



2011 Job Skills Program

Report to the Legislature

December 2011

*State Board for Community and Technical Colleges
Workforce Education Department
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PREFACE

Job Skills Program Legislation

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

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

Purpose of This Report

This Job Skills Program report is submitted by the State Board for Community and Technical Colleges (SBCTC) to the Washington State Legislature in fulfillment of 2009-10 ESSB 6444, Sec. 603(2) which reads in part:

SBCTC shall make an annual report by January 1st of each year to the governor and to the appropriate policy and fiscal committees of the legislature regarding implementation of this section, listing the scope of grant awards, the distribution of funds by educational sector and region of the state, and the results of the partnerships supported by these funds.

Program Funding

The Job Skills Program is funded at \$2,725,000 from the state general fund for each FY 2010 and FY 2011 of the biennium. In FY 2011, in order to preserve JSP funds for use in training projects, only \$55,000 was expended for program administration with the remainder for administration and support drawn from other SBCTC funds.

\$2,725,000 of the general fund--state appropriation for fiscal year 2010 and \$2,725,000 of the general fund--state appropriation for fiscal year 2011 are provided solely for administration and customized training contracts through the job skills program.

EXECUTIVE SUMMARY

The state economy continues to influence how Washington firms utilize the Job Skills Program. As in the previous year, the majority of participating firms sought employee training assistance to help weather the economic downturn, prevent further layoffs, and better position themselves for global competition. Training for incumbent workers helped companies assure that their employees gained the skills needed for continued employability as well as advancement and upward mobility. The most common themes of this year's projects' included manufacturing skills for global competitiveness; industry certifications critical to gaining market share; skill up-grades in health care for position advancement; and new plant openings.

The JSP grant has allowed us opportunities to educate our workforce that we would otherwise never have been able to provide. Thanks to this funding, our staff received specialized technical training and improved ... skills.

Terri Barros
Vice President
Inland Northwest Blood Center

Manufacturing Skills for Global Competitiveness

Twenty-four of the 34 projects engaged employees in a variety of contemporary manufacturing principles including lean manufacturing, value stream mapping, continuous process improvement, Six Sigma principles, and more. In several instances, layoffs were prevented or

I [now] understand the concept of lean from start to finish. I can run a kaizen event for any area in the shop and teach our employees the concepts behind lean manufacturing. I was able to implement signals, kanban systems, and point of use systems plus much more, and this was my first experience with working with lean manufacturing.

Production Manager
Carlson Paving

hiring was possible because of the cost savings that resulted from employees learning and applying these principles in their workplaces. IMPACT Washington, one of several training subcontractors in manufacturing principles, collaborated with community and technical colleges across the state to assist with specialized training.

Industry Certifications

This year JSP funded certification training in both ISO 9001/AS 9000 and Six Sigma. Because certification-related training can be expensive for a single company, the creation of a cohort of trainees from

I highly recommend [Six Sigma training] to anyone ... to apply business analytics to rational decision making in their enterprise.

Peter Frickland
President
Concurrent Product Development, LLC

several companies helps maximize the benefit of the state’s investment. Green River Community College with assistance from the Center for Applied Manufacturing (CAMPS) created three different training consortia designed to make this specialized training accessible to more companies. Twenty-six companies were served in three separate projects.

Skill Upgrades in Health Care

Job advancement in health care often requires specialized training. For many health care workers, going back to school for career advancement is not financially possible, and similarly, for employers who want to retain and advance valuable employees, the lack of time and money for training is indeed a barrier. In four different projects, the Job Skills Program was able to ease this dilemma via special efforts on the part of participating colleges. South Seattle Community College set about to

The JSP grant has impacted Sea-Mar Community Care Center positively in that some of our long-time LPN staff were able to fulfill their dream for professional development and become RNs. Having our LPNs [advance to] RNs is great for continuity of care for our residents.

**Carolina Lucerno
Senior Vice-President
Sea-Mar Community Care Center**

customize an RN program for a diverse group of 32 working LPNs from 13 different long term care facilities. Yakima Valley Community College completed a project with Yakima Valley Farm Workers Clinic in which 14 nursing assistants were up-skilled to medical assistants. South Puget Sound Community College helped Providence Health System and Capital Medical Center retain valuable talent through leadership and managerial development of their health care employees.

New Plant Openings

While JSP saw no new plant openings in the prior year, this year’s projects included three new

The Job Skills training program grant was critical to our ability to restart a mothballed facility in six months.

**Lincoln Ferris
VP Strategic Development
NewWood Manufacturing Inc.**

plant openings. SGL-Automotive Carbon Fiber built and opened a new manufacturing plant in Moses Lake where Big Bend Community College helped with the recruitment and training of the new workforce. Two previously closed facilities in Grays Harbor County were re-opened by

new enterprises, Cosmo Specialty Fibers and NewWood Manufacturing. JSP funds were accessed by both to help train new workforces and open the plants more quickly.

Project Results

Each training project identified desired outcomes and provided information on those outcomes at the end of the project. Outcomes are unique to each project, quite varied, and often the full

results of training are not fully realized until well after the reporting period. Details on individual projects can be found in Section 5.

Program Data

The grid below provides comparative data for the past three years. In 2009-10, JSP saw a spike of smaller projects. In 2010-11, the number of projects returned to previous levels. In 2010-11, projects used an average of \$76,600, served 71 companies, and trained 3,043 people.

Comparison of Final FY 2009, 2010, and 2011

	2008-2009 Final	2009-2010 Final	2010-2011 Final
Total Requests Made:	\$3,706,181	\$3,132,976	\$3,149,555
Total Awards Made:	\$2,969,137*	\$2,810,397*	\$2,759,900*
Total Number of Projects:	37	44	34
Total Number of Companies:	47	73	71
Total Awards Spent:	\$2,480,538	\$2,593,697	\$2,388,600
Total Private Investment (Match):	\$3,193,810	\$4,723,727	\$3,591,048
Number of Trainees:	2,911	4,873	3043
retrained workers:	828	2,499	2225
new hires:	194	63	75
skills upgrades:	1,889	2,311	743
State Investment per Trainee:	\$909.28	\$532.25	\$784.95
Private Investment. (Match) per Trainee:	\$1,170.76	\$969.37	\$1,180.10
Total Investment per Trainee:	\$2,080.04	\$1,502.63	\$1,965.05
*Awards exceed \$2,725,000 when unspent funds are re-awarded to other projects.			

PROGRAM OVERVIEW

About the Job Skills Program

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

The Job Skills Program creates a wonderful partnership between the state and private industry where ultimately both benefit from the economic impact of the training funded by these grants.

Glenn D. Kazen
President
Aseptic International

Up Skill / Back Fill

Even companies that make a conscious effort to “grow their own” often find it difficult to adequately fund the needed training. Consequently, openings for experienced workers with specific skills may go unfilled, while entry-level workers may have trouble finding work. JSP can help companies up-skill their existing workers with the intention of promoting them and then backfilling their vacated positions. Retention and advancement of existing workers is thus enhanced—including the potential for increased wages—and openings are made available for entry level workers.

Economic Development

As an economic development tool, JSP provides support to communities in need of workforce training and development. Washington often finds itself in competition with other states when an out-of-state firm is selecting a new site. The Job Skills Program can be used to help a new

As a new facility, the JSP grant was instrumental in ensuring our new team members were all consistently trained. The training enabled us to get up and running more quickly and facilitated the team members in becoming a cohesive team at the onset.

Annette Herup
Human Resource Manager
SGL Automotive Carbon Fiber

firm hit the deck running with a well-trained workforce. Economic development and workforce development offices often include JSP in the incentive package created to attract new employers with good-paying jobs.

Job Skills also works in a shrinking economy by providing needed

resources to businesses seeking to prevent layoffs. For those employees at risk for losing their jobs due to technological or economic changes, employee training can make the difference between remaining with the company or being let go. Job Skills provides short-term training generally customized to meet a business’s specific needs. Training is typically delivered at the work site while employees are on paid time. Several 2010-11 projects helped prevent employee layoffs or made hiring new employees possible because of the training provided by the Jobs Skills Program.

Job Skills Priorities

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

Job Skills resources are also concentrated:

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

Shared Investments

As a dollar-for-dollar matching grant program, at least 50% of training expenses are covered by the business and are made through cash and/or in-kind payments. So by design, Job Skills projects are jointly funded with a grant award plus a matching private investment. Lasting working relationships develop between the business and the educational institution as both

An employee's perception counts. They want to work where they can make a difference. When you recognize your employer is making the effort to improve skills or situations it makes you want to stay with the company.

Adam Studer
Chief Operations Officer
Xtremez / iStores

parties engage in the development of a training plan jointly and bring resources and commitments to the table.

In FY 2011, employers provided the equivalent of \$1.50 in match (cash and in-kind) for every \$1.00 spent in Job Skills grant funding. At the

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

Transferable Skills

Job Skills trainees benefit personally by developing skills that will serve them in their current jobs as well as assist them with upward mobility. In almost all cases the skills trained through JSP are transferable or transportable to future employers.

One of the most important aspects was getting the learning tools that will allow me to better myself and my team.

Kitchen Production Supervisor
Charlie's Produce

Workforce Training Customer Advisory Committee

The State Board for Community and Technical Colleges (SBCTC) utilizes the Workforce Training Customer Advisory Committee made up of representatives from business, labor, and public and private educational institutions to guide program decisions. A Job Skills sub-committee meets monthly via conference call to review, provide input, and recommend applications for Job Skills grants. A representative of the Department of Commerce also participates in grant reviews.

Partnerships and Collaborative Efforts

The Job Skills Program also provides opportunities for colleges to work together to better serve businesses across the state. In the past three years, as Green River Community College

Green River Community College uses a consortium model which has proved highly effective, particularly when addressing the needs of aerospace, health, and other industry clusters within the region. JSP is the backbone of this model, which contributes significantly to economic growth and vitality in Washington State.

Bob Embrey
Business Training Director
Green River Community College

developed expertise in managing Job Skills projects, it brought on Olympic College, Wenatchee Valley College, and Everett Community College to help deliver training in locations closer to business partners. Lake Washington Technical College partnered with Bellevue College to better serve its Data I/O partner in Redmond. This type of inter-college collaboration not only allows colleges to

specialize in what they do best, but leads to improved efficiencies as well as better service state-wide for the business community.

Colleges that developed best practices in any aspect of managing JSP grants have been encouraged to share their expertise with other colleges. Colleges now regularly share expertise in collaborative projects and support each other in the management of JSP projects.

Serving Multiple Stakeholders

The Job Skills Program serves a variety of stakeholders.

Partnerships in this respect are a win-win for all, benefiting the trainees, the business, the supporting industries, the educational community, and the state's economy.

The program also created the intangible benefit of good will among our employees because in challenging economic times we were able to offer them incredibly valuable personal improvements skills. I also must say how impressed we were with the quality of the trainers and overall management of the program that produces such a valuable product for our company. The Job Skills grant made our company better and stronger.

Jay Allert
President
Aslin-Finch Company

2010–2011 Job Skills Projects at a Glance

	College	Business	Initial Award	Actual Match	# of Co's	Trainees
1	Bellingham TC	Heath Tecna	\$168,700	\$174,584	1	222
2	Big Bend CC	SGL – Auto. Carbon Fiber	\$30,000	\$27,556	1	32
3	Clark College	Xtremez / iStore	\$41,400	\$26,711	1	22
4	Grays Harbor C	Cosmo Specialty Fibers	\$75,000	\$171,912	1	12
5	Grays Harbor C	NewWood Manufacturing	\$100,000	\$111,966	1	20
6	Green River CC	Charlie's Produce	\$84,600	\$117,109	1	344
7	Green River CC	Esterline Korry	\$177,000	\$287,994	1	315
8	Green River CC	Group Health	\$51,600	\$132,656	1	157
9	Green River CC	Consortium 1 - ISO 9000	\$92,700	\$97,503	10	32
10	Green River CC	Jamco America, Inc	\$82,500	\$65,152	1	104
11	Green River CC	North Star Ice Equipment	\$33,900	\$40,577	1	30
12	Green River CC	Consortium 2 - Six Sigma	\$120,900	\$189,288	9	41
13	Green River CC	Consortium 3 - Six Sigma	\$29,000	\$99,035	7	18
14	Lake Wash IT	Aseptico International	\$30,700	\$77,080	1	71
15	Lake Wash IT	Data I/O Corportation	\$32,500	\$60,628	1	53
16	Lake Wash IT	Umbra Cuscinetti	\$32,000	\$116,891	1	46
17	Lower Columbia C	Emerald Performance Materials	\$17,000	\$12,780	1	9
18	North Seattle CC	Serials Solutions	\$100,900	\$108,504	1	122
19	Pierce College	Carlson Paving	\$103,500	\$114,033	1	75
20	Pierce College	Composite Solutions	\$73,800	\$85,911	1	72
21	Pierce College	Mission Foods	\$100,000	\$98,096	1	162
22	Pierce College	Tactical Tailor	\$86,800	\$109,699	1	44
23	Pierce College	Tool Gauge & Machine Works	\$89,800	\$97,934	1	52
24	Renton TC	Distant Lands Coffee	\$71,000	\$62,723	1	128
25	So. Puget Sound CC	Prov. Health & Capital Med.	\$124,800	\$230,945	3	104
26	South Seattle CC	Long Term Care Consortium	\$147,400	\$147,812	13	31
27	Spokane IEL	Aslin-Finch Company	\$30,000	\$58,883	1	92
28	Spokane IEL	Franz Bakery, Spokane	\$80,000	\$145,978	1	181
29	Spokane IEL	Inland NW Blood Center	\$77,500	\$120,316	1	173
30	Spokane IEL	Lloyd Industries	\$41,000	\$12,587	1	13
31	Spokane IEL	Sonderen Packaging	\$100,500	\$101,892	1	116
32	Tacoma CC	Green Mt Coffee Roasters	\$105,000	\$123,293	1	55
33	Walla Walla CC	Renaissance Marine Group	\$90,000	\$91,235	1	81
34	Yakima Valley CC	Yakima Val. Farm Workers Clinic	\$138,400	\$71,785	1	14
		Totals:	\$2,759,900	\$3,591,048	71	3043

C = College

CC = Community College

TC = Technical College

IEL = Institute for Extended Learning

IT = Institute of Technology

2010-2011 Distribution of Grants

Distribution by Educational Sector

Job Skills grants may be awarded to eligible post-secondary institutions, which include community and technical colleges, public and non-profit universities and regional colleges/universities, and licensed private career schools and colleges located in Washington. In 2010-11, all JSP applications were made through community and technical colleges.

Distribution by Region (2010-2011)

<i>Region</i>	Number of JSP Projects in Region	Percent of JSP Projects in Region	Number of JSP Trainees by Region	Percent of JSP Trainees in Region	JSP Funds Awarded by Region	Percent of JSP Funds Awarded by Region
Puget Sound (King, Pierce & Snohomish)	19	58%	1952	64%	\$1,670,143	64%
Balance of State – West	6	18%	389	13%	\$502,001	19%
Balance of State – East	9	24%	702	23%	\$432,170	17%
Total	34	100%	3043	100%	\$2,604,314	100%

Distribution by Employer Size (2010-2011)

Employer Size by Number of Employees in Washington	Number Companies Served	Percent Companies Served	Percent of Washington Employers of Same Size ¹	Number of JSP Trainees	Percent of JSP Trainees	Percent of Washington Workforce Employed in Same Size ²	JSP Funding
Small (1-50)	16	23%	96%	161	5%	41%	\$363,887
Medium (51-250)	44	62%	3.0%	1279	42%	27%	\$1,343,543
Large (251+)	11	15%	.5%	1603	53%	32%	\$896,884
Total	71	100%	100%	3,043	100%	100%	\$2,604,314

Distribution of Projects by Industry (2010-2011)

Manufacturing 26 projects - 76 % of grant funding		All Other Industries 8 projects 24 % of grant funding
Aerospace & Electronics 8 projects	Other Manufacturing 8 projects	Hospitals & Medical Services 5 projects
Marine Manufacturing 1 project	Packaging Materials 1 project	Technology Services 1 project
Paper & Wood 2 projects	Food Production and Processing 6 projects	Transportation & Distribution 2 projects

¹ Source: Washington Employment Security Department

2010–2011 Individual Project Descriptions and Outcomes

Thirty-four projects were completed between July 1, 2010 and June 30, 2011, training 3,043 employees in a wide range of topics and skills. Following are brief descriptions of each project along with number of trainees, state and business investments, and select outcomes taken from the projects' final reports. Projects are listed in alphabetical order first by college and second by business name.

Bellingham Technical College

Heath Tecna

October 2010 – June 2011

Trainees: 222

Whatcom County

Grant: \$165,104

Spent: \$165,104

Match: \$174,584

Heath Tecna sought specialized training to assist in improving efficiencies and its ability to win competitive bids in global markets. Using subcontractors as necessary for specialized topics, the project trained employees in lean manufacturing, job relations, Kaizen, computer skills, and CATIA V5.

The partnership between us and Bellingham Technical College was invaluable. Their instructors were professional and knowledgeable. The positive effects of the training program are seen throughout the organization and out to our customers.

Laura Henderson
Human Resource Manager
Heath Tecna

Outcomes:

- Three associate program manager employees were promoted due to training upgrades.
- The company's increased ability to bid on new projects resulted in a decreased turnover.
- Training resulted in a better product and less rework.
- The project strengthened the relationship between the college and the company resulting in continued opportunities for college/industry activities.

Big Bend Community College

SGL Automotive Carbon Fiber

January 2011 – June 2011

Trainees: 32

Grant County

Grant: \$30,000

Spent: \$14,589

Match: \$27,556

This new start-up plant was built in 2010-11 to carbonize fiber for the BMW Company in Europe. The college provided curriculum in manufacturing technology and training for 32 local new-hires.

As a new facility, the JSP grant was instrumental in ensuring our new team members were all consistently trained. The training enabled us to get up and running more quickly and facilitated the team members in becoming a cohesive team at the onset.

Annette Herup
Human Resource Manager
SGL Automotive Carbon Fiber

Outcomes:

- Forty-four new employees were hired and trained.

- The project initiated the relationship between the college and the company. Future training opportunities are now planned.
- SGL-AFL adds living wage jobs to the community and has plans to grow significantly.

Clark College

Xtremez / iStores

October 2010 – June 2011
 Trainees: 22

Clark County

Grant: \$23,897
 Spent: \$23,897
 Match: \$26,711

This distributor of sporting equipment, supplies, and apparel sought training in order to retain its warehousing facility and the related jobs in Washington. Training focused on reducing errors, improving operations, and increasing customer satisfaction. StraussForest was subcontractor to the project thus allowing Clark College to gain exposure to lean methodology in office and warehouse environments.

We gained the key to how to find solutions. Lean training has taught us how to fish instead of fishing for us. It's a sustainable model that works well and quickly. It's great because we can see the benefits immediately.

Adam Studer
Chief Operations Officer
Xtremez / iStores

Outcomes:

- An anticipated headcount reduction was averted due to increased efficiencies.
- Time to fill orders was reduced from a day or more to 2-3 hours.
- Error rate of 20+ per month dropped to 1 per month.

Grays Harbor College

Cosmo Specialty Fibers

February 2011 – June 2011
 Trainees: 12

Grays Harbor County

Grant: \$71,200
 Spent: \$48,000
 Match: \$171,912

Cosmo Specialty Fibers planned a start-up operation in the previous WEYCO plant in Cosmopolis with intent to manufacture cellulosic-based chemicals and fiber. The JSP grant provided 12 new hires with extensive training in equipment and operations.

Training positively impacted the start-up and quality of the product ... We were able to successfully start up and operate the mill without any injuries due in part to the safety component of the training process. Cosmo's goal of safely producing saleable product in May was met.

Ron Hackney
Chief Administrative Officer
Cosmo Specialty Fibers

Outcomes:

- Twelve new-hires received extensive training in equipment and operations.
- Completion of training resulted in wage increases.
- Company reports training helped it meet start-up timelines.
- The college/business relationship is now underway for continued training opportunities.

Grays Harbor College**NewWood Manufacturing**

February 2010 – June 2011

Trainees: 20

Grays Harbor County

Grant: \$100,000

Spent: \$50,000

Match: \$111,966

NewWood Manufacturing initiated a start-up operation to implement a new, high-tech process to create wood alternative products using sustainable, recycled inputs. The first new-hires were trained in equipment operations and maintenance to bring about the startup. The JSP trainees can then train subsequent hires, outside of the JSP funded portion of the project.

Training provided through the grant was critical, invaluable and thorough in making sure our employees not only know how to perform or operator a given piece of equipment safely, but can operate them so as not to cause any destruction or damage to the machinery. It also allowed us the time to focus on other tasks while knowing full well that our employees were getting what was needed to be successful.

Joe Fairchild**Environmental Health and Safety Manager
NewWood Manufacturing****Outcomes:**

- Twenty new-hires were trained in the safe operation and maintenance of equipment.
- Training allowed the company to meet its start-up goals and thus pursue market opportunities for the product line.
- Grays Harbor College's carpentry program will be able to demonstrate the product's feasibility as a sustainable building alternative.

Green River Community College / Everett Community College**Charlie's Produce**

September 2010 – June 2011

Trainees: 344

King County

Grant: \$84,600

Spent: \$84,600

Match: \$117,109

This full service produce distributor sought workforce training to remain competitive, reduce turnover, provide for language skills, succession and promotion pathways, and advance trainees to wage increases or higher-wage jobs.

The Job Skills Program has had a very positive impact. While we are excited about the impact this training has ... on Charlie's Produce we are equally excited to see the benefit this training will have on our employees' personal lives. The partnership has been a win-win for everyone involved.

Todd Scansen**Director Human Resources
Charlie's Produce****Outcomes:**

- Better trained employees resulted in a 10% reduction in turnover.
- The total number of employees grew from 888 to 981 during the grant period.
- English as a Second Language (ESL) trainees demonstrate more confidence and are better positioned for advancement.
- Wage increases were larger than average for those completing ESL and management courses.

Green River Community College / Everett Community College**Esterline Korry**

October 2010 – June 2011

Trainees: 315

Snohomish County

Grant: \$177,000

Spent: \$177,000

Match: \$287,994

This manufacturer serves aerospace and defense industries and sought a variety of training topics to assist with further growth as a global provider of electronic components.

Outcomes:

- Employee count grew from 594 to 625 during the grant period. While this growth was not fully a result of the JSP grant, employee skill advancement did play a role in the company's ability to win new contracts.
- During the grant period 35 employees were promoted, many of whom were receiving training designed to increase skills and assist with employee advancement.
- The colleges and the Aerospace and Advanced Materials Manufacturing Center of Excellence now have stronger ties with Esterline Korry for future training opportunities and business/college partnerships.

The opportunity given to Esterline Korry because of the JSP grant helped to establish future growth for our business, for the employees and for the community. The partnership created between Everett Community College and Esterline Korry is one that will extend into the future and will continue to greatly benefit Korry's workforce.

Allison Urbas
Training and Development Specialist
Esterline Korry

Green River Community College**Group Health Cooperative**

July 2010 – June 2011

Trainees: 157

King County

Grant: \$43,980

Spent: \$40,074

Match: \$132,656

This health organization sought to continue training started mid-year last year to develop capabilities of existing workers in statistical process control, facilitation, project management, process improvement, and leadership.

Outcomes:

- Employee retention was positively impacted as a result of the training.
- Significant cost savings were identified as a direct result of the training.
- Classes developed through this project can be delivered again in other applications.

The impact on employee retention and engagement, that's huge. ... just as illustrated in the class examples, the impact of an improvement on this team can benefit the organization exponentially.

Diane Schairer
Improvement Promotion Office
Group Health Cooperative

Green River Community College**King County****ISO Consortium: Baker Manufacturing, Inc.,**

Grant: \$92,700

Cascade Engine Center, Isothermal Machine, Measurement

Spent: \$92,700

Systems International, Pacific Machine, Inc., RBK Manufacturing,

Match: \$97,503

Sakco, Tech Marine Enterprises, Tri-Tech Manufacturing, Western**Integrated Tech**

July 2010 – June 2011

Trainees: 121

Ten manufacturing companies joined to receive ISO9001/AS9000 training. The training included how to successfully lead and manage the design, documentation, and implementation of a Quality System that meets the specific needs of the company as well as the requirements of the ISO9001/AS9100 Standard. Technical writing and train-the-trainer courses supported the effort.

Our Tri-Tec currently has quality and process programs in place that meet DOD [Department of Defense] requirements. Requirements are changing and we are exploring other markets. ISO 9000 certification will be a necessity for us in coming years and we anticipate strong value from this.

Rick Cordray**Director of Technology and Programming
Tri-Tech Manufacturing****Outcomes:**

- Revenue measurements were not reported, however each company expects to see revenue gains in the range of 5% to 7%.
- The training provider shared curriculum with the college for use in open enrollment programs.
- Relationships between each business and the college were established for future business/college activities.

Green River Community College / Everett Community College**King County****Jamco America, Inc.**

Grant: \$82,500

July 2010 – June 2011

Spent: \$63,692

Trainees: 104

Match: \$65,152

This aerospace manufacturer sought lean manufacturing, process improvement, CATIA and leadership training in order to maintain its position as a supplier of interior engineering services and products.

Our greatest and most exciting success came through the leadership course taught through Everett Community College. The attendees are so enthusiastic about all they learned ... it is this group that I believe will bring about great results in the coming year, all with thanks to the JSP.

Teri Reynolds**CPLP Manager, Training and Development
Jamco America, Inc.****Outcomes:**

- The project provided industry-based credentialing -- Lean Enterprise Certification Program developed by the Society of Manufacturing Engineers – and addressed a shortage of skilled labor.
- The colleges will continue to interact with Jamco in a variety of ways: training, advisory boards, foundation activities, job fairs, and the coordination of student contact.

Green River Community College**North Star Ice Equipment**

October 2010 – June 2011

Trainees: 30

King County

Grant: \$33,900

Spent: \$33,826

Match: \$40,577

North Star Ice, a manufacturer of industrial ice making machines, faced increased competition from foreign manufacturers and sought to improve efficiencies and competitiveness by increasing the skills of its workforce. Courses in lean manufacturing, process improvement, and project management were delivered.

Outcomes:

- Training resulted in the implementation of new systems and controls that will allow the company to objectively measure quality performance.
- The company seeks to improve production costs in order to compete more effectively in both foreign and domestic markets. As the workforce applies lessons of process improvement, increased sales—stemming from more competitive pricing—will allow the company to hire more production workers.

Excellent class, very thorough, lots of material covered.

**Production Lead
North Star Ice**

Cass was a great instructor.

**Jonathan Deex
President & CEO
North Star Ice**

Green River Community College**Six Sigma Consortium Group 1: Algas-SDI International, Astronic Advanced Electronic Systems, Concurrent Product Development, LLC, Esterline Korry, Inc., Exotic Metals Forming Company, Inc., Pathway Medical, Seattle Jobs Initiative, TK Aerospace, Zetron, Inc.**

July 2010 – June 2011

Trainees: 41

King County

Grant: \$120,900

Spent: \$120,762

Match: \$189,288

Nine organizations formed a training consortium in order to receive Six Sigma training. The training focused on process improvement and variation reduction. A train-the-trainer course was also delivered to support the trainees in the further deployment of the training within their respective companies.

The Six Sigma Green and Black belt training provided through GRCC was without doubt, the most intense, thorough, pragmatic professional development series that I have undertaken since graduate school.

**Peter Frickland
President
Concurrent Product Development, LLC**

Outcomes:

- All trainees completed the 128-hour Six Sigma course and will earn Black Belt mastery certificates upon final evaluation.
- Upon implementation of tools taught, participants expect to glean improvements in on-time delivery, turnaround time, service or product quality, and to achieve reductions in scrap and rework.

- All businesses participated in other college-related activities as a result of the relationships established by this JSP project, and one business relationship resulted in additional contract training with the college.

Green River Community College	King County
Six Sigma Consortium Group 2: Bradken Atlas,	Grant: \$29,000
GM Nameplate, IDD Aerospace, Innerspace Systems Corp.,	Spent: \$28,611
Precision Machine Works, Spacelabs Healthcare, Inc., Triumph	Match: \$99,035
Aerospace Group	
March 2011 – June 2011	
Trainees: 18	

Seven manufacturers joined to share training costs for Six Sigma training. All are manufacturers in aerospace and medical products. A train-the-trainer course was also delivered to support the trainees in the further deployment of the training within their respective companies.

The professionalism, excellent customer care, adaptability, creativity, and responsiveness of Green River Community College to our business training needs is indicative of the true partnership we have and will continue to have with the college

Janie Pierce
Director of Human Resources
Precision Machine Works

Outcomes:

- All trainees completed the 128-hour Six Sigma course and will earn Black Belt mastery certificates upon final evaluation.
- Two companies hired additional workers. The application of tools taught contributed to cost reduction and improved productivity, allowing these two companies to parlay the efficiency into new jobs.
- Three of the participating companies anticipate providing pay raises later in the year.
- All businesses further developed their relationships with the college.

Lake Washington Institute of Technology	King County
Aseptico International	Grant: \$47,609
December 2010 – June 2011	Spent: \$46,806
Trainees: 71	Match: \$77,080

Aseptico, a manufacturer of dental equipment and supplies, sought to prevent employee dislocation by reducing waste and related production costs through training in lean manufacturing. In addition, sales staff received training in dental terminology to add to their sales skills.

The grant was used to train our sales and customer service staff ... the ability to communicate ... translates well to increased sales, employment, and profitability.

Glenn Kazen
President
Aseptico, Inc.

Outcomes:

- The company avoided lay-offs in 2010-11, exceeded their goal retention rate, and has begun to hire conservatively.
- Trainees made measurable gains in knowledge of dental terminology necessary for job success.
- Sales are reported as ahead of target and jointly attributed to industry growth coupled with the JSP training investment.
- Productivity improvements as measured include faster order processing, smoother process flow, and increased inventory turnover.

Lake Washington Institute of Technology

Data I/O Corporation

September 2010 – June 2011

Trainees: 53

King County

Grant: \$32,500

Spent: \$30,042

Match: \$60,627

Data I/O, a manufacturer of computer and electronics products and supplier of programming services, sought training in specific writing and presentation skills. Their training goal was to up-skill their current workforce in order to assist with new-product development and market penetration.

We are thankful to have strategic partners and funding through the State to develop our employees in this challenging economy. This training ensures that Data I/O remains an innovative and world-class manufacturer in Washington State.

Ruth Alstadt

Director

**Human Resources and Information Technology
Data I/O Corporation**

Outcomes:

- Data I/O hired two new employees.
- An aggregate 4.74% wage increase was reported for employees who participated in the JSP-supported training.
- The relationship between the business and the college has resulted in Data I/O's support towards student scholarships in the Multimedia and Design Program at LWIT.

Lake Washington Institute of Technology

Umbra Cuscinetti, Inc.

October 2010 – June 2011

Trainees: 46

Snohomish County

Grant: \$55,754

Spent: \$51,747

Match: \$116,891

Umbra Cuscinetti, an aerospace manufacturer, sought training in lean manufacturing principles, process improvement, and blue print reading.

Training funded by this grant was instrumental This improved performance resulted in a new 5-year contract with a major customer.

Robert Collett

CEO

Umbra Cuscinetti

Outcomes:

- Lean training has led to a reduction in lead time necessary to manufacture products, and company attained 100% on-time delivery to customers.

- Relationship established between the business and college is expected to positively impact future hiring of college graduates.

Lower Columbia College
Emerald Performance Solutions

August 2010 – June 2011
 Trainees: 9

Cowlitz County

Grant: \$17,000
 Spent: \$5,606
 Match: \$12,780

Emerald Performance Solutions, a chemical manufacturer, sought training for supervisors to help individual supervisors succeed in the company. The program also planned to provide job analysis in order to gather information that can be used for future hiring and training for this company.

Having access to these [Lower Columbia College's] services and the funding provided through the Job Skills Program was invaluable to us. I would highly recommend Lynell Amundson's [the college's project manager] services to other companies.

Jill Young
Human Resources Director
Emerald Performance Solutions

Outcomes:

- A needs assessment was conducted and the supervisory skills training was developed and delivered.
- The job analysis component was postponed due to a busy production schedule and other emerging priorities; however the partners will continue conversations and plans regarding the job analysis component.

North Seattle Community College
Serials Solutions

July 2010 – June 2011
 Trainees: 122

King County

Grant: \$100,900
 Spent: \$62,791
 Match: \$108,504

Serials Solutions, a producer of specialty software used by libraries, sought training aimed at transforming it into a more productive operation.

It is exciting to see the improvements that have occurred. Raising people's awareness has helped to foster the culture of thoughtful specific change.

Joan Oldfield
Human Resources
Serial Solutions

Outcomes:

- A cross section of employees participated in lean continuous improvement training that led to efficiency improvements in cycle and development times, faster delivery to customers, and increased focus on customer satisfaction.
- Efficiency improvements were also reported in the areas of lead generation, information dissemination, and processor equipment.
- The project resulted in the college's increased exposure in the business community and the software development field.

Pierce College**Carlson Paving**

July 2010 – June 2011
Trainees: 75

Pierce County

Grant: \$89,600
Spent: \$86,517
Match: \$114,033

Carlson Paving, a manufacturer of asphalt paving equipment, sought training in lean manufacturing principles, computer skills, and teambuilding.

Our improvement in shop flow, organization, and team work has given us the room to grow as a company. The shop morale has improved due to the hands-on experience of allowing employees to improve their work stations the way they like.

Chris Burns
Production Control Manager
Carlson Paving

Outcomes:

- Training of current staff in computer and technical skills has allowed the company to promote from within, increase its retention rate, and improve morale.
- The time needed to fill a vacancy fell from 2 ½ weeks to 1 ½ weeks.
- The company reports it has been able to improve its overall business processes significantly since receiving training in the implementation of lean principles.

Pierce College**Composite Solutions**

July 2010 – June 2011
Trainees: 72

Pierce County

Grant: \$73,800
Spent: \$66,629
Match: \$85,911

Composite Solutions, an aerospace manufacturer of high tech composites, sought workforce development in lean manufacturing, process improvement, shop math, blueprint reading, laminates, English language (ESL), and leadership.

The lean manufacturing training was extremely eye-opening. It gave a different perspective on how to look at not only what we produce but how we produce it. I now have a better perspective of how eliminating wasted time and effort directly impacts our bottom line.

Ron Azcueta
Operations Manager
Composite Solutions

Outcomes:

- Five new employees were hired during the grant period.
- Wage increases of 5% were granted at the conclusion of the grant period.
- Productivity improvements included reduced cycle times, better space utilization, decreased material cost, reduced work in process, with specific cost savings tied to each improvement.
- The college plans to continue its role as a training resource and educational partner.

Pierce College**Mission Foods**

July 2010 – June 2011
Trainees: 162

Pierce County

Grant: \$100,000
Spent: \$97,423
Match: \$98,096

Mission Foods, a food processor for both retail and foodservice customers, sought training in lean manufacturing principles as well as training in specific computer applications.

I have heard nothing but positive comments about the Lean 101 training. [One] class concentrated on the changeover of the [a product line] and the results proved to be very successful. Our changeover time was greatly reduced saving thousands of dollars.

Lanny Duncan
Maintenance Manager
Mission Foods

Outcomes:

- At the completion of training the company was working towards the completion of 54 initiatives in world class manufacturing, lean and kaizen principles.

Pierce College**Tactical Tailor**

July 2010 – June 2011
Trainees: 44

Pierce County

Grant: \$102,200
Spent: \$85,869
Match: \$109,699

Tactical Tailor, a manufacturer of nylon gear and hardware goods for military and law enforcement, sought training associated with the achievement of ISO 9001 certification. Project goals addressed skills for sales growth/increased market share and are intended to result in hiring additional employees. Training topics included process improvement, value stream mapping, ISO 9000, leadership, supervisory skills, and English language (ESL).

The company will prosper in the future as a direct result of this grant. The [benefits of training and skills taught] will keep this company profitable and allow us to become more competitive in the market.

Thomas S. Cichon
COO
Tactical Tailor

Outcomes:

- Desired outcomes were met through the implementation of ISO 9001 certification standards.
- The ESL training has reportedly allowed barriers for greater employee communication.
- Curriculum was developed that can be used by the college in other training projects.

Pierce College**Tool Gauge & Machine Works, Inc.**

July 2010 – June 2011

Trainees: 52

Pierce County

Grant: \$89,800

Spent: \$82,538

Match: \$97,934

Tool Gauge & Machine Works is a manufacturer of plastic and metal parts for a variety of industries including aerospace and healthcare. The company sought training in value stream mapping, rapid improvement, English language (ESL), and supervision and leadership to enhance global competitiveness.

The Job Skills grant was an opportunity that added up to major benefits resulting in improved productivity, improved quality, faster delivery, lower costs, and greater customer satisfaction. On top of these, employees identified changes that have made their jobs easier and more enjoyable – resulting in higher employee morale and job satisfaction.

**Operations Manager
Tool Gauge & Machine Works, Inc.**

Outcomes:

- The internal business process was improved through application of lean value stream mapping.
- Improved documentation skills will allow for better implementation of a new ERP system.
- Cost savings resulted from application of skills and knowledge developed via training.

Renton Technical College**Distant Lands Coffee**

September 2010 – June 2011

Trainees: 128

King County

Grant: \$61,000

Spent: \$61,000

Match: \$62,723

Distant Lands Coffee, a roaster and distributor of private label coffee, sought to better meet market growth by upgrading skills of the entire workforce. Training at all levels of the company included English language (ESL), math skills, computer skills, equipment and machine operation, manufacturing principles, inventory control, presentation skills, and supervisory skills.

From the development of critical thinking skills, analysis, and progressive problem solving we are reaping the contributions of an engaged workforce.

**Patricia Perkins
Director Plant Operations
Distant Lands Coffee**

Outcomes:

- Pre and post test evaluations documented gains in basic skills and listening.
- Production scrap was reduced by 76% over the course of the year, resulting in significant cost savings.
- ABE/ESL instructors gained field experience in teaching in a production environment which is deemed useful for further development of IBEST programs.
- The business/college relationship created by the project will result in future field trips for RTC students in the Major Appliance Repair Program.

South Puget Sound Community College**Thurston and Lewis Counties****Providence Health System & Capital Medical Center**

September 2010 – June 2011

Trainees: 104

Grant: \$124,800

Spent: \$115,606

Match: \$230,945

This continuation of a consortium project of health care providers provided leadership and managerial development in order to retain valued employees and ensure their continued contribution and employment in health care.

Participation in this grant has allowed our front line managers to enhance and strengthen their leadership effectiveness. Investing time and energy in our leaders is an optimal way for the hospital to ensure we are competitive for serving our patients and community. The professionalism and expertise of the trainers is unsurpassed. This is a dynamic opportunity for leaders and has been well received by the participants.

Mary Mertens**Director Labor/Employee Relations****Providence St. Peter Hospital****Outcomes:**

- The annual employee engagement survey conducted by the hospital demonstrates an increase in the confidence of leaders to identify and address issues of staff satisfaction.
- The grant allowed for the development of new management training curriculum by the college.
- Trainees are reportedly maintaining continued employment in high turnover positions.

South Seattle Community College**King County****Long Term Care Consortium LakeVue Gardens, North Auburn**

Grant: \$147,000

Rehab & Health, Providence Mt St Vincent, SeaMar, Seattle Medical/

Spent: \$147,000

Rehab Center, Wesley Homes, Amicable Home Care Industry,

Match: \$147,812

Avail Home Health Care, Brighton Gardens, Canterbury House, Evergreen Lodge,**Health Rehabilitation of North Seattle, Judson Park, Issaquah Nursing & Rehab Center**

September 2010 – June 2011

Trainees: 32

This project provided an opportunity for participants to advance their careers by providing RN training for 32 incumbent LPNs. Trainees represented 13 long term or skilled nursing care facilities. The project provided funding and a schedule that made it possible for this highly diverse group of trainees to become registered nurses and thus achieve career advancement that might otherwise have been out of reach for them.

Graduating with an Associate Degree in Nursing would not have been possible without the support and encouragement of the instructors. Thanks for not giving up on us when we thought of giving up on ourselves. Thanks to Dr. Lana Conrad, the program support team, and all those behind the scene who helped make the South Seattle Community College, LPN to RN program a reality in 2011.

I. M.**Program Graduate**

Outcomes:

- Thirty-one trainees completed the program and are eligible for the NCLEX examination.
- At the immediate end of the program, eight of the participating employers are expected to fill open RN positions with program graduates.
- Wage increases of as much as an additional \$14/hr are reported for those advancing from an LPN to RN role.
- New curriculum in critical thinking was developed that will be available in the colleges' nursing program.
- College/employer relationships were reportedly strengthened by the project and expected to lead to more clinical placement sites for the existing nursing programs.

Spokane Institute of Extended Learning

Aslin-Finch Company

October 2010 – June 2011
Trainees: 92

Spokane County

Grant: \$30,000
Spent: \$29,800
Match: \$58,833

Aslin-Finch, a supplier of animal feed and related products, sought to up-skill its existing workforce in order to retain workers and remain competitive. A variety of classes were delivered: computer applications, sales training and customer service, inventory management, performance management, and workplace communications.

The value of matching funds literally enabled us to pursue a program that we would not have been able to do on our own. Subsequently we were able to invest in ourselves and make our employees and company more productive, efficient, and valuable.

Jay Allert
President
Aslin-Finch Company

Outcomes:

- Eleven trainees were promoted throughout the organization.
- Expense control was reported as “excellent” and was linked to improved employee skills gained through training.
- Skills gains were validated through, quality, volume, and accuracy measures.
- New curriculum was developed that will be used in the short-term, job-skills training program of the college.

Spokane Institute of Extended Learning

Franz Bakery

August 2010 – June 2011
Trainees: 181

Spokane County

Grant: \$80,000
Spent: \$80,000
Match: \$145,978

Franz Bakery, a wholesale bakery and distributor of baked goods, sought training to improve manufacturing processes and develop effective

By participating in the Job Skills Program we were successfully able to give back to those employees seeking training and potential career advancement, and are confident it will pay dividends in our future growth plans.

Tim Harper
General Manager
Franz Bakery

communication skills throughout the workforce.

Outcomes:

- Implementation of lean manufacturing principles resulted in significant cost savings.
- Safety measures were enhanced through the elimination of potential sources of injury.
- Improvements were made in cycle time, and handling time.
- Curriculum was made available that can be used again by the college.

**Spokane Institute of Extended Learning
Inland Northwest Blood Center**

July 2010 – June 2011
Trainees: 173

Spokane County

Grant: \$77,500
Spent: \$77,500
Match: \$120,316

Inland NW Blood Center, a provider of blood products and services for the health care industry, sought a wide variety of training topics, all geared to their unique needs.

Outcomes:

- Thirty-two new employees were hired.
- Ten employees were promoted.
- Training on the operation of flow cytometry equipment has resulted in more efficient and effective operation of the equipment.
- The business/ college relationship established during this project will result in more opportunities for both instructors and students of the college.

The JSP grant has allowed us opportunities to educate our workforce that we would otherwise never have been able to provide. Thanks to this funding, our staff received specialized technical training and improved their computer skills. Communication improved due to soft-skills and teambuilding classes. Our workforce gained insight into themselves and each other and increased their value both to our company and our community. We anticipate that the advantages stemming from these sessions will impact our workforce for years to come.

**Terri Barros
Vice President
Inland Northwest Blood Center**

**Spokane Institute of Extended Learning
Lloyd Industries**

October 2010 – June 2011
Trainees: 13

Spokane County

Grant: \$12,190
Spent: \$11,514
Match: \$12,587

Lloyd Industries, a manufacturer of specialty bake and cookware for industrial and consumer use, sought training geared to up-skill its existing workforce:

Outcomes:

- Productivity and efficiency gains were made by cross-training staff to eliminate various bottlenecks in the

The grant experience was effective ... in only a few months we got five people CAD trained to a level sufficient to make them semi-autonomous. The instruction was well tailored to our needs with respect to both content and scheduling.

**Senior Manufacturing Engineer
Lloyd Industries**

company's production and business processes.

- Curriculum was developed for Computer Aided Design classes that can be use again by Spokane Community College.

Spokane Institute of Extended Learning

Spokane County

Sonderen Packaging

July 2010 – June 2011

Trainees: 116

Grant: \$90,250

Spent: \$89,858

Match: \$101,892

Sonderen Packaging, a manufacturer of high quality folding cartons, sought training in computer skills, lean manufacturing, technical machining skills, electrical and maintenance skills.

The training we have received through this grant has elevated our employees' level of knowledge and competency in key areas of our business well beyond a point, which previously would have take years to achieve.

Matt Sonderen
Director of Quality Management
Sonderen Packaging

Outcomes:

- Eight new employees were hired.
- Nearly 100% of the company's employees were able to attend training, improve their current skills, or add new skill sets.
- Productivity and efficiency gains were actualized in a manner that allowed Sonderen to run more business without additional cost.
- Electrical training for the maintenance department allowed staff to trouble shoot more effectively and to shorten breakdown time.

Tacoma Community College

Pierce County

Green Mountain Coffee Roasters

July 2010 – June 2011

Trainees: 55

Grant: \$105,000

Spent: \$104,856

Match: \$123,293

Green Mountain Coffee Roasters, a new employer and food processor in Washington State, sought technical skill development for maintenance technicians.

The use of continuous process improvement methods during this experience significantly improved the efficiency of our operators and our equipment.

Jim Hulverson
Plant Engineering Manager
Green Mountain Coffee Roasters

Outcomes:

- Throughout the grant period GMCR hired new employees and enabled them to participate in the training.
- Training was developed and shared with the Northwest Food Processing Association for future use in similar applications.
- Process improvement training is expected to result in significant increased product output.

Walla Walla Community College**Renaissance Marine Group**

September 2010 – June 2011

Trainees: 81

Asotin County

Grant: \$90,000

Spent: \$73,330

Match: \$91,235

Renaissance Marine, a manufacturer of welded aluminum boats, sought training in lean manufacturing principles in order to address skills shortages in the existing workforce.

The employees appreciated being involved in not just the execution of the decisions, but the actual making of decisions. Long term, this is the only effective way to operate a company that is committed to the continuous improvement process of doing business.

Bruce Larson
Renaissance Marine Group

Outcomes:

- Eleven new employees were hired during the grant period.
- Eighty-one trainees received industry certifications in lean manufacturing concepts.
- Productivity and efficiency measures demonstrated immediate improvements of 7-8 percent with an expected 12-15 percent improvements over the coming 12 months.
- The business/college relationship established may provide future opportunities for placement of program graduates, internships, faculty development, and field trips for students.

Yakima Valley Community College**Yakima Valley Farm Workers Clinic**

July 2010 – June 2011

Trainees: 14

Yakima County

Grant: \$38,900

Spent: \$38,900

Match: \$71,785

Match: \$71,785----

Yakima Valley Farm Workers Clinic continued and completed the project of up-grading its nursing assistants to medical assistants.

We recognized the need to increase the skills of our nursing staff in order for them to provide a higher level of care to our patients. The Job Skills grant has provided the resources to help our staff get additional training that would otherwise not have been possible. With these additional skills our staff have been better able to assist our patients. Not only did the training increase the skills of our staff but it allowed them to move up the organization both in terms of title and compensation. A big win-win for our patients and employees.

Yakima Valley Farm Workers Clinic

Outcomes:

- Wage increases resulted for YVFWC nursing assistants who completed the program.
- Productivity and efficiency gains for the clinic have resulted through upgrading nursing assistants to medical assistants.
- A long term relationship has been established between the college and YVFWC.

2011–2012 Job Skills Projects at a Glance

Next Year's Report

As one of the state's few tools to address incumbent worker training, the Job Skills Program remains in strong demand. By December 2011, 24 projects listed below were awarded funding for FY 2012.

JSP	College	Business	Grant Amount	Projected Match	# of Co's	Trainees
1	Big Bend CC	Lamb Weston/BSW	\$53,000	\$60,000	1	104
2	Green River CC	Campbell's Stockpot Soup	\$42,100	\$51,787	1	65
3	Green River CC	Cascade Gasket & Mfg	\$68,200	\$105,665	1	80
4	Green River CC	ISO Consortium #1	\$71,900	\$76,010	6	24
5	Green River CC	Labinal, Inc.	\$53,600	\$114,590	1	63
6	Green River CC	Skills, Inc.	\$45,300	\$46,272	1	86
7	Green River CC	Recreational Equip. Inc.	\$85,700	\$217,630	1	51
8	Green River CC	Six Sigma Consortium #1	\$98,900	\$237,910	11	40
9	Green River CC	Valley General Hospital	\$58,400	\$97,651	1	29
10	Green River CC	Aerospace Manufacturing	\$62,300	\$75,408	1	76
11	Green River CC	TECT Aerospace, Inc.	\$28,300	\$103,115	1	42
12	Green River CC	Starbucks	\$51,200	\$88,550	1	87
13	Lake Washington Inst.	Aseptico International	\$64,400	\$97,083	1	75
14	Lake Washington Inst.	SonoSite	\$13,000	\$13,000	1	10
15	Lower Columbia College	PeaceHealth Medical Group	\$53,000	\$79,500	1	45
16	Lower Columbia College	Steelscape	\$43,400	\$65,000	1	214
17	Pierce College	AllPak Trojan	\$16,000	\$39,896	1	74
18	Pierce College	AllPak Trojan	\$47,000	\$95,838	1	40
19	Shoreline CC	Pacific Aluminum	\$81,300	\$121,596	1	57
20	South Puget Sound CC	Cardinal Corporation	\$80,200	\$366,725	1	115
21	South Puget Sound CC	Providence Health Systems	\$160,900	\$356,529	3	110
22	Tacoma CC	Hartung Glass Industries	\$28,300	\$35,331	1	20
23	Wenatchee Valley CC	Souriau PA&E	\$54,000	\$80,343	1	57
44	Yakima Valley CC	GE Aviation	\$60,000	\$133,740	1	75
21						
22						
23						
24						
25						
26						
27						
28						
29						
30						
		Totals:	\$1,420,400	\$2,759,169	41	1,639

CC = Community College