

ORION

UNITING EXCELLENCE  
WITH OPPORTUNITIES



ANNUAL REPORT  
» 2021







---

# » CREATING STABILITY



*The best part of being a mentor  
is when you see somebody grow  
and start letting their true selves  
show.*

- Erik  
Orion Mentor

JERRY CHASE

## 2021 MESSAGE FROM ORION INDUSTRIES PRESIDENT & CEO

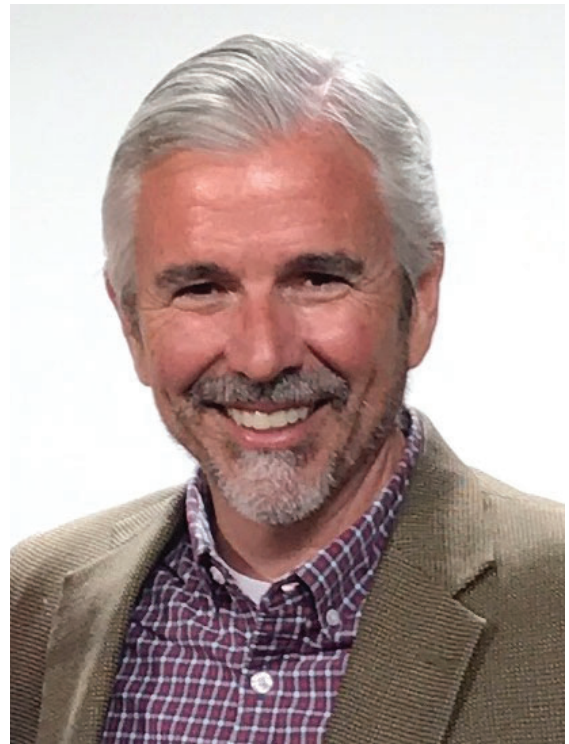
Orion leverages our Aerospace manufacturing business to create paths to employment through building self-esteem, mentoring, training, education, and community services. Our mission changes lives, families, and the communities where we live.

In 2021 we achieved Quality Ratings of 99.8% and continue to focus on excellence in manufacturing. We passed the AS-9100 and numerous financial, mission, manufacturing process, Aerospace Industry and Federal Aviation Administration audits at both our and Mukilteo locations with flying colors.

This year we acquired and installed a new Water jet machine, allowing us to produce clamp blocks and other parts in house, reducing costs, and increasing Orion's capacity. We take pride in what we've accomplished this year. Being ever focused on our mission and business, remaining positive and strong, and taking care of our team, will allow us to achieve stability.

Although the impact of Covid-19 cut Orion's 2021 revenue significantly, we continued to serve our social mission, remaining stable in an instable environment. During this challenging time we were able to serve 256 people, place 90 people into good paying jobs, and support 55 adults with Intellectual/Developmental Disabilities.

We established strict workplace health and safety measures and followed the state mandated vaccine requirements to protect everyone from the newly arrived Omicron variant. Staff and participants are now required to be fully vaccinated against Covid-19 and many received their



boosters. We were not immune to the "Great Resignation" spreading throughout the country, and at times Orion found it challenging to hire staff. However, as the year progressed, we were fully staffing shifts, hiring new people, and keeping things in balance with regard to quality and delivery.

---

We are positioned to serve and grow our mission and business for many, many years to come!

---

We are very grateful for the substantial support we received during the year from Federal, State, and local programs such as the Payroll Protection Plan loans, the KKR, Safeco, Glaser, and Umpqua Foundations, Community Development Block Covid relief grant from the Cities of Auburn and Kent. Through this community support we were able to weather significant obstacles and stabilize our future.

Thank you to our Board of Directors who have stayed true to our mission and served Orion so long. We will welcome four new Board Members in the coming year and appreciate the diversity of experience and thought that they will bring.

-Jerry Chase  
President & CEO



*I've honestly learned more from the participants here than they've learned from me. Teaching participants at Orion has helped me discover the best ways to help my own son.*

- Nicole  
Orion Mentor

PARTS SHIPPED

509,000

CUSTOMER ORDERS

48,400

---

## » AEROSPACE



MANUFACTURING EMPLOYEES

149

DELIVERY RATE

98.8%

QUALITY RATE

99.98%





## MANUFACTURING BACK ON COURSE

2021 was an unsettled year. Like a ship in a stormy sea, aerospace businesses were rocked by waves of disruptive events. From supply chain gaps to vaccine mandates, quarantine related absenteeism and customer production reschedules we saw a never-ending series of events that threatened to impact Orion's staff and business. In times like this the challenge for leadership is to provide stability so our teams have solid footing to address the issues.

Throughout the year, we worked hard to keep the culture of Orion intact through providing a safe and stable environment inside our facilities. We focused on our mission and the things we could control. We completed our improvement objectives, held to our performance goals, trusted our staff and managed the business. The result is we have sailed through the storm to calmer waters and are stronger from the experience.

This past year, our quality system was a primary business focus. Teams at Orion completed a full review and rewrite of our AS9100D quality system procedures. Through careful analysis and improvement, our teams achieved their highest-level quality performance in Orion's history, reducing internal deviations by over 28% and achieving 99.98% delivered quality for the full year.

The manufacturing team held fast to our mission of a transitional training program.

The mentors on our manufacturing team completed weekly performance evaluations, representing a total of 1,473 weeks of on-the-job training to unemployed and underemployed members of the community.

---

*I am proud of what Orion has become and have high hopes for its future.*

---

Our business grew by 35% between the first and fourth quarters. While this doesn't erase the damage done during the pandemic, the trajectory provides confidence that 2022 will be a healthy year for Orion.

Just like the crew of the ship that comes through a storm, the best time to make a crew change is when the waters are calm. I am retiring after 14 years at the helm of the Aerospace business, and 44 years in the industry, and sailing off into the sunset. Orion has been a wonderful and life changing part of my career. I am proud of what Orion has become and have high hopes for its future. I am thankful to have a strong leadership team to take the wheel and continue steering Orion on course.

**-Tom Brosius**  
Vice President & General Manager

## WHO WE SERVE

96%

LIVING AT OR BELOW 200% OF THE  
FEDERAL POVERTY LEVEL

94%

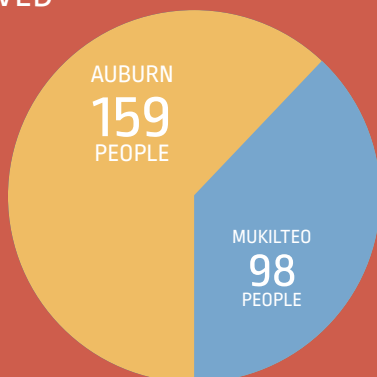
INDIVIDUALS WITH ONE OR MORE  
DISABILITY.

---

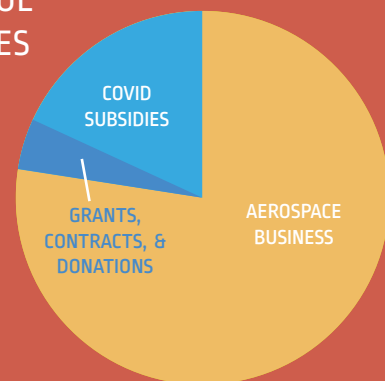
## » TRAINING & EMPLOYMENT

### PEOPLE SERVED

256



### REVENUE SOURCES





## TRAINING & EMPLOYMENT BALANCING CHANGE

2021 continued to challenge Orion, and through it, we expanded our programs, helped more people reduce barriers, secured jobs for more individuals, and remained focused on the quality of our services. In 2021, we provided services to 256 people and successfully guided 90 individuals into new careers.

Some highlights of 2021 included:

- Establishing a 32-hour work week in our manufacturing program so that participants could devote one day each week to addressing personal barriers.
- Re-opening our improved Clerical Customer Service Training Program.
- More DDA participants sought support services compared to the same time in 2020.
- Initiated new instruction for our mentors who serve as program trainers.
- Began a new partnership with Snohomish County to provide Employment Support Services to individuals who experience low incomes and are homeless or at risk of homelessness.

The individuals we supported in 2021 faced ongoing behavioral health needs and recovery stabilization challenges. They experienced more complex challenges than we saw in previous years. We continued to determine the best path to support

each person to help them gain footing and achieve stability.

Each participant receives support from their instructor/mentor and professional employment services staff, including Vocational Counselors and Job Developers. Orion staff support each individual to address barriers, identify goals and gain employment.

---

### In 2021 Orion achieved 90 job placements.

---

Throughout the year, Orion worked with sixty-four employers. We saw an increase in hiring in aerospace and welcomed some past partners back while we continued to build new relations in non-aerospace manufacturing businesses.

We experienced great success in our Fund Development activities and initiated new programs in 2020 and 2021, including our Basic Food Employment & Training (BFET), Community Services Block Grant (CSBG) project with Snohomish County, and supported residents of Auburn and Kent with the help of Covid-19 recovery dollars. We also developed deeper partnerships with Foundations and individual donors, stabilizing funding for our mission services.

-Kathy Powers  
Vice President of Services



# » SUCCESS STORIES



## IVES

### GRADUATE OF THE YEAR

Ives began his Orion training in our Manufacturing Shop in November 2020. His prior work experience included heavy labor, and he was seeking a new career path but needed guidance to make the change. Ives knew he wanted to work outdoors with a company where he could grow and build a future long-term career. He also wanted to work close to where he lives, near his family. Orion's

training program allowed Ives to grow his confidence and skills, which created new opportunities.

He possessed excellent soft skills, arriving to work on time, communicating openly, and investing in himself, which set him up for success from the beginning. Ives always did his best at Orion and sought opportunities to learn new skills. Mentors commented





on his attitude and how great it was to work with him. Ives appreciated everyone teaching him, and working with him. Ives proved himself capable and ready to reenter employment.

The perfect opportunity to apply and interview for a temporary, seasonal worker position at the City of University Place in the maintenance and grounds department arrived in the summer of 2021. Ives shined at his interview and accepted a position with the team in the grounds department.

His employer was impressed with Ives' skills and attitude and hired him as a permanent employee, with a significant pay increase, after the completion of the season. Ives is currently working in the Roads and Maintenance Department and is seeking further opportunities.

His primary supervisor stated, *"Ives started last year as a temporary summer maintenance worker. He came in on day one with a great attitude and a willingness to learn new tasks. Ives completes every task assigned to him without issue. He has been a great addition to our team, and we hope to keep him around for many more years to come."* Ives' strong work ethic and positive attitude are what make him Orion's 2021 Graduate of the Year. Ives received a certificate, crystal award, and cash gift from Orion to recognize his outstanding accomplishments.

Ives has earned his GED so that he will be prepared to advance within that organization. He and his family are now able to purchase their first home.

# DIVERSITY, EQUITY, & INCLUSION STATEMENT

Orion commits to cultivating a culture of diversity, equity, and inclusion. We invite employees, participants in our services, vendors, and customers to bring their authentic selves to every interaction. We seek to represent the communities we serve.

We aspire to see and value people across the spectrum of age, ability, gender, race, sexual orientation, perspectives, and other visible and invisible differences. We strive to include equitable practices at the center of our daily work and believe our organization is stronger for it.

---

## » NEWS



*I've refreshed my soft skills,  
and I have a clear picture of  
what a valuable employee I  
will be to the right employer.*

- Karen  
Orion Participant





August, 2021

## COMMERCIAL SUCCESS

In August of 2021, Orion experienced the thrill of a visiting film crew. Business partner and supporter, Umpqua Bank, filmed staff and participants at work in our Auburn facility. They conducted interviews to learn more about the work we do to build paths to employment and subsequent stability. Once the crew had a clear picture of the Orion programs, they set about to capture the essence of our partnership in a commercial. The commercial was broadcast on local TV stations during the 2021 Superbowl game.



## PARTNERS

Aerospace Futures Alliance  
Aerospace Joint Apprenticeship  
Committee  
Association of Washington Businesses  
British American Business Council  
Developmental Disabilities Administration  
Division of Vocational Rehabilitation  
IPC International  
Labor & Industries  
Pacific Northwest Aerospace Alliance  
REDF  
Snohomish County  
Veterans Administration  
Washington State Board for Community  
and Technical Colleges  
Women in Manufacturing  
Workforce Development Council of  
Seattle-King County  
Workforce Training and Education  
Coordinating Board

## ACCREDITATION

### **CARF**

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

### **Aerospace Certifications**

The Boeing Company D1-4426  
Model Based Definition (MBD)  
Nadcap

### **ISO9001/AS9100**

Certified by TUV: USA in the following  
standards: ISO 9001:2008 & AS9100D



# ORION

## BOARD OF DIRECTORS 2021

Rob Graf  
CHAIRPERSON  
Veronica Wade  
VICE CHAIRPERSON  
Al Orwiler  
Bob Fredrickson  
Gina Key  
Jeff Alberts  
Jerry Knutzen  
Karen Hoffman  
Paul Richter  
Steve Carnell

### **AUBURN**

1590 A Street Northeast  
Auburn, WA 98002  
253.661.7805

### **MUKILTEO**

13008 Beverly Park Road  
Mukilteo, WA 98275  
425.355.1253

**orionworks.org**