Feed Mill Management

Charles Stark
North Carolina State University
Major Areas of Responsibilities

- Production
- Quality
- Costs
- Safety
- Housekeeping
- Human Resources
- Strategic Planning/Cost Analysis
Manager’s Responsibility

- Production
  - Review daily production records
  - Schedule feed production
  - Schedule ingredient deliveries
  - Schedule employee shifts, vacation, etc
  - Evaluate employee and equipment production
Manager’s Responsibility

- Quality
  - Review ingredient and feed sampling program
  - Review quality assurance results
  - Answer phone calls on feed quality complaints
  - Submit FDA medicated feed samples
  - Evaluate standard operating procedures
    - Flushing
    - Sequencing
  - Set the standard for Quality Assurance
Manager’s Responsibility

- **Cost**
  - Prepare annual budget
  - Evaluate time cards, labor and overtime.
  - Review & report monthly costs
    - Personnel, Property, Operating
  - Evaluate new technology to lower manufacturing cost
  - Prepare Capital request
Manager’s Responsibility

- Safety
  - New Employee Safety Training
  - Safety Meetings
    - Monthly, Weekly
  - Annual Safety Training
    - Fire Ext, Hot Works, Etc
  - Inspections
    - Housekeeping, Safety
  - Permits
    - Hot Works, Confined Space
Housekeeping

- **Interior**
  - Process areas (grinding, pelleting, etc)
  - Non-process areas (bin decks)

- **Exterior**
  - Landscaping
  - Grass

- **Control Rooms/Offices**
  - Mangers office is a reflection of expectations!!!
Human Resources

- Hiring
- Training
- Employee Development
  - Continuing Education
  - Mentoring
- Discipline
- Conflict Resolution
- Investigation
  - Safety
  - Grievance
Feed Mill Key Performance Indicators

- Productivity
- Cost
  - Property
  - Personnel
  - Operating
- Safety
- Quality
  - Ingredients
  - Process
  - Finished Feed
New Employee Training

Charles Stark
New Employee Training and Development

- First Day Overview
- Position Review
- Computer Review
- Safety Training Topics
- Quality Assurance
- Regulations – Air & Water
- Employee Development
- Preventive Maintenance & Housekeeping
- Standard Operating Procedures
New Employee Roles

- Keep your eyes open for hazards
- Fix or report problems to the manager or maintenance
- Make suggestions for improving safety
- Read labels and ask questions
- Pay attention to warning signs
- Be aware of your surroundings
- Practice good housekeeping
Facility Tour - Checklist

- Restrooms
- Fax Machines
- Copy Machines
- QA Lab
- Scale House
- Receiving
- Silos
- Liquid Storage
- First Aid Kits
- Fire Alarms
- PPE
- Fall Protection
- Eyewashes
- Safety Showers
- Fire Extinguisher
- Fire Hoses
- Spill Kits
- Emergency Lights
New Employee Information/Resources

- Company Handbook
- Safety Manual
- Safety Training Material
- MSDS, Labels
- Bulletin Boards
- Safety Meetings
- Managers and Supervisors
- Safety Director & Safety Committee
New Employee Training – Checklist

- Safety Training
  - Smoking Policy
  - Emergency Procedures
    - Meeting Location
    - Safety Equipment, First Aid & Accidents Reporting
    - Spills
    - Fire, Weather, etc
  - Hazard Communication (MSDS/Labels)
  - PPE requirements
  - Lock-out/Tag-out
## Key Policies - Checklist

<table>
<thead>
<tr>
<th>Company Mission Statement</th>
<th>Personal Conduct Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vacation and Sick Leave</td>
<td>Progressive Disciplinary Actions</td>
</tr>
<tr>
<td>Leaves of Absence(FMLA)</td>
<td>Security</td>
</tr>
<tr>
<td>Holidays</td>
<td>Confidentiality</td>
</tr>
<tr>
<td>Time and Leave Reporting</td>
<td>Safety</td>
</tr>
<tr>
<td>Overtime</td>
<td>Emergency Procedures</td>
</tr>
<tr>
<td>Performance Review</td>
<td>Visitors</td>
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<tr>
<td>Uniform</td>
<td>E-mail and Internet Use</td>
</tr>
<tr>
<td>Environmental Policy</td>
<td>Anti-Harassment</td>
</tr>
<tr>
<td>Right to Know</td>
<td></td>
</tr>
</tbody>
</table>
New Employee Training – Checklist

■ Safety Training
  - Designated Confined Spaces
  - Accident Reporting Procedures
  - Man lifts
  - Grain Handling Facilities
  - Access to Employee Exposure and Medical Records
  - Accident Prevention, Signs, and Tags
New Employee Training Follow-up

- Document All Trainings
- Utilize Tests
- Evaluate Performance After 30 Days
- Create Individual Development Plans
- Performance Reviews
  - 6 months
  - 12 months
- Annual Training Topics
- Monthly Training
EMPLOYEE TRAINING
Quality Assurance Topics

- Mission Statement
- Receiving
  - Standard Operating Procedures
- BSE Training for Ingredient Truck Drivers
  - Training and Documents
- Ingredient Sampling Procedures
- In-Bound QC Tests
  - Grades, Moisture, Mycotoxins
- Grinding
  - Particle Size Targets
Quality Assurance Topics

- Batching and Sequencing Guidelines
- Premix Room and Micro-System
- Reconciliation Process
- Pelleting
- Packaging
- Bulk Load-Out and Delivery
- Finished Feed Sampling and Schedule
- Finished Feed QC Tests
Quality Assurance Topics

- Current Good Manufacturing Practices
  - General Provision
  - Construction and Maintenance of Facilities and Equipment
  - Product Quality Control
  - Packaging and Labeling
  - Records and Reports
  - Facilities and Equipment
  - Product Quality Assurance
  - Labeling

- Bioterrorism Act
Quality Assurance Topics

- Employee Training – SOP’s
  - Receiving
  - Grinding
  - Manufacturing Medicated Feeds
  - Packaging
  - Bulk Load-out
Safety Manual

- Emergency Action Plan - OSHA 1910.38
  - Emergency Contacts
  - Engulfment Insert
  - EAP Quick Sheet
  - Employee Log
  - Employee Addresses
  - First Aid Trained Employees
  - Visitors Log Cover Page
  - Visitors Log Sign In Page
Safety Manual

- **Facility Map**
  - Exits, fire fighting equipment, eyewash & shower
  - Floor & room maps posted at exits

- **Hazard Communication Program** OSHA 1910.1200
  - Employee Training & Information
  - List of Chemicals
  - Container Labeling
  - Material Safety Data Sheets (MSDS)
  - Outside Contractors
  - Non-Routine Hazardous
Safety Manual

- **Hazard Assessment & PPE** OSHA 1910.132-138
  - Eye and face protection
  - Head protection
  - Foot protection
  - Hand protection
  - Respiratory protection
  - Hearing protection
  - Fall protection

- **Smoking Policy**
  - Approved areas (break room, offices, vehicles)
  - Distance from feed mill
Housekeeping Program OSHA 1910.272

Priority Areas
- If dust accumulation in excess of 1/8 of an inch occurs within 35 feet of the following priority areas:
- Processing Areas - Grinding, Receiving, Bucket elevators, etc

Non Priority
- Warehouse
- Grounds
- Offices
- Silos
Safety Manual

Lockout/Tagout Program OSHA 1910.147

- LOTO Program
- Equipment (upstream, equipment, downstream)
- Stored energy (electrical, hydraulic, pneumatic, mechanical, and chemical).
- Lock Devices
- Lock Tags
- Forms & checklists
- Shift Changes
- Outside Contractor Policy
Safety Manual

Confined Space Program OSHA 1910.146; 272

- Permit required
- Non-permit confined space
- Locations (safety signs)
- Participants responsibility
  - Attendant
  - Entrant
  - Manager Supervisor
  - Rescue
- Contractor policy/procedures
Safety Manual

Hot Works Program OSHA 1910.252
- Cutting, welding, grinding (sparks or open flame)
- Fire Prevention
  - Cleaning
  - Fire blankets
  - Wetting area
  - Fire Extinguishers
- Personal Protective Equipment (PPE)
- Trained/Certified Welders
- Contractor Communication
Safety Manual

- **Forklift Safety** OSHA 1910.178
  - Equipment selection
  - Trained
    - Classroom
    - Driving test
  - Forklift checklist – daily
  - Driving rules
Ladder Safety  OSHA 1910.25

- Step Ladders
  - Type 1 Industrial 3 to 20 ft
  - Type 2 commercial 3 to 12 ft
  - Type 3 household 3 to 6 ft

- Rung Ladders
  - Single section 30 ft max
  - Two section 60 ft max

- Care & maintenance
- Inspections
Hearing Conservation OSHA 1910.95

- Noise monitoring:
  - Exceeds 85 db limit/8 hrs
  - Exceeds 115 db limit/15 min

- Hearing protection:
  - Earmuffs
  - Earplugs

- Employee training - annually
- Employee hearing test - annually
- Signs (hear protection areas)
Safety Manual

- **Respiratory Protection** OSHA 1910.134
  - Dust Mask
  - Respiratory Training
  - Physical Training
  - Selection
  - Inspection, maintenance & care

- **Blood Borne Pathogens** OSHA 1910.1030
  - Blood or body fluid exposure (HIV, Hepatitis)
  - PPE – Gloves, eye protection
  - Report exposures
SPCC

- Spill Prevention Control Countermeasures
  - Emergency Contacts
    - Management
    - EPA
      - Report Hazardous Substance Releases or Oil Spills to the National Response Center at 1-800-424-8802
  - Liquid Containment Area (55 drum, fat dikes)
  - Spill kits
  - Training
  - Inspections
Air & Water Regulations

- **Air Permit Emission Sources**
  - Boilers
  - Bag Filters
  - Cyclones

- **NESHAP**
  - NATIONAL EMISSION STANDARDS FOR HAZARDOUS AIR POLLUTANTS
    - Premixes that contain: Cr 0.1% and/or Mn 1%
    - Greater than 50 tons/day pelleted feed

- **National Pollutant Discharge Elimination System Permit – NPDES**

- **Storm Water Plan (Best Management Practices and Water Testing)**
SOP – Standard Operating Procedures

- Sampling trucks
- Entering formulas
- Grading cereal grains
- Feed additive reconciliation
- Feed delivery
- Medicated feed sequencing
- Laboratory analysis
  - Moisture, mycotoxin, NIR
SOP – Example

NC State University

SOP # Name: Mixer Analysis Sampling

Original Date: 5/1/07 Last Revision: 5/1/07

Purpose: Determine the mixing time required to achieve a uniform mix.

          AFTA 2005. Feed Technology. Appendix D.

Safety Equipment:

Equipment:
  - Sample Probe
  - Sample Bags
  - Stopwatch
  - 150 ml glass beaker
  - Stirring rods
  - Quan-tab Strips
  - Filter paper
  - Distilled water

Procedures:

Sampling:
1. Select a nutrient that has a single source in the formula (i.e. salt, amino acid, etc.)
2. Batch and mix feed according to standard operating procedures.
3. Obtain two samples from a single batch of feed:
   a. Discharge method – pull samples at evenly spaced intervals during the unloading process.
   b. Probing method – stop the mixer and sample the mixer or mixer surge directly with a sample probe.
   1. Safety Note: Follow lock-out/tag-out procedures.
4. Label the samples according to the time they were pulled or the sample location in the mixer or surge.

Quan-tab Chloride Titration:
1. Weigh 10 g sample into a cup and label a 150 ml beaker.
2. Add 90 ml of distilled hot water.
3. Stir the sample for 30 sec, wait and stir for another 30 sec.
4. Fold the filter paper twice to make a cone and place the cone in the beaker.
5. Place the Quan-tab strip in the cone.
6. Wait until the indicator strip at the top of the Quan-tab strip turns black.
7. Remove the strip, label, and read the highest point on the strip to the nearest 1 unit.
8. Convert the reading to a percentage using the calibration chart provided on the bottle.
   Note: Different Quan-tab lot numbers may have different calibration charts.
9. Multiply the results by 100 (divide sample weight)
10. Record results for the ten samples.
11. Calculate the standard deviation, mean, and CV for the ten samples.

Equation - CV% = Standard Deviation x 100
                Mean
Preventive Maintenance & Housekeeping

- Lock-out/Tag-out Procedures
  - Equipment Numbers
  - Motor Control Center (MCC) Box Labels
- Fall Protection
- Electrical Safety
  - PPE
  - Arc Flash
  - Clothing
- Cleaning Magnets
Preventive Maintenance & Housekeeping

- Greasing Pellet Mill Rolls
- Greasing Bearings
- Work Orders
  - Time
  - Money
  - Parts and Vendors
  - History Tracking
Preventive Maintenance & Housekeeping

- Housekeeping Areas
  - Priority Areas
  - Assigned Areas
  - Compressed Air Policy
- Pest Control Program (Internal or External)
Employee Development

- Time Management
- Conflict Resolution
- Discipline
- Performance Reviews
- Team Building
- Personality Profiles
- Interviewing Skill
- Preventing Harassment in the Workplace
Feed Mill Reports & Key Performance Indicators

Charles Stark
North Carolina State University
Feed Mill Key Performance Indicators

- **Productivity**
  - Tons/man hr
  - Changeovers
  - Tons per run
  - Energy per ton
    - Electrical
    - Fuel
  - Actual vs. scheduled hrs
  - Bagged tons per day
  - Downtime
    - Unplanned vs. planned
  - Transportation efficiency
  - Load-out waiting time
Feed Mill Key Performance Indicators

Cost

- Personnel
  - Salary (exempt)
  - Hourly (non-exempt)
    - Overtime

- Property cost
  - Repair and maintenance
    - Routine
    - Extra-ordinary

- Operating
  - Supplies
  - Utilities
Feed Mill Key Performance Indicators

- Quality
  - Samples submitted vs. required
  - Particle size
  - Finished feed nutrient content
    - % Theoretical
      - Moisture
      - Protein
      - Fat
    - Shrink/Gain
Feed Mill Key Performance Indicators

- Safety
  - Days since LTA
  - Days since accident
  - Near misses
  - Safety test results
Reporting Frequency

- Shift Logs & Reports
- Daily Reports
- Weekly Reports
- Monthly Reports
- YTD Reports
Feed Mill Daily Reports

- Supervisor Log
  - Manufacturing Problems
  - Receiving Issues
  - Lack of ingredients
- Maintenance
  - PM items completed
  - Open PM work orders
- Production Board/Report
  - Daily production by shift
<table>
<thead>
<tr>
<th>Batch Production Report</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mixer:</strong> Mixer 1</td>
</tr>
<tr>
<td><strong>Batch Reports</strong></td>
</tr>
<tr>
<td><strong>Run ID:</strong> 3481</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Finished Feed Code</th>
<th>Finished Feed Description</th>
<th>Dest Bins</th>
<th>Run Serial</th>
<th>Total Tons</th>
<th>Batch Number</th>
<th>Batch Size</th>
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<tbody>
<tr>
<td>FM32000001</td>
<td>SEU Gestation</td>
<td>17</td>
<td>1339</td>
<td>3</td>
<td>1 of 2</td>
<td>3000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ingredient Code</th>
<th>Ingredient Description</th>
<th>Bins</th>
<th>Target Weight</th>
<th>Actual Dev</th>
<th>Comment</th>
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<tbody>
<tr>
<td>11105</td>
<td>Grd Corn HA</td>
<td>N/A</td>
<td>30.00</td>
<td>30.00</td>
<td>0.00</td>
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<tr>
<td>52225HA</td>
<td>Mono-Dical 21% P HA</td>
<td>N/A</td>
<td>45.00</td>
<td>45.00</td>
<td>0.00</td>
</tr>
<tr>
<td>31001</td>
<td>Fat - Poultry</td>
<td>100</td>
<td>30.00</td>
<td>31.06</td>
<td>1.06</td>
</tr>
<tr>
<td>11100</td>
<td>Corn #2- Southern States (Mid West)</td>
<td>7</td>
<td>5.00</td>
<td>5.00</td>
<td>0.00</td>
</tr>
<tr>
<td>11100</td>
<td>Corn #2- Southern States (Mid West)</td>
<td>1</td>
<td>2404.00</td>
<td>2408.00</td>
<td>4.00</td>
</tr>
<tr>
<td>21100</td>
<td>SBM 48%</td>
<td>5</td>
<td>415.50</td>
<td>417.00</td>
<td>1.50</td>
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<tr>
<td>52225</td>
<td>Mono-Dical 21% P M3</td>
<td>M3</td>
<td>16.50</td>
<td>16.48</td>
<td>0.02</td>
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<tr>
<td>52120</td>
<td>Limestone</td>
<td>M2</td>
<td>33.38</td>
<td>33.27</td>
<td>0.10</td>
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<tr>
<td>52310</td>
<td>Salt</td>
<td>M20</td>
<td>15.00</td>
<td>14.90</td>
<td>0.10</td>
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<tr>
<td>71100</td>
<td>Swine Sow/Pig Vit M19</td>
<td></td>
<td>1.13</td>
<td>1.23</td>
<td>0.11</td>
</tr>
<tr>
<td>71000</td>
<td>Swine TM Prmx/KSU M18</td>
<td></td>
<td>4.50</td>
<td>3.71</td>
<td>0.21</td>
</tr>
</tbody>
</table>

**Total:**
- Batch Total (lbs): 3000.00
- Dry Mix Time: 100
- Wet Mix Time: 90
- End Time: 4/30/2009 7:50:19
- Elapsed Time: 00:11:02

**Comments:**
- New Bin Accepted
- No Flow
- Jogs = 1
- Accepted
Pellet Mill Motor Load

hp
Daily Checklist

<table>
<thead>
<tr>
<th>Bulk Ingredient Inventory</th>
<th>Magnets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bag Ingredient Inventory</td>
<td>Lock-out Fat Tank</td>
</tr>
<tr>
<td>Micro-bin Inventory</td>
<td>Scale checks</td>
</tr>
<tr>
<td>Drug Reconciliation</td>
<td></td>
</tr>
<tr>
<td>Feed production Report</td>
<td></td>
</tr>
<tr>
<td>Pellet Mill Reports</td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td></td>
</tr>
<tr>
<td>Boiler</td>
<td></td>
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</table>
## Manager’s Weekly Report

### Hours

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Salary</td>
<td>120</td>
</tr>
<tr>
<td>Base</td>
<td>320</td>
</tr>
<tr>
<td>OT</td>
<td>80</td>
</tr>
</tbody>
</table>

### Employees

<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Salary</td>
<td>2</td>
</tr>
<tr>
<td>Hourly</td>
<td>8</td>
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</table>

### Manufacturing

<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Tons</td>
<td>9000</td>
</tr>
<tr>
<td>Schedule hrs</td>
<td>120</td>
</tr>
<tr>
<td>Actual hrs</td>
<td>125</td>
</tr>
<tr>
<td>Change overs</td>
<td>43</td>
</tr>
<tr>
<td>Capacity</td>
<td>10000</td>
</tr>
<tr>
<td>R&amp;M</td>
<td></td>
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<tr>
<td>Downtime hrs</td>
<td>4</td>
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</tbody>
</table>

### KPI

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Total Hrs</td>
<td>520</td>
</tr>
<tr>
<td>Hourly</td>
<td>400</td>
</tr>
<tr>
<td>Tons/Hr</td>
<td>72</td>
</tr>
<tr>
<td>Tons/Changeover</td>
<td>209</td>
</tr>
<tr>
<td>Tons/Man Hr</td>
<td>17</td>
</tr>
<tr>
<td>Efficiency</td>
<td>90</td>
</tr>
</tbody>
</table>

### Transportation

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Tons Shipped</td>
<td>8500</td>
</tr>
<tr>
<td>Emergency Outs</td>
<td>7</td>
</tr>
<tr>
<td>Feed Returned</td>
<td>28</td>
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### Inventory

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<tr>
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<tbody>
<tr>
<td>Beginning</td>
<td>1800</td>
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<tr>
<td>Ending</td>
<td>2300</td>
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### Days Since LTA

<p>| | |</p>
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<tbody>
<tr>
<td>Days Since LTA</td>
<td>372</td>
</tr>
<tr>
<td>Days Since Accident</td>
<td>45</td>
</tr>
</tbody>
</table>
# Sampling report

<table>
<thead>
<tr>
<th>Item</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finished feed</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Particle size</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Mash/Cooler moisture</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Unit Train Sample</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Rail – liquid fat</td>
<td>5</td>
<td>3</td>
</tr>
</tbody>
</table>
Inventory Trend Report – Major Scale

N.C. State
Ingredient Accuracy Trending Report
Scale: Scale1
Commodity: 11100

Deviations in (Lbs)

ST DEV: 5 MEAN: 0.9 CP: 0.01 CPK: -0.05 Percent out of Tol: 80.95 N: 84
## Feed Mill Monthly Report

<table>
<thead>
<tr>
<th>Week</th>
<th>Total Hrs</th>
<th>Base</th>
<th>OT</th>
<th>Tons</th>
<th>Tons/Run</th>
<th>Tons/Man Hr</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>560</td>
<td>320</td>
<td>80</td>
<td>8,500</td>
<td>209</td>
<td>16</td>
</tr>
<tr>
<td>2</td>
<td>565</td>
<td>320</td>
<td>85</td>
<td>8,600</td>
<td>210</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>570</td>
<td>320</td>
<td>90</td>
<td>9,000</td>
<td>185</td>
<td>16</td>
</tr>
<tr>
<td>4</td>
<td>570</td>
<td>320</td>
<td>90</td>
<td>9,000</td>
<td>190</td>
<td>16</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>566</strong></td>
<td><strong>320</strong></td>
<td><strong>86</strong></td>
<td><strong>8,775</strong></td>
<td><strong>199</strong></td>
<td><strong>16</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,265</strong></td>
<td><strong>1,280</strong></td>
<td><strong>345</strong></td>
<td><strong>35,100</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Days LTA</th>
<th>Days Doctor</th>
<th>Safety Quiz</th>
<th>Shrink</th>
</tr>
</thead>
<tbody>
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<td>$/month</td>
<td>Actual</td>
<td>Budget</td>
</tr>
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<tr>
<td><strong>Personnel</strong></td>
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<td>Salary</td>
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<td>Repair &amp; Maintenance</td>
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<td>Other</td>
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Words of Wisdom

Treat people as you want to be treated

Respect ALL employees

Do the Right Thing!!