



ORION
CELEBRATING 60 YEARS



expanding HORIZONS



annual
REPORT
2016

expanding HORIZONS

Orion Key accomplishments of 2016

- Boeing Global Supplier of the Year
- Innovation Award
- Globe Award
- Merger with Diversified

Boeing Global Supplier of the Year

Orion is the recipient of the 2016 Boeing Global Supplier of the Year Award in the category of Community Engagement.

This award recognizes Orion's execution of its mission of helping those who have barriers to employment through training, mentorship and job placement services.

Innovation Award

The Puget Sound Business Journal (PSBJ) selected Orion Industries as the Innovation

Award recipient in the nonprofit category. Orion is proud to be recognized by PSBJ as a company that is driving innovation in the Puget Sound region.

Globe Award

Orion received the 2016 Globe Award from the World Trade Center Tacoma. Orion expanded its international customer base by partnering with the World Trade Center Tacoma, and companies such as Boeing and Microsoft.

Expanding horizons is an appropriate theme for our 2016 annual report. We continued to grow our mission-based community services as well as the business enterprises that support those services. And we were recognized with several prestigious awards for the contributions that we are making in the communities that we serve. This recognition is fitting as we prepare to celebrate our 60th year!

Perhaps the most significant event of 2016 was our merger with Diversified Industrial Services in Mukilteo, WA. Like Orion, Diversified was a not-for-profit social enterprise, utilizing their aerospace manufacturing enterprise as a platform to provide employment services to individuals with barriers to employment. Diversified is now "Orion Mukilteo" and will continue to provide employment services to individuals with intellectual disabilities in North King and Snohomish Counties. As part of the merger, Orion will add Diversified's manufacturing capabilities to our growing list of manufacturing competencies while we introduce Orion's unique transitional employment model to serve individuals with barriers to employment in North King and Snohomish Counties.

2016 saw the start-up of our Contact Center Services contract at Fort Eustis, VA. Under the Ability One Program, Orion now operates a training help desk for the Department of the Army. With this contract, Orion provides important training support services to the U.S. Army while employing contact

center agents with significant disabilities.

In addition to growing our training programs through expansion in Snohomish County and Fort Eustis, VA, we added new programs at our Auburn, WA location; adding a custodial training program and an aerospace parts finishing training program. The parts finishing training program is part of our new finish line that allows us to complete the chemical and painting processes that are required for aerospace parts manufacturing. Graduates from this training program will find specialized employment with other parts finishers in the Puget Sound area.

Orion was recognized in 2016 with several regional and national awards. We were recognized by Boeing with our seventh consecutive Supplier Excellence Award which is earned by only 3% of the Boeing supply base world-wide. We also received our third Boeing Global Supplier of the Year Award! To have been recognized with this prestigious award for a third time is truly a unique achievement! Orion was also recognized by the World Trade Center Tacoma with their Supplier of the Year Globe Award. And our Contact Center Services division was recognized by the Puget Sound Business Journal with their Innovation Award recognizing the innovative way that we are using contact center technology to provide services to individuals with disabilities.

2016 was a big year for Orion. We added new locations from which we provide valuable community services and we added new training programs providing greater choice for program participants. It was truly a year of expanding horizons for the organization and the people that we serve. Our staff at Orion are extremely proud of the contributions that we have made to communities for the past 60 years and we look forward to what lies ahead.

-John Theisen, President & CEO



Dung Nguyen working in the Mukilteo Wire Shop.

BUSINESS with a PURPOSE

Merger with Diversified

Orion merged with Diversified Industrial Services effective September 1, 2016. The merger adds several core competencies to Orion's statement of work, and will allow Orion to bring additional manufacturing capabilities to the Mukilteo facility while also providing expanded vocational rehabilitation training and job

opportunities for residents of Snohomish County and North King County.

Orion looks forward to becoming part of the Snohomish County community of aerospace suppliers and to serving the area residents with a truly unique training and job placement program for people with barriers to employment.

Orion Industries, Mukilteo

- Cable/Harness Assembly
- Laser Marking
- Bond/Seal/Adhesive

Orion Industries is a social enterprise with a mission of helping those with barriers to employment. Orion uses operations in its Aerospace manufacturing division and Contact Center Services division as platforms to teach people job skills through mentoring and internship programs. Orion's Training & Employment division supports individuals in achieving their goals through job placement and job retention services.



PRECISION MANUFACTURING

MANUFACTURING

Orion's manufacturing business serves as the backbone of our transitional employment program. Participants in this program are paid at least minimum wage while learning the necessary skills and work behaviors to be successful. Within our manufacturing training program, full-time staff members who are experts in their field serve as mentors to program participants.

CLASSES

Orion offers classes to participants in our training programs, our own staff, and community employers. Classes include math, blueprint reading, measurement tools and winning worker traits. In 2016, 179 program participants completed math assessments. In total, 60 individuals completed math classes and improved their math score by an average of 42 percentage

points! Blueprint reading classes were completed by 73 participants, and 38 participants completed measurement tools class. We continued to expand our offerings of classes to community employers in 2016, providing LEAN, blueprint reading, and measurement tools classes.

CUSTOMIZED OFFERINGS

Orion offers a variety of classroom instruction that may be customized to improve the capabilities of participants, staff, and community partners. Orion has the ability to develop curriculum and create class materials as needed, and can develop unique classes specifically for your business.

NEW TRAINING AREAS

In 2016, Orion added two new work areas to our existing training programs: parts finishing and custodial. Participants training in the finishing line prepare parts for chemical treatment and/or paint processes. Participants in the custodial program learn general office, restroom, and floor cleaning protocol. With these additions, Orion has been able to expand the number of training opportunities and offer an increased variety of work centers for individuals participating in Orion programs.

RESULTS

In 2016, we served 267 participants in our manufacturing training and job placement programs. We supported 103 manufacturing program participants into competitive jobs in the community. The average wage at placement was \$12.62 per hour. Almost all jobs were full-time with benefits.

“Orion is a big part of who I am now. Orion helped me turn a corner by letting me prove to myself what I can do, not what I can’t do.”

-Zakari

Zakari

Zakari is a graduate of Orion’s Auburn manufacturing training program. Zakari was having a difficult time finding a job, and came to Orion through the Division of Vocational Rehabilitation with the goal of expanding his horizons and finding a career job in aerospace manufacturing.

Zakari was attracted to Orion because Orion offers a paid training program, and Orion had the ability to work with his barriers. Orion staff had the patience to show Zakari what a good work ethic looked like, and his mentors showed him what he needed to focus on in order to improve his work habits.

Zakari first attended training at Orion in 2014, but struggled after



Zakari (left) working with his mentor, Tiffany Essex (right).

CREATING advantage THROUGH PERFORMANCE

leaving the program. He elected to return to Orion in the summer of 2016. Zakari rededicated himself and stepped up during his second training, learning as much as he could while working in as many different areas as possible. As Zakari gained work skills, he also learned that he could handle a job. He found that he no longer needed to “hustle” to find sources

of income, and that he is more satisfied with the stability that comes with full-time employment.

Zakari is now a Water Strider at AIM Aerospace Inc., where he prepares parts. The biggest reward for Zakari is that he knows his father, and his children, are proud of him.

our mission *your brand*

Contact Center

Orion's Contact Center is a 200 seat call center that offers scalable solutions to meet both inbound and outbound customer needs. Orion's Contact Center is certified PCI and ISO 27001 compliant, and provides support for companies including Microsoft, Multicare, the U.S. Army, and the Washington Department of Fish & Wildlife.

Orion has successfully created an innovative service and technology model in its Contact Center division, which allows business and government to communicate with diverse populations while employing persons with disabilities or other barriers to employment.

Orion uses select contracts in its Contact Center business to provide training opportunities for those with disabilities or other barriers to employment. One such partner is MultiCare, a leader in health care services. Orion offers training to handle inbound customer service calls, specializing in the complex health care and technical support industries where jobs abound. These individuals become highly skilled and sought after. Because Orion develops this

competence in individuals with a focus on persons with disabilities or other barriers, many companies have chosen to partner and use Orion's transitional employment services as a way to develop their talent.

Since 2013, Orion employees have been providing technical support for users of Microsoft software and its accessibility features by staffing Microsoft's Disability Answer Desk. In their work, the Orion specialists answer customer questions via the support line providing assistance using telephone and chat. Both Microsoft and Orion have specialists with disabilities providing assistance in American Sign Language via video chat. The partnership with Microsoft works well due to the common ground that Orion's expert staff shares with Microsoft's customers. Orion has empowered people with disabilities on both sides of the call. Orion is helping to pioneer the role of technology in improving business results and consumer experiences while providing opportunity.

CONTACT CENTER TRAINING

Orion's Contact Center training program offers opportunities for program participants to learn and develop skills related to office, customer service and call center positions. Paid training is offered in our contact center business in selected inbound customer service positions, and at our front desk.

OFFICE SKILLS & CUSTOMER SERVICE

Our office skills & customer service program offers a variety of self-directed tutorials, in a small classroom setting with instructor support. Training is tailored to each individual's strengths and includes computer software and customer service training.

RESULTS

We supported 62 individuals in these programs in 2016 with 18 locating employment in the community. Our average placement wage from these programs was \$13.07/hour. Most jobs were full-time with benefits!

Fort Eustis, VA

Staff at Orion's Fort Eustis location administer help desk support for the U.S. Army's online training platform. This location also provides employment opportunities for people with significant disabilities, and is Orion's first Ability One contract.



“Orion gave me the hands-on experience that I needed. I was able to interview with confidence because of what I learned.”

-Linda



Linda (right), Orion office skills graduate, at work at Multi-Service Center.

Linda

Linda took full advantage of the training opportunities offered at Orion's Auburn location. She began in the office skills & customer service program to update her clerical and software skills. After improving her typing and Microsoft Excel skills, she accepted a training assignment in the Orion Contact Center where she represented Orion on the Washington State Fish and Wildlife account. Linda then had a chance to receive customer service training working as Orion's front desk receptionist.

SEAMLESS INTEGRATION

The skills that Linda gained through the training program had a positive effect on her confidence. Linda realized that she had the ability to learn, and the fortitude to handle whatever was asked of her.

After graduating from Orion's training program Linda accepted a front desk receptionist position with

Multi-Service Center in Kent. While at Orion Linda worked hard to expand her horizons, and is now in a position where she has the opportunity to help others every day. Linda loves her work and being able to contribute to the great team of people that make Multi-Service Center such an amazing resource for the community.



Lance, Orion community employment participant.

Lance

Lance started in Orion's supported employment program, in February of 2015, with the goal of finding a community employment position. Lance volunteered in Snohomish County at Girl Scouts of America, where he helped in the office by filing, and making packets and gift bags that were used for fundraising events. Lance also volunteered at the Living Room Coffee Shop, in Marysville, where he applied logos to cups and bags.

Lance's employment specialist located a position at Pizza Hut for him in May of 2016. Lance is employed by Pizza Hut as a kitchen assistant. Lance receives 1:1 support from Orion staff each shift, ensuring that he follows his task list and meets the expectations of his store supervisor. Orion staff assists Lance by helping him with communication with his co-workers, and by making sure that he is able to learn new tasks in the kitchen. Orion staff also helped Lance obtain his

"I like being part of the team at Pizza Hut. I look forward to being able to buy, and make, my own pizza every Friday!"

-Lance

food handler license by working with him to earn a passing mark on the certification test.

Lance is proud to be able to work in a food service environment as part of a team. His job allows him to earn money and give back to the community.

MUKILTEO EMPLOYMENT SERVICES

Orion's merger with Diversified Industrial Services offered opportunities to expand the employment services offered by Orion to North King County and Snohomish County.

Orion's Mukilteo location supports services through the Developmental Disabilities Administration (DDA) in addition to the Division of Vocational Rehabilitation (DVR).

Orion now provides long term support services offered through DDA. These services include Individual Employment Services, Community Access and School to Work. Each of these services is offered to individuals at a variety of points in their life and career to allow full participation in their community with the benefit of long term supports.

Orion's Mukilteo location provides supported employment in the community, and works with those who have disabilities by helping them to locate a job,



while supporting them with the goal of integrating them into the community.

Orion works with DVR to provide community based assessments within the first month of employment, helping to assess and transition individuals into a job. Orion also provides retention services.

In 2016, Orion supported 8 individuals in Community Access and 37 in Individual Employment Services.

Orion looks forward to expanding the services and programs that are offered at our Mukilteo location, and to expanding the number of program participants that we serve.

BRIGHT FUTURES



Helga (right) working with Daryle Sullivan (left).

Helga

Helga has been working for three years in light production assembly at Orion's Mukilteo location. Her uncle knew one of the board members, and he knew that Helga had the desire to contribute and be part of a team.

Helga came for a tour of the Mukilteo location and was shown how to do the work. Helga was nervous and shy, but she decided that she wanted to work.

Over time Helga became more comfortable in the production

"I always want to help. If you have a question you can ask me. If you don't know how to do something I will help by showing you how."

-Helga

environment, and is now doing a good job working every day. Helga is happy that she can contribute to her community.

Return on Investment

In 2016, the combined community impact of Orion's services was more than \$4 million. Every day, Orion sees the impact of helping program participants achieve the independence and esteem that goes along with learning life-long skills in a trade or vocation. Orion calculates the annual

financial impact of our services on the community by calculating the difference between support payments received by Orion program participants prior to entering our program and the wages and benefits they earn as taxpayers after gaining community employment.



Maritha

Maritha came to Orion through the Division of Vocational Rehabilitation after taking some time off to address personal needs. Maritha knew that she would need some training in order to prepare for entering the workforce again.

Maritha is originally from Kenya, as her beautiful accent indicates. While in Kenya she operated a production facility that created and tied fishing flies. She worked long hours, supervising a staff of over 80 people, producing thousands of fishing flies each day.

Maritha emigrated to the US and worked for several years as a caregiver, and in a document center where she scanned and filed paperwork. She has always been a hard and responsible worker, as illustrated by her previous positions.

The combination of the support and training that Maritha received while in the manufacturing training program

at Orion's Auburn location, and her hard work, let Maritha build the confidence she needed to expand her horizons and move into a new job.

Upon completing the training program, Maritha was offered two positions with different employers on the same day, and she elected to take a position with Ply Gem Windows where she works on a manufacturing line helping to produce windows.

Maritha enjoys her job with Ply Gem, and she appreciates that her commute is easy. She is looking to the future and is considering going back to school.

“Money is not the most important thing; being able to earn money is.”

-Maritha



OUTCOMES

In total, Orion assisted over 150 individuals into jobs in the community in 2016.

Our programs provide an array of services to assist each person to learn about themselves and gain the work behaviors and technical skills to meet the demands of the labor market.

Our businesses serve as the platform for technical training where each participant receives the support of a skilled mentor. Each participant in our services is supported by employment staff to address their individual needs. This includes, employment counseling, barrier management, job development, job coaching and job retention services.

Individuals supported by Orion found a wide variety of jobs including assembly, production, machine operation, packaging, warehouse/shipping, administrative assistant, call center representative, receptionist, janitorial, labor and food service.

The primary goal of all of Orion's programs is to offer skills, support and guidance to allow participants to successfully transition to jobs within the community. Employability skills that are essential for success, such as attendance, communication, the ability to accept feedback, and demonstrating a strong work ethic, are promoted in the Orion training programs.

Orion Demographics:







We served a total of 359 people in 2016 in our Auburn training programs, and 71 at our Mukilteo location.

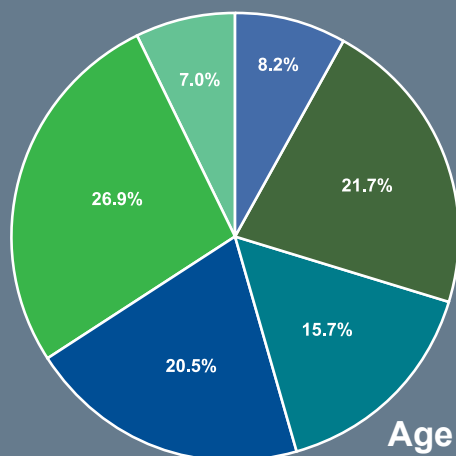
Gender:

Male – 60.3%

Female – 39.7%

Age:

18-21	8.2%	
22-29	21.7%	
30-39	15.7%	
40-49	20.5%	
50-59	26.9%	
60+	7%	



Barrier:

Developmental	17%
Hearing	3%
Medical	8%
Neurological	19%
Orthopedic	12%
Psychological	25%
Substance Abuse	7%
Visual Impairment	1%
Other	8%

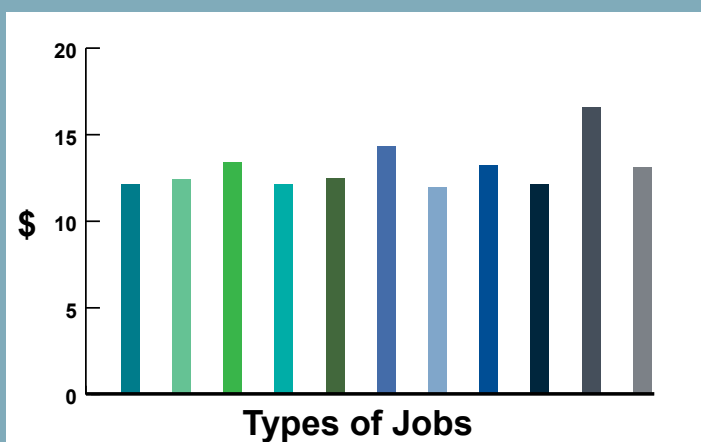
Education:

No HS Diploma	17%
GED	9%
HS Diploma	34%
Post HS / Associates	17%
Some College	17%
Bachelors & above	5%
Other	1%

46% of all participants received special education.

Our Mission

We change the lives of people with barriers to employment by building esteem and creating opportunities through training, education and successful business platforms.



Types of Jobs

Production / Assembly	\$12.16
Machine Operation	\$12.45
Administrative / Office	\$13.41
Front Desk / Reception	\$12.13
Call Center / Customer Service	\$12.48
Driver	\$14.34
Food Service	\$12.00
Janitorial	\$13.25
Warehouse / Shipping	\$12.17
Manufacturing Office	\$16.59
Labor / Recycling	\$13.10

Average wage placement in 2016 was \$13.33 / hour.

ENTERPRISING

for a better TOMORROW

PARTNERS

Aerospace Joint Apprenticeship Committee
Workforce Development Council of Seattle-King County
Developmental Disabilities Administration
Division of Vocational Rehabilitation
Department of Services for the Blind
Veterans Administration
Labor & Industries
REDF/SIF

REDF



ACCREDITATION

CARF

Employment Planning Services
Community Employment Services: Employment Supports
Community Employment Services: Job Development

The Boeing Company

D1-4426
Model Based Definition (MBD)

ISO9001/AS9100

Certified by TUV: USA in the following standards: ISO 9001:2008 & AS9100C

Nadcap

Chemical Processing

Contact Center Certifications

ISO 27001
PCI Compliant
All full-time and management staff are ICMI and/or CIAC Certified in our Contact Center Services Division

ORION INDUSTRIES, AUBURN

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ORION INDUSTRIES, MUKILTEO

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425.355.1253

orionworks.org – Orion Training & Employment
orionquality.com – Orion Aerospace
orioncontactcenter.com – Orion Contact Center

AFFILIATIONS

Directors of Disabilities Organizations
National Rehabilitation Association
National Rehabilitation Counseling Association
Community Employment Alliance
Society of Human Resource Management
Washington Business Leadership Network
Puget Sound Diversity Employment Network
Alternative Staffing Alliance
Auburn Community Roundtable
Social Enterprise Alliance
SourceAmerica

Aerospace Futures Alliance
Center for Advanced Manufacturing – Puget Sound
Pacific Northwest Aerospace Alliance
British and American Business Council

American Teleservices Association
Customer Service and Support Professionals
Society of Consumer Affairs Professionals
Direct Marketing Association – Nonprofit Federation
International Customer Management Institute
Contact Center World
American Association of Customer Engagement

Auburn Chamber of Commerce
Enumclaw Chamber of Commerce
Federal Way Chamber of Commerce
Kent Chamber of Commerce
Mukilteo Chamber of Commerce
Renton Chamber of Commerce
Seattle Metropolitan Chamber of Commerce
Southwest King County Chamber of Commerce
Tacoma-Pierce County Chamber of Commerce

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