

Woodgrain

Application Summary and Analysis

Employer/Project Overview

Woodgrain Millwork has a long history in the wood products business, beginning in 1954 with a small molding manufacturing plant in Utah. They have grown to one of the largest producers and distributors of molding and millwork products in the United States. Woodgrain's millwork operations convert industrial lumber products into the components for their door and window plants, as well as producing the moldings that are sold through the distribution businesses. In 2016, Woodgrain had an opportunity to move that vertical integration closer to the forest by purchasing the Emmett sawmill. They shut the mill down and invested millions to completely remodel and upgrade the facility to a state-of-the-art, modern sawmill. The upgrading of the mill also requires that the employees have an updated skill set; moving from a labor-intensive, high-touch model to a knowledge-intensive, low-touch one. The Emmett sawmill will produce the industrial pine products that are consumed internally. It will also produce framing and appearance lumber products that will be sold externally. The mill's residual products, bark, chips, and sawdust will also be either consumed internally or sold externally.

Emmett, Idaho is a rural community with just over 6,700 residents. Currently the median household income in Emmett is just \$27,722 which is almost \$21,000 less than the State of Idaho median household income of \$48,275. The expansion of Woodgrain Millwork into Emmett and the quality jobs it will be creating is a major boost to the local economy.

Project break down of Training Needs

Because of the updates, the new state-of-the-art sawmill has several challenges. There is virtually no established program for the modernized skills required nor is there a local upper-education facility providing the needed training. Woodgrain Millwork is compiling various curriculums and resources to implement a training program that will encompass all of the skills necessary at the Emmett sawmill site. Covering the basics as well as industry specific skill-sets, Woodgrain will produce a well-trained workforce that will be both safer and more productive.

The Emmett Management team is designing the training program to give our employees the knowledge and skills required in a high-tech, low-touch sawmill. All aspects from basic safety including lock out/tag out to the technical specifics of how scanning and optimization works to the advanced maintenance required of high-tech sawmilling to continuous improvement and how to work in teams is included in the plan. A "train-the-trainer" approach utilizing Training Within Industry methods is selected as the primary approach to the internal, site specific topics. Other training resources will be used for the more technical topics such as Programmable Logic Controls and Hydraulic training. Industry specific items such as saw filing, kiln drying, and lumber quality are addressed and appropriate resources identified.

Woodgrain

Application Summary and Analysis

Title of Training	Academic Degree, Occupational License or Industry or Personnel Credential attained	Number of Positions
Prepare to Lead	completion certification	8
Train the trainer	TWI-JI Train the Trainer Certificate of Completion	7
Safety – Lock out / tag out	Company Certificate of Completion	52
Safety – Hazard identification and control	Company Certificate of Completion	52
Safety – Emergency Procedures	Company Certificate of Completion	52
Safety – HazCom	Company Certificate of Completion	52
Safety – Fork Lift	Company certification	18
Safety – Hearing protection	Company Certificate of Completion	52
Safety – First responder	American Heart Association: Heartsaver First Aid, CPR, AED Heartsaver Bloodborne Pathogens	8
Safety – Fall Protection	Company Certificate of Completion	20
Safety – ergonomics	Company Certificate of Completion	52
Safety – Blood borne pathogens	Company Certificate of Completion	52
Basic hydraulics	Certificate of Completion	10
Advanced Hydraulics	Certificate of Completion	4
SAP - user training	Company Certificate of Completion	10
HewSaw - operator	Certificate of Completion	2
HewSaw - preventive maintenance	Certificate of Completion	5
HewSaw - scanning and optimization	Certificate of Completion	5
USNR - Introduction to MillExpert Training	Certificate of Completion	4
Finscan - preventive maintenance	Certificate of Completion	4
Finscan - scanning and optimization	Certificate of Completion	4
Basic lumber quality control	Company Certificate of Completion	52
Kiln Drying	Certificate of Completion	3
Finscan - lumber grading	Certificate of Completion	3
Planer - operator	Company Certificate of Completion	3
Planer - preventive maintenance	Company Certificate of Completion	5
Programmable logic control Level 1 Fundamentals	Certificate of Completion	3
Programmable logic control Level 2 Maintenance and Trouble Shooting	Certificate of Completion	3
Programmable logic control Level 3 Basic Ladder Logic Interpretation	Logics Programmer Certificate	3
Electrical apprentice	Company Certificate of Completion	1
Welding basics	Certificate of Completion	6
Welding advanced	Certificate of Completion	3
Principles of Continuous Improvement - Lean 101	Certificate - TechHelp / Boise State University	12
Lean Six Sigma Green Belt	Certificate - TechHelp / Boise State University	12
Edger operator	Company Certificate of Completion	3
Edger preventive maintenance	Company Certificate of Completion	3
Resaw operator	Company Certificate of Completion	3
Resaw preventive maintenance	Company Certificate of Completion	3
Trimmer operator	Company Certificate of Completion	3
Trimmer preventive maintenance	Company Certificate of Completion	3

Woodgrain

Application Summary and Analysis

WDTF Request: \$111,647.00

Projected Trainees and Hires:

New (N) or Retained (R) Position?	Position Titles	Number of Positions	STARTING Wage	Wage AFTER Training	Total Wage Increase After Training
N	Administrative Assistant	1	\$ 12.00	\$12.00	\$0.00
N	Clean up	2	\$ 12.50	\$13.50	\$8,320.00
N	Controller	1	\$ 75,000.00	\$75,000.00	\$0.00
N	Coordinators (Log Yard, Sawmill,	4	\$ 19.00	\$19.00	\$0.00
N	Debarker Operator (Sawmill	1	\$ 13.20	\$15.50	\$9,568.00
N	Electrical Apprentice	1	\$ 17.00	\$19.00	\$8,320.00
N	Electrician	1	\$ 30.00	\$30.00	\$0.00
N	Floor Person (Sawmill Operator)	1	\$ 15.00	\$15.00	\$0.00
N	Forklift Operator (Sawmill, Planer,	3	\$ 13.00	\$15.00	\$24,960.00
N	Front End Loader - Logyard	2	\$ 16.00	\$16.00	\$0.00
N	Head Filer	1	\$ 28.00	\$28.00	\$0.00
N	Headrig Operator	1	\$ 22.00	\$22.00	\$0.00
N	Heavy Equipment Mechanic	1	\$ 18.00	\$21.00	\$12,480.00
N	HewSaw Operator (Sawmill	1	\$ 14.00	\$14.00	\$0.00
N	HewSaw/ Mechatronics Technician	1	\$ 25.00	\$25.00	\$0.00
N	Kiln Operator	1	\$ 14.15	\$15.15	\$4,160.00
N	Lead Millwright	1	\$ 25.00	\$25.00	\$0.00
N	Log Buyer	1	\$ 79,000.00	\$79,000.00	\$0.00
N	Maintenance Manager	1	\$ 80,000.00	\$80,000.00	\$0.00
N	Millwright	4	\$ 18.50	\$22.00	\$58,240.00
N	Oiler	1	\$ 14.15	\$16.00	\$7,696.00
N	Planer Feeder	1	\$ 12.50	\$13.50	\$4,160.00
N	Planer Floor person	1	\$ 16.00	\$16.00	\$0.00
N	Planer Grader	1	\$ 16.65	\$17.50	\$3,536.00
N	Planer knife grinder	1	\$ 18.00	\$18.00	\$0.00
N	Planer Setup	1	\$ 15.00	\$16.10	\$4,576.00
N	Planer Stacker Operator	1	\$ 12.50	\$13.50	\$4,160.00
N	Production Manager	1	\$ 96,000.00	\$96,000.00	\$0.00
N	Quality Coordinator	1	\$ 22.00	\$28.50	\$27,040.00
N	Resaw Operator	1	\$ 12.50	\$13.50	\$4,160.00
N	Safety / Financial Supervisor	1	\$ 19.00	\$23.00	\$16,640.00
N	Sales Manager	2	\$ 97,000.00	\$97,000.00	\$0.00
N	Saw Filer	2	\$ 21.00	\$21.00	\$0.00
N	Saw Fitter	1	\$ 16.00	\$16.00	\$0.00
N	Scaler	1	\$ 21.50	\$21.50	\$0.00
N	Stacker Operator (Sawmill	1	\$ 12.50	\$13.50	\$4,160.00
N	Stockroom / Buyer	1	\$ 17.25	\$17.25	\$0.00
N	Swing Machine	1	\$ 18.00	\$18.00	\$0.00

Woodgrain

Application Summary and Analysis					
N	Trimmer Operator (Sawmill	1	\$ 12.50	\$13.50	\$4,160.00
N	Water / Backup Operator	1	\$ 15.00	\$15.00	\$0.00
				Total	\$216,736

Return On Investment

- This investment will return 1.94 times its cost over the 2 year contract period in total average wage increase (\$216,736/\$111,647).
- The scoring matrix recommends \$2500 or less per employee for the internal training . The cost per position for training we are paying is \$1,958.72, but the average wage increase per position in two years is \$3,802.39.

Clarification Requested by Committee Chair: Question emailed and answered prior to committee meeting. The information was also discussed during the committee meeting.

Q: Are the funds being spent on salaries for the instructors? Or developing the materials? Or paying the wages of employees getting the training?

A: Woodgrains has requested just over \$92k for vendor provided training and around \$19k for internal training. Vendors include BSU, TechHelp, CWI, HewSaw US, and a few other vendors. \$88,500 will go to vendor costs and \$3,500 will pay for materials and travel costs. The internal training is comprised of structured on-the-job training with \$13k going to trainer wages and 6k going to training material.

Grant Review Committee Update

Motion by Mr. Touchstone to recommend the approval of the Woodgrain Employer Grant for the amount less the safety training. Second by Mayor Widmyer. Motion carried.

Original WDTF amount requested by Woodgrain: **\$111,647.00**

WDTF amount recommended by the Grant Review Committee: **\$107,203.00** (Requested amount less \$4,444 in safety training)