread that learning and culture to the rest of the team. The training focused on building the company leaders' supervisory skills so they could qualify for promotional opportunities in the company.

**Outcomes:**

- Two courses delivered to 42 employees.
- Increased internal promotion rate from 30% to 82%.
- Actively hiring for 49 vacancies.
- Inside Out Leadership developed and deployed.

*One area greatly impacted was the increase in the internal promotions made throughout the program. We had 82% of our promotional opportunities for lead, supervisor, or manager positions go to internal candidates! With the grant, we provided our employees with a 6-month high-quality training program that would not have been possible otherwise.*

*Our employees who went through the program commented that they learned valuable tools and information at every session. Our employees highly recommend the coursework and instructor to any organizations looking into this opportunity.*

*Patti High, HR Manager*

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**Pierce College District**  
**Technical Tooling**  
Trainees: 8  
Industry: Manufacturing – Aerospace

**County: Pierce**  
Grant: \$79,621  
Spent: \$79,599  
Match: \$35,381

**Overview:**

This training is a continuation of the company's quality management system (QMS) journey, emphasizing the tools that will help technical tooling improve the functionality of the QMS under AS9100D and the business in general. Since the implementation of QMS, the company aimed to use Lean and Toyota Kata as the techniques for problem-solving and efficiency increase. The training also provided the foundation for a functional quality team.

**Outcomes:**

- Completed 252 training hours for eight employees.
- Hired one staff to replace one lost; expecting four to six additional hires in the next 12 months.
- Improvement in on-time delivery from 60% to 95%.

*The Job Skills Program grant allowed our business to provide foundational training in several key areas, such as Lean/Toyota Kata, AS9100 QMS, and general communication and management skills. As a result, our business has just received our second-year AS9100 D Audit re-certification, increasing our capability to acquire new customers and win new contracts we otherwise would not have been eligible for. We have seen key operational improvements in not only workflow, but also improved culture and approaches to business processes. From the start of the JSP, we have grown our top line by over 300% and expect to double our current pace in the next 12 months.*

*Jake Matthaei, Owner*

**Pierce College District**  
**Rainier Woodworking Company**  
Trainees: 33  
Industry: Manufacturing – Wood/Paper Products

**County: Pierce**  
Grant: \$251,606  
Spent: \$251,547  
Match: \$288,866

**Overview:**

The company started its process improvement training using funds from the previous fiscal year. For FY21-23, it continued its training on Lean, Kaizen and Toyota Kata. While selecting a new ERP (enterprise resource planning software), the company trained its team on mapping business requirements, identifying gaps and risks, and evaluating, assessing, and vetting ERP solutions.

**Outcomes:**

- Completed 751 training hours for 33 employees.
- Improved productivity from 10-14 weeks cycle time from order to delivery to eight weeks.
- Increased sales from \$350K to \$525K per month.
- Implemented a production and inventory ERP.

*While our projects focused on Lean process improvements and the selection and implementation of an ERP, the biggest impact was on our people. While we experienced tangible success in improving throughput and productivity and can point to a new, transformative piece of software, it was the elevation of our ability to work as a team that mattered. Our experience provided us with the language, common understanding, and framework to work together and identify and execute change, both today and in the future, for the better.*

*Scott Reader, Managing Director*

**Pierce College District**  
**Castohn, LLC**  
Trainees: 72  
Industry: Manufacturing – Naval

**County: Pierce**  
Grant: \$236,255  
Spent: \$204,338  
Match: \$383,584

**Overview:**

The company's training covered preventative maintenance, workplace organization, visual controls, set-up reduction/changeover, quality checking, problem-solving, inventory management/belts, and value stream/process mapping.

**Outcomes:**

- Completed 694 training hours for 72 employees.



- Hired 20 new employees for a second shift.
- Improvement on lead time for custom work, from 3-5 weeks to two weeks.

*This grant allowed us to provide extensive training to our employees. Through training, we can now identify and fix bottlenecks in our manufacturing process, reduce costs, and make us more efficient. The grant also allowed us to implement a 5s system that gave us the tools to maximize our factory space, increase workflow processes, and eliminate waste.*

*Chris Hajduk*

**Pierce College District**  
**SEKISUI Aerospace**  
 Trainees: 38  
 Industry: Manufacturing – Aerospace

**County: Pierce**  
 Grant: \$34,246  
 Spent: \$32,751  
 Match: \$92,648

**Overview:**

The training was intended to increase internal competencies and uniformity across business units. The company, previously known as AIM Aerospace, wanted to develop its renewed organization by upskilling leaders and increasing their knowledge, skills, and abilities through leadership trainings.

**Outcomes:**

- Completed 143 training hours for 38 employees.
- Employee engagement goal met in January 2023.
- Now employing more than 600 employees, exceeding the target.

*I have personally witnessed frontline leaders coming out of their shells sharing experiences with others in the training and accepting feedback on their communication style. Modules of performance communication have enriched the dialogue and documentation with teams during the review period.*

*Beth Forrar, Sr. HR Manager*

**Pierce College District**  
**Plumb Signs**  
 Trainees: 21  
 Industry: Construction

**County: Pierce**  
 Grant: \$81,993  
 Spent: \$81,993  
 Match: \$105,212

**Overview:**

The company's growth from being a 10-employee to a 30-employee company necessitated training in organization, process design, and leadership skills. Having also invested in software systems that were not being fully utilized, training was deemed vital. Employees received training in ERP (enterprise resource planning), leadership, Toyota Kata, and team collaboration.

**Outcomes:**

- Completed 242 training hours for 21 employees.
- Some trainings not completed due to staff reduction/turnover.
- Courses delivered include ERP training course, Lean plant layout and processes, Toyota Kata course, leadership, and team collaboration.

*Our thought and practical working sessions that used real-life examples taught us valuable communication skills. I believe our management team learned enough to help us execute the remaining goals set.*

*Rob Marston, President*

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**Pierce College District**  
**American Structures & Design**  
Trainees: 41  
Industry: Manufacturing – Other

**County: Pierce**  
Grant: \$358,637  
Spent: \$358,637  
Match: \$518,493

**Overview:**

This grant focused on several issues around quality and how it affects inventory, workflow, and production. The team set up processes to disposition material (reprocess and remove material from inventory), initiate and complete corrective actions internally and externally, set up in-process quality checks, and develop and implement a First Article process. These improvements showed immediate results in inventory accuracy and identifying problems early to avoid costly downstream rework.

**Outcomes:**

- Completed 1,224 training hours for 41 employees.
- Currently producing 25% more with zero overtime.
- Using demand planning every day; this has helped identify supply chain issues and lower inventory by 30%, freeing up around \$1M in capital.

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**Pierce College District**  
**American Structures & Design (continuation)**  
Trainees: 41  
Industry: Manufacturing – Other

**County: Pierce**  
Grant: \$381,736  
Spent: \$373,086  
Match: \$518,493

**Overview:**

This grant focused on several issues around quality and how it affects inventory, workflow, and production. The instructor worked with American Structures and Design (AS&D) subject matter experts to transform verbal explanation installation instructions into exceptionally organized written installation instructions for distribution to the client base via printed PDF and the website. The instructor also taught participants the importance of rapid prototyping documentation in a standardized corporate template, accelerating project timelines.

**Outcomes:**

- Completed 1,224 training hours for 41 employees.
- Reduced workforce but increased efficiency; producing 25% more with 0% overtime.
- Used demand planning to identify supply chain issues and lower inventory by 30%, freeing up around \$1M in capital.
- OSHA record rate of 0.0% and 525 days without any incidents.
- Sales on track for \$14M/ year or higher.

*The JSP grant was instrumental in helping us achieve multiple corporate goals over the last year. After our move to a new production facility, we trained our workforce in Lean manufacturing and continuous flow techniques. The planning allowed our company to move efficiently and hit the ground running in a small amount of time.*

*Mike Hagen, CEO*

**Pierce College District**  
**Motive Power Marine**  
Trainees: 32  
Industry: Manufacturing – Other, Construction

**County: Pierce**  
Grant: \$179,632  
Spent: \$179,063  
Match: \$225,378

**Overview:**

Motive Power Marine is experiencing a significant increase in government and military contracts, requiring new work standards and employee skills. The company also needed to upgrade its program management software and plant layout to become more efficient in handling the increased business. Through this JSP project, employees were trained in forklift safety, Lean plan layout, OSHA 10 and 30, project management, and telehandler safety.

**Outcomes:**

- Completed 596 training hours for 32 employees.
- Hired six employees; promoted six.
- Students learned QuickBooks for job costing and Gusto software for time tracking, payroll, and project accounting.

*The JSP grant greatly contributed to Motive Power Marine’s level of competence in safety. Through the support of the grant administration and program, Motive was able to educate employees about the ways to identify, eliminate, and mitigate risks.*

*Neal Gailden, Vice President, Business Development and Program Management*

**Pierce College District**  
**MultiCare**  
Trainees: 598  
Industry: Hospitals and Medical Services

**County: Pierce**  
Grant: \$224,614  
Spent: \$224,614  
Match: \$352,118

**Overview:**

The project focused on increasing the number of nurses who have specialty certifications (Critical Care, Progressive Care, Medical/Surgical, and Emergency), and giving frontline nursing staff training in crucial conversations.

**Outcomes:**

- Completed 188 training hours for 598 employees.
- 1,124 RNs with approved specialty certifications received differential in 2021, 1,108 in 2023.
- Turnover rate for RNs for 2023 is 4%, previously 50% within the first 24 months of employment.

*This Job Skills grant helped make specialty certification review courses more accessible to our largest specialties of registered nurses by eliminating any financial obligation for the learner. It also helped us provide tools for navigating crucial conversations for our frontline nurses and leaders – an essential component of MultiCare Health System’s journey to becoming a high-reliability organization and creating a psychologically safe environment for staff.*

*Robin Petersen, NPD Specialist Program Manager*

**Pierce College District**  
**Aero Precision**  
Trainees: 84  
Industry: Manufacturing – Other

**County: Pierce**  
Grant: \$432,966  
Spent: \$432,860  
Match: \$529,669

**Overview:**

Throughout this project, Aero Precision was trained on the fundamentals of Lean manufacturing to include the identification and reduction of the eight types of waste, along with instruction in how to accomplish the following: use spaghetti diagrams to streamline layout setup and design, use 5S to organize workstations, apply the just-in-time Kanban replenishment concept, and use the Poke Yoke method of mistake proofing. To maximize the efficacy of the training, a blended learning approach was used to incorporate both in-classroom sessions along with practical application of the learning objectives on the production floor and in the warehouse.

**Outcomes:**

- Completed 1,248 training hours for 84 employees.
- 21 promotions to date.
- Estimated 11.7% increase in throughput capacity.
- 30% reduction in time to ship.

*We have seen a significant increase in employee participation and enthusiasm to identify waste and work to eliminate non-value add tasks and activities.*

*Janie Vigil, VP of Human Resources*

**Pierce College District**  
**Wilcox Family Farms**  
Trainees: 61  
Industry: Agriculture

**County: Pierce**  
Grant: \$115,728  
Spent: \$115,728  
Match: \$434,775

**Overview:**

Wilcox Farms is working on multiple fronts to ensure its leadership has long-term viability, reduces costs, reduces environmental waste, pleases its customers, strengthens its supply chain and distribution, maintains its factory machinery, and strategizes for the future. Courses conducted include Leadership and Project Management Within Food Processing, Lean Process Improvement Training, Supply Chain Improvement Course, and Total Preventative Maintenance.

**Outcomes:**

- Completed 377 training hours for 61 employees.
- Four to five employees promoted.
- 15% of employees trained; all leadership capability goals have been met or exceeded.

- 7% reduction in production costs; reduced machine downtime 10%.

*The training for the JSP grant was very useful and made a big impression on our workforce. This year we focused on Lean manufacturing and how it relates to leadership and management. Our workforce that went through the training has a sense of confidence and teamwork. It's very impressive.*

*Andy Wilcox, Owner, Director of Operations*

**Pierce College District  
Aquagga**  
Trainees: 10  
Industry: Environmental Services

**County: Pierce**  
Grant: \$64,648  
Spent: \$60,378  
Match: \$36,745

**Overview:**

As part of its growth plan, Aquagga must expand its skills in both business and technical/light manufacturing operations rapidly and safely. However, the company experienced many challenges including social compliance, new employee onboarding without the benefit of a human resource program, and safety compliance issues. So, developmental training and procedure improvements were identified and advanced training was provided in performance management, human resource policy development, safety/health programs and compliance, training curriculum development, new lab procedures, and auditing best practices.

**Outcomes:**

- Completed 282 training hours for 10 employees.
- Hired eight new positions; changed one employee from part-time to full-time
- OSHA course not completed, but material handling training went beyond what was planned.
- Awarded four federal contracts and three private customer projects in 2022

*JSP allowed us to acquire professional development training programs for the whole team that otherwise would have been challenging to budget for as a small (but growing!) business. These have included very tangible skills and soft skills in building a diverse, inclusive workplace, managing conflicts, facilitating difficult conversations, and setting ambitious but achievable goals. We cannot speak highly enough of this program.*

*Executive Team*

**Pierce College District  
Ames International**  
Trainees: 44  
Industry: Food Production and Processing

**County: Pierce**  
Grant: \$135,595  
Spent: \$61,773  
Match: \$68,701

**Overview:**

Ames needed to improve its manufacturing team's skill in Lean manufacturing to increase production efficiency and output and decrease costs and waste. The company provided training in supervision, healthy team dynamics, Lean 5S, and respectful communications in the workplace before it went bankrupt.

**Outcomes:**

- Completed 168 training hours for 44 employees.

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**Pierce College District**  
**General Plastics**  
Trainees: 94  
Industry: Manufacturing – Aerospace

**County: Pierce**  
Grant: \$174,418  
Spent: \$155,893  
Match: \$157,828

**Overview:**

General Plastics’ business plan emphasizes the following critical outcomes for its long-term competitiveness and survival: decreased turnover with new employees better trained to make GP materials, better career paths for existing employees into lead and senior level production positions, cost savings in scrap reduction, and more efficiency when producing each product. To achieve this, employees were trained in OSHA 10 and 30, information quality management, HR, electrical maintenance, and role definition/creation.

**Outcomes:**

- Completed 595 training hours for 94 employees.
- Hired about 50 but let go others, including some of the previous staff due to a lack of demand.
- 10 employees gained “general operator” status, meaning they can work in any role.

*The training and work that was done with our teams allowed us to transform our onboarding process for new hires and solidified our training process, allowing us to ensure that everyone is learning from the same work instructions. This led to measurable results! We will be able to continue this work as we continue to grow and develop.*

*Michelle Eagan, SPHR, Director Organizational Development*

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**Pierce College District**  
**Washington Bulb, Inc.**  
Trainees: 154  
Industry: Agriculture

**County: Skagit**  
Grant: \$314,926  
Spent: \$235,734  
Match: \$345,907

**Overview:**

Before this project, it had been over 20 years since WA Bulb made a strategic plan and the owners/managers felt an update was required given the company’s pattern of growth. There were numerous problems with efficiency, duplication of work, and lack of clear direction and guidance. A lack of organization in numerous places also resulted in losses for the company, The trainings were intended to create a clear picture of WA Bulb's future, reduce waste and costs caused by untimely machine downtime, and provide the workforce with the necessary knowledge and skills to be successful.

**Outcomes:**

- Completed 1,030 training hours for 154 employees.
- The train-the-trainer approach (TTT) increased skills across the workforce: cross-trained over 60 staff in various positions.
- New strategic plan now in place.

*JSP training has a profound impact on our workforce, equipping them with valuable skills for career advancement. They feel valued when we invest in their training. The grant has enhanced productivity and efficiency, opened doors for employees to explore new roles and responsibilities, and fostered a culture of continuous learning and growth. JSP not only empowered individuals but also strengthened our overall competitiveness in the market.*

*Polly Welch, Vice President/Human Resources*

**Skagit Valley College**  
**Scratch and Peck Feeds**  
Trainees: 31  
Industry: Other – Agriculture

**County: Skagit**  
Grant: \$233,003  
Spent: \$233,003  
Match: \$323,158

**Overview:**

The ERP (enterprise resource planning software) selection and implementation allowed the company to upgrade its business software to a level that will provide greater financial visibility to management, improved inventory management, production scheduling capability, and greater reporting of key performance metrics. The Lean training, on the other hand, enabled the company to lower direct labor costs and increase throughput in production. Courses in leadership, inclusivity, and writing contributed to the development of skills for all staff, leading to increased opportunities for advancement.

**Outcomes:**

- Completed 527 training hours for 31 employees.
- Hired six new employees.
- During the training, direct labor costs are reduced by 15-20% depending on the production line.

*The grant funds supported evaluation, selection, and configuration training to help our team understand how the system will best meet our needs for improving operational efficiency. The training provided current and future leaders at the company with valuable skills in communication, problem-solving, teamwork, DEI, marketing, and harassment prevention. We are able to enhance our business performance, increase efficiency, and strengthen our team's capabilities.*

*Steve Reed, Vice President Operations*

**Skagit Valley College**  
**Goodwinds Composites, LLC**  
Trainees: 10  
Industry: Manufacturing – Composites

**County: Skagit**  
Grant: \$60,037  
Spent: \$58,125  
Match: \$78,424

**Overview:**

This project focused on implementing the ISO (International Organization for Standardization) standard to implement a quality management system to govern all actions within Goodwinds Composites. The company previously pursued ISO certification in 2022 to increase efficiency, profitability, and sales, which led to an increase in the number of workers employed by Goodwinds. The project continued work on the quality management system, Kaizen Event, basic Lean training, and expanded refinement training.

**Outcomes:**

- Completed 192 training hours for 10 employees.
- Began the process of adopting Standard Operating Procedures (SOPs) for all processes, eliminating waste, and increasing efficiency.
- Implemented Lean analysis of all processes.

*We are grateful for JSP which allowed us to get trained on Lean manufacturing principles so that we can continue to be in total compliance with ISO 9001:2015. We gained a thorough understanding of the Plan-Do-Check-Act cycle, continuous improvement, and efficiency tools. These skills will be beneficial in our new production facility and in growing our company, in footprint and employees.*

*Amelia Cook, Owner*

**Skagit Valley College**

**Skagit's Best Salsa**

Trainees: 6

Industry: Food Production and Processing

**County: Skagit**

Grant: \$37,007

Spent: \$37,007

Match: \$11,160

**Overview:**

Skagit's Best Salsa has been on a tremendous growth trajectory in the last 12-18 months. This has required the company to hire and train employees at a blistering pace. The JSP project training has greatly assisted the company with business process improvements and upskilling employees to higher levels of efficiency and promotability. The company lost employees early during the project, resulting in lower participation in training and lower wage match but additional business leadership training was provided.

**Outcomes:**

- Completed 149 training hours for six employees.
- Hired three employees; looking to hire more.
- Direct labor costs were reduced, and throughput increased by over 15%.
- Five employees upskilled in leadership, Lean, L&I environmental health and safety, and supply chain management

*The revenue growth we have achieved can be attributed to the enhanced employee morale and skill level resulting from the FSMA\* training and Lean training along with the implementation of the L&I safety plan and website construction. These measures have not only improved our throughput and operational efficiency but have also elevated our customer service levels, ultimately benefiting both our company and our employees. We are very thankful for this funding and the generous push in the right direction to grow our business.*

*Jill Rohrs, COO, Owner*

\* Food Safety Modernization Act



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**Skagit Valley College**  
**Harmony Fresh Seafoods**  
Trainees: 2  
Industry: Food Production and Processing

**County: Skagit**  
Grant: \$64,050  
Spent: \$64,028  
Match: \$12,400

**Overview:**

This project provided training to help the company become Safe Quality Food (SQF) certified. The certification training took longer than expected and the project was not able to conduct training in preparation for the SQF certification inspection/audit. Further, the business had planned on bringing on four production workers during the project but was unable to hire them due to a delay in certification. This resulted in a much lower match and number of trainees, as well as trainee instructional hours.

**Outcomes:**

- Completed 160 training hours for two employees.
- Hired one new employee.
- Two employees received training in SQF certification practices.

*I was so relieved when we qualified for a second round of help. Working with our consultant was smooth and painless. Genuinely grateful for every opportunity we've had.*

*Kayle Kutsch, COO*

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**Skagit Valley College**  
**Fairhaven Mill**  
Trainees: 5  
Industry: Food Production and Processing

**County: Skagit**  
Grant: \$64,050  
Spent: \$60,001  
Match: \$32,022

**Overview:**

The Safe Quality Food (SQF) training program guided Fairhaven Mill through the process of setting up a comprehensive food safety management system. Passing the SQF audit results in a certificate and earns the facility the right to proudly call itself an "SQF Certified Site."

**Outcomes:**

- Completed 114 training hours for five employees.
- Hired three employees.
- All employees are SQF trained and follow Safe Quality Food (SQF) practices.

*Fairhaven Mill has been extremely pleased with the incredible training and on-site learning we received through the Job Skills Grant. We feel confident we will produce at the highest level of safety and quality for our customers. I value the time we spent and the quality of work we walked away with.*

*Kristen Keltz, CEO*

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**Skagit Valley College**  
**Chinook Enterprises**  
Trainees: 39  
Industry: Manufacturing – Aerospace

**County: Skagit**  
Grant: \$42,348  
Spent: \$41,171  
Match: \$55,860

**Overview:**

Multiple department teams participated in leadership and communication training. Spanish-speaking employees increased their English language skills, specifically focused on workplace vocabulary. English-speaking employees increased their Spanish language skills, specifically focused on workplace vocabulary. Employees across departments participated in Microsoft Office training to increase skills in Word, Outlook, and Excel. Due to turnover, however, the company was unable to fully use the leadership and management training they had planned.

**Outcomes:**

- Completed 161 training hours for 39 employees.
- Hired 11 employees.
- 22 employees upskilled in ERP (enterprise resource planning) and Microsoft Office.
- Five employees gained skills in English language and 15 employees gained skills in the Spanish language.

*Partnering with Skagit Valley College to provide training to our employees through the Job Skills grant has been a tremendous success. Offering employees the opportunity to develop professionally has helped Chinook with recruitment, engagement, and retention.*

*Angela Everest, Human Resources & Corporate Compliance Manager*

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**Skagit Valley College**  
**Harmony Fresh Seafoods**  
Trainees: 2  
Industry: Food Production and Processing

**County: Skagit**  
Grant: \$50,822  
Spent: \$49,906  
Match: \$13,931

**Overview:**

Harmony Fresh Seafoods employees were trained in the maintenance of the newly developed Safe Quality Food (SQF) program and preparation for the upcoming annual audit. Employees gained skills to maintain certification, undergo surveillance audits, and prepare for changing scope of certification, notification of recalls & regulatory infringements, audit language, and internal auditing.

**Outcomes:**

- Completed 113 training hours for two employees.
- After this current project, the company has not increased sales but expects to increase sales in 2023-24.

*I was so relieved when we qualified for a second round of grants. Genuinely grateful for every opportunity we've had.*

*Kayle Kutsch, COO*

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**Cascadia College**  
**AvTechTye**  
Trainees: 261  
Industry: Manufacturing – Aerospace

**County: Snohomish**  
Grant: \$197,184  
Spent: \$155,334  
Match: \$186,457

**Overview:**

The recent pandemic caused challenges related to workforce reduction and retention. To address these issues, the training program combined topics on workplace efficiencies with tech skills in basic electronics, root cause analysis, project management, communication, and leadership skills.

**Outcomes:**

- Achieved 58% only of the planned hours of instruction; 352 hours total; 29 staff trained out of the 45 intended due to staffing challenges (coming out of the pandemic).
- Completed robust cross-training across all functional areas: engineering electronics, engineering structures, maintenance, manufacturing electronics, manufacturing structures, quality, and warehouse.
- Improved level of Lean maturity in warehousing and manufacturing.

*We had been discussing cross-training and upskilling for years and the JSP Grant was invaluable in helping us finally gain traction to achieve our goals. The breadth of training available, both soft skills and technical skills, met all our needs, and many courses were even customized for our manufacturing environment. We are so appreciative of this opportunity and will be applying again when eligible to do so.*

*Jean M. Williams, SHRM-SCP, Director of Human Resources*

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**Cascadia College**  
**Jamco**  
Trainees: 216  
Industry: Manufacturing – Aerospace

**County: Snohomish**  
Grant: \$239,858  
Spent: \$239,858  
Match: \$257,989

**Overview:**

This project built upon previous training programs to improve leadership skills, increase opportunities to promote from within, and maintain and reinforce skills companywide. Training was focused on communications, employment law for supervisors, empowered negotiations, Excel, geometric dimensioning and tolerancing, leadership development, Lean and continuous improvement, Power BI, and Train the Trainer.

**Outcomes:**

- Completed 546 training hours for 216 employees.
- 31 additional employees trained in Communicating with Impact.
- Nine additional employees with Power BI training.
- 27 additional employees provided leadership training.

*It moved my guys forward with understanding the fundamentals of GD&T\* and its purpose in our environment. They loved the training on part set-up/placement, tools, theory, and history of GD&T. The new knowledge has already contributed to the quality of our products.*

*Jason Johnson, QC Supervisor*

\*Geometric Dimensioning and Tolerancing

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**Cascadia College**  
**Crane Aerospace & Electronics**  
Trainees: 135  
Industry: Manufacturing – Aerospace, Medical Devices

**County: Snohomish**  
Grant: \$101,768  
Spent: \$101,678  
Match: \$168,651

**Overview:**

Crane Aerospace & Electronics is experiencing a growth period, and to support this growth, it added 17 new hires. Retention remains an issue, however. This project aimed to impact retention and give employees more opportunities for upward mobility within the company. Employees received training in supervisory skills, Excel, basic electronics, leading through change and transition, managing small projects, proactive planning and problem solving, and project management.

**Outcomes:**

- Completed 225 training hours for 135 employees.
- Onboarded 17 new employees.
- Reduced non-exempt turnover from 13% to 11%.
- In the targeted training groups, increased retention rate to 89% for direct labor and increased team leads and managers roles retention to 95%.

*Our JSP grant provided technical and soft skills training essential to our business. We have been concerned with the impending loss of senior direct labor employees as they prepare to transition to retirement. The technical training allowed us to put numerous employees onto career paths that will help ensure that we do not have a major loss of intellectual capital. The leadership and soft skills classes set organizational standards for ensuring all our personnel are treated fairly and are provided with growth and development opportunities.*

*Kanu Mendoza, Sr. Training Developer*

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**Green River College**  
**Western Tile & Marble Contractors, Inc.**  
Trainees: 52  
Industry: Construction

**County: Snohomish**  
Grant: \$332,800  
Spent: \$319,517  
Match: \$718,134

**Overview:**

Western Tile & Marble Contractors has been in business for over 60 years and its incumbent staff has a great depth of practical hands-on expertise. As some senior employees prepare to retire, the company needs a more formal succession planning and training process. Training courses delivered were in the areas of enterprise resource planning, executive leadership development, strategic planning, and value stream mapping.

**Outcomes:**

- Completed 1,090 training hours for 52 employees.
- Developed a formal training and succession plan for new hires.
- Started a training program in CAD (computer-aided design) to increase skills and reduce errors.
- Employees expanded their knowledge of enterprise resource planning systems.

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

*Todd Junker, President*

**Lake Washington Institute of Technology**  
**Orion Industries**  
Trainees: 102  
Industry: Manufacturing – Aerospace, Defense

**County: Snohomish**  
Grant: \$42,290  
Spent: \$42,290  
Match: \$49,421

**Overview:**

The company identified five improvements needed through training: employee retention, skills improvement, scrap and rework costs, production quality, and customer satisfaction. The courses delivered aimed to address these areas, upskill incumbent personnel, and provide support for the company's expanding workforce.

**Outcomes:**

- Completed 110.5 hours of training for 102 employees.
- Topics include MS Excel, Lean practices, IPC (formerly called Institute for Printed Circuits) certification, wire and cable harness assemblies, root cause analysis, and leadership skills.

**Pierce College District**  
**Emerald City Cabinets, Inc.**  
Trainees: 16  
Industry: Manufacturing – Wood/Paper Products

**County: Snohomish**  
Grant: \$168,766  
Spent: \$159,845  
Match: \$177,494

**Overview:**

By advancing employees' skills and improving productivity, quality, and profitability, the company aims to increase sales, control costs, add new employees, and support its expansion efforts. Employees were given training in Kaizen, communications, and strategic planning.

**Outcomes:**

- No new hires due to a reduction in sales revenue.
- Ten employees from production and office trained in Lean concepts.
- Through a reduction of errors and not having to make things twice, capacity improved by 10%.
- Production and shipping errors reduced by 15%.

*The JSP Grant allowed our organization to build leadership skills, and capacity to better meet our objectives. Lean training has allowed us to standardize and streamline processes so that our customers receive correct orders in a timelier manner while teaching our employees to analyze and improve their processes using Lean concepts. This training improved our ability to ship complete orders to our customers.*

*Mike Crouse, President*

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**Seattle College District**  
**Toolcraft Inc**  
Trainees: 52  
Industry: Manufacturing – Aerospace, Medical Devices

**County: Snohomish**  
Grant: \$252,230  
Spent: \$249,195  
Match: \$300,164

**Overview:**

To grow and continue to succeed in the highly competitive aerospace machining market, Toolcraft Inc. needs to invest more in employee training. This project focused on providing the kind of training needed by employees to grow their skill sets and simultaneously give the company organizational enhancements to keep it strong within the industry cluster. The project involved Lean and cybersecurity training as core pieces, interspersed with supporting organizational development and supervision/leadership training.

**Outcomes:**

- Completed 368 training hours for 52 employees.
- Promoted four employees to team leaders.
- Added five new positions.

*With the help of the JSP grant, we gained traction in multiple areas of our company. We promoted employees, obtained five new hires, implemented workforce training on Toyota Kata/Lean Manufacturing, and increased our sales by 35%. While these metrics are fantastic, one of the greatest impacts was the transformation we experienced as our manufacturing facility underwent a noticeable cultural shift that set the stage for continuous improvement.*

*Steve Wittenberg, Vice President of Operations*

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**Seattle College District**  
**magniX**  
Trainees: 41  
Industry: Manufacturing – Aerospace

**County: Snohomish**  
Grant: \$86,520  
Spent: \$86,520  
Match: \$112,590

**Overview:**

MagniX is seeking to create more employment in Snohomish County and increase wages and upskill opportunities for its existing workforce, while addressing both strategic and tactical topics in leadership, management, and Lean and Six Sigma practices. This project provided a broad range of skills training to improve technical and leadership skills for employees across the spectrum of job classes.

**Outcomes:**

- Completed 237 training hours for 41 employees.
  - Retention rate was approximately 85% over the last year, and the number of employees more than doubled.
  - 21 employees went through IPC (formerly called Institute for Printed Circuits) certification training, helping the company meet both internal goals and external customer requirements.
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**Seattle College District**  
**magniX (continuation)**  
Trainees: 41  
Industry: Manufacturing – Aerospace

**County: Snohomish**  
Grant: \$151,660  
Spent: \$136,725  
Match: \$112,590

**Outcomes:**

- Completed 237 training hours for 41 employees.
- Retention rate was approximately 85% over the last year, and the number of employees has more than doubled.
- Gains of approximately 8% have been realized, with more improvement expected as time goes on

*The JSP grants have been instrumental in building our workforce capabilities at magniX. By providing technical and leadership competency training, these grants have enabled the company to double our workforce in Snohomish County and continue to deliver on our ambitious goals to decarbonize aviation with our market-leading motors and propulsion systems.*

*Author name not provided*

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**Seattle College District**  
**Fluke Corporation**  
Trainees: 111  
Industry: Manufacturing – Other, electronics

**County: Snohomish**  
Grant: \$126,200  
Spent: \$125,425  
Match: \$129,248

**Overview:**

This project was designed to provide training and professional development to Fluke employees and deliver excellent products and customer service to compete in a challenging global market post-COVID. Employees were trained in basic electronics and troubleshooting, soldering and assembly, data analysis, ESL for manufacturing, Excel, MS Teams, Python, Power BI, team leadership development, and visualization fundamentals.

**Outcomes:**

- Completed 298 training hours for 111 employees.
- Reduced turnover rate from 1.3% to 1.0%.
- 17 employees completed ESL training, improving language and communication skills and English comprehension.
- Reduced overall past-due backlog from \$10 million in June 2022 to just over \$3 million in March 2023.

*The classes made significant impacts on the business in terms of turnover and retention, internal fill rate, and overall customer delivery. There have been several promotions in key roles made possible by expanding the skill set of our direct and indirect employees. We have also reduced our overall past-due backlog from \$10 million in June 2022 to just over \$3 million in March 2023, helping us stay competitive as we pivot out of the supply constraint of the COVID pandemic. We also reduced our non-exempt turnover and retention rate from 1.3% to 1.0% since May 2022.*

*Corey Dinardi, Operations Manager*

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**Skagit Valley College**  
**Commercial Aircraft Interiors, LLC**  
Trainees: 35  
Industry: Manufacturing – Aerospace

**County: Snohomish**  
Grant: \$46,542  
Spent: \$46,542  
Match: \$61,512

**Overview:**

Commercial Aircraft Interiors is transitioning to a new leadership, responding to a changing business environment due to the recent pandemic, and positioning for sustained future growth. To this end, it trained its employees in Excel and provided them executive coaching.

**Outcomes:**

- Completed 129 training hours for 35 employees but financial and production issues led to a reduction in the workforce from 52 to 24 employees.

*The Job Skills Program grant has brought a lot of different benefits to our workplace and has impacted many employees. Employees are very grateful to learn new tools and put them to use. Allowing all employees to play a part in the classes has created a teamwork environment where the employees are eager to learn more together.*

*Alicia Jackson, HR Manager*

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**Skagit Valley College**  
**AutoDeriva**  
Trainees: 7  
Industry: Manufacturing – Aerospace, Auto

**County: Snohomish**  
Grant: \$37,757  
Spent: \$37,362  
Match: \$23,921

**Overview:**

AutoDeriva received training and consulting that has assisted in revenue growth and higher skill levels in incumbent and newly hired workers. Topics covered during the JSP grant project included supply chain management, ERP (enterprise resource planning) systems development and implementation, Lean transformation, and financial management, allowing the company to grow and prosper during the difficult period of the COVID-19 pandemic.

**Outcomes:**

- Completed 121 training hours for seven employees.
- Hired three employees and upskilled five.
- Direct labor costs were reduced by 15% and the cost savings are continuing to be realized.

*The program has enabled our business to accomplish tangible development and growth projects. The additional revenue we have achieved can be attributed to these projects, from enhanced employee morale and skill level to increased company quality and efficiency. Lean training has organized the shop and increased morale. AS9100 is well underway and has already begun to gain new customers and branch into broader markets. We are very thankful for this funding and all of the incredible people involved in this program.*

*Galen Callahan, Owner*

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**Skagit Valley College**  
**ReNu Medical**  
Trainees: 65  
Industry: Manufacturing – Medical Devices

**County: Snohomish**  
Grant: \$120,481  
Spent: \$115,133  
Match: \$149,016

**Overview:**

To remain competitive, ReNu Medical management determined that training in strategic planning, supply chain management, and Lean transformation was required to upskill their incumbent workforce. Lean training began by mapping their business processes with a value stream map, which informed management on the areas that required reductions in waste. The project provided one less class on automation and robotics because an initial evaluation identified that automating their processes was not a possibility, however, the class was replaced by additional Lean training hours.

**Outcomes:**

- Completed 402 training hours for 65 employees.
- Hired 30 employees.
- Direct labor costs reduced from 14% to over 20% depending on the production line.
- Strategic planning training led to growth in revenue by 20% while making more effective use of scarce resources.
- Grown top line ~40% through increased output (prices remained static).
- Wages up by \$1.00/hour in each of the last two years.

*Our biggest customer told our executives that the ReNu Team is great to work with and “since the beginning of 2022, been a very professional partner to work with.” We are in negotiations with them for more products. I remain very happy with our journey and growth.*

*Joe Ridge, Sr. Director, Operations*

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**Skagit Valley College**  
**ReNu Medical (continuation)**  
Trainees: 31  
Industry: Manufacturing – Medical Devices

**County: Snohomish**  
Grant: \$12,645  
Spent: \$12,336  
Match: \$16,379

**Overview:**

ReNu Medical's Lean transformation training upskilled the company's current workforce. This upskilling led to additional cost savings and throughput for production, more customers, and the addition of a second shift. Project management training prepared four Engineering and Quality Assurance employees to take the Project Management Professional (PMP) certification exam, a nationally recognized credential.

**Outcomes:**

- Completed 48 training hours for 31 employees.
- Hired 20 employees and started a second shift.
- Direct labor costs reduced by over 20% through Lean transformation training.

*The project trained four people in project management so they could sit for the PMP test. Our biggest customer told our executives in a meeting that the ReNu Team is a professional partner and great to work with. We are in negotiations with them for even more products. I remain very happy with our journey and growth. Thank you for all of the help that you, the college, and your consultants have provided us with.*

*Joe Ridge, Sr. Director, Operations*

**Drive509  
CDL Consortium**  
Trainees: 74  
Industry: Food Production and Processing

**County: Spokane**  
Grant: \$192,784  
Spent: \$189,689  
Match: \$225,602

**Overview:**

The CDL consortium project started in fiscal year 2022 to help fill a drivers shortage for four local companies by providing short-term, job-specific training to current employees and new hires. The companies are The McGregor Company, Spokane Produce, Halme Construction, and Clean Harbors Environmental Services. Due to continued demand for CDL hires, the program was extended to FY23, adding 15 trainees, for a total of 69.

**Outcomes:**

- Completed a total of 7,062 hours of training for 74 employees trained (52 new hires and 22 upgrading).
- 74 employees obtained CDLs and 15 obtained HAZMAT endorsements in Spokane County.
- DRIVE509's enrollment increased through business connections and partnerships built through JSP.

*The program provides a focused approach that allows trainees to concentrate on acquiring the necessary job skills (CDL training) without worrying about anything else. Our company is getting better quality drivers by sending them through this program.*

*Justin Becker, The McGregor Company Assistant Director of EHS&S*

**Green River College  
Accra-Fab Inc**  
Trainees: 152  
Industry: Manufacturing – Aerospace

**County: Spokane**  
Grant: \$38,600  
Spent: \$35,200  
Match: \$43,984

**Overview:**

As Accra-Fab has grown, they are finding a need to better track production inputs – from raw materials to finished products and everything in-between. An ERP (enterprise resource planning) system has been identified as the best way to meet this goal.

**Outcomes:**

- Completed 235 training hours for 152 employees.
- 205 employees trained and cross-trained in the new ERP.
- ERP went live in August 2023.

*This JSP concentrated on our new ERP system going live. We trained most of our 200+ employees through different courses on the new system. Feedback from the team members was positive. They felt that the training was helpful.*

*Barry Stewart, Director of Human Resources*

**Green River College**  
**Altek, Inc**  
Trainees: 4  
Industry: Manufacturing – Aerospace

**County: Spokane**  
Grant: \$31,000  
Spent: \$10,300  
Match: \$31,082

**Overview:**

Like many companies, Altek finds that all organizations – not just large international companies – need to be proactive about cybersecurity. This project focused on bringing their organization into compliance with NIST 800-171 standards and providing them with Cybersecurity Maturity Model Certification (CMMC) readiness training.

**Outcomes:**

- Completed 184 training hours for four employees.
- System Security Plans (SSP) in process and it is about 50% complete.
- Policies for 73 out of 110 controls have been created from the understanding gained through training.

*It was a great opportunity for new employees to learn best practices. Seeing the weaknesses in our system enables us to address them now. We made huge strides towards becoming CMMC-ready and have gained confidence that our company is headed down the correct path.*

*Terry Moffitt, Director of IS/IT*

**Pierce College District**  
**SYTECH Inc.**  
Trainees: 77  
Industry: Manufacturing – Aerospace, Medical Devices

**County: Spokane**  
Grant: \$44,786  
Spent: \$44,734  
Match: \$56,475

**Overview:**

This project aimed to upskill the current 100 permanent employees in continuous improvement, processes, communication, and leadership and create structure once the training is complete and new hires are onboarded. Employees were trained in 5S, blueprint reading, Lean 101, robotics, Toyota Kata, and supervision.

**Outcomes:**

- Completed 202 training hours for 77 employees.
- Work in Progress (WIP) decreased by 5%.
- Throughput was increased by 5%.

*Overall, the Lean mentality changed the culture in the last eight years. Because we have improved machinery, we have also invested in Lean processing using the Toyota Kata method. When things are busy but not chaotic, the employees work hard for the company. If they follow the procedures, we will succeed, and they will succeed as well.*

*Trevor Hemingway*

**Spokane College District**  
**K&N Electric Motors, Inc.**  
Trainees: 5  
Industry: Manufacturing – Other

**County: Spokane**  
Grant: \$48,539  
Spent: \$42,665  
Match: \$50,133

**Overview:**

The company has implemented Lean and continuous improvement initiatives in the past. Recently, the business model and market forces have changed such that K&N will be processing a higher percentage of “non-custom” electric motors. This change in workload requires new and improved production processes. In addition, approximately 1/3 of K&N’s current workforce is made up of new or recent hires who need training in Lean and manufacturing inspection and maintenance.

**Outcomes:**

- Completed 184 training hours for five employees.
- Six employees hired (one winder, three mechanics, one machinist, one maintenance); lost two employees.
- One machinist trained for in-house calibration certification.

*Our team is more engaged. Everyone in our company, from production to payroll to sales, took this opportunity to learn more about Lean, Kaizen, and Kata. We currently have five Katas in process with goals of waste elimination and increased quality output. As we continued to exchange ideas and discuss roadblocks, we realized that each person could make a difference.*

*Jan Schmidlkofer, CEO/Owner*

**Spokane College District**  
**Colmac Coil**  
Trainees: 11  
Industry: Manufacturing – Other

**County: Stevens**  
Grant: \$76,571  
Spent: \$72,762  
Match: \$110,276

**Overview:**

Colmac Coil’s complicated supply chain has faced global headwinds from the COVID-19 pandemic. As a small manufacturer lacking corporate purchasing power, the company struggles in negotiations with raw material providers. One of the training courses it completed was on negotiation to arm its procurement team with the knowledge necessary to face powerful suppliers. Employees also completed a Six Sigma Green Belt course for their team to drive an understanding of the Six Sigma methodologies and organizational tools available to improve process capability.

**Outcomes:**

- Completed 200 training hours for 11 employees.
- Increased number of employees from 163 to 174 as of December 2022; had turnover afterward.

- Target market share not met, but received first order for hygienic air handler products.

*The training Colmac Coil Manufacturing received from the Job Skills Program was extremely valuable. A large group of our employees obtained in-depth training that expanded their skill sets in several important areas for our business.*

*Joe Fazzari, President*

**South Puget Sound Community College**  
**Killer Innovations**  
 Trainees: 37  
 Industry: Manufacturing – Composites

**County: Thurston**  
 Grant: \$70,849  
 Spent: \$70,849  
 Match: \$85,604

**Overview:**

Killer Innovations is looking to increase efficiency and productivity to reduce lead times, expand their market, and compete in new markets. The company struggles with high turnover, creation, and documentation of process in production, and throughput capacity and flow. This project is a process improvement project built on Lean manufacturing principles to increase throughput capacity and flow and the velocity of their precision manufacturing.

**Outcomes:**

- Completed 2,600 training hours for 37 employees.
- Retention rate increased from 61% to 77%.
- Throughput goal of 20% surpassed; achieved 33% based on sales over the first half of 2022.

*The Lean training we received was very informative and useful to our day-to-day operations. By organizing and simplifying everyday tasks, we proved to the company the timesaving and production gains with Lean. Our production in shipping made very positive gains. We will continue to use the tools provided through this program to help other areas within the company.*

*Andrew Smith, Shop Foreman*

**Walla Walla Community College**  
**Tyson Fresh Meats**  
 Trainees: 18  
 Industry: Food Production and Processing

**County: Walla Walla**  
 Grant: \$60,000  
 Spent: \$56,315  
 Match: \$105,631

**Overview:**

The Wallula, WA facility has been undergoing a multi-year effort to upgrade electrical and mechanical systems. As the facility advances, Tyson needs workers with higher level mechanical-electrical skills. Nine trainees completed the first training program in a prior grant cycle and nine more are on track to complete under the current cycle. After completing the WWCC Industrial Electrical Maintenance Certificate Program, Tyson will advance the trainees into higher-paying positions, and their prior positions will become available for lower-skilled employees. Employees were trained in first aid, communications in the workplace, electric motors and motor maintenance, hydraulics and pneumatics, industrial safety and material handling, welding, quantitative problem solving, and the principles of electricity AC (alternating current) application.

**Outcomes:**

- Completed 1,166 training hours for 18 employees.
- One student in the first cohort of this grant period has been promoted to the company's internal IT department.
- The starting wage for students is \$22.10 per hour with the ability to earn up to \$30.35 per hour.

*The program allowed students to work full-time at a Tyson facility while pursuing a certificate in industrial electrical maintenance technology. This training provided the opportunity to move up to a higher skill level position within the company.*

*David Tobias, HR Manager*

**Green River College**

**Silver Reef Casino Resort**

Trainees: 484

Industry: Other – Gaming and Hospitality

**County: Whatcom**

Grant: \$114,119

Spent: \$112,103

Match: \$114,151

**Overview:**

Silver Reef Casino is focused on equipping employees with the skills necessary to provide all guests with the best possible experience. The company has worked to provide an improved guest experience, with frontline employee training being a pillar of this initiative. This program provided training to all employees within the organization, from entry level to the highest levels of management. Courses delivered were in effective communication, guest service, leadership development, problem solving, and decision making.

**Outcomes:**

- Completed 91 training hours for 484 employees.
- Achieved goal of hiring and retaining at least 100 new employees; as of June 2023, the employee count is 578.
- Six team members expanded their facilitation skills to deliver in-house training in DDI (Developmental Dimensions International) courses.
- 43 supervisors, 19 managers, and two directors completed leadership certificate courses.

*JSP provided us with the means to train and develop our workforce in high needs areas: guest service, managing conflict, communication, management, and leadership. The casino closed its business for several months during the pandemic and it has taken several years to rebuild our staffing needs across all 12 departments. The trainers were here at a critical time to give management and leadership the added support and skills to build engagement and retention initiatives across departments.*

*Rita Jefferson, Chief Operating Officer and Tami Chock, Learning and Development Manager*

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**Green River College**  
**Silver Reef Casino Resort**  
Trainees: 336  
Industry: Other – Gaming and Hospitality

**County: Whatcom**  
Grant: \$104,700  
Spent: \$43,198  
Match: \$136,857

**Overview:**

This project changed and became a consortium with Silver Reef Casino and Puget Sound Energy to allow both companies to take advantage of JSP funding to support their employees. PSE took its new employees to Bellingham Technical College to learn electrical basics. Several small classes were converted to larger class sizes to take advantage of the slow pace of work at the casino due to the lingering effects of COVID-19.

**Outcomes:**

- Completed 212 training hours for 336 employees.
- Surpassed goal of hiring and retaining 100 new employees; employee count is 578 as of June 26, 2023.
- 43 supervisors, 19 managers, and two directors completed leadership certificate courses.
- Awarded and recognized three or more team members each month, a manager of the quarter, and an annual “Super Silver Star.”
- Eight of the 10 participants in the program have gone on to formal apprenticeships and/or wage increases after taking a class

*The JSP-supported Basic Electricity course represented the first offering since COVID-19 and has already helped ensure that PSE pre-apprentice and apprentice hiring is back on track. In fact, since the completion of the course, eight of the ten participants have recently received PSE promotions or will move into PSE-registered apprenticeships this summer, 2023.*

*John House, Apprenticeship Program Manager, Puget Sound Energy*

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**Skagit Valley College**  
**Egis Mobil Electric**  
Trainees: 14  
Industry: Manufacturing – Auto, Marine

**County: Whatcom**  
Grant: \$53,682  
Spent: \$53,659  
Match: \$61,222

**Overview:**

EME has grown significantly over the last 18 months and is expected to double its revenue in 2023. Management determined that there was a need to upskill employees in ISO 9001 Quality Management Standard and improve the use and optimization of the ERP (enterprise resource planning) software. The company is hiring distressed and displaced women who are coming out of abusive situations through organizations such as Crisis Pregnancy Center and Agape Home and training them along with supervisors and management personnel in workplace and life skills such as work ethics, household budgeting, and communication skills to help them get back on their feet.

**Outcomes:**

- Completed 168 training hours for 14 employees.
- Hired seven employees during the JSP grant period.
- Four employees received promotions and wage increases.

*From the JSP grant, we made several improvements that have streamlined our operations and cultivated a more integrated team. The expertise, leadership, and training available through the college have had a direct impact on several key areas of our business including measurable increases in our productivity and revenue. The more important highlights of our collaboration with Evergreen Consultants and Skagit Valley College can be measured in the people we employ and the growth of their skills.*

*Erin and Eric Graham, Co-owners*

**Whatcom Community College  
Food Production Consortium**  
Trainees: 144  
Industry: Food Production and Processing

**County: Whatcom**  
Grant: \$204,379  
Spent: \$160,527  
Match: \$184,781

**Overview:**

Chuckanut Bay Foods and Bramble Berry have seen positive results from supervisor fundamentals and Lean process improvement training delivered via a 9-month JSP grant awarded in October 2020. Hence, they formed a consortium to apply for a new JSP grant to build on those successes by expanding the scope of training topics, making training available to broader employee groups and leveraging training for combined groups as appropriate.

**Outcomes:**

- Completed 655 training hours for 144 employees.
- Retention rate for Chuckanut Bay Foods increased from 27% to 31%.
- Using tools such as value stream mapping, 6S improvement, and rapid improvement events, Bramble Berry completed reviews of 12 processes and eliminated an average of 19% of the previous steps needed to complete the process.

*Because of the training made available through the JSP grant, we increased our company output, improved employee retention, and cut the time it took to get orders to customers. The Job Skills Grant has created a culture of training and improvement where our employees feel more appreciated, more valued, and have increased proficiency and confidence in their workplace abilities.*

*Norm Vigre, President, Bramble Berry*



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**Whatcom Community College**  
**Moon Valley Organics**  
Trainees: 34  
Industry: Manufacturing – Other

**County: Whatcom**  
Grant: \$110,206  
Spent: \$107,567  
Match: \$141,455

**Overview:**

Moon Valley Organics needs to upskill incumbent workers, find and hire new workers, and then train those workers in the continuous improvement culture of the organization. The desired outcome of this project was to achieve a 15 to 20 percent production cost reduction and to install an ERP (enterprise resource planning software) to boost capabilities.

**Outcomes:**

- Completed 149 training hours for 34 employees.
- Hired seven new FTEs.
- Promoted seven FTEs to higher-wage positions.
- 14 employees upskilled in ERP, leadership, and Lean transformation.
- When Lean and ERP skills were applied, finished goods inventory was reduced by 30%, throughput increased by over 20%, and costs reduced by over 20% (and continue to be reduced).

*Our team culture improved. We recruited better and we improved employee morale and motivation. The greatest accomplishment was the implementation of our new ERP system, Kechie.*

*Kim Otto, Founder*

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**Whatcom Community College**  
**Nylatech, Inc.**  
Trainees: 29  
Industry: Manufacturing – Other

**County: Whatcom**  
Grant: \$60,534  
Spent: \$34,838  
Match: \$57,077

**Overview:**

Nylatech aimed to reduce costs and improve customer satisfaction and employee retention. To support this, the company provided basic- to advanced-level supervision and leadership training to managers and supervisors to improve workplace communication and, ultimately, improve employee retention. This further supported their culture of promoting from within.

**Outcomes:**

- Completed 162 training hours for 29 employees.
- After Lean and leadership training, leads were established, and they took on more responsibility in ensuring materials were poured on time.
- Due to the impacts of severe Whatcom County flooding and surges in COVID cases during the biennium, Nylatech was unable to complete customer service, blueprint reading, time management, and some sessions of Lean training.

*Our overall experience with the JSP grant was fantastic. The trainers brought valuable knowledge to our organization. Looking forward to reapplying in the future, to be able to offer further growth opportunities for our employees.*

*Sylvia Steiger, Office Manager*

**Whatcom Community College**  
**Wood Stone Corporation**  
Trainees: 97  
Industry: Manufacturing – Other

**County: Whatcom**  
Grant: \$72,599  
Spent: \$67,076  
Match: \$73,634

**Overview:**

Wood Stone is experiencing a shortage of qualified workers due to the available workforce in Whatcom County. To address this, this project aimed to develop and enhance incumbent workers' skills through training in Excel, Power BI, blueprint reading and shop math, management, sales, and Lean Six Sigma.

**Outcomes:**

- Completed 141 training hours for 97 employees.
- Hired 10 employees.
- 84 employees gained higher skills in Excel, Power BI, Lean Six Sigma Six Sigma Green Belt, sales, shop math, blueprint reading, and design for manufacturing.

*Since 2020, Wood Stone has embarked on an evolving journey of building a culture of continuous improvement. With all the training we have received through the grant, our employees now view problems differently. They use the tools and mindset to work together to meet challenges. We are grateful for the grant that we received. A mature workforce positions us to support growth.*

*Fred Gapasin, VP Operations & Engineering*

**Whatcom Community College**  
**NutraDried, LLC**  
Trainees: 25  
Industry: Food Production and Processing

**County: Whatcom**  
Grant: \$54,711  
Spent: \$5,055  
Match: \$29,264

**Overview:**

NutraDried needed to rebuild its workforce and business systems. To this end, it aimed to build employees' soft skills and expertise in best practices by giving them training in business systems and MS SharePoint. The shutting down of NutraDried's plant in March 2023 affected the delivery of some of the training courses.

**Outcomes:**

- Completed 43 training hours for 25 employees
- Ferndale plant closed in March 2023

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**Whatcom Community College**  
**Nature's Path**  
Trainees: 37  
Industry: Food Production and Processing

**County: Whatcom**  
Grant: \$39,087  
Spent: \$28,645  
Match: \$29,006

**Overview:**

Nature's Path's goal is to help team leads, managers, and supervisors engage and communicate more effectively with employees to enhance workplace communication and, ultimately, improve employee retention. The company provided training in Microsoft Excel and Access to support various employee types in their daily work and assist in data collection and analysis, including recording and reporting times taken for various processes and tasks in support of Nature's Path's continuous improvement efforts.

**Outcomes:**

- Completed 102 training hours for 37 employees.
- Promoted three team members to leads.
- COVID-19-related issues affected operations; no progress reported on throughput, cost reduction, and work in process.

*The JSP grant was a big help to Nature's Path. Our leadership team discovered their leadership style's strengths and weaknesses and how to have tough conversations with their employees. The Excel and Access classes were very effective, and the lessons learned are used extensively in our day-to-day operations.*

*Bill Payne, Production Manager*

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**Whatcom Community College**  
**Healthy Pet**  
Trainees: 53  
Industry: Manufacturing – Wood/Paper Products

**County: Whatcom**  
Grant: \$43,867  
Spent: \$21,984  
Match: \$32,760

**Overview:**

Healthy Pet is currently experiencing a period of major growth and is receiving more orders than it can produce. The company wanted to enhance employee recruitment and retention by helping employees at all levels grow their workplace communication, change management, Lean manufacturing, and other professional skills.

**Outcomes:**

- Completed 60 training hours for 53 employees.

*Healthy Pet very much appreciated the opportunity to receive the JSP grant. Through the training, we were able to take a look at our processes, identify the gaps, and make the necessary improvements. In addition to process improvement, the grant allowed each of us to cultivate our soft skills and leadership abilities, strengthening our culture of continuous improvement.*

*Natalie Pacheco, Human Resources Manager*

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**Whatcom Community College  
HighCraft Custom Cabinets**

Trainees: 25

Industry: Manufacturing – Wood/Paper Products, Construction

**County: Whatcom**

Grant: \$11,406

Spent: \$8,759

Match: \$11,513

**Overview:**

The majority of HighCraft's employees have not received formal leadership or management training. HighCraft's goal for supervision and leadership training is to help enhance workplace communication and to position employees for future promotional opportunities. This project supported the company's culture of promoting from within.

**Outcomes:**

- Completed 36 training hours for 25 employees.
- 3 full-time employees and 2 part-time employees added as of June 21, 2023.
- Level 1 supervision and management training completed with all staff having a good grasp of concepts.

*I can truly say the training has made a difference in our communication and effectiveness as a company. Supervisory and non-supervisory staff are practicing regularly what they learned in the workplace and even at home. We very much look forward to working with the college in the future to help grow and develop our staff so they can contribute even more to the community and the workplace.*

*Brad Kuik, Business Development Manager*

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**Whatcom Community College  
Method Homes**

Trainees: 24

Industry: Manufacturing – Other, Construction

**County: Whatcom**

Grant: \$34,750

Spent: \$32,258

Match: \$75,630

**Overview:**

Method Homes is experiencing increased demand for their modular homes due to the sustainability and lower cost of their construction methods. Their current manufacturing facility requires restructuring to accommodate the capacity growth, and the workforce needs upskilling in operational excellence and Lean manufacturing techniques to remain viable and competitive.

**Outcomes:**

- Completed 1,468 training hours for 24 employees.
- Hired eight new FTEs during the time of the project.
- Promoted 18 FTEs to higher-wage positions.
- Throughput increased by more than 20%.
- Reduced cost by more than 20%.

*The JSP grant was very helpful. The team did a deep dive into how we can make our production more efficient. We are already seeing results in workplace efficiency, and employees are empowered to look at their roles and figure out how to work smarter, not harder. We continue to implement items on the list provided to us and expect to see more results as we go.*

*Brian Abramson, CEO*

**Spokane College District  
Meter Group, Inc.**

Trainees: 64

Industry: Manufacturing – High Tech, Food Production

**County: Whitman**

Grant: \$100,346

Spent: \$94,527

Match: \$104,304

**Overview:**

Meter re-energized its Lean practices after a year of disruption from the pandemic. The training focused primarily on the people systems part of Lean and management’s role and responsibility in developing and enabling the workforce. During this project, Meter Group split into two companies: Meter Group Inc. and Meter Group USA. Training sessions continued with Meter Group Inc. since most of the employees going through the training were still working with them.

**Outcomes:**

- Completed 262 training hours for 64 employees.
- On time to promise (OTP) is 90-94% over the last six months (previously 81%).

*In 2022, our company split into two new companies. That change brought about new leadership across much of Meter Group. Our training helped us through this transition using kata boards to identify and overcome challenges. We continue to use the kata board process as our daily management, and it's been amazing to watch how it's changed the mindset of employees who have learned the process.*

*Lauren Crawford, V.P. Operations*

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**Pierce College District**  
**Kershaw Fruit**  
Trainees: 63  
Industry: Food Production and Processing

**County: Yakima**  
Grant: \$39,552  
Spent: \$39,552  
Match: \$45,687

**Overview:**

Kershaw Fruit is facing a labor shortage for skilled full-time Spanish speaking supervisors and managers. This grant provided training that included 16 hours of leadership essentials, 16 hours of supervision, eight hours of conflict resolution, and classes on communication skills and healthy team dynamics.

**Outcomes:**

- Completed 100 training hours for 63 employees.
- The training taught clear communication skills, now adapted to daily tasks and communications.
- Leaders in the company provided tools and insight on how to lead better.

*As we have production demands in our warehouse, over 1,000 acres to farm, and the business being agricultural-based and therefore affected by Mother Nature, it proved difficult to gather our supervisors, managers, and leaders for training. We had several date and time changes. but it was a feat to find ways to improve our workforce and their skills. Our experience and results were great, and we are seeing positive results already. We will consider doing this again next year.*

*Author name not provided*

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**Pierce College District**  
**Mensonides Dairy**  
Trainees: 70  
Industry: Food Production and Processing

**County: Yakima**  
Grant: \$50,380  
Spent: \$50,380  
Match: \$56,355

**Overview:**

Mensonides Dairy has grown significantly over the past five years. New employees needed training and some problems had to be addressed like efficiency, duplication of work, lack of clear direction and guidance, and numerous areas where losses were due to lack of organization. Employees were trained in animal care and handling, elements of supervision (delivered in Spanish), healthy team dynamics, respectful communication, and how to be a leader (also delivered in Spanish).

**Outcomes:**

- Completed 91 training hours for 70 employees.
- Three positions filled.
- Target reduction of less than 10% in turnover rate achieved; now below 8%.

*The training provided skills to employees who have never received training in leadership and other areas. The result was increased efficiency and a safer workplace. It was unfortunate that the company went bankrupt. Nevertheless, employees will not forget the tools and skills they acquired for their next job.*

*Kristyn Mensonides. Operations Manager*

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**Pierce College District**  
**Washington Fruit and Produce Co.**  
Trainees: 277  
Industry: Food Production and Processing

**County: Yakima**  
Grant: \$144,352  
Spent: \$132,661  
Match: \$148,505

**Overview:**

Washington Fruit and Produce’s diverse workforce benefitted from training on HR, leadership, and communications, delivered in both English and Spanish. All courses were designed to work together to increase meaningful and accurate communication, enhance teamwork, and increase efficiency and effectiveness in the workplace.

**Outcomes:**

- Completed 228 training hours for 277 employees.
- Hired eight full-time staff.
- Promoted nine employees.

*JSP made it possible for the company to offer valuable workforce education to its employees. JSP training provided our employees with elevated skills and new talent to grow successfully. We have seen an immediate impact on our team dynamics, communications in the orchards, reduced complaints, fewer errors, and increased efficiencies.*

*Katherine Ryf, Washington Fruit Administrative Services, Human Resources Director*

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**Yakima Valley College**  
**Yakima Chief Hops, Inc**  
Trainees: 196  
Industry: Manufacturing – Other, Agriculture

**County: Yakima**  
Grant: \$127,435  
Spent: \$125,598  
Match: \$167,496

**Overview:**

The overall goal of this project was to provide a training program for frontline leaders in the industry. Training focused on core competencies required to lead others, enhance productivity, and impact the bottom line through teamwork and improved organization. Classes included Lean, Kaizen, Just in Time, DEI, and leadership.

**Outcomes:**

- Completed 368 training hours for 196 employees.
- Achieved 100% cross training.
- Inventory financial accuracy at 98.5%.

*The program is designed to increase competitiveness, avert potential layoffs, and/or upskill our workforce. We are grateful for our partnership with Yakima Valley College and the Job Skills Program in growing our future workforce with the help and support of this grant funding opportunity.*

*Lisa Garcia, Chief People Officer*

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**Yakima Valley College**  
**Yakama Forest Products**  
Trainees: 196  
Industry: Manufacturing – Wood/Paper Products

**County: Yakima**  
Grant: \$90,012  
Spent: \$88,012  
Match: \$167,496

**Overview:**

Yakama Forest Products' (YFP) mills are not operational 20% of the time, and this does not meet standards associated with industry competitiveness. YFP must train skilled millwrights to reduce unscheduled downtime, improve mill efficiency, and enhance economic opportunities for the company and the people of the Yakama Nation. YFP's management team hopes that, by training skilled millwrights, it can reduce unscheduled downtime from 20% to 5% overall.

**Outcomes:**

- Completed 368 training hours for 196 employees.
- Reduced turnover rate from 15% to 9.5%.
- General increases across the board of \$1.50/hr.

*At Yakima Chief Hops, we have secured worker training funding through the Job Skills Program. The program is designed to increase competitiveness, avert potential layoffs, and/or upskill our workforce. We are grateful for our partnership with Yakima Valley College and the Job Skills Program in growing our future workforce with the help and support of this grant funding opportunity.*

*Lisa Garcia, Chief People Officer*

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Washington State Board for Community and Technical Colleges