

Approved: January 28, 1997
Date

MINUTES OF THE HOUSE COMMITTEE ON ECONOMIC DEVELOPMENT.

The meeting was called to order by Chairman Bill Mason at 3:30 p.m. on January 23, 1997 in Room 423-S of the Capitol.

All members were present except: Barbara Allen (Excused)
Jerry Henry (Excused)
Galen Weiland (Excused)

Committee staff present: Lynne Holt, Legislative Research Department
Renaë Jefferies, Revisor of Statutes
Beverly Renner, Committee Secretary

Conferees appearing before the committee: Steve Jack, Manager, Business Finance and Workforce Training,
Department of Commerce & Housing

Others attending: See attached list

Steve Jack, Department of Commerce and Housing, briefed the committee on workforce training programs for business and industry (Attachment 1). In 1996, the Kansas Industrial Training (KIT) and Kansas Industrial Retraining (KIR) programs which receive funding from the Kansas Lottery through the Economic Development Initiatives Fund (EDIF) served 76 firms with \$3 million. A synopsis of these programs by company and location was provided (Attachment 2). A new program called Investments in Major Projects and Comprehensive Training (IMPACT) was created by the 1996 legislature to expand the existing State of Kansas Investments in Lifelong Learning (SKILL) program and includes Major Project Investment to assist in training for large projects. These programs are designed to meet the training needs of both new and incumbent workers in new and existing facilities. They have become important tools for local economic developers in the creation and retention of jobs. In addition to the direct economic benefits to the state, the programs foster linkages between business and education, provide transferable skills to Kansas workers, and serve to provide job opportunities for economically disadvantaged individuals.

Chairman Mason adjourned the meeting at 4:20 p.m.

The next meeting is scheduled for January 28, 1997.

HOUSE ECONOMIC DEVELOPMENT COMMITTEE
 COMMITTEE GUEST LIST

DATE: January 23, 1997

NAME	REPRESENTING
Roger Frouzko	KGC
Mick Miller	KANSAS INC
Steve Jack	KDOCH
Meggan Griggs	KAATS
Kevin Carr	KTEC
Candy Shively	SRS
Connie Hylbert	SRS
Steve Kelly	KDOCH
JASON PITTSBERGER	BRAD SMOOT

A Report on Workforce Training Programs

**Presented to
The House Committee
on Economic Development**

**By
Steve Jack
Manager, Business Finance and Workforce Training**

**Kansas Development of Commerce & Housing
Business Development Division
January 23, 1997**

Introduction

Kansas has funded customized workforce training programs for business and industry since 1972. This effort includes the Kansas Industrial Training (KIT) and Kansas Industrial Retraining (KIR) programs which receive funding from the Kansas Lottery through the Economic Development Initiatives Fund (EDIF). The goal of a well-trained workforce was further enhanced in 1991 with the creation of the State of Kansas Investments in Lifelong Learning (SKILL) program. The SKILL program was modified during the last legislative session with the passage of the Investments in Major Projects And Comprehensive Training (IMPACT) program, of which SKILL is now a part. Also during the last legislative session, the Training Equipment Grant (TEG) program was transferred from the Kansas Technology Enterprise Corporation (KTEC) to the Kansas Department of Commerce & Housing (KDOC&H).

The mission of these workforce training programs is to encourage job growth and job retention in Kansas "basic industries" by assisting those businesses in delivering appropriate skill training to new and existing employees. The programs target basic industries involved in manufacturing, distribution, and regional or national service. Companies find out about the programs through community colleges, technical schools, universities, local economic development organizations, chambers of commerce, and KDOC&H staff involved in business recruitment, retention, and expansion. Businesses and/or educational institutions (on behalf of businesses) apply by submitting a training plan and budget to our agency. Proposals are then reviewed by staff, interagency review teams, and/or a cabinet-level council which approves projects.

In FY 1996, the KIT, KIR, and SKILL programs combined to fund a record 89 projects totaling \$8,715,299 in obligations. These state funds leveraged \$18,995,032 in private sector matching funds. Once training is complete, this effort will result in the skill training of 12,012 individuals at 79 companies. More than 4,200 of these jobs are newly created, while 7,806 are retained jobs.

Kansas Industrial Training and Retraining (KIT/KIR) - FY1996

The KIT and KIR programs served 76 firms, granting nearly \$3 million from the EDIF. Used as an incentive for business recruitment, KIT funds facilitated the creation of 773 new jobs in 11 new business locations. As a tool for job expansion, KIT was involved in projects creating 851 new jobs in 31 existing Kansas companies. KIR assisted 43 firms in retraining nearly 8,000 existing workers likely to be displaced due to obsolete or inadequate job skills.

Five years ago the minimum number of trainees required to qualify for a project was lowered from ten to five. As a result, the number of small companies accessing the workforce training programs has consistently increased. In FY 1996, ten projects were funded with fewer than ten trainees, a 43 percent increase from the previous year. Of the 76 businesses receiving assistance, 51 percent employed fewer than 100 people. Fifteen percent employed more than 500 individuals.

Large companies (more than 500 employees) trained 4,530 employees with 21 percent of the total funding available. Medium-sized firms (100 to 500 employees) trained 3,545 people utilizing 41 percent of the training funds. Small businesses (fewer than 100 employees) received 38 percent of the funds to train 1,348 employees. The average cost per trainee ranged from \$140 for large firms, \$341 for medium-sized companies, and \$845 for small businesses. The KIT and KIR programs invested a substantial portion of training dollars in rural areas throughout the state. In FY 1996, training projects were funded in small towns such as Garnett, Halstead, Kingman, Norton, and Palco. Companies located in rural counties (all counties excluding Shawnee, Sedgwick, Douglas, Wyandotte, Leavenworth, and Johnson) received 54 percent (\$1.61 million) of all KIT/KIR funds obligated in FY 1996. Fifty-three percent of the FY 1996 projects were located in rural counties, resulting in 4,517 of the new and existing jobs trained through the KIT and KIR programs.

Additionally, several of the KIT/KIR projects were located in communities in the western half of the state. Of the \$2.98 million in KIT/KIR funds obligated, 16 percent (\$475,740) went to companies located west of Highway 81. Eight percent (734) of the jobs trained using KIT and KIR funds were also located west of Highway 81.

Average wage levels increased dramatically from FY 1995. The average wage of jobs trained under the KIT program increased from \$8.54/hr. to \$10.46/hr. in FY 1996. Average hourly wages for KIR participants increased from \$13.30 to \$14.72 in FY 1996.

KIT/KIR Survey Results - FY1995

The Kansas Department of Commerce & Housing measures the effectiveness of the KIT and KIR programs by surveying companies receiving assistance. All final reimbursements to a company are contingent upon the completion and submission of a close-out survey. Thirty-four companies that had completed KIT and/or KIR contracts for FY1995 were surveyed. Surveys were returned from nine KIR projects and 25 KIT projects.

Seventy-eight percent of firms with KIR contracts rated their employees "more proficient" than their peers. The remaining 22 percent rated them equally proficient to others. In every case, company officials participating in the KIT program considered these employees' performance to be at least comparable to other employees. In fact, 83 percent of the respondents considered the employees involved in KIT as "more proficient" than their other employees. Sixty-five percent of all respondents utilized a local educational agency. Fifty-nine percent used the resources of the local Job Service office. Only 17 percent of the companies utilizing KIT hired Job Training Partnership Act (JTPA) participants.

When questioned about the importance of the availability of KIT services, 96 percent of the companies responded that the KIT program was "important" or "very important" in the decision to expand or relocate their business. Likewise, 89 percent of KIR recipients declared that the program was "very important" or "important" to the retention of the jobs.

Ninety-one percent of the companies realized savings or benefits from having employees trained through the KIT or KIR programs. Most outlined specific areas of benefits from the programs, including more productive employees, better attendance, reduced training costs, decreased non-productive time, and a shortened learning curve of employees.

One company reported that the KIT program contributed to increased production with less quality problems. Another firm reported a reduction of \$7,000 per month in variances through increased efficiency. The KIR program helped one firm reduce cycle times on critical processes

by up to 75 percent while reducing worker compensation costs by 38 percent. Another business responded that the KIT program “reduced the company’s expense during the training phase and thus allowed the company to carry a higher staffing level.” A fifth firm commented: “I feel like this program has helped educate all of our supervisors in the importance of training and how a little time and effort spent up front can save a world of time later!”

State of Kansas Investments in Lifelong Learning - SKILL

The State of Kansas Investments in Lifelong Learning (SKILL) program, like KIT, helps new and expanding businesses offset the costs of training employees for new jobs. However, where the KIT program is ideal for the small and medium projects, SKILL offers additional capacity for larger projects. SKILL employs an innovative funding mechanism involving tax-exempt bonds which are indirectly retired by the withholding taxes of the new jobs.

Bond financing of training costs has enabled the State of Kansas to compete more successfully for new businesses and to encourage continued job creation and retention within existing firms. SKILL was not only designed to sharpen the states' competitiveness, but it was also intended to help new and existing companies train employees beyond the level otherwise possible without assistance. Since FY1992, the program has yielded impressive results in its dual role of spurring job creation and enhanced training:

- A total of 18 projects have been negotiated with 16 companies yielding an estimated 6,758 new jobs by the end of 2001. To date, 4,222 of the projected total have already been established in 14 Kansas communities.

- Thirteen of the 16 firms indicated that they decided to locate new jobs and, in many cases, new facilities in Kansas instead of accepting offers from other states because of the SKILL program.

- Twelve of the companies are new to the state, accounting for nearly half of the projected new jobs.

- Twelve different Kansas public educational institutions are administering the 18 projects. All of these training providers continue to benefit from their partnerships with the

companies through the acquisition of industry-specific training expertise and new training equipment.

During FY1996, the SKILL program was utilized in the recruitment of three companies into new facilities in the state. In addition, program funds were used to help one existing company offset training costs associated with its expansion. These four projects will create 2,582 new jobs. Total State training obligations of \$5,733,000 will be matched with company funds estimated in excess of \$14,730,000. In addition to on-the-job training, SKILL is providing education in a variety of areas including self-directed work teams, computer hardware and software, leadership skills, sheet metal assembly, aircraft engine maintenance and repair, and communication skills.

The wage level of the new jobs increased from the previous fiscal year. Average hourly wages in FY1995 were \$8.18. Average wages in the four 1996 projects were \$11.89 per hour.

Investments in Major Projects And Comprehensive Training - IMPACT

The 1996 Legislature expanded the existing SKILL workforce training program to include financing of private capital costs associated with a project's new jobs. The new program is called Investments in Major Projects And Comprehensive Training (IMPACT). The IMPACT program has two major components -- SKILL, which remains, and MPI (Major Project Investment).

The first two IMPACT projects in Kansas involve the location of Sykes Enterprises in Hays and the major consolidation and expansion by Allied Signal Aerospace in Lenexa. Sykes, a computer support operation, is over half way to its goal of hiring individuals for 432 new jobs. In August, the Governor's Council on Workforce Training and Investment approved a \$775,000 IMPACT project for the company. The Allied Signal project will result in the creation of 1,100 new jobs with an average annual wage exceeding \$40,000. The Governor's Council approved a \$7 million IMPACT project with \$6 million targeted at training and \$1 million dedicated to the purchase of equipment for new product development. Because it appears that the company may take longer to reach the level of employment outlined in the original plan, our agency is in the

process of renegotiating the agreement. IMPACT was a critical component of the State's incentive program in recruiting these jobs to Kansas.

IMPACT was also instrumental in two other recently announced locations and one expansion--Armour Swift-Eckrich in Junction City, Diamant-Boart in Olathe, and General Electric in Arkansas City. Armour Swift-Eckrich, an Illinois-based manufacturer of prepared meats, such as smoked sausage, hot dogs, and cold cuts, will be creating 430 new jobs. Diamant-Boart, a manufacturer of diamond-tipped saw blades and drill bits, will be moving 200 jobs from Lee Summit, Missouri to Olathe. General Electric was able to lure a ten-year engine maintenance contract away from the French government, which will fuel the addition of 312 new jobs to the company's Arkansas City facility. The Governor's Council will consider IMPACT projects for these companies in the next few months.

Training Equipment Grants - TEG

Last year, the 1996 Legislature transferred the Training Equipment Grant program from KTEC to KDOC&H. The program provides community colleges, area technical schools, and area technical colleges an opportunity to purchase instructional equipment to train or retrain Kansas workers.

Training Equipment Grant funds are distributed in two rounds. A total of 12 proposals totaling nearly \$1 million in requests were submitted in the first round. Three projects were chosen to receive approximately \$100,000 in funding. Cowley County Community College received \$38,000 for the purchase of a Computer Numerical Control (CNC) lathe. Hutchinson Community College is utilizing \$16,500 to acquire a 95-ton hydro-mechanical pressbrake. Salina Area Vocational School received \$48,760 for the purchase of a CNC milling machine and lathe. The deadline for round two is March 1st with nearly \$150,000 to be distributed.

All grant applications are reviewed and scored by a rating team that includes representatives from the KDOC&H Business Development Division, KTEC, the Mid-America Manufacturing Technology Center (MAMTC), and the State Department of Education. Applicants must meet a variety of criteria including economic impact of the project, the condition of existing equipment, and private sector matching funds.

Our agency encourages the educational institutions to act as facilitators to pull together Training Equipment Grants, workforce training grants, and their own instructional expertise in order to better serve Kansas businesses. This coordinated approach puts the schools in a better position to leverage support for required matching funds or donation of equipment, and the businesses are more likely to utilize the schools' training resources and instructional expertise.

Conclusion

Kansas offers a comprehensive, flexible set of workforce training programs. These programs are designed to meet the training needs of both new and incumbent workers in new and existing facilities. They have become important tools for local economic developers in the creation and retention of jobs. In addition to the direct economic benefits to the state, the programs foster linkages between business and education, provide transferable skills to Kansas workers, and serve to provide job opportunities for economically disadvantaged individuals.

FY 1996 Kansas Industrial Training (KIT) Projects

<i>Company</i>	<i>Community Trainees</i>	<i>Company</i>	<i>Community Trainees</i>
PKM Steel Service, Inc.	Salina 30	Black & Veatch	Overland Park 116
Salina Steel Supply, Inc.	Salina 18	Legg Company, Inc.	Halstead 50
MaiCo Industries, Inc.	Ellsworth 51	Printing Inc.	Wichita 10
Heartland Wheat Growers	Russell 42	Interconnect Devices, Inc.	Kansas City 11
Continental Plastic Containers	Lenexa 54	CPI Qualified Plan Consultants	Great Bend 30
Heartland China	Ottawa 29	Norcraft Companies, Inc.	Newton 8
Borton, Inc.	Hutchinson 80	Carlson Welding, Inc.	Yates Center 24
Advanced Plastic Coating	Parsons 12	Individual Mausoleum	Parsons 14
Full Vision, Inc.	Newton 40	Astro Cap Manufacturing West	Garnett 17
Central Kansas Truss Co., Inc.	Valley Center 15	Swift Transportation	Edwardsville 100
Mobile Care, Inc.	Lawrence 7	Interactive Marketing Services	Wichita 231
The Garage Door Group, Inc.	Lawrence 35	Standard Register Company	Eudora 19
Great Plains Construction	Great Bend 8	Valu Merchandisers Co.	Fort Scott 50
Kings Avionics, Inc.	New Century 9	International Paper Co.	Kansas City 10
Detroit Diesel	Emporia 51	Magna Tech, Inc.	Chanute 19
Empower Trainers & Consultants	Overland Park 84	Preco Industries, Inc.	Lenexa 19
Ray Products, Inc.	Parsons 8	Bayer Corporation	Shawnee 7
LYNX Services from PPG, L.L.C.	Overland Park 40	Lenze Power Transmission	Emporia 15
FMI Brewing Company	Merriam 5	Damark International, Inc.	Junction City 200
National Computer Systems	Lawrence 31	Chanute Manufacturing Co.	Chanute 7
		American Packaging Corporation	Hutchinson 8

FY1996 KANSAS INDUSTRIAL TRAINING PROJECTS

96-1 PKM Steel Service, Inc. - Salina

PKM Steel fabricates structural steel and subcontracts management services for construction projects which range from several hundred pounds to thousands of tons of steel. Many public and private sector structures throughout the United States have been erected using the fabrications PKM provides. Also, PKM is currently fabricating structural assemblies for construction projects in Mexico, China, and South America. PKM created 30 new positions with the assistance of the KIT program. The average salary of the 30 new employees is \$8.73 per hour. The training included, but was not limited to beginning, intermediate, and advanced structural steel fabrication technical skills. Training was covered by PKM employees and Salina Area Vocational-Technical School instructors. The state provided \$30,000, and the company provided \$41,000 in matching funds.

96-2 Salina Steel Supply, Inc. - Salina

Salina Steel provides Central Kansas customers with a cost effective, added service steel warehouse. Secondary fabrication, including cutting to length, shearing, bending, punching, and flame-cutting, allows them to offer a means of reducing their customers' labor and handling costs. With the assistance of the KIT program, the company is adding 18 new employees with an

average wage of \$8.08 per hour. Training consists of both on-the-job and classroom instruction in beginning, intermediate, and advanced structural steel fabrication technical skills. Instructors are employees from PKM, Salina Steel Supply, and Salina Area Vocational-Technical School staff. The state is providing \$25,000, and the company is providing \$25,500 in matching funds.

96-3 MaiCo Industries, Inc. - Ellsworth

MaiCo fabricates structural steel and subcontracts management services for construction projects averaging several hundred tons of steel. MaiCo is providing 51 new full time employment opportunities, with an average wage of \$8.35 per hour. The training program includes beginning, intermediate, and advanced structural steel fabrication technical skills. The training consists of on-the-job and classroom instruction provided by PKM employees and Salina Area Vocational-Technical School staff. The state is providing \$60,000 with \$68,400 coming from the company in matching funds.

96-4 Heartland Wheat Growers - Russell

Heartland Wheat Growers produces gluten that is sold to commercial bakers for use in breads and frozen dough. Heartland also produces various wheat starches used throughout the food service and industrial sectors. A total of 42 new employees, with an average wage of \$12.01 per hour, received instruction from vendors and consultants in applicable computer hardware and software, the operation of industry-specific production equipment, quality control testing procedures, and production equipment troubleshooting and repair. The state provided \$48,000. The remainder of \$330,344 represents company matching funds.

96-5 Continental Plastic Containers - Lenexa

Continental Plastic Containers operates a plastic blow-mold container facility which currently employs 140 individuals. Approximately 200 million plastic containers, such as detergent, shampoo, and juice bottles, are generated by the plant each year. Specific instruction to be offered under this contract includes training in the maintenance and operation of production equipment, safety training, technical math, technical physics, electrical, pneumatic and hydraulic blueprint reading, welding, quality measurement, fork lift or clamp truck operation, and bottle grinding and product shipment procedures. A combination of on-the-job and classroom instruction is being utilized. Instructors from the company's production staff and Johnson County Community College are sharing training responsibilities. Fifty-four new employees with an average wage of \$9.18 per hour are being trained. Estimated total cost of the project is \$51,825. The state is investing \$40,000 in KIT program funds, with the remainder representing company matching funds.

96-6 Heartland China - Ottawa

Heartland China is a division of Golden State Porcelain. The company produces collectible and commercial china. The company trained 290 new employees at an average wage of \$7.10 per hour. Training in the hand decoration of the porcelain blanks involved decal application, hand lining and painting, and quality inspection. The state provided \$40,000, with the company investing \$34,854 in matching funds.

96-7 Borton, Inc. - Hutchinson

Borton is a nationally recognized contracting/engineering firm responsible for the construction of thousands of storage structures, such as grain terminals and chemical processing plants,

throughout the United States and the world. The project is assisting the company in training 80 new employees with an average wage of \$9.03 per hour. New employees are receiving instruction in basic skills such as shop mathematics, safety and industrial hygiene, basic computer skills, plan reading, and basics of construction. The state is providing \$15,000 with the company providing \$2,450 in matching funds.

96-8 Advanced Plastic Coating Services, Inc. - Parsons

Advanced Plastic is a powder coating job shop applying plastic coatings on a custom basis for metal fabricators. The company is expanding employment by adding 12 new employees with an average wage of \$7.00 per hour. Training is on-the-job training and is being provided by the company. In addition, a video training tape is being developed. The state is providing \$12,050 with the company providing \$16,050 in matching funds.

96-9 Full Vision, Inc. - Newton

Full Vision originally developed and manufactured combine and tractor cabs and sold them through dealers and distributors. Since the late 1970's, the focus has been on the Original Equipment Manufacturers (OEM) market. The company focused on selling cab enclosures and other related products. In addition, the company now designs and manufacturers roll over protective structures for the OEM market. The company is embarking on a major continuous improvement initiative by further developing the organization to the world class quality levels of efficient management resource planning/just-in-time manufacturing and is working toward achieving certification to international quality standards of ISO 9000. The KIT program is assisting the company in training 40 new employees with an average wage of \$9.50 per hour. Internal and external trainers and consultants are being utilized for classroom and on-the-job training. The state is providing \$33,750 with the company providing \$13,404 in matching funds.

96-10 Central Kansas Truss Co., Inc. - Valley Center

Central Kansas Truss has been in existence for four and a half years and has quickly become a major supplier to the housing market for Kansas, Oklahoma, and Missouri. The company provides a wide variety of roof and floor trusses. The company is expanding its workforce by 15 new workers with an average wage of \$6.75 per hour. Training is conducted in a classroom setting or on the job. Contracted training development instructors are being used to develop the training and/or train employees as necessary. On-the-job training is being conducted by company management and supervisors. The state is providing \$15,000 with the company investing \$7,450 in matching funds.

96-11 Mobile Care, Inc. - Lawrence

Mobile Care is a manufacturer of a handicapped-accessible, building system that provides a temporary apartment as an alternative to a nursing home. The company is hiring an additional 7 employees with an average wage of \$9.18 per hour. Employees receive extensive hands-on training consisting of 20 hours each in mechanical systems, plumbing, electrical systems, building design, customer support, and installation techniques. Mobile Care is using internal trainers and consultants to conduct training at their facility. Additional training is provided on-site at the customer's location and at the University of Kansas - Center of Gerontology. The state is providing \$9,500 with the company providing \$1,050 in matching funds.

96-12 The Garage Door Group, Inc. - Lawrence

Garage Door is a manufacturing company producing components for garage doors. The company's products are marketed throughout the East Coast, Southern, Midwest, and Southwestern states. With the addition of 120,000 square feet of plant space, the expanded production calls for an increase of 35 new employees with an average wage of \$9.29 per hour. Training consists of orientation, OSHA, lockout/tagout, power press, and trench lift. The instruction is conducted both in the classroom and on-the-job. The training materials are being developed by a technical educator from Haskell Indian Nations University with the in-plant training being conducted by management and supervision staff. Outside vendors are also being used for special needs. The state is providing \$32,000. The company is providing \$14,686 in matching funds.

96-13 Great Plains Construction - Great Bend

Great Plains Construction Company is a new start-up housing construction firm. The purpose of this project is twofold: 1) to train 18 new employees in the construction trades and 2) to build an estimated 85 stick-built affordable homes in Great Bend and surrounding areas by the end of July 1997. This project is being funded on a demonstration basis in order to gauge the extent to which the projects design can be successfully transferred to other rural Kansas localities with an affordable housing shortage. Specific instruction offered under this contract includes training in all construction trades including framing, siding and roofing, drywall and insulation, paint and landscape, and finish trim and cabinets. A combination of on-the-job and classroom instruction is being utilized. An average wage of \$7.67 per hour are paid to the trainees. Estimated total cost of the project is \$40,000. The state is investing \$36,000 in KIT program funds. The remaining \$4,000 represents company matching funds.

96-14 Kings Avionics, Inc. - New Century

Kings Avionics designs and manufactures a variety of avionics equipment for customers nationwide, including McDonnell Douglas and the United States government. Due to the company's expansion of operations at the Johnson County New Century AirCenter, the company is hiring a total of 9 additional employees with an average wage of \$10.67 per hour. Employees placed in technical positions learn the variety of airplanes serviced by Kings Avionics through hands-on training, audiovisual tapes, and attending classes through manufacturers' training schools. Support staff are receiving training in phone etiquette and WordPerfect and SMART computer software. The company is utilizing Johnson County Community College, internal trainers, and factory schools such as Century & S-Tech, King Radio, Collins, Beech & Cessna, Piper, and Lear for training needs. The state is providing \$9,000 toward the project while the company is providing \$1,082 in matching funds.

96-15 Detroit Diesel - Emporia

Detroit Diesel is a wholly-owned subsidiary of Detroit Diesel Remanufacturing Corporation, whose primary function is to supply quality remanufactured engines to Detroit Diesel Corporation and its worldwide network of distributors. Because production has doubled since 1993, and the company has added a new product line, the company is expanding and adding 51 new jobs in 1996 with an average wage of \$12.50 per hour. Skills that are being learned include

pre-employment, post-employment, and on-the-job training. Instructional staff is being furnished by the Flint Hills Technical College with support from Detroit Diesel production staff. The state is providing \$53,168, and the company is providing \$2,500 in matching funds.

96-16 Empower Trainers & Consultants, Inc. - Overland Park

Empower provides training and consulting services to clients throughout the United States in computer software applications. Empower is a Microsoft training partner and authorized Technical Education Center. A total of 84 new employees, with an average wage of \$19.56 per hour, are receiving instruction from company trainers in the full range of Microsoft products. The purpose of the training is to ensure that the trainees become certified by Microsoft as a technical, consultant, or end user trainers. The state is providing \$70,000 in KIT program funds, and \$167,377 represents company match.

96-17 Ray Products, Inc. - Parsons

Ray Products is engaged in the business of manufacturing both set-up and folding paper boxes. Products packaged include stationary, greeting cards, crayons, confectioneries, games, leather goods, playing cards, video cassettes, and a myriad of other products. By early 1996, Ray Products had invested in enough capital equipment and employees to increase its production capacity by 70 percent. Ray products hired 8 new employees at an average wage of \$8.34 per hour. Training consisted of on-the-job training and Zenger-Miller training. The state provided \$13,000 which the company matched.

96-18 LYNX Services from PPG, L.L.C. - Overland Park

LYNX provides a service to regional and national insurance companies by "linking" their policyholders to automotive glass installers when the policyholder has broken glass. The company is adding 40 new employees at an average wage of \$7.00 per hour plus benefits. Training includes 88 hours of classroom and on-the-job training, conducted by Johnson County Community College and LYNX Services staff. The state is providing \$38,141 with the company providing \$43,643 in matching funds.

96-19 FMI Brewing Company - Merriam

FMI Brewing Company manufactures and distributes high quality ales and lagers. FMI is a start-up firm, with an anticipated market reaching a 250 mile radius from the production facility. A total of 5 new employees, with an average wage of \$13.65 per hour, are receiving instruction from external vendors in brewing, fermenting, filtering, and packaging procedures. Estimated total cost of the project is \$11,206. The state is providing \$5,603 in KIT program funds. The remainder represents company matching funds.

96-20 National Computer Systems - Lawrence

National Computer Systems (NCS) is a global information services company specializing in data collection, data processing, and data management. NCS contracts with government entities and provides services to over half the Fortune 100 companies, including Toyota and American Express. NCS currently manages two Federal contracts for the U.S. Department of Education. NCS is training 31 new employees at an hourly wage rate of \$14.42. Employees are being trained in the areas of team leadership, inventory control, time management, and computer software applications. NCS is utilizing Johnson County Community College, outside contractors

and vendors, and internal personnel for training needs. The state is funding \$39,286 of the project with a company match of \$36,640.

96-21 Black & Veatch - Overland Park

Black & Veatch is involved in consulting, engineering, and project management. The firm currently employs 2,609 individuals in Overland Park, including 116 employees new to Kansas who have recently relocated from Kansas City, Missouri. The core training is a 64 hour comprehensive project management program. Core training will be supplemented by other related training which covers computer skills, negotiating skills, technical writing, decision making, and team development. These 116 new employees receive an average wage of \$20.91 per hour. Instructors come from Black & Veatch staff, Johnson County Community College, and outside consultants for special topics. The state is providing \$50,750 with the company investing \$52,070 in matching funds.

96-22 Legg Company, Inc. - Halstead

Legg Company is engaged in a full line of agricultural and industrial rubber belting, cleated belt, and incline belt markets. More than 98% of the sales generated by Legg Company comes from outside of Kansas with international sales in Canada, Australia, New Zealand, and Europe. The company has acquired new equipment and expanded its processing areas. All personnel are being trained in the new "state of the art" processing and reporting methods, including basic skills. The company is hiring 10 new workers at an average starting wage of \$7.00 per hour. A local trainer is developing some of the training and curriculum. A video tape is being produced by the Human Resources Manager. On-the-job training is being provided by the company management and supervisory staff. The state is providing \$18,000 with the company providing \$3,155 in matching funds.

96-23 Printing Inc. - Wichita

Printing Inc. is engaged in the creation and production of printing services. More than 60% of the company's business comes from outside of Kansas. The company performs creative work, photography services, artwork, design, color, film, plate manufacturing, and editing. The company has invested \$8 million in new equipment to meet the needs of its customers and to stay competitive with larger printing companies. The company is hiring 10 new workers at an average starting wage of \$8.50 per hour. Training consists of the company providing experienced trainers to provide on-the-job training. The state is providing \$14,160 with the company providing \$23,160 in matching funds.

96-24 Interconnect Devices, Inc. - Kansas City, Kansas

Interconnect Devices, Inc. (IDI) designs and manufactures spring contact probes and receptacles. This project covers the costs of training 11 new employees. The average hourly wage of these jobs is \$13.83. Training involves AutoCad and 3D computer instruction, other computer software, and orientation to ISO-9000. The state is providing \$8,048 to reimburse the company for both internal and external trainers.

96-25 CPI Qualified Plan Consultants, Inc. - Great Bend

CPI Qualified Plan Consultants, Inc. (CPI) is one of the nation's largest providers of fringe benefit administrative services. The company also provides payroll and telemarketing services for investment and insurance companies. CPI serves clients in 49 states and occupies consulting

offices in every region of the country. Instruction includes on-the-job training. Classroom instruction is also being offered in the basics of the Employee Retirement Income Security Act, the "daily valued" participant accounting system, product splitting, processing loan requests and withdrawals, and compliance and discrimination testing. Thirty new jobs averaging \$7.75 per hour are being created over the term of the contract. The state is providing \$40,000 in KIT program funds, and \$33,200 represents company matching funds.

96-26 Norcraft Companies, Inc. - Newton

Norcraft Companies, Inc. (NCI) manufactures and distributes residential cabinetry and accessories nationwide. A total of 8 new employees, with an average wage of \$8.18 per hour, are receiving instruction from company trainers and external vendors in safety procedures, equipment operation, blue print reading, tooling requirements, machine maintenance procedures, and current and future product specifications. The state is providing \$16,000 in KIT program funds, and \$7,085 represents company matching funds.

96-27 Carlson Welding, Inc. - Yates Center

Carlson Welding, Inc. (CWI) manufactures oil tanks, overhead bins, bale holders, feed bunks, and many different types of trailers. The company also erects canopies at service stations and McDonald's playgrounds. Within the last four years, CWI has expanded their operation to include bidding on structural and miscellaneous steel in new buildings. A total of 24 new employees, with an average wage of \$7.62 per hour, are receiving instruction from company trainers and external vendors in the steel erection and aluminum welding procedures. In addition to instruction in JIG and other welds, trainees receive instruction in weld inspection and crane and forklift operation. The state is providing \$37,644 in KIT program funds, and \$37,645 represents company matching funds.

96-28 Individual Mausoleum Company - Parsons

Individual Mausoleum Company (IMC) is a producer of concrete burial vaults and memorial designs. The company recently purchased Bruce Memorials which places IMC into a national marketing and sales position. This KIT project covers the training of 14 new workers. The current hourly wage is \$10.79 per hour. Employees are being trained in design layout, sandblasting engraving, production, and sales. IMC is utilizing Labette Community College, company skilled craftsman, Westervelt, Carson and Miller, CPA, vendors, ACA training staff, and certified memorialists. The state is providing \$17,317 toward the project, while the company is providing \$16,320 matching funds.

96-29 Astro Cap Manufacturing West, Inc. - Garnett

Astro Cap Manufacturing West, Inc. is a manufacturer of fiberglass truck tops. The company has experienced the largest growth period ever and has benefited by capitalizing on quality and distribution. Astro hired 17 new workers at \$6.62 per hour average starting wage. Training consisted of pre-employment, classroom, and on-the-job training. Classroom training was conducted in emergency response, fire training, fork-lift, back safety, and other training components. Instructors included company trainers along with E.M.S. and the fire chief from the city of Garnett. The state provided \$30,000 toward the project, while the company provided \$7,406 in matching funds.

96-30 Swift Transportation - Edwardsville

Swift Transportation completed construction in January 1996 of a \$5 million interstate truck terminal regional operations center and training facility on about 34 acres in Edwardsville. Swift provides interstate transportation throughout the United States, Mexico, and Canada. The new terminal employed 525 people when it opened. This KIT contract funds training of a minimum of 100 new truck driving jobs for Kansas residents at an average hourly wage of \$14.42. Training in basic operation, safety, planning, map reading, satellite communications, DOT regulations, and other related areas are being covered. Training is being conducted at Fort Scott Community College, the Edwardsville facility, and in the cab of a truck traveling over the road throughout Kansas and the rest of the country. The state is funding \$100,000 with a company match of \$362,800.

96-31 Interactive Marketing Services, Inc. - Wichita

Interactive Marketing Services, Inc. (IMS) is a telemarketing service bureau offering outbound and inbound telemarketing services to its clients throughout the United States. IMS is hiring and training 231 new employees at an average hourly wage of \$6.89. Employees are receiving training in communication and supervisory skills and are also being educated on company policies, procedures, and systems. The training is being provided by in-house instructors. The state is funding \$65,000 of the project, while the company is providing \$87,430 in matching funds.

96-32 Standard Register Company (Communicolor) - Eudora

Communicolor is a direct mail division of the Standard Register Company specializing in high-color personalized snap packs for leading direct marketers throughout the country. The company is expanding to remain competitive in the direct mail industry. As a result the firm is adding 19 new jobs. The average wage of the new jobs is \$11.63 per hour plus benefits. Communicolor is purchasing new equipment and technology which includes two new Goebel Varicolor Presses, two new 3600 Imagers, and Electronic Pre-Press equipment for a total cost of 12.5 million. This training program is providing company trainers in both classroom and on-the-job training, to prepare the new workforce with skills required to operate this equipment. The state is providing \$38,000 in KIT funds with the company providing \$75,488.

96-33 Valu Merchandisers Co. - Fort Scott

Valu Merchandisers Co. (VMC) is a wholesale distributor of health and beauty care, general merchandise and specialty food products. Products in full cases are broken down into individual selling units, packed into plastic tote boxes and shipped to retailers. VMC supplies goods to over 700 supermarkets in Kansas, Missouri, Oklahoma, and Arkansas. VMC is hiring and training 50 new employees at an average hourly wage of \$6.15. Employees are receiving training in team building, supervisory skills, customer service skills, effective communication, orientation, forklift training, computer software, and job specific classroom training. The training is being provided by Fort Scott Community College, vendors, and in-house instructors. The state is funding \$60,000 of the project, while the company is providing \$198,195 in matching funds.

96-34 International Paper Co. - Kansas City

International Paper Co. converts paper stock into paperboard coated with a film of low density polyethylene (milk cartons). The cartons can be used to package milk, juices, dry food products, and soaps and detergents. The majority of sales are made to out-of-state, U.S. dairies for subsequent nationwide distribution. To prepare for the transfer of work from their California plant, International Paper is hiring and training 10 new employees at an average hourly wage of \$11.73. Employees are receiving job specific training on converting machines, maintenance, sealing and shipping departments, and the plate and ink room. In-house staff are conducting the training. The state is providing \$15,000.

96-35 Magna Tech, Inc. - Chanute

Magna Tech, Inc. manufactures towing accessories including truck bars, tow slings, and dollies. All of the leading Original Equipment Manufacturers use the towing accessories. Miller Industries, the world's largest manufacturer of tow trucks, uses Magna Tech exclusively for their towing accessories. Currently they sell 26% of their products internationally to 13 countries. Magna Tech is hiring and training 19 new employees at an average hourly wage of \$8.73. All new employees are receiving general orientation, health, safety, and environmental training. Employees are also receiving training for M/T paint systems, blueprint reading, CNC lathe & CNC machining, assembly, and computer software and hardware. In-house staff, TL Fabrications, Inc., and Young's Welding Instructors are conducting the training. The state is funding \$38,000 of the project, while the company is providing \$22,780 in matching funds.

96-36 Preco Industries, Inc. - Lenexa

Preco Industries produces computer controlled die-cutting press systems, screen printing equipment and computer software. Their market includes the United States, Europe, Canada, Mexico, Far East and South America. Preco has been experiencing rapid growth and is constructing a new facility to accommodate the influx. Preco is hiring and training 19 new employees at an average wage of \$14.94. Each trainee goes through an orientation and basic safety training course. The engineers receive training in AutoCad and Impact system software, LAN and FoxPro. Production employees will be taking basic shop math, blueprint reading, basic measuring, and geometric dimensioning and tolerances. The training is provided by Johnson County Community College, vendors, and in-house instructors. The state is funding \$29,200, while the company is providing \$6,000 in matching funds.

96-37 Bayer Corporation - Shawnee

Bayer Corporation is an \$8 billion research-based company with diversified businesses concentrated in three major areas: health care and life sciences, chemicals, and imaging technologies. Bayer Corporation's Agriculture Division is made up of three major product groups: Animal Health, Crop Protection, and Specialty Products. This KIT project involves 7 new employees in the Animal Health business unit which supplies vaccines, pharmaceuticals, and parasiticides for the livestock, companion animal, and poultry markets to an international market. The Animal Health unit employs over 400 individuals. This KIT project funds training of 7 new employees with an average wage of \$20.65. Training is taking place in the classroom, laboratory, and production areas. The project includes training in continuous improvement, team

effectiveness, computer software, Bio CAD, and laboratory information management systems. Training is being conducted by Johnson County Community College, consultants, and internal trainers and will take place in Kansas, California, and Connecticut. The state is funding \$14,000 with a company match of \$6,690.

96-38 Lenze Power Transmission - Emporia

Lenze Corporation is a wholly-owned subsidiary of Lenze GmbH located in Aerzen, Germany. Lenze manufactures mechanical, electrical-mechanical, and electronic power transmission products. Lenze is building a new facility in Emporia. The new facility is expected to be completed and operational in the Fall of 1996. Lenze Emporia is hiring and training 15 employees including managers, inside sales, technicians, and administrators at an average hourly wage of \$15.05. Training includes the following areas: ISO 9000, TQM, team building, plant safety, assembly, product information, communication, and computer system. The training is being conducted by company managers, product specialists, and instructors from the Flint Hills Technical College. The state is funding \$30,000 with the industry match of \$17,600.

96-39 Damark International, Inc. - Junction City

Damark, based in Minnesota, is a membership-driven information based national direct marketer of brand name merchandise and services. Damark utilizes catalogs in six product categories: computers, home office, home decor, consumer electronics, home improvements, and sporting goods. The company's new call center in Junction City will handle 30 to 40% of Damark's call volume. 200 new employees with average wages of \$7.46 per hour are being trained through this KIT project. Training includes company overview, computer training, communication skills, product knowledge, and billing procedures. The state is funding \$125,000 with a company match of \$262,674.

96-40 Chanute Manufacturing Company - Chanute

Chanute Manufacturing Company manufactures heat recovery steam generators and related equipment used in the electric power plant industry. The fabrication processes utilized are pressure vessel welding to ASME code (pipe welding), heavy metal fabrication, fit and weld of structural steel members, and final assembly of subcomponents. Currently, the company has a backlog of work that exceeds the current capacity of pipe welders. The KIT project provides pre-employment, skill development, and on-the-job training for seven new workers who are paid an average of \$11.34 per hour. The instructor for the program is a former employee. He is instructing two classes daily for six hours per day. The state is providing \$14,000 with the company providing \$1,460 in matching funds.

96-41 American Packaging Corporation - Hutchinson

American Packaging Corporation (APC) manufactures corrugated boxes for companies throughout Kansas. Two primary customers, Avery Dennison and Precision Winding, are requesting that APC develop a comprehensive quality assurance program. APC is moving toward becoming ISO 9000 certified and must provide appropriate training to present and future employees. To accommodate customer requests, APC is hiring and training 8 new employees at an average hourly wage of \$6.50. Employees are receiving training in concept of total quality, personal computers, leadership/management skills, understanding SPC, team problem solving and team building. The training is being provided by Hutchinson Community College,

consultants, and in-house instructors. The state is funding \$16,000 of the project, while the company is providing \$9,122 in matching funds.

96-42 Treasure Chest Advertising Company, Inc. - Lenexa

Treasure Chest Advertising is the largest printer of advertising circulars, comics, and TV listing guides in the United States. The company's strategy is to meet the diverse needs of its customers by providing flexible printing services, consistently high quality products, and timely delivery of products and services at competitive prices. As part of its growth, Treasure Chest has reorganized and has added 47 new employees at an average hourly wage of \$9.56. Employees are receiving training in color reproduction and measurement, film, plate making, ink, fountain solution, paper and process control, ovens and paper tension, folder training, and computer application skills. The training is being provided by in-house instructors, consultants, and vendors. The state is funding \$19,101 of the project, while the company is providing \$19,101 in matching funds.

FY 1996 Kansas Industrial Retraining (KIR) Projects

<i>Company</i>	<i>Community</i>	<i>Trainees</i>	<i>Company</i>	<i>Community</i>	<i>Trainees</i>
Aircraft Instrument & Radio Co.,	Wichita	11	Simon-RO Corporation	Olathe	80
Borton, Inc.	Hutchinson	193	General Electric Company	Arkansas City	613
Full Vision, Inc.	Newton	73	Tramco, Inc.	Wichita	144
Interconnect Devices, Inc.	Kansas City	190	Printing, Inc.	Wichita	15
Sallie Mae	Hays	150	Snorkel	Elwood	643
Chance Industries, Inc.	Wichita	395	Johnson Controls, Inc.	Lenexa	112
City Blue Print	Wichita	29	W-W Manufacturing Company	Dodge City	56
Kysar Machine Products, Inc.	Palco	5	National Computer Systems	Lawrence	25
Philips Lighting Company	Salina	40	Black & Veatch	Overland Park	1,225
Raytheon Aircraft Company	Wichita	400	CertainTeed Corporation	Kansas City	100
Burke, Inc.	Kansas City	74	Emerson Electric Company	Independence	461
Danisco Ingredients, Inc.	New Century	189	Electromech Technologies	Wichita	73
Detroit Diesel Remanufacturing	Emporia	108	Gilprin, LCC/Gilliland Printing	Arkansas City	85
Exxon Chemical Company	Kingman	12	Excel Manufacturing, Inc.	Wichita	60
Jenkins Motorsports, Inc.	Dodge City	8	Automotive Controls Corporation	Independence	950
Superior Industries	Pittsburg	68	Corporate Lodging Consultants	Wichita	65
Vita Craft Corporation	Shawnee	92	Cramer, Inc.	Kansas City	86
General Motors Corporation	Kansas City	230	International Paper Co.	Kansas City	104
Johnson Controls, Inc.	Lenexa	244	Montgomery-Kone, Inc.	Arkansas City	78
Lenexa Products	Lenexa	115	Natoma Corporation	Norton	20
Metlcast Products, Inc.	Salina	53	Phoenix Corporation	Ottawa	69
Pork Packers International, Inc.	Downs	65			

FY1996 KANSAS INDUSTRIAL RETRAINING PROJECTS

96-101 Aircraft Instrument & Radio Co., Inc. - Wichita

Aircraft Instrument is a world-wide parts supplier to the aviation industry. The company has on site FAA approved repair and overhaul capabilities. Technological advances in the avionics industry created the need to train 11 Instrument & Avionics Bench Technicians at an average wage of \$14.50 per hour. The training is being done internally and focuses on the microprocessors used in today's more advanced field of avionics. The state is providing \$5,929 with the company providing \$9,854 in matching funds.

96-102 Borton, Inc. - Hutchinson

Borton is a nationally recognized contracting and engineering firm responsible for the construction of storage structures, such as grain terminals and chemical processing plants, throughout the United States and the world. The company is retraining 193 existing employees with an average wage of \$15.10 per hour. Employees are receiving instruction in supervisory skills, team problem solving skills, total quality control, computer skills, AutoCad, computer applications of databases and spreadsheets, fluid power education, equipment maintenance, concrete education, new welding techniques, machining skills, and plan reading. The state is providing \$50,000, and the company is providing \$98,300 in matching funds.

96-103 Full Vision, Inc. - Newton

Full Vision originally developed and manufactured combine and tractor cabs and sold them through dealers and distributors. Since the late 1970's, the focus has been selling cab enclosures to the Original Equipment Manufacturers (OEM) market. In addition, the company now designs and manufacturers roll over protective structures for the OEM market. Full Vision is embarking on a major continuous improvement initiative by further developing the organization to the world class quality levels of efficient Management Resource Planning/Just-In-Time manufacturing and is working toward achieving certification to international quality standards of ISO 9000. The company is retraining 73 employees with an average wage of \$9.50 per hour. Internal and external trainers and consultants are being utilized for the classroom and on-the-job training. The state is providing \$26,275 with \$26,275 coming from the company in matching funds.

96-104 Interconnect Devices, Inc. - Kansas City

Interconnect Devices (IDI) originally manufactured contact probes and receptacles primarily used within automated testing of circuit boards. The company has now expanded internationally with a customer base of over 5,000 companies worldwide. In 1993, IDI received the Governor's Exporter of the Year Award for Kansas. To continue this success and diversify its markets, IDI now has a new division called SYNERGETIX. The company will focus on expansion of users for its product in the automotive and medical industries. The KIR program is assisting the company in retraining 190 workers with an average wage of \$9.26 per hour. The training includes ISO 9000, sales and marketing, engineering, accounting, purchasing, advertising, and design. The training is primarily be done by the company's technical staff. The state is providing \$14,639, and the company is matching that amount.

96-105 Sallie Mae - Hays

Sallie Mae is one of eight regional student loan servicing centers owned by the corporation nationwide. The Kansas division employs approximately 600 at an annual payroll of \$15 million. The Lawrence office services over 820,000 student loan accounts with a 24 hour, 7 day a week customer service line. The company is installing a broad application of integrated imaging, workflow, and client-based technology, called ImDOC. This upgrade in technology has been under development since late 1992, and is being implemented in phases. The KIR program is assisting the company with retraining 150 existing workers at an average wage of \$8.00 per hour. The state is providing \$50,000, and the company is providing \$149,900 in matching funds.

96-106 Chance Industries, Inc. - Wichita

Chance Industries provides high quality products for the amusement and transit industries. Chance Industries and its subsidiaries employ 395 employees at an average hourly wage of \$14.79. The retraining program is providing Chance employees with the skills to meet the challenges of the market. Training is being conducted in business communications, math, blue print reading, electric code, Zenger Miller, computer training, and customer service training. Training is being provided by Butler County Community College, Wichita Technical College, Wichita State University, and company trainers. The state is providing \$70,000 with the company providing \$70,000 in matching funds.

96-107 City Blue Print - Wichita

City Blue Print provides a variety of products and services to their customers including blue prints, photostat copying, engineering supplies, survey equipment, photo department, and computer systems. The KIR program is assisting the company in retraining 29 employees with an average wage of \$9.81 per hour. The training includes open systems accounting, MS Windows, Compaq Accredited Systems Engineer series, and mechanical desktop. Once training is complete, employees will assist in training technical employees and managers. The state is providing \$15,000 with the company providing \$22,889 in matching funds.

96-108 Kysar Machine Products, Inc. - Palco

Kysar is a small machine shop offering both in-house and field services for general farm and oil field repairs, industrial engine repairs, and welding. Kysar is currently in the process of shifting its focus from oil field services to prototype development and precision machining, in addition to research and development services. The company is retraining 5 employees at an average wage of \$9.00 per hour. Training includes reading and designing blueprints, AutoCAD, CNC programming, machining, welding, flame spraying/metallizing, and general repair. Kysar is utilizing trainers from Fort Hays State University, MAMTC, SBDC, and company staff. The state is providing \$10,000, and the company is providing \$12,756 in matching funds.

96-109 Philips Lighting Company - Salina

Philips Lighting is the world's largest fluorescent lamp facility, producing millions of lamps annually. The KIR program is providing funds to upgrade the skills and knowledge of 40 existing workers with an average wage of \$13.81 per hour. The training program includes both classroom and on-the-job training in critical operations of flare-making, stem-making, sealing, and tipping. The state is providing \$50,000. The company is contributing \$62,500 in matching funds.

96-110 Raytheon Aircraft Company - Wichita

Raytheon is a manufacturer of one of the broadest and strongest product lines in business and military aviation. Raytheon is in the process of restructuring its operation to incorporate ISO 9001 standards, re-engineering of prefabrication operations, organizational restructuring to Integrated Product Teams, an increase in the use of CAD/CAM technology, diversification of product line, and new production to include JPATS Beech Pilatus PC-9 Mark II trainer. Raytheon is retraining 400 employees with an average wage of \$17.24 per hour. Employees are receiving training in the areas of avionics, sheet metal assembly, information systems, blueprint reading, inspection, and assembly. The majority of training is being provided by internal trainers and Raytheon Aircraft personnel from the United Kingdom. Additional training is being provided through Wichita State University. The state is funding \$81,000 of the project, and the company is providing an equal amount in matching funds.

96-111 Burke, Inc. - Kansas City

Burke was founded by Bill and Zella Burke in 1966 to make chairs that lifted their partially disabled occupants up automatically. The firm expanded to include motorized scooters and obese treatment systems for the radically obese. The company is retraining 74 existing employees with an average wage of \$12.06 per hour. The focus of the training is primarily ISO9000 and ISO9001. Instructors are from MAMTC, American Society for Quality Control,

and other ISO9000 certified auditors and consultants. The state is providing \$35,000, and the company is providing \$55,733 in matching funds.

96-112 Danisco Ingredients, Inc. - New Century

Danisco produces functional food ingredients such as emulsifiers, stabilizers and flavors used in the food industry. In addition to supplying the food industry, the company provides products to the plastics industry. To service customers and remain operational, Danisco must achieve ISO 9002 certification while incorporating additional requirements of the U.S. Food & Drug Administration, U.S. Drug Enforcement Agency, and the American Institute of Baking. Danisco is in the process of retraining 189 existing employees at an average wage of \$15.32 per hour. Training primarily consists of Zenger-Miller, ISO 9002, and technical instruction. Danisco is using Johnson County Community College, STATE-A-MATRIX, and internal personnel for training needs. The state is funding \$50,000 of the project with the company providing \$82,648 in matching funds.

96-113 Detroit Diesel Remanufacturing - Emporia

Detroit Diesel has a primary function of supplying quality remanufactured engines to Detroit Diesel Corporation and its worldwide network of distributors. The company has doubled the output of remanufactured products and added a new product line. Retraining of 108 existing workers, with an average wage of \$12.50 per hour, is required for the new product line. Classroom and on-the-job lab training centers on product and process knowledge, and emphasizes "quality" improvement techniques. Training is being conducted by the Flint Hills Technical College and Detroit Diesel. The state is funding \$55,296 of the project, and the company is providing \$55,296 in matching funds.

96-114 Exxon Chemical Company - Kingman

Exxon Chemical Company is a leading manufacturer of polypropylene twine and cordage products for the commercial, industrial, and agricultural markets of North America. To meet the growing demands of its customers, Exxon purchased state-of-the-art extrusion and winding equipment. Exxon retrained 12 operators at an average hourly wage rate of \$12.54. Employees received on-the-job training on the blending of polypropylene resins, a new "chill roll" cooling systems of film after extrusion, and operation of an in-line winding and packaging of the finished twine product. All operations required employees to have training in computerization, electronics, and hydraulics. Two employees (in-house trainers) attended basic training classes and seminars in Wichita and Atlanta prior to attending an on-site training session in Italy, where the equipment is manufactured. The in-house trainers then provided training on installation and start-up of the new equipment. The state funded \$20,000 of the project, while the company provided \$39,855 in matching funds.

96-115 Jenkins Motorsports, Inc. - Dodge City

Jenkins is a manufacturer of chassis and components for the sprint car racing industry. In addition, the company has signed an agreement with Big Dog Motorcycles to design, prototype, and produce a new Harley-like motorcycle chassis, swing arm, and oil tank. The company had to become more efficient in its production processes in order to remain competitive and increase market share. Jenkins retrained 8 existing employees with an average wage of \$11.45 per hour. The training consisted of the new CAD\CAM and Pro\E Design software and focused on basic

design and drawing techniques. Three key employees traveled to Dallas, Texas to be trained by the software vendor. Additional training for employees was provided internally and on-the-job. The state is funded \$16,000 of the project. Jenkins provided \$32,491 in matching funds.

96-116 Superior Industries - Pittsburg

Superior Industries is a leading world class manufacturer and supplier of stylized aluminum wheels to the automotive industry in the United States, Mexico, Europe and Japan. The Pittsburg plant is the second largest OEM aluminum wheel plant in the world. The plant currently employs 728 people. In order to retain existing business and to acquire new business, it was necessary to replace old technology. This capital upgrade required the retraining of cell operators, maintenance technicians, assistant foremen, and foreman on the operation of the OKUMA lathe. The company retrained 68 employees with an average wage of \$10.63 per hour. The state funded \$10,060 of the training expenses. The company provided \$10,061 of matching funds.

96-117 Vita Craft Corporation - Shawnee

Vita Craft is a manufacturer of stainless steel cookware. To remain competitive, Vita Craft has begun the process of implementing an MRPII computer software program. In addition, the company is implementing the team concept and statistical process control (SPC) method for quality control. Vita Craft is retraining 92 existing employees with an average wage of \$13.37. Employees are receiving training in MRP, team leaders, SPC quality control education, and APICS approved master planning. A majority of training is being provided by consultants at off-site locations. Vita Craft is also utilizing instructors and facilities at Johnson County Community College. The state is funding \$39,812 of the project, while the company is providing an equal amount in matching funds.

96-118 General Motors Corporation - Kansas City

General Motors Corporation, Fairfax Plant, stamps sheet metal and assembles the Pontiac Grand Prix and Oldsmobile Cutlass Supreme car lines. These vehicles are sold throughout North America, and a limited number overseas. A total of 230 employees, with an average wage of \$21.50 per hour, are receiving instruction from company trainers and external vendors in Flex-Bodyshop procedures, new equipment operation, and repair. The programmable robotic equipment allows the company to assemble new automobile lines while simultaneously producing updated models of existing cars. When the training is complete, the Fairfax plant will be able to assemble six different models concurrently. The state is investing \$80,000 in KIR program funds, with the company investing \$291,317 in matching funds.

96-119 Johnson Controls, Inc. - Lenexa

Johnson Controls' injection molding facility manufactures 42 different types of preformed containers for food, beverage, and personal and household care. Customers such as Proctor & Gamble, CPC/Best Foods, Nestle, and Perrier are demanding ISO 9000 as a condition of continuing to buy preformed containers from Johnson Controls. Johnson Controls is retraining 244 existing employees at an hourly wage rate of \$14.37. Employees are receiving training on a new injection molding process and equipment, ISO 9000 procedures, Zenger-Miller, statistical process control, customer satisfaction, problem solving, and Total Quality Management. The

training is being provided by certified in-house trainers. The state is funding \$45,000 of the project, while the company is providing \$62,427 in matching funds.

96-120 Lenexa Products, Division of Emerson Electric Co. - Lenexa

Lenexa Products exclusively manufactures fans for WW Grainger. The parent company Emerson Electric is demanding that Lenexa Products become ISO 9000 certified this year. To become certified and to develop new product teams, Lenexa Products is retraining 115 employees at an hourly wage of \$14.67. Employees are receiving training on the various aspects of ISO 9000, team leadership, developing supplier partnerships, welding, train the trainer, quality planning and procedure preparation, and work instructions and new procedures. The training is being provided by Johnson County Community College, MAMTC, Managing for Quality, U.S., and in-house trainers. The state is funding \$35,000 of the project and the company is providing \$39,363 in matching funds.

96-121 Metlcast Products, Inc. - Salina

Metlcast Products manufactures gray iron, high strength ductile iron castings and quality machined parts. Key customers, such as Federal Mogul, Hay and Forage, Braden Wench, J.I. Case, Schick TubeVair, A.B.B. Raymond, and Agco Materials Group are demanding ISO 9000 certification as a condition of continuing to do business. To become ISO 9000 certified and maintain its current workforce, Metlcast is retraining 53 employees at a hourly wage rate of \$11.28. An experienced foundryman/supervisor is being trained to become the ISO coordinator, who will then train employees on ISO 9000 procedures and work instructions. Employees are attending workshops on gage repeatability and reproducibility, analysis and reduction of casting defects, and casting finishing cast iron. The training is being provided by American Foundrymen's Society, Inc., Cast Metals Institute, Inc., and in-house trainers. The state is funding \$20,000 of the project. Matching funds of \$35,826 are being provided by the company.

96-122 Pork Packers International, Inc. - Downs

Pork Packers International (PPI) is a hog slaughter operation. PPI's customer base is located on the west coast, Mexico, Nebraska, Texas, and overseas. A total of 65 employees, with an average wage of \$6.65 per hour, are receiving instruction from company trainers and external vendors in supervisory skills, total quality management principles, knife sharpening, workplace basic skills, leadership skills, and new equipment training. In addition, all trainees are being cross trained until proficient in several other job classifications within the company. The state is investing \$30,000 in KIR program funds, and \$33,735 represents company matching funds.

96-123 Simon-RO Corporation - Olathe

Simon-RO Corporation is a manufacturer of truck-mounted hydraulic cranes and a de-icer product for the airline industry. The company has recently expanded their product and now manufacture the X-14 and X-20 Scissor Lifts and the TC-75105 truck-mounted crane. The new product line has created the need to develop multi-functional, self-directed work teams. To improve efficiency and allow Simon-RO to remain competitive, 80 employees are being retrained at a hourly wage rate of \$13.63. Employees are receiving training on assembly of the new products, multi-functional teams, basic electricity, continuous improvement, and self-directed work teams. The training is being provided by Johnson County Community College,

California Institute of Technology, consultants, and in-house trainers. The state is funding \$35,000 of the project, while the company is providing \$41,407 in matching funds.

96-124 General Electric Company - Arkansas City

The General Electric Aircraft Engine Maintenance Center (GEAEMC) repairs aircraft turbine engines manufactured by the company. A total of 613 employees, with an average wage of \$16.00 per hour, are receiving instruction from company trainers and external vendors. Training is being conducted in the development and implementation of high involvement work teams, blueprint reading, job related mathematics, basic measurement techniques and tools, product and process redesign procedures, correct usage and application of GEAEMC's technical reference manuals, and on-the-job instruction. The state is investing \$100,000 in KIR program funds, and \$287,985 represents company matching funds.

96-125 Tramco, Inc. - Wichita

Tramco has manufactured a complete line of chain, enclosed belt, specialty, and conversions conveyors for over 20 years. The firm distributes products to various industries through out the U.S. and overseas. Tramco's rapid expansion has exacerbated quality problems and flaws in the manufacturing systems. The company has initiated an extensive systems improvement program with corresponding training programs rather than cutting back on production. The company is retraining 144 employees with an hourly rate of \$9.75. Employees are being trained in industrial engineering, quality control, ASQC, layout, inventory, and planning. Wichita State University, MAMTC, local vendors, and in-house trainers are conducting the training. The state is providing \$45,000 in funds with the company providing \$63,923 in matching funds.

96-126 Printing, Inc. - Wichita

Printing Inc. is engaged in the business of creation and production of printing services. More than 60% of the company's business comes from outside of Kansas. The company performs creative work, photography services, artwork, design, color, film, plate manufacturing, and editing. The company has invested \$8 million in new equipment to meet the needs of its customers and to stay competitive with larger printing companies. The company will retrain 15 existing workers in this new technology. The company is using vendors such as Novell to provide the training in Komori, computer, and Hell User Group training. The company's average wage is \$18.19 per hour. The state is providing \$11,201 toward the project, and the company is providing \$11,024 in matching funds.

96-127 Snorkel - Elwood

Snorkel designs, manufactures, sells, and services aerial work platforms and aerial fire fighting apparatus. The aerial work platforms consists of a scissor lift, telescoping booms and articulating telescoping booms in heights ranging from 15 to 126 feet. The products are sold internationally to construction, industrial, and rental industry markets. To meet increasing production needs and remain an innovative leader in the aerial work platform industry, Snorkel is retraining all 643 employees at an average wage rate of \$15.38. The training includes programming and operation of CNC equipment, machining technology, maintenance training, Mapics XA, geometric tolerancing for blueprints, team concept, communication and computer systems, Software 2000, factory automation, and computer technology. The training is being provided by consultants,

vendors, and in-house instructors. The state is funding \$50,000 of the project while the company is providing \$60,000 in matching funds.

96-128 Johnson Controls, Inc. - Lenexa

Johnson Controls' blow molding facility manufactures 42 different types of pre-formed containers for food, beverage, and personal and household care. Customers such as Proctor & Gamble, CPC/Best Foods, Pepsi, and Perrier are demanding ISO 9000 as a condition of continuing to buy pre-form containers from Johnson Controls. To remain competitive with foreign manufacturers Johnson Controls is retraining 112 existing employees at an hourly wage rate of \$11.93. Employees are receiving training on a new injection molding process and equipment, ISO 9000 procedures, Zenger-Miller, statistical process control, problem solving, and total quality management. The training is provided by certified in-house trainers. The state is funding \$30,000 of the project. The company is providing \$42,488 in matching funds.

96-129 W-W Manufacturing Company - Dodge City

W-W Manufacturing Company is one of the oldest and largest livestock equipment manufacturer in the United States. W-W Manufacturing is in the process of expanding and restructuring the manufacturing process. All 56 existing employees are being retrained at an average wage of \$8.56 per hour. The training covers applied computer training, management courses, data collection, scheduling, orientation, manufacturing process conversion, communications, and accounting. The company is using MAMTC, Dodge City Community College, Wichita State University, product suppliers, and in-house trainers. The state is providing \$11,000 toward the project with the company providing \$19,535 as matching funds.

96-130 National Computer Systems - Lawrence

National Computer Systems (NSC) is a global information services company specializing in data collection, data processing, and data management. NCS contracts with government entities and provides services to over half the Fortune 100 companies, including Toyota and American Express. NCS is retraining 25 employees involved in a multiple data entry contract with the U.S. Department of Education. Because of customer-mandated contract changes, NCS is shifting from low-tech, large volume processing and printing to high-tech, lower volume imaging, and electronic transmission. NCS' computer system is being changed from a mainframe-based system with dumb terminals to an imaging-based client server system with PCs. The average hourly wage of the trainees is \$12.50. Both internal and external trainers are being used. The state is funding \$19,000 with the company contributing a match of \$19,716.

96-131 Black & Veatch - Overland Park

Black & Veatch is a firm involved in consulting, engineering, project management, and construction management. A shift from traditional governmental clients to an increasing number of independent clients, operating in a highly competitive market, and technological enhancements have changed the way major engineering projects are executed. These changes require a new set of skills for engineers and project managers and more streamlined approaches to projects. Black & Veatch is retraining 1,225 managers, engineers, accountants, administrators and technicians at an average hourly wage of \$21.39. Training includes fundamentals of accounting, project management information system, personal communications, construction outreach, information management, and computer automated engineering system. Training is

being conducted by company managers, specialists and trainers. Outside consultants are also providing some training. The state is funding \$90,000 with a company match of \$127,150.

96-132 CertainTeed Corporation -Kansas City

CertainTeed manufactures fiberglass insulation for residential housing, commercial buildings, and heating and air conditioning markets. CertainTeed employs more than 320 individuals at its Kansas City facility. CertainTeed is restructuring its operation based on an aggressive strategy to improve its market share in North America. In order to effectively sell in the Canadian and Mexican markets, it is necessary to become ISO-9002 quality registered. The plant is investing \$187 million in state-of-the-art equipment including computerized process control. Training involves 100 employees learning the technical tools of statistical process control and continuous improvement. The average hourly wages of these jobs is \$17.59. Training is being done by The Leawood Group, a consulting firm. The state is providing \$45,000 of training assistance through the KIR program with \$89,980 in matching funds coming from the company.

96-133 Emerson Electric Company - Independence

Emerson Electric is part of Emerson Electric's Specialty Motors Division. The facility manufactures specialty motors for air conditioners, heating and ceiling fans, washers and dryers, and pumping units for Jacuzzi and Whirlpool. In order to accomplish a restructuring, training is being provided in quality leadership/facilitation, and ISO 9000 training for 461 employees. The company is utilizing Wichita State University, Independence Community College, a sister plant in Ava, Missouri, as well as internal instructors. The average wage is \$10.32 per hour. The state is providing \$40,000 toward the project with the company providing \$64,405 matching funds.

96-134 Electromech Technologies - Wichita

Electromech Technologies, designs and manufactures rotating electromechanical equipment for use by the aircraft, military, medical, industrial, and nuclear industry. The product line includes electromechanical actuators, high performance brush and brushless DC motors, centrifugal and vane axial blowers, and a variety of electronic sensors and controls. Faced with increased competition in the market place, Electromech is restructuring its operations to reduce costs and maintain customer satisfaction. As a result of the restructuring, a total of 73 existing employees are being retrained at an average hourly wage rate of \$12.72. Employees are receiving training in just-in-time concepts and procedures, world class manufacturing operation, and cellular manufacturing concepts. The training is being conducted by Wichita State University. The state is funding \$ 20,000 of the project while the company is providing \$20,000 in matching funds.

96-135 Gilprin, LCC/Gilliland Printing, Inc. - Arkansas City

Gilprin, LCC, doing business as Gilliland Printing, Inc., is a national book printer specializing in short runs of 10,000 copies or less. The company's customers are located throughout the United States. Currently, 75 percent of sales are to publishers and the remaining 25 percent to colleges. A total of 85 employees, with an average wage of \$8.70 per hour, are receiving instruction from company trainers and external vendors in several areas. Training includes computer software applications, sales techniques, production equipment training and maintenance, bindery set-up, work flow, and troubleshooting procedures. The state is investing \$20,000 in KIR program funds, and the remaining \$26,388 represents company matching funds.

96-136 Excel Manufacturing, Inc. - Wichita

Excel Manufacturing manufactures precision machined parts, fabricated parts, and assemblies for aerospace and commercial original equipment manufacturer accounts. During the late 1980's, BancTec (a multi-national document handling business) was acquired as a long-term customer. Other customers include Boeing, McDonnell Douglas, and Raytheon. To maintain positions added during the past year and to comply with the quality assurance requirements of its customers, Excel is retraining 60 employees at an average wage rate of \$13.49. Excel is implementing a company-wide quality assurance training program. The training covers statistical process control (SPC) in both the Aerospace and Commercial Divisions. Management, supervisors, and support and lead personnel will also be trained in total quality management and continuous quality improvement. The training is being conducted onsite by local consultants. The state is funding \$8,000 of the project with the company providing \$14,000 in matching funds.

96-137 Automotive Controls Corporation - Independence

Automotive Controls Corporation (ACC) offers automakers, marine, and industrial/heavy duty manufacturers, a well-balanced yet diverse electronics capability. ACC produces simple, single-sided, printed circuit assembly, thick film hybrids, and dense surface mount assemblies. ACC's products include solenoids, pressure switches, controllers, regulators and other products. The company is in the process of shifting to meet the criteria of becoming QS 9000 registered. All 950 employees with an average hourly rate is \$11.77 are being retrained. Training covers all the basic components for the company to be in QS 9000 compliance and to receive QS 9000 registration over the next 18 months. Training is being conducted by in-house instructors, a consultant, and auditors. The state is providing \$50,000 toward the project, and the company is providing \$110,000 in matching funds.

96-138 Corporate Lodging Consultants, Inc. - Wichita

Corporate Lodging Consultants (CLC) provides economical hotel arrangements for industries such as railroads, trucking companies, airlines, and collegiate sport teams which have large numbers of employees traveling away from home overnight. In addition, CLC provides van transportation services to railroad employees. A total of 65 employees, with an average wage of \$14.06 per hour, are receiving instruction in various computer hardware and software applications. These include the company's new Digital Alphaserver hardware system, Unix operating system, various Oracle Financial and customer applications, Oracle Developer 2000 programming instruction, and database training. Instructors from Wichita State University, internal company trainers, and external vendors are providing training. The state is investing \$36,244 in KIR program funds. The remainder, \$54,366, represents company matching funds.

96-139 Cramer, Inc. - Kansas City

Cramer is engaged in the manufacture and sale of seating and utility products for office and industrial use. The company is restructuring its operations to incorporate a total quality management approach to manufacturing and implementation of a vendor quality certification program. The average wage is \$13.48 per hour for the existing 86 workers. The training program is using primarily local training resources and is being conducted in-house. Courses are also being provided by Johnson County Community College. The state is furnishing \$22,640 in KIR funds with the company providing an additional \$22,640 in matching funds.

96-141 International Paper Co. - Kansas City

International Paper converts paper stock into paperboard coated with a film of low density polyethylene (milk cartons). The cartons can be used to package milk, juices, dry food products, and soaps and detergents. The majority of sales are made to out-of-state, U.S. dairies, for subsequent nationwide distribution. To prepare for the transfer of work from their California plant, International Paper is retraining 104 existing employees at an average hourly wage of \$11.73. Existing employees are receiving job specific training on converting machines, maintenance, sealing and shipping, plate and ink room, and team leader training. In-house staff are conducting the training. The state is funding \$30,000 with the company providing \$39,729 in matching funds.

96-142 Montgomery-Kone, Inc. - Arkansas City

Montgomery-Kone manufactures people-transport elevator cabs, cab doors and entrances, and the hallway doors. Everything one sees upon entering an elevator is manufactured by Montgomery, except the floor. A total of 78 employees, with an average wage of \$10.56 per hour, are being trained by company trainers and external vendors. Training includes development and implementation of self-directed work teams, cellular manufacturing procedures, just-in-time inventory techniques, and job related basic skills. The state is investing \$31,000 in KIR program funds, and the remainder of \$37,892 represents company matching funds.

96-143 Natoma Corporation - Norton

The Natoma Corporation is a privately held company that manufactures precision parts for the aerospace, medical, electronic, and laboratory instrument industries. In order to meet increasing demand for its services, the corporation is in the process of expanding the main facility. There are 20 existing employees that are being retrained. The average wage rate of those employees is \$8.86 per hour. Training and cross training is being provided in the areas of leadership, management, and workplace skills development. Training is being provided by certified and experienced trainers through the North Central Kansas Area Vocational-Technical School and by vendors. The state is providing \$14,715 toward the project. The company is contributing \$15,000 in matching funds.

96-144 Phoenix Corporation - Ottawa

Phoenix Corporation and its subsidiaries focus on the manufacture and sale of truck mounted telescopic aerial devices. The product line include the skyhook cranes, skyhoist service platforms and cranes, and sponco aerial ladders. Changing customer requirements, internal growth, and technological change have created quality control and on-time delivery problems. The solutions require investment in capital equipment and employee training and retraining. There are 69 existing employees an average wage of \$12.70 per hour that are being retrained. Training includes seam welding, auto-CAD training, hydraulic cylinder manufacturing, and technical training. The company is using MAMTC, Johnson County Community College, industry suppliers, and in-house providers for most of the training. The state is providing \$45,000 in KIR funds with the company providing \$57,727 as a match.

1996 SKILL Projects

<i>Company</i>	<i>Community</i>	<i>Trainees</i>
ALCOA	Hutchinson	81
Cessna	Wichita	1,350
Cessna	Independence	989
Simmons	Shawnee	162
Total		2,582

FY1996 SKILL PROJECTS

Aluminum Company of America (ALCOA) - Hutchinson

Aluminum Company of America (ALCOA) is the world's largest supplier of aluminum products. The ALCOA Aerospace Center (AAC) is a separate operating unit of the company currently located in Irvine, California. AAC supplies aluminum products to the aerospace industry. The company is building a 165,000 square foot facility in Hutchinson. When completed in mid- 1996, AAC operations will be transferred to the Kansas facility.

As a result of the project, a total of 81 new hires, at an average wage of \$17.75 per hour, will receive instruction in a variety of areas. Examples of the training offered include team skills, safety, computer software, conflict resolution, communication techniques, and job specific instruction. Hutchinson Community College is the lead educational institution for this initiative. Estimated total cost of the project is \$1,390,261. SKILL program funding of \$325,000 is being matched with company funding of \$1,072,761.

The Cessna Aircraft Company - Wichita

The Cessna Aircraft Company is a world-class aviation manufacturer. The company will create 1,350 new jobs, averaging \$12.18 per hour, over the next several years. These new hires will be working primarily on the Citation Jet, Citation V Ultra, Citation VI, Citation VII, and Caravan turboprop production lines.

Cessna and Wichita State University are collaborating to train the new employees in ten different instructional clusters. These include management and professional development, total quality management, pc-based training, mainframe-based training, computer graphics training, lawful supervisory practices, safety, technical skills training, orientation, and aircraft systems training. Total estimated cost of the training is \$6,187,069. The SKILL program is funding \$2,000,000 of the total. The company is providing \$4,187,069 in matching funds.

The Cessna Aircraft Company - Independence

The Cessna Aircraft Company's Independence facility is a new greenfield operation in the state. Cessna will manufacture four different models of single engine piston aircraft at this facility. As a result of this project, 989 new jobs, averaging \$10.37 per hour will be created by the end of 1998. Pittsburg State University is partnering with the company to deliver the training. Instruction includes orientation, safety, technical skills, team skills, leadership skills, professional development training, computer hardware and software training, and job-specific instruction. Estimated total cost of the project is \$8,718,379. SKILL program funding of \$3,000,000 is being matched by \$4,718,379 in company matching funds.

Simmons Company - Shawnee

Simmons Company is the fastest-growing major brand bedding manufacturer in the world, with over \$770 million dollars in global sales. The company is building a new state-of-the-art manufacturing facility in Shawnee. At full production, the facility will employ 162 people, averaging \$15.83 per hour.

Simmons and Johnson County Community College are providing the required instruction. Training includes cellular manufacturing procedures, safety, continuous improvement, computer software and hardware, fundamentals of communication, supervisory training, and team leadership. Estimated total cost of the project is \$1,843,096. The SKILL program is contributing \$408,000, with the company contributing the remainder of \$1,435,096.