

Attachment 4
Riverside County Economic Development Agency/Workforce Development Division
Testimonials from Businesses

INTENSE CYCLES, INC

42380 Rio Nedo, Temecula, CA 92590

951-296-9596

www.intensecycles.com

7/1/15

Ms. Heidi Marshall
Director, Workforce Development
Riverside County Workforce Investment Board
1325 Spruce Street
Riverside, CA 92507

Dear Ms. Marshall,

The management and staff at Intense Cycles Inc. are very appreciative of the support from the Riverside County Workforce Investment Board (WIB) in assisting us with the services provided by California Manufacturing Technology Consulting (CMTC). As a result of the services we received, we were able to accomplish the following:

Jobs Retained	10
Job Created (within the next 12 months)	2
Sales Retained	\$ 700,000
Sales Increased (within the next 12 months)	\$ 1,200,000
Cost Savings	\$ 10,450

Intense Cycles is a high-end bicycle manufacturer based in Temecula, CA. Before the Riverside County WIB support, Intense Cycles was faced with growth problems related to 77% growth year to year. As a result of quick growth we had, supply chain issues, waste and quality problems, and financial (cash flow) issues. As we attempted to fill the expanding demand for our product we saw the need to continuously improve and be more efficient. We further realized we couldn't sustain this success in growth unless we improved our work flow, throughput, ability, and efficiency in order to meet customer demand on time with the quality they expect. Intense Cycles has some knowledge and experience with lean from a few individuals.

Now, with the help of the Riverside County WIB and CMTC, Intense Cycles Inc. has implemented and is efficiently using new IT solutions that have helped create better financial visibility and better cash flow. For example, we now have less capital tied up in unnecessary inventory. We have also implemented lean methods and tools which have led to improved processes and a lean culture designed to find and eliminate waste anywhere in our processes. For example, we have reduced our cycle time and have improved our speed to market. All of these improvements have allowed us to retain sales and 10 at risk employees, and have positioned us to take advantage of more growth in current and new markets, as we continue develop new models and to meet the demands of our growing customer base.

Riverside County WIB's support made a difference in our ability to move forward and achieve these results. The entire team at Intense Cycles Inc. thanks you.

Sincerely,

Eelco A.W. Niermeijer
Chief Financial Officer

cc: Retha Smith, RCWIB, Business Solutions



Peaceful playgrounds™

June 23, 2015

Ms. Heidi Marshall
Director, Workforce Development
Riverside County Workforce Investment Board
1325 Spruce Street
Riverside, CA 92507

Dear Ms. Marshall:

The management and staff at **Peaceful Playgrounds** is appreciative of the support provided by the Riverside County Workforce Investment Board (WIB) in assisting us with the opportunity to participate in the California Manufacturing Technology Consulting's (CMTC) ExporTech program.

Located in Lake Elsinore, CA, **Peaceful Playgrounds** designs and manufacturers cost effective playground structures that enhance learning, prevent bullying, and promote positive social interaction on the playground. **Peaceful Playgrounds** has been struggling to expand business growth.

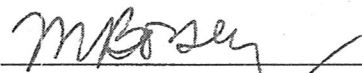
Through participation in CMTC's ExporTech program, we have increased understanding of how to compete in the global marketplace, and have worked toward development of an export strategy with the objective of increasing sales growth in global markets where there is additional demand for our products.

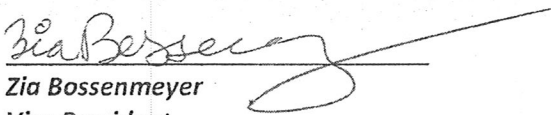
With the help of the Riverside County WIB and CMTC's ExporTech program, we have created and now are implementing an export growth plan that will help our Company expand business growth in global markets with increased speed, less risk, and more profitably.

The WIB's support made all the difference in our ability to move forward with achieving expanded business growth in global markets, resulting in stability for our workforce now and opportunities for job growth in the future.


The Team at **Peaceful Playgrounds** thanks you.

Sincerely,


Melinda Bossenmeyer
Founder/President


Zia Bossenmeyer
Vice President

cc: Retha Smith, RCWIB, Business Solutions


www.peacefulplaygrounds.com
melinda@peacefulplaygrounds.com

17975 Collier Ave, Unit 5
Lake Elsinore, CA 92530-2623
Tel 877-444-9888



06/30/15

Ms. Heidi Marshall
Director, Workforce Development
Riverside County Workforce Investment Board
1325 Spruce Street
Riverside, CA 92507

Dear Ms. Marshall:

The management and staff at RKL Technologies are very appreciative of the support from the Riverside County Workforce Investment Board (WIB) in assisting us with the services provided by California Manufacturing Technology Consulting (CMTc). As a result of the services we received, we were able to accomplish the following:

Jobs Retained	12
Job Created (within the next 12 months)	6
Sales Retained	\$200,000
Sales Increased (within the next 12 months)	\$150,000
Cost Savings	\$60,000

Before the Riverside County WIB support, RKL Technologies was faced with declining market share, too much revenue tied to too few customers, quality issues, and lack of a competitive advantage. We were enjoying success prior to the recession. But then we lost business due to the economy and the competition. We had experienced a downward trend in the medical device segment as those customers were having their parts produced in Mexico to reduce costs. We also had a diversification issue as two dominant customers each made up over 40% of our customer demand. We realized that inefficiencies were prevalent in our operations and that we needed to be more efficient in meeting customers' needs in order to be profitable.

Now, with the help of the Riverside County WIB and CMTc, RKL Technologies has implemented Lean methods and tools. We have put together a Kaizen team and have run multiple kaizen events. We have strengthened the company's financial situation and increased participating employees' work skills. We have implemented a Kanban system and supply chain management, improving efficiencies, lead times and reducing work in progress (WIP), which have led to increased capacity. In addition, we have implemented Sales & Marketing best practices, which have allowed us to take advantage of our increased capacity and diversify our customer base. All of these improvements have allowed us to retain sales and 12 at risk employees, and have positioned us to take advantage of more profitable growth, as we penetrate new markets.

Riverside County WIB's support made all the difference in our ability to move forward and achieve these results. The entire team at RKL Technologies thanks you.

Sincerely,



Roy Hornstein
President
RKL Technologies, Inc.

cc: Retha Smith, RCWIB, Business Solutions



California Manufacturing Technology Consulting®
Engagement Completion Form (ECF)

Section I—Contacts, Service Delivery Summary

Client Company Name: RKL Technologies
Engagement No: 86430-02 (SF OPP. 112839)
Eng Description/Title: RKL Technologies - WIB - Lean Consulting
Date Work Began: Jan 2015
Date Work Completed: May 2015

CMTC Eng Contact: Jo Ann Malagon 310-283-8172
CMTC Director/ Mgr: David Moates, (858) 245-4031

Client Contact - Engagement	Client Contact - NIST Survey (Primary)	Client Contact - NIST Survey (Secondary)
Name: Roy Hornstein	Name: Roy Hornstein	Name: Roy Hornstein
Title: President	Title: President	Title: President
E-mail: roy@rkltech.com	E-mail: roy@rkltech.com	E-mail: roy@rkltech.com
Phone: (951) 738-8000	Phone: (951) 738-8000	Phone: (951) 738-8000

Objectives:

RKL Technologies was losing business due to the economy and the competition. We had experienced a downward trend in the medical device segment as those customers were having their parts produced in Mexico to reduce costs. We also had a diversification issue as two dominant customers each made up over 40% of our customer demand. Therefore we decided to partner with CMTC for this engagement, whose objective was to implement lean methods and tools needed to be more efficient in meeting customers' needs in order for us to become more profitable.

Deliverables:

- Lean Manufacturing education conducted
- Lean Manufacturing awareness created
- Kaizen teams developed and kaizen events conducted
- Improvements made
- Report-out documentation and results presented
- Sales diversification targets identified

Accomplishments:

In addition to completing all tasks on time and meeting all deliverables, this engagement has led to increased efficiency and reduced variability throughout our operation and has contributed to increased quality and reduced lead times, allowing us to increase customer satisfaction while remaining profitable. These improvements have led to retained sales and 12 at risk employees and have positioned us for more profitable growth as we meet and exceed the demands of our customer base.

Manufacturing a Difference Survey (Check only one box per bulleted item.)

The project/work and its effect will make a difference:	Very Significant	Significant	Somewhat	Neutral	None
• To our competitive position	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
• To staying in business	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
• To staying in California	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
• To growing our business and adding jobs	5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>

Section II NIST Survey Questionnaire – Forecasted Impact @Engagement Completion

Client: RKL Technologies

86430-02
Eng# (SF OPP.
112839)

1. What were the two most important factors for your firm choosing to work with CMTC?

<input checked="" type="checkbox"/> Center/staff Expertise	<input type="checkbox"/> Specific services not available from other providers
<input type="checkbox"/> Cost/price of services	<input type="checkbox"/> Lack of other providers nearby
<input checked="" type="checkbox"/> Fair and unbiased advice/services	<input type="checkbox"/> Other (specify) _____
<input type="checkbox"/> Reputation for results	<input type="checkbox"/> Don't know
<input type="checkbox"/> Knowledge of your industry	<input type="checkbox"/> Refused to answer

2. In addition to CMTC, has your company used any other external resources/providers to address business performance issues over the past 12 months?
 Yes No Don't know Refused to answer

3. As you look forward over the next 3 years, what do you see as your company's three most important strategic challenges?

<input type="checkbox"/> Product innovation/development	<input type="checkbox"/> Sustainability in products and processes
<input checked="" type="checkbox"/> Identifying growth opportunities	<input type="checkbox"/> Managing partners and suppliers
<input checked="" type="checkbox"/> Ongoing continuous improvement/cost reduction strategies	<input type="checkbox"/> Technology needs
<input checked="" type="checkbox"/> Employee recruitment and retention	<input type="checkbox"/> Other (specify) _____
<input type="checkbox"/> Financing	<input type="checkbox"/> Don't know
<input type="checkbox"/> Exporting/Global engagement	<input type="checkbox"/> Refused to answer

4. Do you forecast the services you received may directly lead to an increase in sales at your establishment over the next 12 months?
 Yes → How much? \$ 150,000 No Don't know Refused to answer

5. Over the next 12 months, do you forecast the services you received may directly lead you to retain sales that would otherwise be lost?
 Yes → How much? \$ 200,000 No Don't know Refused to answer

6. Do you forecast the services you received may directly lead you to create any jobs over the next 12 months?
 Yes → How many? 6 No Don't know Refused to answer

7. Do you forecast the services you received may lead you to retain any jobs over the next 12 months?
 Yes → How many? 12 No Don't know Refused to answer

8. Do you forecast the services you received may directly result in cost savings in labor, materials, energy, overhead, or other areas over what would otherwise be spent in the next 12 months?
 Yes → How much? \$ 60,000 No Don't know Refused to answer

9. As a result of the services you received, do you forecast your establishment will increase its investment over the next 12 months in:
 - a. New products or processes?

Client: RKL Technologies

Eng# 86430-02
(SF OPP.
112839)

- Yes → How much? \$ _____ No Don't know Refused to answer
- b. Plant or equipment?
 Yes → How much? \$ 100,000 No Don't know Refused to answer
- c. Information systems or software?
 Yes → How much? \$ 20,000 No Don't know Refused to answer
- d. Workforce practices or employee skills?
 Yes → How much? \$ 3500 No Don't know Refused to answer
- e. Other areas of business?
 Yes → How much? \$ _____ No Don't know Refused to answer

10. As a result of the services you received, do you forecast your establishment will avoid any unnecessary investments or save on any investments in the next 12 months?

- Yes → How much will be saved? \$ 50,000 No Don't know Refused to answer

11. A. Based on the benefits that resulted from the services provided, how likely would you be to recommend CMTC to other companies, assuming they are not direct competitors?

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input checked="" type="checkbox"/> 9	<input checked="" type="checkbox"/> 10
Detractor (Not likely to recommend CMTC)						Neutral		Promoter (Likely to recommend CMTC)	

B. If you did not give a score of "10" what one thing could CMTC have done to improve their score?

Section III – Client Comments

CMTC has been very supportive in providing consulting expertise to help improve our business and remain competitive. The WTB program has helped in new sales opportunities and cost savings programs. The consulting firm CMTC has been top notch and I highly recommend it to other companies.

Section IV – Agreement to Completion of Work ~ Deliverables ~ Case Study ~ Forecasted Impact ~ Payment

Client: **RKL Technologies**

Eng# 86430-02
(SF OPP.
112839)

All engagement work completed

All deliverables satisfied

Final Invoice is approved for payment

Sustainment Plan developed Yes No

Client agrees to develop a Case Study with CMTC Yes No

Client Representative

CMTC Representative

Print Name: Roy Hornstein

Print Name: Jo Ann Malagon

Title: President

Title: Client Advisor Consultant

Signature: *Roy Hornstein*

Signature: *Jo Ann Malagon*

Date: 6/30/15

Date: 6/30/15

NEWPORT COTTAGES

June 26, 2015

www.newportcottages.com

Ms. Heidi Marshall
Director, Workforce Development
Riverside County Workforce Investment Board
1325 Spruce Street
Riverside, CA 92507

Dear Ms. Marshall:

The management and staff at Summertree Interiors are very appreciative of the support from the Riverside County Workforce Investment Board (WIB) in assisting us with the services provided by California Manufacturing Technology Consulting (CMTC). As a result of the services we received, we were able to accomplish the following:

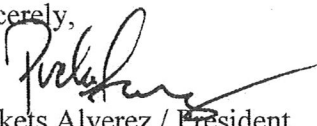
Jobs Retained	12
Job Created (within the next 12 months)	3-6
Sales Retained	\$1M
Sales Increased (within the next 12 months)	\$400K
Cost Savings	\$250K

Before the Riverside County WIB support, Summertree Interiors was faced with on time delivery issues, quality issues, and supply chain issues. Since 2006 Summertree Interiors has manufactured children's furniture in Riverside County. We sell to a network of dealers located throughout the USA, South America, UK, South Korea and Canada. The good news is, we were faced with increased interest in our products, as two large competitors closed this year: The bad news is, we were finding ourselves struggling to meet the demands of current or new customers, due to lack of systems and infrastructure. Summertree had very long lead times. We have 15,000 s/f of manufacturing space, but we were not using it efficiently. Workflow issues and push systems were evident in every department. We had no visual controls or continuous improvement plan in place. 94% of all orders were not shipped on time.

Now, with the help of the Riverside County WIB and CMTC, Summertree Interiors has instituted Lean Manufacturing tools and philosophies throughout our operation. We have reviewed our inventory control systems and have made the necessary changes. We have restructured how we utilize our square footage. We have appointed a Kaizen team, formulated a Lean Manufacturing Business Plan and have conducted multiple kaizen events. We have created key performance indicators to measure improvement. All of these improvements have allowed us to significantly reduce lead times, increase on time delivery, retain sales and 12 at risk employees, and has positioned us to take advantage of more profitable growth as we meet and exceed the demands of our new customers.

Riverside County WIB's support made all the difference in our ability to move forward and achieve these results. The entire team at Summertree Interiors thanks you.

Sincerely,



Pockets Alvarez / President

cc: Retha Smith, RCWIB, Business Solutions



California Manufacturing Technology Consulting® Engagement Completion Form (ECF)

Section I—Contacts, Service Delivery Summary

Client Company Name:	Summertree Interiors Inc	CMTC Eng Contact:	Steve Buchwald, (310) 984-0632
Engagement No:	86430-04 (SF OPP. 112834)		
Eng Description/Title:	Summertree Interiors Inc - WIB - Lean Transformation		
Date Work Began:	Dec 2014	CMTC Director/ Mgr:	David Moates, (858) 245-4031
Date Work Completed:	June 2014		

Client Contact - Engagement	Client Contact - NIST Survey (Primary)	Client Contact - NIST Survey (Secondary)
Name: Pockets Alvarez	Name: Pockets Alvarez	Name: Pockets Alvarez
Title: CEO	Title: CEO	Title: CEO
E-mail: pockets@newportcottages.com	E-mail: pockets@newportcottages.com	E-mail: pockets@newportcottages.com
Phone: (951) 549-0590	Phone: (951) 549-0590	Phone: (951) 549-0590

Objectives:

Since 2006 Summertree Interiors has manufactured children's furniture in Riverside County. We sell to a network of dealers located throughout the USA, South America, UK, South Korea and Canada. The good news is, we were faced with increased interest in our products, as two large competitors closed this year: The bad news is, we were finding ourselves struggling to meet the demands of current or new customers, due to lack of systems and infrastructure. Summertree had very long lead times. We have 15,000 s/f of manufacturing space, but we were not using it efficiently. Workflow issues and push systems were evident in every department. We had no visuals controls or continuous improvement plan in place. 94% of all orders were not shipped on time. Therefore, we partnered with CMTC for this engagement, whose objective was to institute lean manufacturing tools and philosophies throughout the shop, establish a visual manufacturing plant, facilitate multiple kaizen events, and create improved inventory management systems and Key Performance Indicators (KPIs).

Deliverables:

- Lean Manufacturing education conducted
- Value Stream Maps completed
- Kaizen Event(s) conducted
- Improvements made
- Report-out documentation and results presented
- KPIs developed
- Lean Business Plan created

Accomplishments:

In addition to completing all tasks on time and meeting all deliverables, this engagement has led to significantly reduced lead times, increased on time delivery, retained sales and 12 at risk employees, and has positioned us to take advantage of more profitable growth as we meet and exceed the demands of our new customers.

Manufacturing a Difference Survey (Check only one box per bulleted item.)

The project/work and its effect will make a difference:	Very Significant	Significant	Somewhat	Neutral	None
• To our competitive position	5 <input type="checkbox"/>	<input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
• To staying in business	<input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>

- | | | | | | |
|---|--|----------------------------|--|----------------------------|----------------------------|
| • To staying in California | 5 <input type="checkbox"/> | 4 <input type="checkbox"/> | 3 <input checked="" type="checkbox"/> | 2 <input type="checkbox"/> | 1 <input type="checkbox"/> |
| • To growing our business and adding jobs | 5 <input checked="" type="checkbox"/> | 4 <input type="checkbox"/> | 3 <input type="checkbox"/> | 2 <input type="checkbox"/> | 1 <input type="checkbox"/> |

Section II NIST Survey Questionnaire – Forecasted Impact @Engagement Completion

1. What were the **two most important factors** for your firm choosing to work with CMTC?

- | | |
|--|---|
| <input checked="" type="checkbox"/> Center/staff Expertise | <input type="checkbox"/> Specific services not available from other providers |
| <input checked="" type="checkbox"/> Cost/price of services | <input type="checkbox"/> Lack of other providers nearby |
| <input type="checkbox"/> Fair and unbiased advice/services | <input type="checkbox"/> Other (specify) _____ |
| <input type="checkbox"/> Reputation for results | <input type="checkbox"/> Don't know |
| <input type="checkbox"/> Knowledge of your industry | <input type="checkbox"/> Refused to answer |

2. In addition to CMTC, has your company used any other external resources/providers to address business performance issues over the past 12 months?

- Yes No Don't know Refused to answer

3. As you look forward over the next 3 years, what do you see as your company's three most important strategic challenges?

- | | |
|--|---|
| <input checked="" type="checkbox"/> Product innovation/development | <input type="checkbox"/> Sustainability in products and processes |
| <input checked="" type="checkbox"/> Identifying growth opportunities | <input type="checkbox"/> Managing partners and suppliers |
| <input checked="" type="checkbox"/> Ongoing continuous improvement/cost reduction strategies | <input type="checkbox"/> Technology needs |
| <input type="checkbox"/> Employee recruitment and retention | <input type="checkbox"/> Other (specify) _____ |
| <input type="checkbox"/> Financing | <input type="checkbox"/> Don't know |
| <input type="checkbox"/> Exporting/Global engagement | <input type="checkbox"/> Refused to answer |

4. Do you forecast the services you received may directly lead to an increase in sales at your establishment over the next 12 months?

- Yes → How much? \$ 400K No Don't know Refused to answer

5. Over the next 12 months, do you forecast the services you received may directly lead you to retain sales that would otherwise be lost?

- Yes → How much? \$ 1M No Don't know Refused to answer

6. Do you forecast the services you received may directly lead you to create any jobs over the next 12 months?

- Yes → How many? 3-6 No Don't know Refused to answer

7. Do you forecast the services you received may lead you to retain any jobs over the next 12 months?

- Yes → How many? 12 No Don't know Refused to answer

8. Do you forecast the services you received may directly result in cost savings in labor, materials, energy, overhead, or other areas over what would otherwise be spent in the next 12 months?

\$250K No Don't know Refused to answer

9. As a result of the services you received, do you forecast your establishment will increase its investment over the next 12 months in:

a. New products or processes? \$75K No Don't know Refused to answer

b. Plant or equipment? \$15K No Don't know Refused to answer

c. Information systems or software? No Don't know Refused to answer

d. Workforce practices or employee skills? \$25K No Don't know Refused to answer

e. Other areas of business? No Don't know Refused to answer

10. As a result of the services you received, do you forecast your establishment will avoid any unnecessary investments or save on any investments in the next 12 months?

\$45K No Don't know Refused to answer

11. A. Based on the benefits that resulted from the services provided, how likely would you be to recommend CMTC to other companies, assuming they are not direct competitors?

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9	<input checked="" type="checkbox"/> 10
Detractor (Not likely to recommend CMTC)					Neutral		Promoter (Likely to recommend CMTC)		

B. If you did not give a score of "10" what one thing could CMTC have done to improve their score?

Section III – Client Comments

THANK YOU FOR FUNDING THIS PROJECT

Section IV – Agreement to Completion of Work ~ Deliverables ~ Case Study ~ Forecasted Impact ~ Payment


All engagement work completed All deliverables satisfied Final Invoice is approved for payment

Sustainment Plan developed Yes No Client agrees to develop a Case Study with CMTC Yes No

Client Representative

Print Name: Pockets Alvarez

Title: CEO

Signature: 

Date: 6-26-15

CMTC Representative

Print Name: ~~Steve Buchwald~~ DENNIS SONNEY

Title: Consultant

Signature: 

Date: 6-26-15

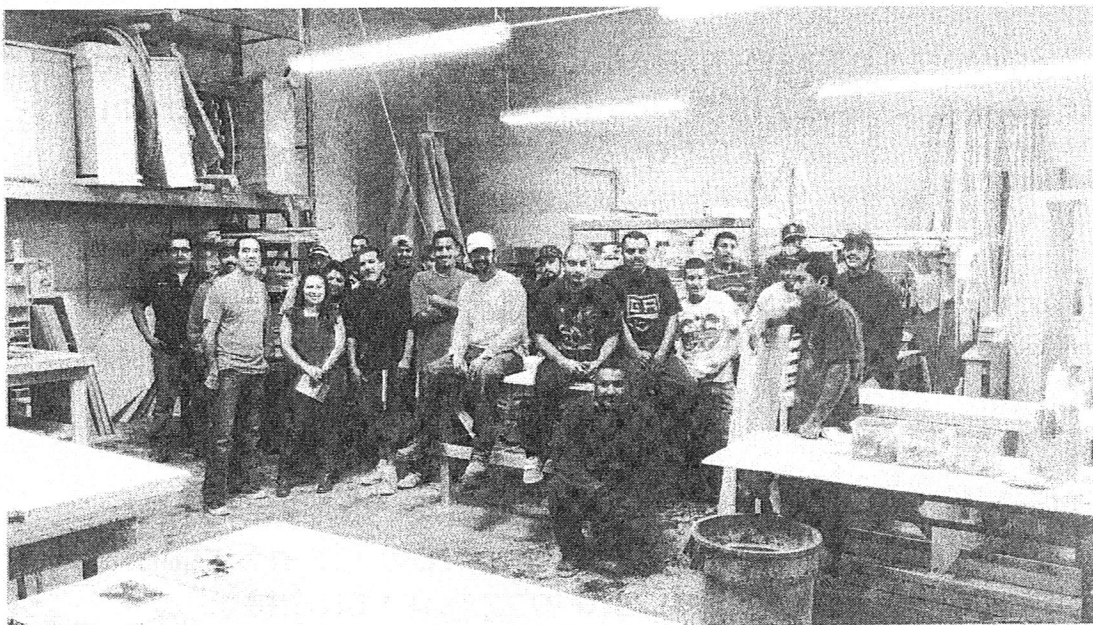


Bottom Line Upfront

- Full Capacity Analysis demonstrating 20 units/day
- Order to Cash Conversion improved by 1 month
- Quoted Lead Time down from 12 weeks to 8 weeks
- Production Lead Time down from 6 weeks to 4 weeks
- Open Claims improved from over 25 to under 6
- Reduced overtime significantly
- Went from Push to Pull Production System
- Controlled Work In Process
- More effective utilization of assets and labor



Teamwork makes the Dream work!



Lean Enterprise Diagnostic Score from 19-63

PLANT LEVEL	Production	Shipping Management	Finished Prod Management	Inventory Management	Material Handling	Inventory	Production Flow	Process Flexibility	Manufacture Selection	Quality	Standards	Cost Control	Information Flow	Team Office
5	Word class Use treatment 12 months substantive process based or case Critic	Shipping area is not clearly defined Shipping area is not clearly defined	Safe and Safety Books used in every production for Kazen.	All finished goods located in shipping area. Book in each area. Book in each area.	Units Factors concrete that supports the production system. Good inventory located in most areas.	Standard in- process stock control. Good control of finished goods at location.	Call level permits only 10% operation in an efficient manner. Hard to work around stock	Unskilled workers are used in work areas. The team members needed to operate the machine.	TM only leads in each area. Every area has a leader. The team leader manages the team.	Direct control is not used. No control. No control. No control.	System in place to control material job standards. Procedures to control quality. Procedures to control cost.	Procedures to control cost. Procedures to control quality. Procedures to control cost.	Material way to control cost. Material way to control quality. Material way to control cost.	Every management level has a team leader. Knowledge in production operations. TM should be able to control the team.
4	Very frequent based on material handling system or other	Shipping area is not clearly defined Shipping area is not clearly defined	Safe and Safety Books used in every production for Kazen.	All finished goods located in shipping area. Book in each area. Book in each area.	Units Factors concrete that supports the production system. Good inventory located in most areas.	Standard in- process stock control. Good control of finished goods at location.	Call level permits only 10% operation in an efficient manner. Hard to work around stock	Unskilled workers are used in work areas. The team members needed to operate the machine.	TM only leads in each area. Every area has a leader. The team leader manages the team.	Direct control is not used. No control. No control.	System in place to control material job standards. Procedures to control quality. Procedures to control cost.	Procedures to control cost. Procedures to control quality. Procedures to control cost.	Material way to control cost. Material way to control quality. Material way to control cost.	Every management level has a team leader. Knowledge in production operations. TM should be able to control the team.
3	Periodic without process based shipping system	Shipping area is not clearly defined Shipping area is not clearly defined	Safe and Safety Books used in every production for Kazen.	All finished goods located in shipping area. Book in each area. Book in each area.	Units Factors concrete that supports the production system. Good inventory located in most areas.	Standard in- process stock control. Good control of finished goods at location.	Call level permits only 10% operation in an efficient manner. Hard to work around stock	Unskilled workers are used in work areas. The team members needed to operate the machine.	TM only leads in each area. Every area has a leader. The team leader manages the team.	Direct control is not used. No control. No control.	System in place to control material job standards. Procedures to control quality. Procedures to control cost.	Procedures to control cost. Procedures to control quality. Procedures to control cost.	Material way to control cost. Material way to control quality. Material way to control cost.	Every management level has a team leader. Knowledge in production operations. TM should be able to control the team.
2	Other methods shipping system	Shipping area is not clearly defined Shipping area is not clearly defined	Safe and Safety Books used in every production for Kazen.	All finished goods located in shipping area. Book in each area. Book in each area.	Units Factors concrete that supports the production system. Good inventory located in most areas.	Standard in- process stock control. Good control of finished goods at location.	Call level permits only 10% operation in an efficient manner. Hard to work around stock	Unskilled workers are used in work areas. The team members needed to operate the machine.	TM only leads in each area. Every area has a leader. The team leader manages the team.	Direct control is not used. No control. No control.	System in place to control material job standards. Procedures to control quality. Procedures to control cost.	Procedures to control cost. Procedures to control quality. Procedures to control cost.	Material way to control cost. Material way to control quality. Material way to control cost.	Every management level has a team leader. Knowledge in production operations. TM should be able to control the team.
1	State Government Shipping in state Gov	Shipping area is not clearly defined Shipping area is not clearly defined	Safe and Safety Books used in every production for Kazen.	All finished goods located in shipping area. Book in each area. Book in each area.	Units Factors concrete that supports the production system. Good inventory located in most areas.	Standard in- process stock control. Good control of finished goods at location.	Call level permits only 10% operation in an efficient manner. Hard to work around stock	Unskilled workers are used in work areas. The team members needed to operate the machine.	TM only leads in each area. Every area has a leader. The team leader manages the team.	Direct control is not used. No control. No control.	System in place to control material job standards. Procedures to control quality. Procedures to control cost.	Procedures to control cost. Procedures to control quality. Procedures to control cost.	Material way to control cost. Material way to control quality. Material way to control cost.	Every management level has a team leader. Knowledge in production operations. TM should be able to control the team.

Key to Continuous Improvement is Teamwork

Top 10 Keys to Newport Cottages Lean Enterprise Success:

- 1) Identify Department leads as Process Owners to drive a sustained effort
- 2) Roll 5S out across the entire shop, lines, labels, locations, standards for everything!
- 3) Maintain 5 minute 5S daily, 15 minute 5S weekly, 1 hour 5S monthly
- 4) Process Owners develop 5S Standard Operating Procedure and conduct audits
- 5) Establish Production Boards for each Department manage by Process Owners
- 6) Train every employee on the Production Boards so there is full Schedule awareness
- 7) Conduct daily Gemba Walk without fail; either Pockets or Jessica (2-3x/day if possible)
- 8) Measure complete orders NOT number of pieces
- 9) Build Training Matrix and rate each employee by process and tie into Annual Review
- 10) Reduce Work In Process and control material flow with Pull Production System



Walker Evans Racing

June 22, 2015

Ms. Heidi Marshall
Director, Workforce Development
Riverside County Workforce Investment Board
1325 Spruce Street
Riverside, CA 92507

Dear Ms. Marshall:

The management and staff at Walker Evans Racing Enterprises are very appreciative of the support from the Riverside County Workforce Investment Board (WIB) in assisting us with the services provided by California Manufacturing Technology Consulting (CMTC). As a result of the services we received, we were able to accomplish the following:

Jobs Retained	20
Job Created (within the next 12 months)	3-5
Sales Retained	\$10M
Sales Increased (within the next 12 months)	\$1M
Cost Savings	\$2M

Before the Riverside County WIB support, Walker Evans Racing Enterprises was faced with capacity issues, supply chain management issues, on time delivery problems and changing market conditions. Walker Evans Racing began manufacturing motor vehicle parts and accessories in 1978. The 50,000 s/f manufacturing facility in Riverside produces specialty springs, shocks, rims, and miscellaneous parts typically used on off-road vehicles. The good news was that we had 10x increases in revenue over the past three years. However, the bad news was that we needed to institute Lean philosophies for a complete enterprise transformation. Those efforts were required to keep the high level of business and employment that goes along with it. Our on time delivery rating was extremely poor at less than 50% and our customer satisfaction had suffered, threatening growth.

Now, with the help of the Riverside County WIB and CMTC, Walker Evans Racing Enterprises has instituted Lean philosophies throughout our operation. We have deployed 5S. We have created cells for better flow. We have conducted several set up reduction Kaizen events. These improvements have allowed us to significantly reduce lead times, increase on time delivery, retain sales and 20 at risk employees, and have positioned us to take advantage of more profitable growth as we meet and exceed the demands of our customer base.

Riverside County WIB's support made all the difference in our ability to move forward and achieve these results. The entire team at Walker Evans Racing Enterprises thanks you.

Sincerely,

Don Barker
Manager

cc: Retha Smith, RCWIB, Business Solutions



California Manufacturing Technology Consulting® Engagement Completion Form (ECF)

Section I—Contacts, Service Delivery Summary

Client Company Name:	Walker Evans Racing Enterprises	CMTC Eng Contact:	Steve Buchwald, (310) 984-0632
Engagement No:	86430-19 (SF OPP. 113187)		
Eng Description/Title:	Walker Evans Racing Enterprises - WIB - Lean SOW	CMTC Director/ Mgr:	David Moates, (858) 245-4031
Date Work Began:	March 2015		
Date Work Completed:	June 2015		

Client Contact - Engagement	Client Contact - NIST Survey (Primary)	Client Contact - NIST Survey (Secondary)
Name: Don Barker	Name: Don Barker	Name: Alex Ramage
Title: Production Manager	Title: Production Manager	Title: HR Manager
E-mail: don@walkerevansent.com	E-mail: don@walkerevansent.com	E-mail: alex@walkerevansent.com
Phone: (951) 784-7223	Phone: (951) 784-7223	Phone: (951) 784-7223

Objectives:

While Walker Evans Racing Enterprises had 10x increases in revenues over the last 3 years we needed to institute Lean philosophies for a complete enterprise transformation in order to be able to sustain that growth. Our on time delivery rating was extremely poor at less than 50% and our customer satisfaction had suffered, threatening growth. Therefore, we decided to partner with CMTC for this engagement, whose objective was to create a Lean Enterprise Transformation.

Deliverables:

- Lean Manufacturing education conducted
- Lean Manufacturing awareness created
- Value Stream Maps completed
- Kaizen teams developed and kaizen events conducted
- Improvements made
- Report-out documentation and results presented
- KPIs developed
- Next steps plan created

Accomplishments:

In addition to completing all tasks on time and meeting all deliverables, this engagement has led to significantly reduced lead times, increased on time delivery, retained sales and 20 at risk employees, and has positioned us to take advantage of more profitable growth as we meet and exceed the demands of our customer base.

Manufacturing a Difference Survey (Check only one box per bulleted item.)

	Very Significant	Significant	Somewhat	Neutral	None
The project/work and its effect will make a difference:					
• To our competitive position	5 <input type="checkbox"/>	4 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
• To staying in business	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
• To staying in California	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input checked="" type="checkbox"/>	1 <input type="checkbox"/>
• To growing our business and adding jobs	5 <input checked="" type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>

Section II NIST Survey Questionnaire – Forecasted Impact @Engagement Completion

1. What were the two most important factors for your firm choosing to work with CMTC?

- Center/staff Expertise
- Cost/price of services
- Fair and unbiased advice/services
- Reputation for results
- Knowledge of your industry
- Specific services not available from other providers
- Lack of other providers nearby
- Other (specify) _____
- Don't know
- Refused to answer

2. In addition to CMTC, has your company used any other external resources/providers to address business performance issues over the past 12 months?

- Yes
- No
- Don't know
- Refused to answer

3. As you look forward over the next 3 years, what do you see as your company's three most important strategic challenges?

- Product innovation/development
- Identifying growth opportunities
- Ongoing continuous improvement/cost reduction strategies
- Employee recruitment and retention
- Financing
- Exporting/Global engagement
- Sustainability in products and processes
- Managing partners and suppliers
- Technology needs
- Other (specify) _____
- Don't know
- Refused to answer

4. Do you forecast the services you received may directly lead to an increase in sales at your establishment over the next 12 months?

- Yes → How much? (2-5%) APPROX \$1M
- No
- Don't know
- Refused to answer

5. Over the next 12 months, do you forecast the services you received may directly lead you to retain sales that would otherwise be lost?

- Yes → How much? \$ 250+ % \$10M APPROX
- No
- Don't know
- Refused to answer

6. Do you forecast the services you received may directly lead you to create any jobs over the next 12 months?

- Yes → How many? 3-5
- No
- Don't know
- Refused to answer

7. Do you forecast the services you received may lead you to retain any jobs over the next 12 months?

- Yes → How many? 20
- No
- Don't know
- Refused to answer

8. Do you forecast the services you received may directly result in cost savings in labor, materials, energy, overhead, or other areas over what would otherwise be spent in the next 12 months?

- Yes → How much? 10-15% APPROX \$2M
- No
- Don't know
- Refused to answer

9. As a result of the services you received, do you forecast your establishment will increase its investment over the next 12 months in:

- a. New products or processes? 500K
 How much? \$ 25-50% No Don't know Refused to answer
- b. Plant or equipment? \$10K
 How much? \$ 10K No Don't know Refused to answer
- c. Information systems or software? \$5K
 How much? \$ 5K No Don't know Refused to answer
- d. Workforce practices or employee skills?
 How much? \$ _____ No Don't know Refused to answer
- e. Other areas of business?
 How much? \$ _____ No Don't know Refused to answer

10. As a result of the services you received, do you forecast your establishment will avoid any unnecessary investments or save on any investments in the next 12 months?

- How much was saved/avoided? \$ 500K
 No Don't know Refused to answer

11. A. Based on the benefits that resulted from the services provided, how likely would you be to recommend CMTC to other companies, assuming they are not direct competitors?

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9	<input checked="" type="checkbox"/> 10
Detractor (Not likely to recommend CMTC)					Neutral			Promoter (Likely to recommend CMTC)	

B. If you did not give a score of "10" what one thing could CMTC have done to improve their score?

Section III – Client Comments

THANK YOU FOR THE FUNDING! WE ARE NOW IN A POSITION FOR FURTHER GROWTH.

Client: **Walker Evans Racing Enterprises**

Eng# 86430-19
(SF OPP.
113187)

Section IV – Agreement to Completion of Work ~ Deliverables ~ Case Study ~ Forecasted Impact ~ Payment

All engagement work completed All deliverables satisfied Final Invoice is approved for payment

Sustainment Plan developed Yes No Client agrees to develop a Case Study with CMTC Yes No

Client Representative

Print Name: Don Barker

Title: Production Manager

Signature: 

Date: 6-22-15

CMTC Representative

Print Name: Steve Buchwald DENNIS SOWNEY

Title: Consultant

Signature: 

Date: 6-22-15

WATERSTONE

FAUCETS

41100 Industrial Court • Riverside, CA 92503

951-509-0400

Ms. Heidi Marshall
Director, Workforce Development
Riverside County Workforce Investment Board
1325 Spruce Street
Riverside, CA 92507

Dear Ms. Marshall:

The management and staff at Waterstone Faucets are very appreciative of the support from the Riverside County Workforce Investment Board (WIB) in assisting us with the services provided by California Manufacturing Technology Consulting (CMTC). As a result of the services we received, we were able to accomplish the following:

Jobs Retained	12
Job Created (within the next 12 months)	20
Sales Retained	\$500,000
Sales Increased (within the next 12 months)	\$1,500,000
Cost Savings	\$100,000

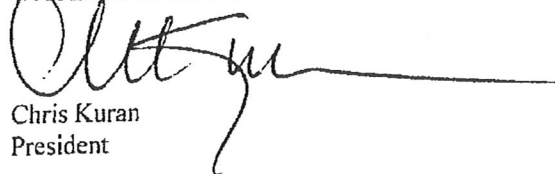
Waterstone Faucets was founded in 1999. We are located in Murrieta Hot Springs and manufacture very high quality niche faucets. The good news is that we have been very successful and as a result have seen rapid growth. However, the bad news is that the rapid growth had led to many problems. Before the Riverside County WIB support, we were finding it difficult to sustain our success and to position the company for growth, due to the fact that we were suffering from financial problems (cash flow), workforce management issues (finding and training good employees), quality issues, and changing market conditions. We realized we needed to do something ASAP.

Now, with the help of the Riverside County WIB and CMTC, Waterstone Faucets has conducted training in leadership skills and lean principles to improve productivity and employee management. Additionally, we have created a framework (The Waterstone Way) for the major shop skill areas, with a standard format for each skill instruction, and criteria for moving between the various skill levels. These changes have led to improved leadership skills, improved cooperation and communication between departments, improved cycle times, faster speed to market, and better cash flow, allowing us to retain sales and 12 at risk employees, as well as position us for more profitable growth.

Riverside County WIB's support made all the difference in our ability to move forward and achieve these results. The entire team at Waterstone Faucets thanks you.

Sincerely,

WATERSTONE FAUCETS



Chris Kuran
President

cc: Retha Smith, RCWIB, Business Solutions

Attachment 5
Riverside County Economic Development Agency/Workforce Development Division
Testimonials from Job Seekers



this issue

Workforce Development P.1
Community & Cultural
Services Division P.2
Salton Sea P.3
Cultural Svcs/Libraries P.4
Office of Foreign Trade P.5
Film Commission P.6
Real Estate P.7
Housing Authority P.8
Custodial P.9
Workforce cont. P.10
Marketing P.11
Project Management P.12
Maintenance P.16
Events P.17

Workforce Development - Thousands Seek Job Opportunities at the 21st Valley-Wide Employment Expo

More than 2,600 job seekers looking for a job or a better job filled the Riverside County Fairground's Fullenwider Auditorium at the 21st Valley Wide Employment Expo. The event, hosted by Riverside County's Workforce Development Centers, the Department of Public Social Services and the State of California's Employment Development Department, took place on Thursday, September 15, from 9am-1pm.

This year, the event sold out one month early and set a record with 93 employers participating in hopes of filling over 1,500 open job positions in healthcare, logistics, hospitality, construction, gaming, customer service, business and professional services, education, government, nonprofits and much more. Members of the Expo Committee credit the excellent media coverage the event received from local TV, radio and print

publication sponsors for the success of selling out early.

George Puddephatt, Project Coordinator with the Riverside County Economic Development Agency's Workforce Development Centers and Expo Committee Member said, "The event does a great job of bringing together employers and job seekers in one location. It's easy access to qualified job candidates for the employers which cuts down on their costs for recruitment and hiring. For job seekers, it's everything in a one-stop shop, so it's really great for both sides and we usually get great results."

Job seeker, Janette Martel from Indio said, "I was getting discouraged by the lack of response I experienced after submitting more than two dozen applications online.

Story continues on Page 10

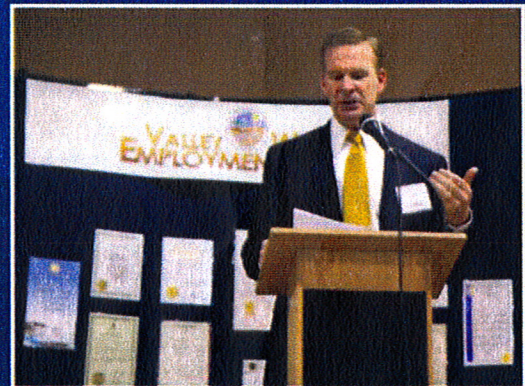
Workforce Development continued



Here at the Expo, I've been able to meet face-to-face with recruiters and I've already scheduled interviews with three potential employers."

From the employer's perspective, Reserve Field Manager, Wilber Rendon with Farmers Insurance of La Quinta said, "We can save a lot of time and money by only calling back job seekers who made a good first impression and met the criteria we were looking for on the resumes they handed into us during the Expo."

Jeff Stahl, news anchor and reporter with KESQ-TV New Channel 3, did a fantastic job as Master of Ceremonies for the event. Guest speakers included Glenn Miller, Mayor of the City of Indio; Juan DeLara, Chair of the Eastern Regional Workforce Development Committee; Russell Best, Riverside Cluster Manager for the State of California's Employment Development Department (EDD); Vicky Starke, Field Representative for Assembly Member Chad Mayes; Hernan Quintas, Press Secretary for Congressman Raul Ruiz; Senator Jeff Stone and Supervisor John J. Benoit, Chairman of the Riverside County Board of Supervisors.



Jeff Stahl, news anchor and reporter with KESQ-TV

Dignitaries who attended the event included Carrie Harmon, Deputy Director Riverside County Workforce Development Centers; Susan von Zabern, Director of Department of Public Social Services; Todd Bellanca, Deputy Director Department of Public Social Services; Cheryl Greenlee, EDD Inland Regional Deputy Division Chief and Linda Evans, Mayor of the City of La Quinta.

The 21st Valley Wide Employment Expo is made possible through generous contributions from our many sponsors listed below!



Advanced Imaging Solutions, Burrtec, City of Indio, Classic Party Rentals, CoachellaValleyWeekly.com, Desert Communities Employer Advisory Council, El Informador del Valle, Farmers Insurance, La Prensa Hispana, Money Radio, Palm Springs Life Magazine, Panera Bread, Riverside County Fair & National Date Festival, Riverside County Workforce Development Board, Starbucks and Stater Bros.

Reeves, Holly

From: Sims, Loren
Sent: Thursday, November 10, 2016 3:54 PM
To: Reeves, Holly
Cc: Smith, Retha
Subject: FW: Graduation

From: Ordiales, Miriam
Sent: Tuesday, November 08, 2016 9:35 AM
To: Gordon, Sheneka
Cc: Singer, Marian; sgordon371@aol.com; Harmon, Carrie; Marshall, Heidi; Frederick, Wendy; Cornejo, Olga; Villalobos, Yvonne; Putz, Beatrice; Kantor, Sandy; Sims, Loren; Arnold, Linda
Subject: RE: Graduation

Good morning Sheneka:

What a wonderful email! The vision, mission and success of our program is exactly what your customer is describing. I have been working with you since June 8th and what I have learned is that you care about every participant you have contact with, you always see the possibilities and go the extra mile to assist them with their present and future goals. I am not surprised to be honest, you are an excellent Career Training Coach, and our unit is proud to have you as part of our CSU team. Great job, Congratulations!

From: Gordon, Sheneka
Sent: Tuesday, November 08, 2016 9:25 AM
To: Ordiales, Miriam; Arnold, Linda
Cc: Singer, Marian; sgordon371@aol.com
Subject: FW: Graduation

FYI.
This warms my heart. 😊

From: Mike Rippa [<mailto:rippa.mike@yahoo.com>]
Sent: Tuesday, November 08, 2016 8:57 AM
To: Gordon, Sheneka; Aguilar, Maria
Subject: Graduation

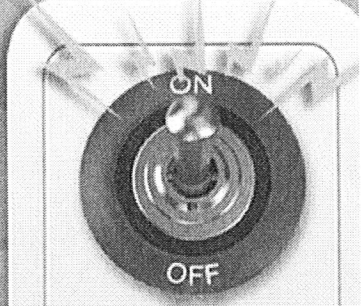

Good Morning Sheneka,
I wanted to let you know that I have graduated and received my commercial license. I start orientation with Covenant Transportation on the 14th of this month. I wanted to share with you, the wonderful experience I have had attending this school, and would recommend them to anyone that wants to start a new career in the transportation industry! Roadmaster uses real world equipment, which is in better condition than some company trucks that I have driven in the past. They also set the student up for success, rather than fail, due to some schools use shorter tractors and trailers at the DMV. They will only realize this when they graduate and have to take a road test in a real world truck and trailer of 70 feet long. Great Instructors and facilities as well. They have even taught this old dog, with

over two decades of experience a few new tricks. Thank You for all that you have done, to get me back into the working class! On behalf of my family as well and from the bottom of my heart, Thank You! you'll never know how Awesome it feels to be THE MAN again!

Thank You!

	<p>Sheneka Gordon Workforce Development Development Specialist II 1325 Spruce Street, Suite 110 Riverside, CA 92507</p>
Office: 951.955.3102	Mail: SLGORDON@rivcoeda.org
Fax: 951.955.3131	Web: www.rivcoworkforce.com

	<p>The Riverside County Workforce Development Board (WDB) presents THE 3RD ANNUAL VALLEY-WIDE WORKFORCE SUMMIT Focus: Small Business Opportunities</p>	
NOVEMBER 17, 2016 • 7AM - 11AM • FANTASY SPRINGS RESORT CASINO		▶▶ CLICK HERE TO REGISTER!

<h1>THE POWER OF CONNECTION</h1>	
	<p>California State Association of Counties 122nd Annual Meeting Nov 29-Dec 2 . Palm Springs . Riverside County</p>