



# **2023-2025 JOB SKILLS PROGRAM**

*JANUARY 1, 2025 PROGRESS REPORT TO THE LEGISLATURE*

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# Opening Remarks

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

Attracting, developing, and maintaining a skilled workforce is a challenge faced by many businesses. A [2024 survey](#) of Washington employers conducted by the Association of Washington Business (AWB) found a lack of qualified workers was the second biggest challenge facing employers, with 51% of respondents listing it as a major problem. When asked in a follow-up question about which strategies employers use to attract and retain talent, 59% of those same employers said on-the-job training and upskilling. This is what Washington's Job Skills Program (JSP) helps businesses to do: develop the skills of new and existing workers, keep and grow well-paying jobs, and improve competitiveness to strengthen Washington's economy.

JSP has been Washington's most consistent state investment strategy in direct training for business. Since its start in 1983, it has helped over 77,000 workers employed by thousands of 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 a community or technical college for a Job Skills grant, employers get exactly the training they need – their schedule, their topics, their location, their way.

In fiscal year 2024 JSP grants delivered 505 customized courses, representing over 166,000 combined hours of training, to 2,895 workers employed by 52 Washington businesses. Businesses demonstrate their commitment to this partnership by typically leveraging more than the required \$1 for \$1 grant match; in fiscal year 2024 businesses invested \$1.20 for every state dollar.

In response to [Goal 3, Objective 3.1, Strategy 3.1.1 of SBCTC's Strategic Plan](#), staff embarked last year to gather information about the extent to which JSP serves diversely owned businesses by asking applicants their certification status with the Washington Office of Minority and Women Owned Business Enterprises (OMWBE) and Department of Veterans Affairs (DVA). In fiscal year 2024, three business participants were OMWBE certified, an additional two were not certified but identified as minority or women-owned, and three noted majority-minority employee demographics and/or a focus on hiring displaced women such as those fleeing domestic violence. Our conclusion from this first data collection effort is that OMWBE and DVA certification, while valuable for enterprises engaged in government contracting, may not entirely capture the diverse ownership of businesses participating in JSP. SBCTC continues to work with industry advisors to adjust future data collection to establish a baseline metric for equitable grant distribution.

Another administrative goal [informed by Strategy 3.1.4 of the Strategic Plan](#) is to increase the college system's capacity to respond to employers' training needs through this grant program. Currently, 11 of Washington's 34 community and technical colleges have JSP grant awards, and a few more colleges act as subcontractors. 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. Staff are working with continuing education leaders to provide grant application webinars, professional development training, and

technical assistance to increase the number of colleges participating in the program.

In closing, investment in the Job Skills Program expands Washington's ability to support business and workers in achieving long-term economic security, and helps businesses improve their competitiveness to strengthen Washington's economy. Yet, the program continues to be oversubscribed, with well-qualified applicants turned away, prospective applicants discouraged by the competitiveness of the program, and no comprehensive outreach to make the program visible to all employers. In the first application round of fiscal year 2024, requests exceeded available funding leaving 13 highly rated projects unfunded and cancellation of all subsequent applications opportunities for the year. As of Oct. 1, 2024, one quarter into fiscal year 2025, all JSP funds have again been awarded and subsequent grant application opportunities cancelled due to lack of funds.

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

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# Introduction

*“In a fast-paced startup environment, individuals are often promoted rapidly into leadership positions and often rapidly assume high levels of responsibility within the organization. The JSP grant allowed us to bring in highly professional and skilled trainers to upskill our team's collective management, team formation, and conscious leadership skills, enabling us to build a more high-functioning and high-performing team. This has directly contributed to our recent successes on groundbreaking PFAS destruction projects.”*

*— Brian Pinkard, Co-Founder & CTO, Aquagga*

Aquagga partnered in 2023-24 with Clover Park Technical College to train 22 employees. As a result of the training, Aquagga:

- Promoted two employees, hired three; hiring of two more ongoing.
- Recorded 81% of staff obtained at least one skill or certification.
- Set a 10% wage increase to occur in January 2025.
- Reduced research and development contracts from 80% to 60% per quarter; shifted to regular contracts.

## Purpose of the Job Skills Program

Revised Code of Washington 28C.04.400 Job skills program — Legislative declaration and policy:

*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.*

The Job Skills Program (JSP), created by the Washington state Legislature in 1983, is an important tool in Washington’s economic development. Its flexibility enables businesses to get the specific short-term workforce training they need to keep and grow good jobs for Washingtonians. Statutory authority for JSP is found in [RCW 28C.04.400-420](#).

JSP provides funding for customized job-specific training for eligible businesses through dollar-for-dollar matching grants. Grants are awarded to eligible educational institutions that partner with employers to undertake a training project.

The employer match is achieved through cash and in-kind program contributions, with exceptions made for businesses with Gross Business Income under \$500,000. The State Board for Community and Technical Colleges (SBCTC) administers the program and conducts grant application reviews quarterly under the advice of a subcommittee of the statutorily-designated Workforce Training Customer Advisory Committee (RCW 29C.04.390(3)).

## Purpose of this report

This progress report is submitted by the 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.***

Reports about JSP alternate between biennium-to-date progress reports in odd years and biennial final reports in even years. Thus, this report provides a progress update by describing 37 current grant awards in fiscal year 2024. Readers wishing to review an in-depth reporting of activities and outcomes for the most recently-completed biennium may download the full [2021-23 Job Skills Report](#).

## Program Overview

### Job Skills Program priorities

As Washington's largest state-supported economic development program focused exclusively on industry-specific customized training needs, JSP grant applications are reviewed for how they'll contribute to a number of priorities relating to growing and keeping good jobs in Washington.

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.

In addition to supporting the economic development objectives of Washington, grant proposals are reviewed for how they will contribute to several priorities relating to student progress toward earning college or industry credentials, advancing the competitive positions of strategic industry clusters, and increasing instructional capacity for educational institutions beyond the life of individual grants. In the current biennium the SBCTC Customer Advisory Committee (CAC) initiated a priority for funding businesses recognized as Minority or Women owned Business Enterprises (MWBE) or Veteran owned Businesses (VOB).

## Program funding

JSP is funded with \$5.45 million from the Education Legacy Trust Account and \$10 million from the State Fund-General for the 2023-25 biennium. SBCTC administrative expenses are 2.4% (\$368,168). The remainder, \$15,081,832 is available for grants, which is apportioned evenly for each fiscal year. In fiscal year 2024, SBCTC awarded \$7,387,494 of available grant funds, with the remaining biennial balance held for fiscal year 2026 grant awards. Periodic funding surveys are sent to grantees throughout each fiscal year to determine whether adjustments to awards are necessary due to changing needs of the business partners and their employees. In cases where funds are adjusted by grantees, every effort is made by SBCTC to conduct additional grant reviews and/or move funds to existing grants that have needs for more funding.

## Shared investments

JSP is a dollar-for-dollar matching grant program where at least 50% of training expenses are covered by the business through cash and/or in-kind payments. In fiscal year 2024, for every dollar invested by the state, the private sector invested \$1.20 (a 120% match to state funds), inclusive of grants with small businesses exempt from the dollar-for-dollar match.

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

Businesses with reported Gross Business Income of less than \$500,000 are exempt from the dollar-for-dollar match. At a minimum, businesses who are exempt from the dollar-for-dollar match must cover the cost of employee wages and benefits while participating in JSP training.

## Workforce Training Customer Advisory Committee

As established in RCW 28C.04.390, SBCTC looks to the Workforce Training Customer Advisory Committee – made up of representatives from business, labor, and public and private educational institutions – to guide program decisions. A Job Skills subcommittee meets to review, provide input, and recommend applications for grants. Representatives from the Department of Commerce and the Workforce Training and Education Coordinating Board also participate in the review process.

## Application and award cycles

SBCTC publishes guidelines setting application, administrative, and fiscal policies and procedures for the program. These guidelines include a schedule for applications within each Fiscal Year (FY). Program funding is divided equally between each fiscal year. Three quarterly application rounds are scheduled each fiscal year. Projects awarded in Round 1 are given 12 months for completion, with successive quarterly awards given nine and six months for completion, respectively.

## Availability of funding

In the first round of fiscal year 2024, grant applications exceeded available funding. The Job Skills subcommittee recommended grant awards to 36 projects, leaving 13 highly rated projects without funding. This resulted in the cancellation of subsequent applications rounds in fiscal year 2024. Colleges and schools wishing to apply for JSP grants were required to hold applications until fiscal year 2025 Round 1. Projects left unfunded in fiscal year 2024 were encouraged to either work with their business partner to plan to apply again in fiscal year 2025 Round 1, or to retrofit their project into an application to the JSP sister program, the Customized Training Program (CTP). Three unfunded projects did manage the necessary adjustments to contract for CTP project funding. One additional project received JSP funding after another project was cancelled by the participating business, making the total grant awards 37 in fiscal year 2024

## Overview of Fiscal Year 2024 Grant Awards

In fiscal year 2024, 37 grant-funded projects trained 2,895 employees across 53 participating businesses that have a combined total of 17,251 Washington-based employees. This includes 30 individual business projects and seven consortia projects representing 23 businesses. At the time of their grant applications, these businesses anticipated hiring 846 or more new positions in the coming year.

Of the 37 projects, 35 completed training for 2,895 employees. Two projects were cancelled due to changing circumstances for the businesses. Individual project overviews can be found in Appendix A.

## Grant outcomes

Each Job Skills grant application identifies desired outcomes, measures, and current benchmarks. Outcomes are reported after the completion of training. Businesses choose outcome measures from a menu of options, in consultation with their training institution, for each project. Projects typically use several measures and can include custom measures. Because of the customized nature of the program, outcomes are unique to each project and are quite varied. Often the complete results of training are not fully realized until well after the reporting period ends. Full program outcomes for grants funded in the 2023-25 biennium will be reported in the Jan. 1, 2026 report to the Washington state Legislature.



## Most used grant outcome measures 2023-25

| Most Used Grant Outcome Measures 2023-25  | Count of projects using this measure |
|---|--------------------------------------|
| Hiring (new hires or new positions created and hired)                                   | 19                                   |
| Employee promotions   | 15                                   |
| Improved accuracy and efficiency, resulting in decreased rework or duplication of tasks | 10                                   |
| Employee retention rate improvement/turnover reduction                                  | 7                                    |
| Wage increases  | 5                                    |
| Improved timeliness and delivery times  | 5                                    |
| Improvement in productivity   | 5                                    |
| Increased sales/revenue growth  | 3                                    |
| Adoption of standard operating procedures for processes                                 | 3                                    |
| Safety: Reduced or zero accidents   | 2                                    |

## Fiscal year 2024 Job Skills grant fast stats

| Fiscal year 2024 JSP Grants               | Totals & Averages |
|---|-------------------|
| Total number of grants awarded            | 37                |
| Total number of projects completed        | 35                |
| Total number of training courses provided | 505               |
| Total number of employees trained         | 2,895             |
| Average number of trainees per project    | 83                |
| Average grant expenditure per trainee     | \$2,357           |
| Average total grant award                 | \$199,662         |

Note: Fiscal year 2024 is from July 1, 2023, to June 30, 2024.

## Distribution of fiscal year 2024 grants by legislative district

| Legislative District | # of Grants | % of All Grants | # of Trainees | % of All Trainees | Grant Funds Awarded | % of Grant Funding |
|----------------------|-------------|-----------------|---------------|-------------------|---------------------|--------------------|
| 1                    | 1           | 2.70%           | 190           | 6.56%             | \$219,027           | 2.96%              |
| 4                    | 2           | 5.41%           | 79            | 2.73%             | \$288,458           | 3.90%              |
| 8                    | 1           | 2.70%           | 79            | 2.73%             | \$75,200            | 1.02%              |
| 9                    | 1           | 2.70%           | 30            | 1.04%             | \$155,700           | 2.11%              |
| 10                   | 1           | 2.70%           | 286           | 9.88%             | \$157,233           | 2.13%              |
| 11                   | 1           | 2.70%           | 16            | 0.55%             | \$178,500           | 2.42%              |
| 12                   | 1           | 2.70%           | 0             | 0.00%             | Cancelled           | Cancelled          |
| 13                   | 2           | 5.41%           | 138           | 4.77%             | \$425,130           | 5.75%              |
| 15                   | 2           | 5.41%           | 205           | 7.08%             | \$177,750           | 2.41%              |
| 18                   | 1           | 2.70%           | 179           | 6.18%             | \$222,998           | 3.02%              |
| 20                   | 1           | 2.70%           | 23            | 0.79%             | \$47,247            | 0.64%              |
| 21                   | 2           | 5.41%           | 554           | 19.14%            | \$786,726           | 10.65%             |
| 22                   | 2           | 5.41%           | 34            | 1.17%             | \$510,059           | 6.90%              |
| 25                   | 1           | 2.70%           | 30            | 1.04%             | \$112,800           | 1.53%              |
| 27                   | 1           | 2.70%           | 22            | 0.76%             | \$273,447           | 3.70%              |
| 33                   | 1           | 2.70%           | 28            | 0.97%             | \$58,900            | 0.80%              |
| 34                   | 2           | 5.41%           | 122           | 4.21%             | \$573,100           | 7.76%              |
| 36                   | 1           | 2.70%           | 334           | 11.54%            | \$495,807           | 6.71%              |
| 38                   | 3           | 8.11%           | 108           | 3.73%             | \$225,571           | 3.05%              |
| 39                   | 1           | 2.70%           | 36            | 1.24%             | \$396,000           | 5.36%              |
| 40                   | 3           | 8.11%           | 70            | 2.42%             | \$272,831           | 3.69%              |
| 42                   | 1           | 2.70%           | 90            | 3.11%             | \$174,930           | 2.37%              |
| 43                   | 1           | 2.70%           | 70            | 2.42%             | \$588,600           | 7.97%              |
| 45                   | 1           | 2.70%           | 125           | 4.32%             | \$194,739           | 2.64%              |
| 47                   | 1           | 2.70%           | 0             | 0.00%             | Cancelled           | Cancelled          |
| 48                   | 2           | 5.41%           | 47            | 1.62%             | \$548,641           | 7.43%              |

Note: For projects noting multiple districts the district of the business's primary location was used.

## Distribution of fiscal year 2024 grants by region

| Region                | # of Grants | % of All Grants | # of Trainees | % of All Trainees | Grant Funds Awarded | % of Grant Funding |
|-----------------------|-------------|-----------------|---------------|-------------------|---------------------|--------------------|
| Central Puget Sound   | 18          | 49%             | 1,646         | 57%               | \$4,483,958         | 61%                |
| Balance of state west | 10          | 27%             | 718           | 25%               | \$1,781,298         | 24%                |
| Balance of state east | 7           | 19%             | 452           | 16%               | \$833,780           | 11%                |
| Spokane               | 2           | 5%              | 79            | 3%                | \$288,458           | 4%                 |

## Distribution of fiscal year 2024 grants by industry

| <b>Manufacturing:</b><br>28 grants in total, representing 76% of all grants                              | <b>All Other Industries:</b><br>9 grants in total, 24% of all grants            |
|--|---|
| 6-Aerospace  | 6-Agriculture related   |
| 4-Food production and processing   | 3-Other:<br>construction, environmental services,<br>and gaming and hospitality |
| 4-High-tech  |   |
| 4-Wood/paper products  |   |
| 3-Packaging  |   |
| 2-Medical devices  |   |
| 5-Other:<br>composites, construction and construction equipment,<br>heating systems, and remanufacturing |   |

Note: Industry count is based on the best match for businesses participating in each project.

## Distribution of fiscal year 2024 grants by size of business

| Size of Businesses Served by JSP Grants | # of Grants in This Size Range | % of Grants in This Size Range |
|---|--------------------------------|--------------------------------|
| 1 to 30 employees                       | 13                             | 25%                            |
| 31 to 100 employees                     | 13                             | 25%                            |
| 101 to 200 employees                    | 11                             | 21%                            |
| 200+ employees                          | 15                             | 29%                            |
| <b>Totals</b>                           | <b>52</b>                      | <b>100%</b>                    |

Note: Consortia grants serve multiple businesses of a variety of sizes. For consortia grants represented in this table, the lead business applicant's size of firm is used to represent the grant. Businesses participating in multiple projects are counted once.

## Job Skills Program priorities: current funding deployment

JSP is an economic development program intended to help grow and keep good jobs in Washington by providing customized, 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 current grants are deployed across these systemic priorities.

Importantly, it is not an expectation that all grant projects seek to meet each and every priority; while many meet multiple priorities, each project at a minimum must address at least one.

| Economic & Workforce Development Priorities  | % of Fiscal Year 2024 Grants Addressing this Priority |
|--|---|
| Promotes the growth of industry clusters   | 70%   |
| Serves an area where there is a shortage of skilled labor to meet job demands  | 54%   |
| Includes training/retraining for incumbent workers to avoid dislocation, or where upgrading of existing employees creates new vacancies for unemployed persons | 54%   |
| Provides short-term training which has been designated for specific industries   | 49%   |
| Promotes the location of new industry in areas affected by economic dislocation  | 8%  |

| Program Funding Priorities  | % of Fiscal Year 2024 Grants Addressing this Priority |
|---|---|
| Supports training for firms in strategic industry clusters as identified by the state or local area   | 70%   |
| Proposes training that provides college credit or leads to a recognized industry credential   | 35%   |
| Projects that involve a consortia of training providers or consortia of employers   | 35%   |
| 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 | 24%   |

## Instructional content of grant-funded customized training

JSP provides highly customized training to a variety of businesses and their diverse workforces. Thus, it is difficult for any summary of training activities to adequately capture the array of instructional content delivered to workers who participate in the program.

Current JSP grant projects are concentrated in manufacturing. The most prominent skills training area is in subject matter that supports manufacturing work, like engineering and its related technical areas, mechanics and repair, and precision production. Another significant training concentration is in skills necessary for process improvement, quality control, and waste reduction. These all fit into the business, management, and related instructional category. JSP grants often include workplace communication and technical communication trainings to support implementation of applied skills trainings. This content fits into the communication and related category of trainings.

| Instructional Category  | # of Courses Delivered in Fiscal Year 2024 | Trainees     |
|---|--|--------------|
| Business Management and Administrative Services                 | 249  | 3112         |
| Engineering/Engineering-Related Technologies/Technicians        | 112  | 1014         |
| Basic Skills and Developmental Studies                          | 62   | 377          |
| Agricultural/Animal/Plant/Veterinary Science and Related Fields | 25   | 86           |
| Communications  | 17   | 661          |
| Computer and Information Sciences                               | 12   | 112          |
| Precision Production Trades                                     | 8  | 288          |
| All Other   | 8  | 106          |
| Organizational Development                                      | 7  | 94           |
| Mechanics and Repairers   | 5  | 55           |
| <b>Totals</b>   | <b>505</b>                                 | <b>5,905</b> |

Notes: Instructional program categories are derived from the Classification of Instructional Programs (CIP) and represent the 2-digit CIP family. Trainee count represents individual trainees for each course in which they participated. Trainees count represents individual trainees for each course in which they participated. These courses represent over 166,000 training contact hours when the number of trainees in each course is multiplied by course instructional hours.

## Credentials earned during fiscal year 2024 grants

Training offered through JSP grants, while highly customized to each business’s specific needs, also frequently includes standard competencies that result in credentials awarded to trainees. Credentials encompass a wide range of industry recognized certifications and exams, endorsements, badges, micro-credentials, professional continuing education units, academic certificates and others.

- Class 8 Corrosives Handling Certificate
- Change Management Credentials
- Communicating with Impact
- Confined Space Safety Certificates
- Crucial Learning Accountability
- Crucial Learning Mastering Dialogue
- Developing Your Leadership Style
- Effective Problem Solving and Decision-Making
- Forklift I, IV, V Certification (OSHA Standards)
- Green Belt Certificate of Training Completion
- HAZWOPER Handling Certifications
- Influencing Without Authority
- IPC-/WHMA-A-620 Certification
- IPC-A-610 CIS Certification
- Lean Six Sigma Black Belt Exam
- Lean Six Sigma Green Belt Exam
- Respirator Health Exam Certificates
- Safe Farm Machine Operation Certificates
- SHRM/PMQ People Management Qualification
- SME Lean Certification–Bronze Level
- Supervision Certificate/Credentials Train-the-Trainer Credentials

## Fiscal year 2024 Job Skills grants

The following list shows the businesses participating in JSP grants in fiscal year 2024 and is organized by the legislative district where most business operations and training activities are located.

| Business Partner<br>Sorted by Legislative<br>District | Industry(ies)                                  | County(ies) | Legislative<br>District | Grant<br>Award | Trainees |
|---|--|-------------|-------------------------|----------------|----------|
| Genie-Terex (aerial lift equipment)                   | Manufacturing – Other (construction equipment) | King        | 1                       | \$219,027      | 190      |
| Accra-Fab   | Manufacturing – Aerospace                      | Spokane     | 4                       | \$199,361      | 66       |
| Carbon Quest  | Manufacturing – Other (Carbon Reduction)       | Spokane     | 4                       | \$89,097       | 13       |
| Columbia Energy & Environmental Services, Inc         | Manufacturing – High Tech                      | Benton      | 8                       | \$75,200       | 79       |
| Washington Bulb Inc                                   | Agriculture                                    | Skagit      | 10                      | \$157,233      | 286      |
| Concentric Design Inc dba Smiling Woods Yurts         | Manufacturing - Wood/Paper Products            | Okanogan    | 12                      | \$0            | 0        |
| Grigg Farms   | Agriculture                                    | Grant       | 13                      | \$214,898      | 61       |
| Milbrandt Vineyards                                   | Agriculture                                    | Grant       | 13                      | \$210,232      | 77       |
| Eddie Farms   | Agriculture                                    | Benton      | 15                      | \$126,850      | 165      |
| nLight  | Manufacturing – Composites                     | Clark       | 18                      | \$222,998      | 179      |
| Portco Packaging Co                                   | Manufacturing – Other (flexible packaging)     | Cowlitz     | 20                      | \$47,247       | 23       |
| Access Laser  | Manufacturing – High Tech                      | Snohomish   | 21                      | \$373,796      | 66       |
| Crane Aerospace & Electronics                         | Manufacturing – Aerospace                      | Snohomish   | 21                      | \$412,930      | 488      |
| Custom Source Woodworking                             | Manufacturing - Wood/Paper Products            | Thurston    | 22                      | \$319,984      | 23       |
| Small Planet Supply                                   | Manufacturing – Other (Heating Systems)        | Thurston    | 22                      | \$190,075      | 11       |
| Seatac Packaging                                      | Manufacturing - Wood/Paper Products            | Pierce      | 25                      | \$112,800      | 30       |
| Aquagga   | Other - Environmental Services                 | Pierce      | 27                      | \$273,447      | 22       |
| Buyken Metal Products                                 | Manufacturing – Aerospace                      | King        | 33                      | \$58,900       | 28       |
| Machinists Inc.                                       | Manufacturing – Aerospace                      | King        | 34                      | \$519,200      | 120      |
| Trident Seafoods                                      | Food Production and Processing                 | King        | 36                      | \$495,807      | 334      |

| Business Partner Sorted by Legislative District          | Industry(ies)                       | County(ies) | Legislative District | Grant Award        | Trainees     |
|--|-------------------------------------|-------------|----------------------|--------------------|--------------|
| Achilles USA (plastics manufacturer)                     | Manufacturing – Other (plastics)    | Snohomish   | 38                   | \$39,921           | 32           |
| AutoDeriva   | Manufacturing – Aerospace           | Snohomish   | 38                   | \$58,000           | 8            |
| RENU Medical   | Manufacturing – Medical Devices     | Snohomish   | 38                   | \$127,650          | 68           |
| Dogwood Industries LLC                                   | Manufacturing – Other, Construction | Skagit      | 39                   | \$396,000          | 36           |
| SBV Fairhaven Mill, LLC                                  | Food Production and Processing      | Skagit      | 40                   | \$78,636           | 5            |
| Tutta Bella  | Food Production and Processing      | King        | 43                   | \$588,600          | 70           |
| Aerojet Rocketdyne                                       | Manufacturing – Aerospace           | King        | 45                   | \$194,739          | 125          |
| ProAmpac   | Manufacturing – Other               | King        | 47                   | \$228,100          | 0            |
| RYP Labs, Inc.   | Agriculture                         | King        | 48                   | \$452,541          | 13           |
| Western Tile & Marble Contractors, Inc.                  | Construction                        | King        | 48                   | \$96,100           | 34           |
| <b>Total for grants serving 30 individual businesses</b> |                                     |             |                      | <b>\$6,579,369</b> | <b>2,652</b> |

Notes: Where funding shows \$0, this indicates projects that were cancelled after initial approval due to unexpected business circumstances.

## Fiscal year 2024 multi-business consortia projects

Many companies find economies of scale by partnering as a larger group, or consortium, on a grant for shared training activities. Among the many benefits of consortia projects is they help smaller employers make training opportunities available to employees 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 per employee with other businesses. In some circumstances businesses with more flexible funding are also able to contribute more funding to the required match. Due to these advantages, SBCTC encourages opportunities for businesses to collaborate and removes the restriction limiting a business to the receipt of two projects in a five-year period.

| Consortium Name                                | Industry(ies)                  | County  | Legislative District | Grant Award | # of Companies | Trainees |
|--|--------------------------------|---------|----------------------|-------------|----------------|----------|
| Lean Six Sigma Consortium                      | Manufacturing                  | Whitman | 9                    | \$155,700   | 8              | 30       |
| HatchMed & BedMed Consortium - Phase 2         | Manufacturing                  | King    | 11                   | \$178,500   | 2              | 16       |
| Tribal Gaming Consortium                       | Gaming and Hospitality         | Yakima  | 15                   | \$50,900    | 3              | 40       |
| Seattle Sorbet & Covers by KIC, LLC Consortium | Food Production and Processing | King    | 34                   | \$53,900    | 2              | 2        |

| Consortium Name   | Industry(ies) | County  | Legislative District | Grant Award      | # of Companies | Trainees   |
|---|---------------|---------|----------------------|------------------|----------------|------------|
| Women's Leadership Consortium                             | Manufacturing | Whatcom | 40                   | \$24,100         | 4              | 12         |
| Strengthening NW Manufacturing Workforce                  | Agriculture   | Skagit  | 40                   | \$170,095        | 2              | 53         |
| Bramble Berry, Inc. & Brooks Manufacturing Consortium     | Manufacturing | Whatcom | 42                   | \$174,930        | 2              | 90         |
| <b>Totals for grants serving 7 consortia partnerships</b> |               |         |                      | <b>\$808,125</b> | <b>23</b>      | <b>243</b> |

## Consortia business participants

|                            |                             |                             |
|----------------------------|-----------------------------|-----------------------------|
| BedMed                     | LKQ Corporation             | Seattle Sorbet              |
| Bramble Berry, Inc.        | Moses Lake Industries       | Small Planet Supply         |
| Brooks Manufacturing, Inc. | MultiCare Health System     | Thyssenkrupp Materials NA   |
| Conmet                     | Nooksack Northwood Casino   | T-Mobile                    |
| Covers by KIC LLC          | Precision Machine Works     | Toolcraft, Inc.             |
| Egis Mobile Electric       | Schweitzer Engineering Labs | Toray Composite America     |
| Fi Company                 | Scratch and Peck Feeds      | Willapa Bay Enterprises     |
| HatchMed                   |                             | Yakama Legends Casino Hotel |



# Appendix A: Fiscal Year 2024 Grant Project Descriptions and Outcomes

In fiscal year 2024 SBTC awarded 37 Job Skills grants totaling \$7,387,494. 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 June 30, 2024. Projects are listed by legislative district for the project, as reported by each training provider.

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|   |   |
|---|---|
| <b>Cascadia College</b><br><b>Genie-Terex</b><br>Trainees: 190<br>Industry: Manufacturing – Other (aerial work platforms) | <b>Legislative District: 1</b><br><b>County: King</b><br>Grant Award: \$219,027<br>Grant Spent: \$210,165<br>Match: \$257,675 |
|---|---|

### Overview:

Genie-Terex hasn't had formal internal training since pre-COVID. The annual turnover rate is currently 19%, and this investment in employee development should lower that rate. New engineers needed project management training to help guide them in decision-making and risk analysis. The customer service unit believes the scheduled training will help improve their work with external customers. There was also a need for skill development with Excel, SharePoint, and Data Analytics across multiple levels to execute complex functions and be as efficient as possible.

### Outcomes:

- Completed 2,983 training hours for 190 employees.
- Achieved goal of 17% turnover rate.

*This grant allowed us to offer internal in-person and remote training for our employees in Excel and Project Management, among others. We particularly got positive feedback on the communications courses. It has been such a successful experience for Genie-Terex that we are planning to partner for additional training in the coming year.*

*Mackenzie Roetcisoender, Talent & Engagement Leader*

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**Spokane District Office**  
**Accra-Fab**  
Trainees: 66  
Industry: Manufacturing – Aerospace

**Legislative District: 4**  
**County: Spokane**  
Grant Award: \$199,361  
Grant Spent: \$199,361  
Match: \$323,613

**Overview:**

From 2019 through 2021, AccraFab was affected by Boeing 737 program issues and the COVID-19 aerospace slowdown. However, AccraFab recovered in 2022 and has entered a significant growth phase in 2023. The operation is currently at full capacity. To support workforce growth, AccraFab is investing in a training initiative for its frontline operational leaders, technicians, and key support staff. AccraFab seeks a hands-on program focused on Toyota Kata, Performance Chain, Tiny Habits, Geometric Dimensioning & Tolerancing, and AS9100 Internal Auditor training.

**Outcomes:**

- Completed 579 training hours for 66 employees.
- Hired two new employees; promoted 12.
- Improved overall plant efficiencies by 4%.
- Increased customer satisfaction by 11%.
- Reduced OSHA recordables by 70% due to better problem-solving skills.

*Accra-Fab has worked with the Community Colleges of Spokane on several JSPs throughout the years. Each JSP has been successful, but I believe this most recent JSP has had the most impact on our company. We met all but one of the goals on the Project Outcomes Report and the goal we missed was due to outside influences. The contractors that were used for the different trainings were top-notch and very talented in their skill sets. The emphasis on Problem-Solving solutions is now being used daily as part of our Daily Management System throughout the entire plant. Fantastic results!*

*Barry Steward, Director of Human Resources*

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**Spokane District Office**  
**Carbon Quest**  
Trainees: 13  
Industry: Manufacturing – Other (Carbon Reduction)

**Legislative District: 4**  
**County: Spokane**  
Grant Award: \$89,097  
Grant Spent: \$86,869  
Match: \$98,483

**Overview:**

CarbonQuest is embarking on a strategic initiative to develop scalable business systems and manufacturing processes to support its expansion plans. Currently operating with a mix of manual systems, the company requires an enterprise-wide solution to streamline operations. To address this need, CarbonQuest has successfully implemented an Enterprise Resource Planning (ERP) software system and completed comprehensive training for its staff. In addition, with upcoming expansions in manufacturing, the team has undergone training in Manufacturing Facility Layout and Lean principles. This training is designed to optimize workflow, increase throughput, enhance product quality, and reduce costs.

**Outcomes:**

- Completed 239 training hours for 13 employees.
- Hired five new employees.

*CarbonQuest significantly benefitted from the ERP and PDM implementation. The PDM implementation will improve our ability to manage, control, and track our material and parts. We were 100% Excel based before this program. We had numerous spreadsheets we used for tracking material and parts. This caused a lot of duplication and multiple efforts. The new PDM application will streamline our process, save time, and hopefully reduce costs.*

*Don Gongaware, VP of Engineering*

**Green River College**  
**Columbia Energy & Environmental Services, Inc.**  
Trainees: 79  
Industry: Manufacturing – High Tech

**Legislative District: 8**  
**County: Benton**  
Grant Award: \$75,200  
Grant Spent: \$75,027  
Match: \$133,701

**Overview:**

Columbia Energy is working on ways to increase its capacity. Their competitors outside of Washington are also working to improve their capacity. They are competing to keep the revenue and high-paying jobs in the State of Washington. They have also recently received contract awards with the US government to supply nuclear glove boxes for the safe handling of nuclear materials. This project has very strict on-time delivery, safety, and quality requirements associated with it. Columbia Energy has identified the need for process improvements to address both this specific product, as well as to enhance its competitive edge in this small and challenging field.

**Outcomes:**

- Completed 1,823 training hours for 79 employees.
- Hired nine new employees.

*The Job Skills Program grant has enabled us to realize positive outcomes in employee engagement and empowerment. Our grant-supported Lean training initiatives have improved workstation organization, increased productivity, removed waste and empowered our employees to initiate continuous improvement activities. The trainer supported our operational needs while conducting the training and was able to quickly understand our business and the areas we were seeking to improve. This program provided our employees with essential skills to ensure success in our future endeavors.*

*Matt Coverdale, Director of Business Development*

**Seattle College District**  
**Lean Six Sigma Consortium**  
Trainees: 30  
Industry: Manufacturing – High Tech

**Legislative District: 9**  
**County: Whitman**  
Grant Award: \$155,700  
Grant Spent: \$155,698  
Match: \$202,968

**Overview:**

This project was about the training of employees in the principles of Six Sigma, a proven business management strategy that blends project management, Lean principles, quality management, statistical analysis, and more. The trainees received Yellow, Green, and Black training leading to certification, statistical analysis training in Excel, and became capable of participating in Six Sigma projects through a defined set of steps with quantified improvement targets.

**Outcomes:**

- Completed 3,792 training hours for 30 employees.

- 34 trainees gained highly transferable Lean Six Sigma skills in a project-based learning environment.

*The Six Sigma training was very helpful. For someone who has been through it before, it was great to get a refresher and learn things from a different instructor and perspective than I had in the past. I took this class with some coworkers who are new to manufacturing and got to see them learn something new. It is always interesting to see the strengths of your coworkers and how you can always use their strengths to better yourself and your team. I was not as trained in Excel the first time that I took the class, so it was much easier for me to do the class this time. I have always been very good at the Lean manufacturing side of things but not as proficient at analytics/Excel. This class helped me with that.*

Larry Ball, Production Manager, Fi Company

**Skagit Valley College  
Washington Bulb Inc.**  
Trainees: 286  
Industry: Agriculture

**Legislative District: 10  
County: Skagit**  
Grant Award: \$157,233  
Grant Spent: \$149,397  
Match: \$198,489

**Overview:**

As the largest producer of daffodil and tulip bulbs, Washington Bulb remains in a continues growth pattern in size and annual sales. They struggled with the labor shortage for skilled full-time Spanish speaking supervisors and managers. Though they can find staff, they require considerable training as the current workforce does not have the specific skills needed nor the appropriate level of leadership/supervision knowledge or experience which has promoted additional barriers and problems.

**Outcomes:**

- Hired four new staff and cross trained over 60 staff in various positions.
- Elevated three warehouse workers to succession promotion status.
- Reduced losses due to poor packing by over 28%.

*The Job Skills grant provided to Washington Bulb Co., Inc. has had a profound impact on our workforce, equipping employees with valuable skills for career advancement, both within our company, as well as future opportunities elsewhere. By investing in training programs and professional development opportunities, the grant has enhanced productivity and efficiency within our organization. Furthermore, it has opened doors for employees to explore new roles and responsibilities, fostering a culture of continuous learning and growth. Ultimately, the Job Skills grant has not only empowered individuals but also strengthened our overall competitiveness in the market.*

A few examples:

1. *Based on Leadership and Supervisory Training, our team leads began meeting weekly for 15-30 minutes to promote better communication and provide opportunity for input from/with their peers. This has been extremely positive and has created a more cohesive supervisory team. They have been able to use their training to troubleshoot real life situations they encounter each day.*

2. Utilizing the training in developing job descriptions, the company has been consistent in providing clear and concise job descriptions with “buy in”, as these employees assisted in the process. Along with the applicable training and support, we are able to set higher expectations and accountability for our supervisory staff, which in turn raises the bar across each department.
3. Feedback on the training has been extremely positive from the employees. They feel valued when we invest in their training. They appreciate the opportunities this knowledge affords at work, as well as within the community, their families, and in their future.

Polly Dugan, Vice President/Human Resources

**Green River College**  
**HatchMed & BedMed Consortium - Phase 2**  
 Trainees: 16  
 Industry: Manufacturing – Medical Devices

**Legislative District: 11**  
**County: King**  
 Grant Award: \$178,500  
 Grant Spent: \$151,157  
 Match: \$221,753

**Overview:**

Both Hatch Med and Bed Med have been growing, and they have completed a move to a new, much larger location in Tukwila. This is their second JSP project. The first JSP grant focused on getting them into a new facility, helping them select an enterprise resource planning software, and helping them make more informed leadership decisions. This grant focused on improving their supply chain and reshoring efforts, continuing their strategic planning improvement efforts, teaching them how to utilize the material requirements planning module of their ERP software system, and instructing them on how to create quality management systems.

**Outcomes:**

- Completed 2,839 training hours for 16 employees.
- Improved retention rate from 90% to 95%.
- Promoted two employees one level higher.
- Increased sales from \$1.5 million to \$2 million per quarter.

*The 2023-2024 Job Skills grant has significantly enhanced our company's capabilities and competitiveness. Through targeted training programs and the help of JSP and Kocer, our team has developed advanced skills that have streamlined processes, improved productivity, and fostered a culture of innovation. This investment has not only empowered our employees but has also bolstered our position in the market, enabling us to meet evolving customer demands more effectively.*

*Kristel Crivello-Chang, Director of Operations, HatchMed*

**Wenatchee Valley College**  
**Concentric Design Inc dba Smiling Woods Yurts**  
 Trainees: 0  
 Industry: Manufacturing - Wood/Paper Products

**Legislative District: 12**  
**County: Okanogan**  
 Grant Award: \$0  
 Grant Spent: \$0  
 Match: \$0

**Overview:**

This project was canceled due to changing business circumstances for the employer.

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**Clover Park Technical College**  
**Grigg Farms**  
Trainees: 61  
Industry: Agriculture

**Legislative District: 13**  
**County: Grant**  
Grant Award: \$214,898  
Grant Spent: \$197,179  
Match: \$216,794

**Overview:**

Like many farms in Eastern Washington, staffing, technology, reduced waste, and costs are the norm for an effective operation, and Griggs Farms is one of those farms. It was clear from the initial assessment that leadership skills, supervisor training TWI, work standards, and effective problem-solving were issues that needed assistance. The project addresses these and, as you can see by the testimonials, it was very successful. The grant helped Grigg Farms take a giant step in modernizing their organization.

**Outcomes:**

- Completed 5,926 training hours for 61 employees.
- Promoted two warehouse employees and three in the production and administration areas.
- Reduced losses due to defects by 23% overall.
- Decreased safety incidents by over 12% in the fall and spring harvests.

*We can't say enough about this grant we received and the assistance from Ermilindo, Greg, and Chris. Before working with them we had issues with HR, family dynamics, and succession planning. We have "defined" and "refined" it all with their guidance. I am convinced we would still be in the same position had they not partnered with us. Even though we have run successfully it has taken a toll on certain key people in the company with systems being inefficient, barely sustainable, and with little hope or direction on how to fix these systems to ensure that our 4th generation family farm had the most success into the future. We are so grateful we found this program. It's been a lifeline to us.*

*Gail Grigg CPA, Owner*

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**Clover Park Technical College**  
**Milbrandt Vineyards**  
Trainees: 77  
Industry: Agriculture

**Legislative District: 13**  
**County: Grant**  
Grant Award: \$210,232  
Grant Spent: \$181,066  
Match: \$186,747

**Overview:**

As the largest producer of wine in the State of Washington, RM Wineries covers 3,000 acres in the Columbia River Valley. However, the world wine industry was hit with a glut of wines and both the world price and demand decreased significantly. Coupled with that, Washington state has rationed water to the agriculture community in eastern Washington due to the low winter snowpack and early runoff, and the harvest came much earlier this year. Given these events, RM Wineries had to lay off over 35% of its staff which resulted in a much lower number of participants in the training, reduced the number of classes, and reduced the total training hours by over 1,000 hours. However, RM Wineries did well with their grant, completing its first strategic plan and, given the market situation, it couldn't have come at a better time.

**Outcomes:**

- Completed 5,977 training hours for 77 employees.
- Promoted seven employees and reduced staff turnover by about 8%.
- Reduced defect and product loss by over 7%.

*The JSP grant has undeniably unlocked numerous avenues for accessing premium training opportunities that would have otherwise been financially out of reach for us at this time. Thanks to this grant, our executive leadership successfully implemented a strategic plan, realigning our company's vision, mission, and objectives. In addition, we were able to partake in invaluable supervisory and safety training sessions, along with gaining access to organizational planning tools that promise to enhance our operational efficiency significantly. These training initiatives have encouraged our teams, fostering heightened awareness and confidence. We have experienced a transformative impact!*

*Brandon Rice, Owner*

**Clover Park Technical College**  
**Eddie Farms**  
Trainees: 165  
Industry: Agriculture

**Legislative District: 15**  
**County: Benton**  
Grant Award: \$126,850  
Grant Spent: \$117,998  
Match: \$160,572

**Overview:**

Eddie Farms is a growing organization. It is working hard to provide upgrading training to its employees every year. With the new complex technology of tractors, planters, and other machinery, the “Training Within Industry” (TWI) approach to training became a great tool. As one of the outcomes says, “All full and temp staff were properly trained in picking, thinning, pruning, tractor operating. Saw value and created gender opportunities.” This training brought to light the value of opportunities for inclusion of employees not traditionally represented in this line of work. Several jobs are highly desired, and the training presented a new value of gender opportunities. Much of the project was related to upgrading training, reducing loss, and establishing sound problem-solving techniques and the testimonials speak to the success of the training.

**Outcomes:**

- Completed 5,358 training hours for 165 employees.
- Promoted four field staff, one HR, one bookkeeper, and created a new position for an HR receptionist.
- Reduced defect and product loss by 5% or more.

*I wanted to share my experience of the Job Skills Program for 2023. Our goal is to better our company every year and we realize that a key component to that is our employees’ personal growth. We take every chance we can to better our employees, not only for our operation but also as human beings. Having the opportunity to have diverse training topics and methods to target key points in leadership development has been incredibly beneficial to our business.*

*We at Eddie Farms, Inc. have seen some employees’ growth bloom into maturity. Common HR-related issues in the past have been addressed immediately, which have been dynamic in the flow of our operation. We are working more as a team with language barriers and diversity is not an issue because we all have grown to trust and respect each other. This training and consulting can make a huge impact on companies that have a goal of growth.*

*I appreciate having this grant available to us and my employees are grateful for the opportunity to better themselves.*

*Leah Eddie, Co-Owner*

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**Green River College**  
**Tribal Gaming Consortium**  
Trainees: 40  
Industry: Other – Gaming and Hospitality

**Legislative District: 15**  
**County: Yakima**  
Grant Award: \$50,900  
Grant Spent: \$50,000  
Match: \$50,048

**Overview:**

This project aimed to address the high cost of gaming-specific training that has made it inaccessible for many smaller tribal organizations by forming a consortium among three distinct tribal entities. This collaboration provided tailored training programs, including Next Level Leadership Training to develop internal leaders and promote career advancement, Food and Beverage Training to enhance customer service skills among frontline employees, and Player Development Training to improve overall customer interactions. By leveraging this consortium, participating organizations gained access to essential training resources, fostering workforce development and benefiting their communities.

**Outcomes:**

- Completed 1,600 training hours for 40 employees.
- 15 new employees hired; four promoted to casino host; looking into adding one junior host in 2025.

*We went through Leadership Next Level Training last year with Paula as the instructor, it was excellent training for the teams but mostly for the managers. It taught the managers how to better understand how they communicate with others and how to roll into what the other person needs to communicate clearly. Everybody is different and they teach you all the different styles. The classes were three days but they went by so quickly because you are not just sitting there listening to Paula talk, although she is excellent, she is taking you through team exercises and you learn so much about yourself and learn it is OK to be you and then gives you the tools to then communicate in different styles with all different kinds of people. We had 25 people kicking and screaming they did not want to go to training and then after it was over, they all liked it and thought it was fun and different from other training they had ever had prior, and they used the tools all the time.*

*We are going to do it again this year with the next level of supervisors and leads to give them the same tools and get all of them working off the same page as the managers. Training with Raving has helped us create stronger teams since being understood is the most important in setting expectations or corrections with teams. The members of the team who did not get to attend are excited about this year's Raving Training. We decided to complete training with the rest of the management, leads, and supervisors so they can be all on the same page of understanding and then next year we would like to start the next level of leadership and continue until every team member has received the training. It is a wonderful and easy method to use once you learn and understand yourself and the way you communicate*

*Dawn Mallory, Willapa Bay*



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**Clark College**  
**nLight**  
Trainees: 179  
Industry: Manufacturing – Composites

**Legislative District: 18**  
**County: Clark**  
Grant Award: \$222,998  
Grant Spent: \$207,777  
Match: \$304,684

**Overview:**

The objective of the training program is to create a culture of continuous improvement and practices, as well as enhance employee skills to facilitate the change and continued transition to a Lean Culture in nLight. This training is needed to help nLight overcome the changes and growth opportunities they are currently experiencing.

**Outcomes:**

- Completed 9,870 training hours for 179 employees.
- Single shift output increased to 2,500/units week vs. four shift structure target of 5,500/week.
- Yield increased from 65% to 84.2% with final pass yield at 90%.

*The JSP provided critical training in the Lean enterprise certification program, Six Sigma, and Kata improvement methodologies. This rolled into three months of critical Kaizen activity led by these individuals. This level of improvement is crucial to nLIGHT continuing to be competitive.*

*Jeff Powell, Director of Operations*

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**Yakima Valley College**  
**Portco Packaging Co.**  
Trainees: 23  
Industry: Manufacturing – Other (flexible packaging)

**Legislative District: 20**  
**County: Cowlitz**  
Grant Award: \$47,247  
Grant Spent: \$30,575  
Match: \$39,065

**Overview:**

Portco's vision of growth through increased revenue while providing a workplace where its employees thrive is dependent on its ability to effectively train and support employees. This project was not completed as planned and the final numbers reflect that fact. The remaining trainings which were planned for fiscal year 2024 will be conducted during fiscal year 2025.

**Outcomes:**

- Completed 1,240 training hours for 23 employees.
- Hired 18 new employees.
- Reduced defect material returns/credits from \$292,000 to \$66,062.
- Improved on-time delivery from 85% to 91%.

*The JSP programs offer our employees great opportunities to gain skills and thrive in the organization. I can't say enough good things about the JSP program. The quality of trainers and subject matter is on par or better than most other training organizations.*

*Ben Smith, Plant Manager/Continuous Improvement Leader*

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**Seattle College District**  
**Access Laser**  
Trainees: 66  
Industry: Manufacturing – High Tech

**Legislative District: 21**  
**County: Snohomish**  
Grant Award: \$373,796  
Grant Spent: \$371,395  
Match: \$583,720

**Overview:**

The purpose of this project was to train employees on a new enterprise resource planning system to meet the strategic needs of Access Laser to transition to higher productivity and improve value-added activities, increase the company’s ability to meet the unique needs of industries they serve, and invest in continuous improvement and learning for employees.

**Outcomes:**

- Completed 8,703 training hours for 66 employees.
- Hired 12 new employees.
- Reduced steps implemented in BOM completion by 20%.

*Our JSP grant had two different objectives. The first was to train us in the post-Go Live phase for our ERP implementation. The focus was on resolving issues with how our team worked with it and building their competency with the program. The second was to make it possible for us to take a significant portion of our team through classes to build their capabilities in conflict management, change management, and training skills. Both objectives were successful and have greatly improved our effectiveness in all these areas.*

*Gordon Bluechel, CEO*

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**Cascadia College**  
**Crane Aerospace & Electronics**  
Trainees: 488  
Industry: Manufacturing – Aerospace, Medical Devices

**Legislative District: 21**  
**County: Snohomish**  
Grant Award: \$412,930  
Grant Spent: \$412,930  
Match: \$705,568

**Overview:**

Crane is growing. It anticipated 90 new hires within 12 months of the JSP project in spring of 2022, and they are upping that forecast by another 20 new hires three months later. To support this growth, it needed training that will develop employees’ skill sets. These in-house instructor-led trainings included Project Management, Basic Electronics, Soldering, Microsoft Office, and Leadership to enhance training applications across the company.

**Outcomes:**

- Completed 9,194 training hours for 488 employees.
- Reduced staff turnover rate from 14% to 9.5%
- Increased retention rate from 86% to 90%

*We are thrilled with the impact of the JSP grant program on our team. The funding enabled us to upskill our employees in crucial areas such as computer and software skills, leadership development, communication skills, Lean manufacturing, and project management. The enhanced competencies have significantly boosted our operational efficiency, fostered better leadership, and improved overall communication within our organization. This program has been instrumental in driving our growth and achieving our strategic goals. We wholeheartedly recommend the JSP grant program to other organizations looking to invest in their workforce's development*

*Kanu K. Mendoza, Sr. Training Developer*

**Clover Park Technical College  
Custom Source Woodworking**

Trainees: 23

Industry: Manufacturing - Wood/Paper Products/Composites

**Legislative District: 22**

**County: Thurston**

Grant Award: \$319,984

Grant Spent: \$291,101

Match: \$462,300

**Overview:**

Custom Source Woodworking is a second-chance employer working with the Department of Corrections, allowing those with a history of carceral involvement an opportunity to train for a career without judgment. The purpose of this project was to train employees how to:

- leverage their ERP's task management system more completely
- strategically plan for change
- decrease their inventory and use old stock more effectively
- standardize job tasks, so they are repeatable and so that job roles are defined
- plan for upcoming/possible change within the organization at all levels
- verify and adjust plant layout and flow using Lean principles

**Outcomes:**

- Completed 10,668 training hours for 23 employees.
- Promoted four employees.
- Exceeded goal in reducing labor costs, from 23% to 14.5%.
- Accomplished throughput goal, from \$14,800 to \$17,500.

*The Job Skills grant has improved our organization by minimizing errors through real-time tracking and enhancing the visibility of critical tasks. It has refined our methods for tackling significant issues, offering practical strategies that have streamlined operations and increased productivity. Additionally, it has helped departmental collaboration, effectively addressed growth and profitability challenges and ensured long-term success across our organization.*

*Joe Wadsworth, Chief Executive Officer*

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**Clover Park Technical College****Small Planet Supply**

Trainees: 11

Industry: Manufacturing – Other (Heat Pumps for Buildings)

**Legislative District: 22****County: Thurston**

Grant Award: \$190,075

Grant Spent: \$189,480

Match: \$215,915

**Overview:**

Small Planet Supply created a 5-year plan and needed training to excel in their business growth and development. The main areas of focus included: 1) preparing for their new building and the expansion of their manufacturing capabilities; 2) aligning their enterprise resource planning and material requirements planning capabilities with their production needs and tracking of parts and orders; and 3) preparing for, deciding wisely, and navigating the changes that will inevitably impact their business as it grows and expands. In addition to facility layout work, other courses included manufacturing expansion planning which entails workflow and workspace standardization, planning for the addition of new team members, and the implementation of Lean & 5s principles.

**Outcomes:**

- Completed 3,836 training hours for 11 employees.
- Two employees promoted; two temporary staff converted to full-time.
- Reduced bottlenecks from four to zero.
- 10% wage increase.

*The JSP grant has been transformational for our company. Prior to starting the grant, we had no manufacturing experience, and we were not prepared to run the quality processes required to execute the assembly of a complex product and manage all of the requirements that it takes in managing many parts inside our ERP system. Developing a manufacturing business requires the development of a bill of materials, written assembly processes to onboard new staff in skilled assembly, creating and managing a vendor supply chain, recording scrap and understanding the inevitable deviations and updating the standard operating procedures to reflect what's learned. It can be as challenging to manage the business processes of building a product as the actual challenge of making the physical product. Through the JSP grant we were able to build our business processes to match the quality of our physical products*

*Albert Rooks, CEO*

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**Clover Park Technical College**  
**Seatac Packaging**  
Trainees: 30  
Industry: Manufacturing - Wood/Paper Products/Flexible Packaging

**Legislative District: 25**  
**County: Pierce**  
Grant Award: \$112,800  
Grant Spent: \$111,947  
Match: \$155,825

**Overview:**

The purpose of this project was to train employees how to quantify their manufacturing needs and create a layout for their new location and to adjust existing locations layout based on what moves to the new building. This directly helps the business expand methodically, expanding into new markets while utilizing their enhanced capabilities.

**Outcomes:**

- Completed 2,211 training hours for 30 employees.
- Hired two new employees and reduced staff turnover rate by 1%.
- On-time delivery improved from 16 weeks to six weeks.

*Participating with Impact Washington and the Job Skills Training Program (JSP) has been a productive journey that continues to support our company and employees. Our company is growing, adding new products and processes and we realized the need for assistance in training our workforce and continue implementing our Lean culture with proper skills. Impact Washington and the Job Skills Training Program (JSP) were the right partners to help us. The training environment is excellent because our employees are learning and take pride in their accomplishments as they learn to manufacture new products and create new processes.*

*Seatac Packaging leadership*

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**Clover Park Technical College**  
**Aquagga**  
Trainees: 22  
Industry: Other - Environmental Services

**Legislative District: 27**  
**County: Pierce**  
Grant Award: \$273,447  
Grant Spent: \$257,109  
Match: \$144,338

**Overview:**

Aquagga has developed a device that will remove chemicals from other bases, separating the parts and placing the contaminants in a disposable format. The company is currently working with the US Department of Defense, one of the largest users of firefighting foam, to help remove and mitigate the spread of PFAS chemicals into the environment.

As part of their growth and development plan, they must expand their skills in both business and technical/light manufacturing operations rapidly and safely. The purpose of the associated training is to quickly accelerate the knowledge and know-how of the team as they go through the continual growth phases and expansion. Aquagga is mostly made up of PhD engineers that are strong in their field but need training and guidance in both safety and financial/business aspects.

**Outcomes:**

- Completed 2,486 training hours for 22 employees.
- Promoted two employees, hired three; hiring of two more ongoing.
- 81% of staff have obtained at least one skill or certification.
- 10% wage increase set to occur in January 2025.

- Reduced research and development contracts from 80% to 60% per quarter; shifted to regular contracts.

*In a fast-paced startup environment, individuals are often promoted rapidly into leadership positions and often rapidly assume high levels of responsibility within the organization. The JSP grant allowed us to bring in highly professional and skilled trainers to upskill our team's collective management, team formation, and conscious leadership skills, enabling us to build a more high-functioning and high-performing team. This has directly contributed to our recent successes in groundbreaking PFAS destruction projects.*

*Brian Pinkard, Co-Founder & CTO*

**Green River College**  
**Buyken Metal Products**  
 Trainees: 28  
 Industry: Manufacturing – Aerospace

**Legislative District: 33**  
**County: King**  
 Grant Award: \$58,900  
 Grant Spent: \$57,524  
 Match: \$138,190

**Overview:**

Buyken has weathered the pandemic and come out stronger with a focus on process improvements, specifically around Enterprise Resource Planning (ERP), something they currently do via homegrown systems that are not scalable. To better move forward they require training in the many aspects of ERP systems. Given the lack of knowledge and training in their staff, they will need to learn the basics before they can implement a system.

**Outcomes:**

- Completed 2,818 training hours for 28 employees.
- Added five times the amount of inventory items than in the past due to the increased capability of the system.

*Upgraded two separate antiquated ERP systems at three different locations into one common modern ERP system. This allows us to have increased visibility of material and product flow while being able to manage the general ledger account and financials more effectively within a company/site or across multiple companies/sites. It allows us to build a foundation for further mergers and acquisitions activity knowing we have an enterprise resource planning system that is scalable.*

*Craig Hanela, President*

**Seattle College District**  
**Machinists Inc.**  
 Trainees: 120  
 Industry: Manufacturing – Aerospace, Naval, High Tech

**Legislative District: 34**  
**County: King**  
 Grant Award: \$519,200  
 Grant Spent: \$519,194  
 Match: \$676,362

**Overview:**

This training project is for Machinists Inc. to build on the 90-day training project they are completing on operational performance, capacity planning, equipment layout, enterprise resource planning system implementation and user training, change management, succession planning, supervision, and leadership. During the longer window of opportunity on this project, the company identified four areas as focal points for improvement 1) traveler improvements, 2) scheduling, 3) timecard data reporting, and 4) ERO process flow. The training also included hands-on training with new modules in the ERP system around capabilities in production scheduling, inventory management, and work-in-

process (WIP) tracking. It also included succession training to address upcoming retirements of highly skilled senior staff.

**Outcomes:**

- Completed 9,284 training hours for 120 employees.
- Hired eight new employees and promoted three.

*The JSP grant gave us the needed resources to enhance how we interact with our ERP, improve visibility to material flow, and help us understand how to best configure and implement production scheduling. We improved how we work cross-functionally to leverage and benefit from new ERP functionality. We trained our staff and implemented all-hands stand-up meetings every month to inform our employees how we are doing financially as well as discussing current work and upcoming projects. We installed tool vending machines to help manage our consumables and Q/A tools. We tested, trained, and implemented an RFID/Bluetooth system for tracking Q/A tools throughout the shops to lessen the time for shop personnel to find this equipment when it's in use. We reorganized machines to create efficient work areas that were deemed currently inefficient. We have a management group discussing succession planning throughout the company to ensure our company's longevity. We look forward to accessing JSP funds in the future to help us maintain our continuous improvement initiatives.*

*Michael Heuer, Operations Manager*

**Green River College**  
**Seattle Sorbet & Covers by KIC, LLC Consortium**  
Trainees: 2  
Industry: Food Production and Processing

**Legislative District: 34**  
**County: King**  
Grant Award: \$53,900  
Grant Spent: \$53,898  
Match: \$8,855

**Overview:**

This consortium focuses on two small businesses that are struggling to move from a single-owner situation to hiring a full-time staff member, allowing them to grow the businesses they have each started.

**Outcomes:**

- Completed 240 training hours for two employees.
- Hired one part-time employee.

*This Job Skills grant has allowed me to receive the business coaching and support that I needed to increase my business knowledge and confidence. I was taught how to think like a CEO, and I learned how to better evaluate and take advantage of opportunities. I also learned how to say no to things that don't benefit my business, which has saved me time and energy. The grant has increased my professionalism as well and given me a mentor/coach I can bring questions to.*

*Claiborne Bell, Owner, Seattle Sorbet*

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Seattle College District  
Trident Seafoods  
Trainees: 334  
Industry: Food Production and Processing

Legislative District: 36  
County: King  
Grant Award: \$495,807  
Grant Spent: \$495,592  
Match: \$696,707

**Overview:**

As the company is rebounding from the COVID-19 era, it recently mandated more time back in the offices. Many employees were reluctant to return, and the company's internal training and development team worked with management to identify improved, highly transferable communication skills and investment in employees as a focal point during the "return to office" initiative. Demonstrating investment in employees helped retention, which will be measured by employee engagement surveys that were started during COVID-19 and through reduction in turnover. The recent creation of the Training and Development Department within Trident is part of the company's strategic plan to invest in employees, build back the family culture, and establish pathways toward career growth.

**Outcomes:**

- Completed 7,112 training hours for 334 employees.
- 43 employees promoted; hired 57 new employees.
- Reduced staff turnover from 18.2% to 12.9%.
- Developed six courses with Facilitator Guide, Participant Guide, PowerPoint presentation, and handouts.

*In 2023, Trident Seafoods established a global Leadership Development and Organizational Effectiveness department, recognizing the crucial need for training in essential soft skills for our employees. With a relatively new team, the JSP Job Skills grant accelerated our ability to deliver value swiftly. Over the grant cycle, we provided training to over 1,100 students, earning an impressive course rating of 4.8 out of 5. The impact was remarkable: employees gained confidence, felt invested in their development, and contributed to our culture of respect and accountability. Equally significant, our partnership with Seattle Colleges proved wise due to their excellent instructors, customizable courses, on-site availability, and proven cost savings. We look forward to our continued partnership together.*

*Dr. Meisha Rouser, Director of Global Leadership Development & Organizational Effectiveness*



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**Cascadia College**  
**Achilles USA**  
Trainees: 32  
Industry: Manufacturing – Other (plastics)

**Legislative District: 38**  
**County: Snohomish**  
Grant Award: \$39,921  
Grant Spent: \$39,921  
Match: \$95,276

**Overview:**

Achilles was facing challenges with employee turnover and aimed to reduce it by 10% through a targeted employee development program. This initiative was particularly important as the company seeks to expand its workforce. Currently, the company lacks an in-house training and development program. This project focused on enhancing the skills of managers and supervisors, fostering growth from within and improving employee relations.

**Outcomes:**

- Completed 1,339 training hours for 32 employees.
- Reduced staff turnover from 31% to 22.6%.

*The Job Skills grant provided an opportunity for potential, future and current leaders to upskill their leadership and communication skills. By providing training in these areas through the grant, leaders were better equipped to have coaching conversations with their employees leading to more efficient and collaborative teams. Potential leaders were also able to gain soft skills enabling them to create a succession plan within the company.*

*Joy Margarito, Human Resources Manager*

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**Skagit Valley College**  
**AutoDeriva**  
Trainees: 8  
Industry: Manufacturing – Aerospace, Auto

**Legislative District: 38**  
**County: Snohomish**  
Grant Award: \$58,000  
Grant Spent: \$57,936  
Match: \$32,273

**Overview:**

AutoDeriva is experiencing significant growth due to the economic recovery and the number of machine shops that have gone out of business in the last two years. To keep up with demand in a tight employment market and produce its products at a reasonable cost, the company needed to enhance its Quality Management System (QMS) and train incumbent and newly hired workers in the AS9100D Aerospace Quality Standard. Meeting this AS9100D will greatly expand potential markets, leading to increased revenue and the opportunity for hiring additional employees.

**Outcomes:**

- Completed 887 training hours for eight employees.
- Hired two new employees and promoted two to higher wage positions.
- 5-10% wage increases.
- Reduced lead time by 20-22% depending on the product.
- Reduced defects by 22% and increased sales by over 50%.

*Using the JSP, our company has already benefited greatly as we work towards our AS9100 certification. The quality advancements and improvements are already taking effect and have been helping me mold the company into a clearer objective as we grow. I look forward to the future and what we will grow into, and the JSP has significantly expedited the process. I have read many books, attended seminars, listened to podcasts, and they all have great helpful information. However, it becomes overwhelming and can be difficult to stay focused on the most beneficial projects. Bringing in qualified professionals who help drive us forward in the right direction has been very helpful. I greatly appreciate the program and what it has helped us to accomplish. Our future looks bright.*

*Galen Callahan, Owner*

**Skagit Valley College**  
**RENU Medical**  
Trainees: 68  
Industry: Manufacturing – Medical Devices

**Legislative District: 38**  
**County: Snohomish**  
Grant Award: \$127,650  
Grant Spent: \$127,104  
Match: \$146,438

**Overview:**

RENU Medical is the only 100% green, medical device reprocessing technology company, specializing in reprocessing Single Use Devices (SUDs) to maximize supply chain savings and waste elimination. To grow the company and provide more reused medical devices, the incumbent workers must be upskilled to remanufacture and sanitize the devices economically and efficiently. Further, the company is anticipating a transition of senior leadership and a need to strengthen the skills of current employees to transition them into new supervisory roles.

**Outcomes:**

- Completed 6,443 training hours for 68 employees.
- Hired 30 new employees, promoted 16.
- 4.5% wage increase.
- On-time delivery increased by 5%.

*I'm thrilled to express my heartfelt gratitude for the JSP grant and the invaluable assistance of Evergreen Consultants and Skagit Valley College. This grant has been a game changer for us here at Renu Medical, Inc. and I'm excited to share the amazing results. Thanks to the grant, our production team is now more efficient, our layout of the production floor has created a better workflow, and our employees are happier now more than ever. Our team is more confident and skilled than ever before as well. The training we received was top-notch, and we're grateful for the expertise of Evergreen Consultants and Skagit Valley College. We're proud to have built a stronger team, fostered better relationships with our partners, and created a brighter future for Renu Medical, Inc. and our employees.*

*Kristie Carl, Human Resource Business Partner*

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**Green River College**  
**Dogwood Industries LLC**  
Trainees: 36  
Industry: Manufacturing – Other (prefab buildings, construction)

**Legislative District: 39**  
**County: Skagit**  
Grant Award: \$396,000  
Grant Spent: \$395,972  
Match: \$511,698

**Overview:**

The training program included a basic understanding of enterprise resource planning systems, proceeded to evaluation training, and ultimately led to the selection and then implementation of a system. An additional benefit of the enterprise resource planning training is the widespread communication this fosters between departments that might not generally interact with each other.

**Outcomes:**

- Completed 7,448 training hours for 36 employees.
- Standardized inventory with a consistent part numbering system that will flow through the ERP.
- Evaluated workforce scheduling leading to decreased need for overtime.

*With receipt of a grant in 2023, Dogwood began the journey to transition the company from multiple disconnected information platforms to an ERP system. Examination of our manufacturing process as a precursor to ERP implementation has resulted in improvement to workflow and greater understanding of departmental interdependence.*

*Jean Peterson, COO*

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

**Legislative District: 40**  
**County: Skagit**  
Grant Award: \$78,636  
Grant Spent: \$78,615  
Match: \$79,847

**Overview:**

This JSP project has significantly impacted SBV Fairhaven Mill, LLC operations. It facilitated the achievement of their first Safe Quality Food (SQF) certification and the completion of extensive Lean Manufacturing training. These milestones have greatly improved operational efficiency and safety at the mill. The program provided comprehensive SQF training, enabling the company to meet and exceed industry standards, while Lean Manufacturing training optimized processes, reduced waste, and enhanced efficiency. Additionally, the program introduced new safety perspectives and strategic insights, fostering a culture of continuous improvement and proactive problem-solving.

**Outcomes:**

- Completed 1,728 training hours for five employees.
- SQF internal audit completed, and staff trained and ready for SQF final audit.
- Reduced scrap or rework from about 15% to less than 11%.
- Hired a customer service specialist, leading to improved sales.

*The Job Skills Training Program has been a transformative asset for our company. Through this program, we proudly achieved our first Safe Quality Food (SQF) certification and completed extensive Lean Manufacturing training. These accomplishments have significantly enhanced our operational efficiency and safety at the mill.*

- 1. Preparing to get our first SQF certification was a monumental step for us. This accreditation will not only elevate our quality standards but also position us competitively in the marketplace. The training provided a comprehensive understanding of the SQF requirements, allowing us to meet and exceed industry standards.*
- 2. Lean Manufacturing Implementation: The Lean Manufacturing training has been pivotal in optimizing our operations. By integrating Lean principles, we have streamlined our processes, minimized waste, and maximized efficiency. The insights gained from this training have empowered our team to adopt a continuous improvement mindset, leading to sustained operational excellence*
- 3. Enhanced Safety Programs: The program also opened our eyes to new perspectives on safety. With the guidance of external experts, we identified key opportunities to enhance our safety protocols, creating a safer work environment for our employees. The fresh viewpoints brought in by the trainers were invaluable, offering us innovative solutions that we might not have considered otherwise.*
- 4. Strategic Insights and Fresh Perspectives: Bringing in external expertise through this program allowed us to view our business operations through a new lens. The dual focus on quality and efficiency provided by the training helped us uncover areas for improvement that have greatly benefited our company. These fresh perspectives were instrumental in fostering a culture of continuous improvement and proactive problem-solving.*

*Overall, the Job Skills Training Program has been a game changer for us. It has equipped our team with essential skills and knowledge, enabling us to elevate our standards and drive our business forward. We are grateful for this opportunity and look forward to continuing our journey of growth and excellence.*

*Kristen Keltz, CEO*

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**Skagit Valley College**  
**Strengthening NW Manufacturing Workforce Consortium**  
Trainees: 53  
Industry: Agriculture

**Legislative District: 40**  
**County: Skagit**  
Grant Award: \$170,095  
Grant Spent: \$169,948  
Match: \$267,036

**Overview:**

Egis Mobile Electric has experienced almost 100% revenue growth over the last calendar year and needed to hire and train new and incumbent workers in quality and nationally recognized workmanship standards. Newly promoted line leads and supervisors required increased skills in leading incumbent workers. There is a shortage of qualified employees in Whatcom County, which requires training of employees to up-skill them to the required ISO 9001 quality standards.

Scratch & Peck Feeds is experiencing increased demand for clean, wholesome animal feed as more consumers seek organic food for their chickens, ducks, and livestock. The company needed to recruit and manage a changing diverse workforce.

The training enabled both companies to experience substantial improvements in operations and customer satisfaction.

**Outcomes:**

- Completed 6,980 training hours for 53 employees.
- Hired six new employees in production and three in Customer Service.
- Promoted six employees to higher wage positions.
- Increased wages by 5-19% plus bonuses last January 2024
- Increased throughput in production by 20-22%.
- Reduced quality defects by 20%.

*I'm thrilled to express my heartfelt gratitude for the JSP grant and the invaluable assistance of Evergreen Consultants and Skagit Valley College. This grant has been a game changer for Egis Mobile Electric, and I'm excited to share the amazing results. Thanks to the grant, our customer service team is now more efficient, our sales are soaring, and our customers are happier than ever. Our ISO 9001:2015 certification has opened new opportunities, and our team is more confident and skilled than ever. The training we received was top notch, and we're grateful for the expertise of Evergreen Consultants and Skagit Valley College. We're proud to have built a stronger team, fostered better relationships with our partners, and created a brighter future for Egis Mobile Electric.*

*Eric Graham, GM/CEO, Egis Mobile Electric*

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**Green River College**  
**Women's Leadership Consortium**  
Trainees: 12  
Industry: Remanufacturing

**Legislative District: 40**  
**County: Whatcom**  
Grant Award: \$24,100  
Grant Spent: \$22,878  
Match: \$36,857

**Overview:**

Women in leadership roles within manufacturing spaces are very uncommon, even in Washington state. There are many reasons for this, but one that this training seeks to address is providing women with skills that are needed to enter leadership roles, and then advance within those roles. For women, there are additional hurdles that men typically do not encounter. This program focused on two different leadership aspects, to provide the women attending the program to get all the skills needed to be successful in the manufacturing world.

**Outcomes:**

- Completed 497 training hours for 12 employees.
- 32 new employees hired: 11 for LKQ and 21 for TC.

*The training has provided an increased self-awareness that has been a stepping-stone to greater confidence to both lead and follow. It has provided clear direction on where I can improve, and the tools to achieve my goals both at work and in my personal life.*

*Janet Ho, Quality Supervisor, LKQ*

*The women's leadership course was a great way to make new connections with other hard-working women in the workforce. I learned different ways to process issues at work and how to approach situations that may occur. It was also very helpful to take the personality quizzes to learn myself better.*

*Anne Boguth, Controller, Verus Aerospace – Precision Machine Works*

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**Whatcom Community College**  
**Bramble Berry, Inc. & Brooks Manufacturing Consortium**  
Trainees: 90  
Industry: Manufacturing – Other/Wood/Paper Products

**Legislative District: 42**  
**County: Whatcom**  
Grant Award: \$174,930  
Grant Spent: \$104,626  
Match: \$105,217

**Overview:**

Reducing costs, improving customer satisfaction, and improving employee retention are critical to the long-term strategies of both Bramble Berry and Brooks Manufacturing. Each company has a culture of promoting from within, but many serving in management and supervisory roles had not received formal training or attended college prior to being employed. Both companies have similar training goals of growing employees' skills in lean and continuous improvement, leadership and supervision skills, and promoting diversity, equity, and inclusion within their companies.

**Outcomes:**

- Completed 2,262 training hours for 90 employees.
- Achieved 90% on-time delivery during the first three months of the year 2024.
- Lessons in Lean improved product flow, leading to increased shipped orders per labor hour from 14.6 to 16.7.

*The Job Skills Program has been a tremendous “win-win” for Bramble Berry. We have seen our employees “win” with increased leadership skills, more confidence in their abilities, and seen many make forward progress in their professional development. As a company, we have seen Bramble Berry “win” with gained efficiencies, employee retention, and employees who are actively working to make the company better. JSP has made us a better, stronger, and more effective company.*

*Norman Vigre, President*

**Seattle College District  
Tutta Bella**

Trainees: 70

Industry: Food Production and Processing

**Legislative District: 43**

**County: King**

Grant Award: \$588,600

Grant Spent: \$580,787

Match: \$619,895

**Overview:**

The purpose of this project is to expand the successful business model and training supported in the first JSP grant and launch the enterprise resource planning business system: utilizing the new production facility to grow from 2,700 to 5,000 items per day, continuing training for 84 current employees, to approximately 135 employees, and expanding from a current state of \$7 million to \$25 million annualized revenue in Washington.

**Outcomes:**

- Completed 16,193 training hours for 70 employees.
- Hired 10 new employees and created 10 new vacancies.
- Reduced staff turnover from 45% to 12%.
- Reduced scrap or rework from \$900,000 to around \$150,000
- Increased throughput from 2,700 to around 4,500 items/day.
- Improved quality by reducing defects from 27 to about five by lot/day.
- Increased sales from \$1.75 million to \$6.25 million per quarter.

*The JSP grant funds Tutta Bella received allowed us to implement an enterprise resource planning (ERP) system, which has been key to our ability to grow and develop as a food manufacturer. We also worked with the curriculum development team to create our new Welcome to the Hub training program that introduces new employees to Tutta Bella’s culture and history. It highlights our ethos of Artisan-at-Scale and our workers at our food manufacturing plant in SODO. These employees are learning artisan culinary skills and technical food handling procedures, both of which are valuable and desired whether they choose to stay with Tutta Bella or move on to other workplaces in the future.*

*James To, Director of Human Resources*

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**Cascadia College**  
**Aerojet Rocketdyne**  
Trainees: 125  
Industry: Manufacturing – Aerospace

**Legislative District: 45**  
**County: King**  
Grant Award: \$194,739  
Grant Spent: \$194,739  
Match: \$268,222

**Overview:**

Aerojet Rocketdyne wants to expand the skills of their engineers on new tools that have been rolling out (CREO, Tolerance Stacking). These tools are critical to Aerojet’s designers and are enhancing their ability to develop, and more importantly, make design changes efficiently based on data from testing. The company hopes to retain critical talent. In 2022 the retention rate was listed at just over 85% and the goal is to boost that rate to 89%. Improving delivery time is another stated goal, with the 2022 benchmark of 40.6% on-time delivery and the intent to improve that to 55%.

**Outcomes:**

- Completed 4,116 training hours for 125 employees.
- Hired 24 new employees.
- Improved retention rate from 85.6% to 89.6%
- Improved on-time delivery from 40.6% to 44.6%.

*The Job Skills Program was very beneficial to Aerojet Rocketdyne. All our customers are asking for more production efficiency, and several courses, which we would not have been able to conduct without the JSP, will help our Design and Manufacturing teams achieve more efficiency across all products. The grant also allowed AR to upskill many new hires with IPC Certifications, which are needed for many of our contracts. This early development opportunity should continue to increase our retention rate, while also allowing us to increase production capacity at a critical time for our company.*

*Darin Holcombe, Manager, Talent Management*

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**Green River College**  
**ProAmpac**  
Trainees: 0  
Industry: Manufacturing – Other

**Legislative District: 47**  
**County: King**  
Grant Award: \$228,100  
Grant Spent: \$10,740  
Match: \$0

**Overview:**

This project was canceled due to a lack of response by the business partner after months of communication attempts by the training institution.

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**Clover Park Technical College**  
**RYP Labs, Inc.**  
Trainees: 13  
Industry: Agriculture

**Legislative District: 48**  
**County: King**  
Grant Award: \$452,541  
Grant Spent: \$413,382  
Match: \$304,138

**Overview:**

RYP Labs is currently in a growth cycle and has been onboarding new employees without the benefit of a formal human resources program. Training is focused on evaluating and upgrading the human resource program, safety and health programs, and developing improved procedures and recommended steps for site compliance.

**Outcomes:**

- Completed 4,735 training hours for 13 employees.
- Hired one full-time and four part-time employees.

*The training that we received through Impact Washington and the JSP training grant was absolutely critical in helping us get our startup business off the ground. The Job Safety and Human Resources training helped us to create a very solid, well-functioning business environment that is competitive and attractive to other biotechnology professionals. Without this training, I am certain that we would not have been successful in acquiring and retaining the talented group of people that are currently employed by our company.*

*S. Hulteng, Co-Founder*

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**Green River College**  
**Western Tile & Marble Contractors, Inc.**  
Trainees: 34  
Industry: Construction

**Legislative District: 48**  
**County: King**  
Grant Award: \$96,100  
Grant Spent: \$95,260  
Match: \$185,885

**Overview:**

Western Tile received a previous JSP grant in the last fiscal year. Building on the momentum, this new grant focused on basic computer skills as well as training on the company's enterprise resource planning system.

**Outcomes:**

- Completed 1,920 training hours for 34 employees.
- Identified pain points and developed projects to reduce disruption in process flows.
- Started a training program in CAD to increase skills and reduce errors.

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

*Todd Junker, President*

## Appendix B. Fiscal Year 2025 Grants Currently Underway

The following 53 grants are currently underway for the fiscal year 2025 grant year (July 1, 2024 to June 30, 2025). Complete details and outcomes will be reported in the Jan. 1, 2026 report to the Legislature.

| Business Partner<br>Sorted by County | Industry(ies)   | County(ies) | Grant Award  | Planned #<br>of<br>Trainees |
|--------------------------------------|---|-------------|--------------|-----------------------------|
| Eddie Farms                          | Agriculture   | Benton      | \$184,910.00 | 57                          |
| Columbia Energy                      | Manufacturing - High Tech   | Benton      | \$68,900.00  | 93                          |
| Crunch Pak                           | Food Production and Processing  | Chelan      | \$166,899.00 | 57                          |
| Portco Packaging Co                  | Manufacturing - Other   | Cowlitz     | \$17,784.00  | 29                          |
| Grigg Farms                          | Agriculture   | Grant       | \$220,954.00 | 93                          |
| RM Wineries                          | Agriculture   | Grant       | \$206,530.00 | 99                          |
| Genie-Terex                          | Manufacturing - Other   | King        | \$195,646.00 | 181                         |
| Skills Inc                           | Manufacturing - Aerospace   | King        | \$248,200.00 | 291                         |
| Charlie's Produce                    | Food Production and Processing  | King        | \$241,865.00 | 101                         |
| Machinists Inc                       | Manufacturing - Aerospace, Naval,<br>High Tech                                | King        | \$219,627.00 | 124                         |
| Thermetrics                          | Manufacturing - Aerospace, High<br>Tech                                       | King        | \$232,381.00 | 41                          |
| The Boxmaker                         | Manufacturing - Wood/Paper<br>Products  | King        | \$64,800.00  | 215                         |
| Dogwood Industries<br>LLC            | Manufacturing - Other   | King        | \$447,700.00 | 93                          |
| La Mexicana                          | Food Production and Processing  | King        | \$61,200.00  | 30                          |
| Three Sigma<br>Manufacturing         | Manufacturing - Aerospace   | King        | \$205,800.00 | 36                          |
| Neumeier<br>Engineering              | Manufacturing - Aerospace   | King        | \$255,000.00 | 97                          |
| Aerofab NDT                          | Manufacturing - High Tech   | King        | \$114,000.00 | 27                          |
| Somatic VR                           | Manufacturing - High Tech   | King        | \$50,943.00  | 2                           |
| Inventech Marine<br>Solutions        | Manufacturing - Naval, High Tech  | Kitsap      | \$41,705.00  | 42                          |
| Safeboats                            | Manufacturing - Naval   | Kitsap      | \$62,130.00  | 43                          |
| KPG Psomas                           | Other - Architecture, Civil<br>Engineering and other Construction<br>Services | Pierce      | \$141,466.00 | 114                         |
| MultiCare Health<br>System           | Hospitals and Medical Services  | Pierce      | \$408,635.00 | 556                         |
| Revalerio                            | Manufacturing - Other   | Pierce      | \$111,465.00 | 8                           |
| SeaTac Packaging                     | Manufacturing - Wood/Paper<br>Products  | Pierce      | \$250,140.00 | 35                          |

| Business Partner<br>Sorted by County                     | Industry(ies)                                   | County(ies) | Grant Award        | Planned #<br>of<br>Trainees |
|--|---|-------------|--------------------|-----------------------------|
| Sekisui Aerospace  | Manufacturing - Aerospace                       | Pierce      | \$66,506.00        | 40                          |
| Urban Accessories  | Manufacturing - Other                           | Pierce      | \$244,505.00       | 36                          |
| Cole Graphic Solutions                                   | Manufacturing - Print and Graphics              | Pierce      | \$40,693.00        | 24                          |
| Silfab Solar   | Manufacturing - High Tech                       | Skagit      | \$109,141.00       | 220                         |
| Janicki Industries                                       | Manufacturing - Aerospace, Composites           | Skagit      | \$49,106.00        | 60                          |
| Canyon Creek Cabinets                                    | Manufacturing - Wood/Paper Products             | Snohomish   | \$95,740.00        | 34                          |
| Jamco America  | Manufacturing - Aerospace                       | Snohomish   | \$126,700.00       | 90                          |
| Bridgeways   | Manufacturing - Aerospace                       | Snohomish   | \$58,174.00        | 7                           |
| Pallet Shelter   | Manufacturing - Wood/Paper Products             | Snohomish   | \$220,005.00       | 39                          |
| Kaas Tailored  | Manufacturing - Aerospace                       | Snohomish   | \$64,080.00        | 25                          |
| Pacific Northwest Traffic Control                        | Manufacturing - Other (Traffic Signs)           | Snohomish   | \$53,684.00        | 28                          |
| Levi Mason Industrial, Inc.                              | Manufacturing - Naval                           | Snohomish   | \$32,000.00        | 3                           |
| Custom Source Woodworking                                | Manufacturing - Wood/Paper Products, Composites | Thurston    | \$504,589.00       | 36                          |
| Small Planet Supply                                      | Manufacturing - Other (Heat Pumps)              | Thurston    | \$343,306.00       | 12                          |
| Windfall Architectural Products                          | Manufacturing - Wood/Paper Products             | Thurston    | \$99,306.00        | 20                          |
| Whatcom Educational Credit Union                         | Banking and Finance                             | Whatcom     | \$117,326.00       | 353                         |
| All American Marine, Inc.                                | Manufacturing - Other (boats)                   | Whatcom     | \$47,068.00        | 26                          |
| <b>Total for grants serving 41 individual businesses</b> |   |             | <b>\$6,490,609</b> | <b>3,517</b>                |

## Multi-business consortia projects

| Consortium Name   | Industry(ies)                                  | County(ies) | Grant Award        | Planned # of Trainees |
|---|--|-------------|--------------------|-----------------------|
| Green Belt/Black Belt Training (Consortium)                             | Manufacturing - Composites                     | Clark       | \$80,756.00        | 25                    |
| Landscapers Consortium  | Agriculture (Landscaping)                      | King        | \$59,668.00        | 120                   |
| BedMed/HatchMed Consortium  | Manufacturing - Medical Devices                | King        | \$184,500.00       | 28                    |
| Lean Six Sigma Consortium   | Other - Telecommunications                     | King        | \$247,400.00       | 75                    |
| Small Business Consortium - Seattle Sorbets and Covers by LIC, LLC      | Food Production and Processing                 | King        | \$62,500.00        | 2                     |
| Continuous Improvement Consortium - Crystalyn Kae and Steel Toe Studios | Manufacturing - Other, Manufacture of handbags | King        | \$55,200.00        | 5                     |
| Strengthening NW Manufacturing Workforce (Consortium)                   | Agriculture                                    | Skagit      | \$143,200.00       | 51                    |
| Empowering Everett: Enhancing Manufacturing Talent (Consortium)         | Manufacturing - Aerospace, Auto                | Snohomish   | \$231,400.00       | 23                    |
| Infinitix/Johnston Engineering (Consortium)                             | Manufacturing - High Tech                      | Spokane     | \$96,637.00        | 15                    |
| Tribal Gaming Consortium  | Other - Gaming/Hospitality                     | Thurston    | \$302,700.00       | 643                   |
| Bramble Berry & Brooks Manufacturing Consortium                         | Manufacturing - Wood/Paper Products            | Whatcom     | \$131,603.00       | 69                    |
| CDL Solutions Consortium  | Agriculture (Retail/Wholesale)                 | Whitman     | \$192,911.85       | 78                    |
| <b>Totals for grants serving 12 consortia partnerships</b>              |  |             | <b>\$1,788,476</b> | <b>1,134</b>          |



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Washington State Board for Community and Technical Colleges