



YEAR IN REVIEW  
2020-2021



# A YEAR IN REVIEW

To Our Apprentices, Employers, and Community Partners,

We are thrilled to share our 2020 – 2021 Year in Review as we responded to the economic, programmatic, and social disruptions presented by COVID-19 this past year. The pandemic has fundamentally changed how we work, how we learn, and how we manage the risk to our apprentices, instructors, coworkers, and families.

In this report, we highlight the impact AJAC has had on the nearly 500+ participants served over the last year. Our industry has suffered dramatic shifts in production demand causing a record number of our apprentices to lose their jobs. At the same time, our communities have suffered from record unemployment rates. These trends have required a rapid shift in our worker retraining efforts to both stabilize apprentices, and secure new employment for hundreds of displaced job seekers statewide.

AJAC's network of 315 employers have always provided the backbone to our mission as an organization, whether these employers are supporting pre-apprenticeship program graduates, high school students launching their manufacturing career for the first time, or incumbent workers looking to retool their skill set. This remains our primary focus through the continued recovery as our partnering companies rebuild to their former capacity.

Our top priority this past year was to ensure apprentices can continue to learn and instructors are able to teach in environments that are safe, healthy and greatly reduce exposure to COVID-19. Apprentices are hands-on learners and as an apprenticeship organization, our style of teaching reflects those needs. For all of the organizational challenges stemming from the pandemic, COVID-19 catalyzed a statewide shift to online learning across all programs. While we will not abandon in-person hands-on learning in the future, we have come to recognize how some rural communities and other remote learners can be better served through high-quality online learning.

The apprentices and pre-apprentices we serve come to AJAC from every background and corner of our state, each with their own story to tell. This report is more than numbers on a page—it represents those who seek to improve their lives, better their education, and become role models for future generations. It is also a testament of AJAC's strategic partnerships, employer relationships and community connections that are vital to our ability to grow, innovate, and serve.



Demetria "Lynn" Strickland  
Executive Director

## AJAC Executive Board

**Janet Schmidtkofer, CEO/Owner**  
*K&N Electric*

**Amy Martinez, Chief Operating Office**  
*South Central Workforce Council*

**Lin Zhou, President**  
*Bates Technical College*

**Kelly Maloney, CEO**  
*OLI Communications*

**Murry Park, President & CEO**  
*Trans-Ocean Products*

**Mike Hagen, CEO**  
*American Structures & Design*

**Gina Morken, Director & Co-Owner**  
*New Tech Industries*

**Kathleen Harvey, Director of Community, Reentry & Parole**  
*Washington State Department of Children, Youth & Families*

**Demetria "Lynn" Strickland,**  
**Executive Director**  
*AJAC*



# PARTICIPATION

PROGRAM YEAR 2020-2021

AJAC's suite of programs include a diverse body of students, job seekers, high school students, industry professionals, and registered apprentices representing frontline workers, persons of color, women, and underserved populations across Washington State and Northern Idaho.



- 72% Adult Apprentices
- 20% Adult Pre-Apprentices
- 8% Youth Pre-Apprentices
- 4% Youth Apprentices

## Student Characteristics



**\$26/Hour**

Avg. Journey-Level Wage



**\$20.1 Million**

In Total Wages Earned



**28 Years Old**

Average Participant Age



**83.6%** Male

**10.0%** Female

**06.5%** Unknown



- 59.4% White
- 12.6% Hispanic
- 9% Other
- 8% Asian
- 7.7% Black
- 2.1% Native American
- 1.4% Native Hawaiian

## WORKFORCE TRAINING FOOTPRINT

**231**  
ONLINE COLLEGE  
COURSES DELIVERED

**7,065**  
COLLEGE CREDITS  
EARNED

**132**  
COLLEGE FTE  
GENERATED

**13**  
REGISTERED APPRENTICESHIP  
PROGRAMS



**405**  
AVERAGE QUARTERLY  
ENROLLMENTS

**18**  
TRAINING LOCATIONS  
IN WASHINGTON STATE

**38**  
ACTIVE INDUSTRY  
INSTRUCTORS

**129**  
REGISTERED APPRENTICE  
GRADUATES

# OUR MISSION *THEIR STORY*



There are programs and scholarships to help people like me retrain and find better opportunities. I didn't have a perfect past, but I've dealt with that issue and AJAC still welcomed me. I'd had a barrier to understanding math, but the Manufacturing Academy gave me a solid foundation to find gainful employment after graduating. The skills I developed in this program not only helped me land a new career, but applied directly to my work at Aero-Plastics, Inc.

Trudie Dole | Manufacturing Academy



I joined the Juvenile Rehabilitation Manufacturing Academy program because I saw an opportunity to grow and better myself. After the way I was heading, I turned a bad thing good. I turned my incarceration into hopefully a career. I'm getting out with a driver's license, a GED, half of the college credits I need for an associates degree. A job. What better stuff could you ask for when you get released from juvenile prison? Either you succeed or you fail and a lot of people are scared to fail. They don't see it as a learning curve.

LaDante Weems | Juvenile Rehabilitation



What I'm most proud of is that my boys have seen the road I've taken to get to where I'm at now, and my oldest son now wants to do the same. Also, I'm proud of the people I've met along the way, that I have a career that I enjoy, and no matter what, I can keep learning.

Abram Potts | Tool & Die Maker



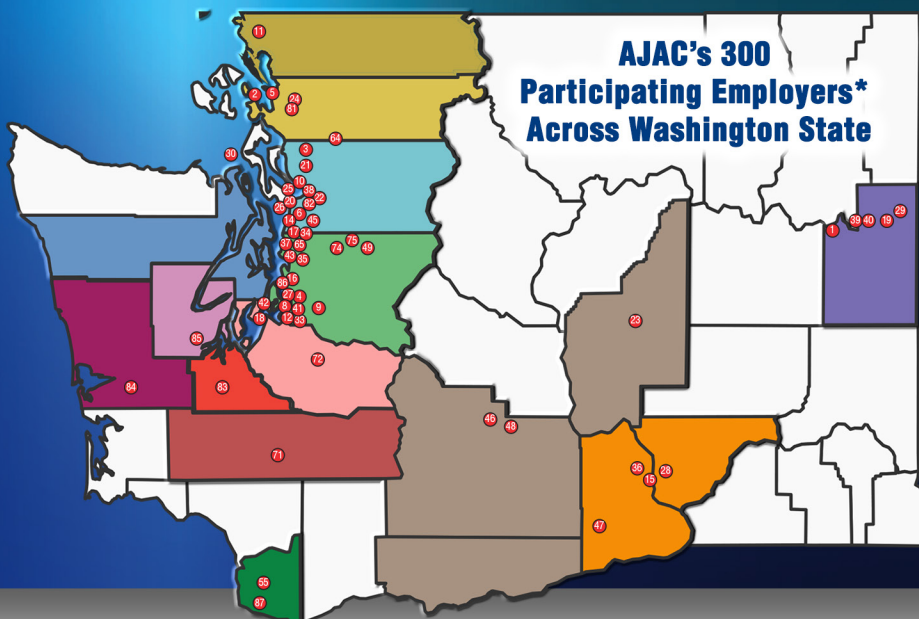
Prior to becoming a maintenance technician, I worked as a secretary for the Department of Corrections. I realized I did not want to work behind a computer for my whole life so I made a career change. Since starting the AJAC apprenticeship, I have learned quite a bit. In my position I was taught as an automotive and diesel mechanic. Now through AJAC, I can go work in many other areas because I am gaining the skills needed for a career as an industrial maintenance technician.

Rachel Bertapelle | Maintenance Technician





**\*ACTIVE AJAC EMPLOYER MEMBERS LISTED BELOW**



- [illegible]

\* This company also participates in AJAC's Youth Apprenticeship

# BEYOND AEROSPACE

When AJAC launched in 2008, our organization was tasked with building comprehensive apprenticeship pathways for Washington State manufacturers. In our first 10 years, AJAC largely partnered with over 100 aerospace employers in Western Washington with a focus on occupations specific to that sub-industry. Today, AJAC's footprint is statewide, serving diverse employers across multiple manufacturing sub-sectors—all major drivers of our economy.

As a major new initiative funded by Career Connect Washington, in 2019 AJAC partnered with both Workforce Development Councils in central Washington to grow our capacity for serving food and beverage manufacturing. Through community partnerships and employer engagement, this initiative resulted in the diversification of relevant apprenticeship programs that meets the needs of regional employers who produce a variety of products such as potatoes, apples, hops, and seafood.

In the coming years, AJAC plans to use a similar strategy to expand apprenticeship opportunities in other critical manufacturing sub-industries such as clean energy, warehouse, and logistics.

## Industries We Serve

With advancements in machinery and automation, we address the needs across assembly, production, processing, machine automation, machine operations and maintenance; from raw materials whether they are grown or mined, to finished goods.



Food & Beverage



Wood & Paper



Computer Electronics



Aerospace & Defense



Medical



Space



Chemicals & Plastics



Transportation & Logistics



Automation & Machinery



Clean Energy



Maritime Manufacturing



## EMPLOYER SPOTLIGHT



From ranch to table, Washington Beef is the largest exporter of high-grade beef in the state.

In 2019, Washington Beef became AJAC's largest employer after enrolling 21 adults in AJAC's four-year Industrial Maintenance Technician apprenticeship program. They are also developing a pipeline of high school talent with AJAC's Automation Technician (Youth) apprenticeship program.

Washington Beef became a participating employer to meet their company's goal of retaining talent and educating their maintenance technicians to become journey-level technicians.



**\$5.69 Billion**  
Beef Contribution to Washington State



**164,000 Jobs**  
Created by Washington State's Beef industry



**11 Employers**  
From the Food Processing Industry Work with AJAC



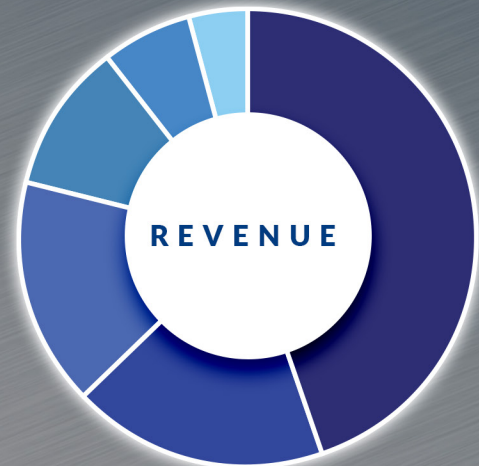
# ORGANIZATIONAL OVERVIEW

Washington State funded the creation of the Aerospace Joint Apprenticeship Committee (AJAC) in 2008. AJAC is an industry-driven, 501(c)(3) non-profit apprenticeship organization, founded on the belief that master occurs on the job. Through pre-apprenticeship, youth apprenticeship, and adult apprenticeship, all people have the opportunity to earn competitive wages, find meaningful and fulfilling work, and pursue lifelong learning.

## As a Workforce Intermediary, AJAC Is:

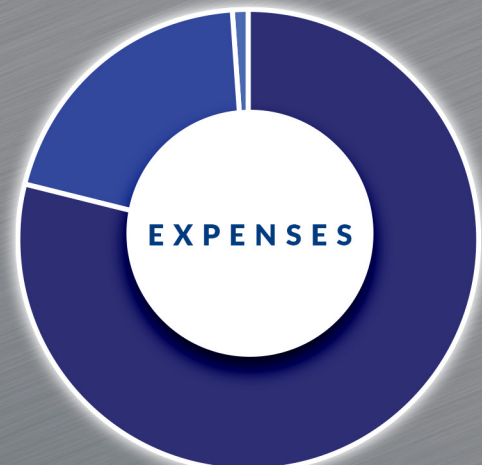
- **Industry-Led:** Representing the collective voice of member employers to the state's K-16 education and workforce development systems.
- **Community-Supported:** Partnering with community organizations and funders to multiply the state's workforce investments.
- **Dynamic and Nimble:** Responding for new funding, program and partnership opportunities.
- **Equity-Driven:** Recruiting, preparing, and training low-income job seekers, young adults, women and persons of color for manufacturing careers.
- **Career-Focused:** Designing and delivering workplace-based training in manufacturing career paths through a customer-facing approach that matches the needs of employers, workers, and job-seekers.
- **Results-Based:** Introducing, creating, and exploring data sets that help drive best practice and disseminating findings to broader workforce development community.
- **Systems-Oriented:** Connecting K-16, public workforce and social service systems, employers and labor increasing access to economic opportunities for Washington State residents.

## FISCAL YEAR '20-'21



44.8% SBCTC Contract	18.1% Federal Grants
16% Instructional Grants & Contracts	10.8% Philanthropy
6.2% Employer Fees & Sponsorship	4.1% State & Local Grants

## EXPENSE YEAR '20-'21



79% Direct Service	20% Overhead
1% Fundraising	

## 1:1 MATCH

FOR EVERY \$1 THE STATE INVESTS IN AJAC, AJAC GENERATES ANOTHER \$1 IN NEW REVENUE

## 100% Aligned—No Wasted Time

Hector, a high school CTE student from Yakima Valley Tech, enrolled in AJAC's Automation Technician (Youth) Apprenticeship program through Yakima Chief Hops. Left: Hector at AJAC's Youth Signing Day.

