

Millogram



OUR MISSION: Providing Quality Feed for Quality Food.

Some Perspectives From the CEO

Phil Rohrbaugh, President and Chief Executive Officer

A GLOBAL BLACK SWAN EVENT

In life and business there will be unanticipated events that serve to challenge us. In the business community, there has been a term developed to describe events that are not expected as a “Black Swan”—something you rarely see.

The second quarter of calendar 2020 was one of those unpredictable events that will be remembered by all of us for years to come as the COVID-19 Pandemic, and its impact swept across our country. This was certainly a very difficult operating period for all of us and was marked by these types of developments:

- Shelter in place orders and business shutdowns, except for Essential Businesses as they were defined;
- An overnight shutdown of the food service industry impacted by the closure of restaurants, entertainment venues, cruise, and other industries;
- Shutdowns or major disruptions of food processing plants due to the spread of the disease that impacted the workforce;
- New challenges in the supply chain stemming from logistic challenges or manufacturing shutdowns; and all of this
- In turn, reverberated back to protein producers, customers, and our mill operations.

This environment tested our business interruption plans, resiliency to respond to cancelled contracts and food shortages created by increased demand at the supermarket, and the immediate need to create an environment where team members felt safe and their health protected. This required a collective effort by all of us to respond, and we want to thank our team members, producers, customers, and suppliers for your support, personal sacrifice, and how we have worked together in this period to sustain the food supply chain. It was also good to see United States Secretary of Agriculture Sonny Perdue acknowledge us in the midst of this crisis.

During this crisis, I was reminded of this quote by Thomas Paine, “Those who want to reap the benefits of this great nation must bear the fatigue of supporting it.” My only prayer is that all of our country understands this perspective, and we can come together with this attitude and humility.

We acknowledged many have been financially hurt and are struggling in the current environment, so we have been trying to be a source of knowledge and resource to those who are looking for financial assistance. We have included in a side bar below some resources that can be explored to help those in need, and our Assistant Treasurer, Matt Resnick is available to speak to you should you want some additional direction. We believe this an important part of exhibiting Stewardship, and you will read about other examples of that in this Millogram.

SHAPING OUR FUTURE

Despite the challenges presented by the pandemic, we have been forging ahead in launching initiatives or making improvements to operations. These efforts range from enhancements to our mills and transportation fleet to launching a new leadership development training program and efforts to improve our production planning to strengthening our nutritional advisory capabilities. You will read about some of these improvements and actions in this newsletter.

In closing, I want to continue to thank all of you for your support of the Company and for the continued opportunity to partner with you as we work to feed the world together. As always, should you have something to share or a concern, please do not hesitate to reach out to me at phil.rohrbaugh@thewengergroup.com.

COVID Resources

<https://www.farmers.gov/cfap>

<https://www.sba.gov/>

STEWARDSHIP: EARTH DAY AND BEYOND

Last year for Earth Day, The Wenger Group worked with a local non-profit, The Keystone 10 Million Trees Partnership, to plant 400 trees in Marietta, PA. The number was symbolic of the number of company team members. The Partnership is a collaborative effort committed to improving Pennsylvania's communities, economy, and ecology. Wenger's funded the trees, and the Partnership provided the labor to complete the planting.

This year, the Company kept its commitment to the Partnership by committing to plant a tree for every team member celebrating their one-year anniversary with the organization.



Keystone 10 MILLION TREES PARTNERSHIP

In addition, the Company made a monetary donation to the Chesapeake Bay Watershed Foundation in support of Earth Day. Environmental Manager Sean Cramer noted, "Each of our mills is located within the Chesapeake Bay Watershed, and it's an honor to work for a company that recognizes the importance of environmental stewardship. Whether it's picking up a piece of trash in a parking lot or planting a tree, each one of us can make an impact on the environment and strive to fulfill our core values including integrity and stewardship. Thank you for doing your part to ensure our children and grandchildren will have a clean and green environment to enjoy!"

SHARING OUR EXPERTISE: DR. KASULA ELECTED TO HEMP FEED COALITION BOARD

Vice President and Chief Nutrition Officer Dr. Raj Kasula was recently elected to the board of The Hemp Feed Coalition. The Coalition is a diverse set of stakeholders, whose focus is to increase hemp agricultural markets specifically by assisting the industry with ongoing efforts to submit hemp ingredients through the FAP (Food Additive Peti-



tion) process with the FDA-Center for Veterinary Medicine and the American Association of Feed Control Officials (AAFCO).

Dr. Kasula joins Ken Elliott, Andrew Bish, Jessica Scott, Margaret MacKenzie, Martine Holland, Jennifer Soltys, and Vanessa Snyder.

TECHNOLOGY: NEW NON-CONFORMANCE REPORTING TOOL LAUNCHED

The Quality and Information Technology functions collaboratively developed and implemented a more robust Non-Conformance Incident Reporting system using Laserfiche. Vice President and Chief Nutrition Officer Dr. Raj Kasula noted that, "The new system with clearly identified processes for preventive, corrective, and developmental actions following root cause analysis will minimize non-conformance incidences and is another progressive step of Wenger Feeds towards enhancing

the Customer Experience."

Dr. Kasula further added, "In order to ensure all non-conformances and inquiries (potential non-conformances) receive a uniform treatment, be tracked through a single source for audit and future reference, and eliminate multiple streams of disposal, we will be integrating Feed Inquiries into the Non-Conformance Disposal process through Laserfiche Forms."

CUSTOMER PICNIC CANCELED FOR 2020

We know that many of our customers look forward to the opportunity to gather outside of work with our team at our annual Customer Picnic. Out of an abundance of caution, we have made the difficult decision to cancel this year's

event, previously scheduled for Saturday, September 26. During these unusual and uncertain times, we appreciate your flexibility and understanding. We look forward to planning the event for next year!

Wenger's Plans for the Future of Ordering

WELCOMES MASTER PRODUCTION PLANNER, DEB RITCHEY

Over the past several months, the Operations Team has been exploring ideas for how to gain efficiency through the Production Planning Process. The first part of this system was to seek

The Company is seeking to develop tools to better communicate with customers as their order travels through the production process from ordering to delivery.

customer assistance in adhering to the 48-hour production notice by instituting an Express Delivery charge. The new system has reduced under 48-hour orders significantly over 2019 and has helped us save overtime and weekend hours at the mills.

The next step in this process was hiring a Master Production Planner. In April, the team welcomed Deb Ritchey, who most recently served as Director of Project Management at Info-Matrix Corporation in Camp Hill, PA. A resident of Mount Joy, she graduated from Penn State University with a degree in Business Logistics & International Business.

"We're excited to welcome Deb to our team. She understands agriculture, and she brings both the desired software experience and real world experience managing complex opportunities that will be key as we develop a more robust production planning process," noted Brad Wagner, Vice President and Chief

Operating Officer, Wenger Feeds, LLC.

Deb and the Logistics Team will be working with a nationally renowned consulting firm that has expertise in the field of supply chain management to help build a new production planning process that relies on technologies the Company is currently testing with a small group of customers.

The Company's goal is to better understand customer feed usage and be able to predict orders. In addition, the Company is seeking to develop tools to better communicate with customers as their order travels through the production process from ordering to delivery.

Brad Wagner notes, "Deb brings some outside expertise still grounded in agriculture to help us implement all of these pieces. Our goal is to better understand the growth and production of our customers' animals while taking into account health challenges and climate and any other requirements that affect growth and feed consumption. Being able to predict growth, we can better predict orders and operate our mills for maximum efficiency."



WENGER'S WELCOMES DR. JIM MITCHELL

Wenger Feeds is pleased to welcome Dr. Jim Mitchell to the Nutrition and Research Team as Consultant Turkey Nutritionist.

Dr. Mitchell, Ph.D. in Poultry Nutrition from the University of Arkansas, has specialized in mono-gastric nutrition for over 48 years helping several meat producers across the country with his contributions, especially, in the turkey nutrition space, both independently and as part of the leading nutrition services organizations.

Dr. Raj Kasula, Vice President and Chief Nutrition Officer noted, "Dr. Mitchell's addition to our nutrition and research team is a complementing step in The Wenger Group's move towards nutritional advisory and leadership in the feed space, especially in supporting our customers and prospects in turkey production."

BUILDING FUTURE LEADERS: LEADERSHIP DEVELOPMENT PROGRAM ANNOUNCED

In order to build leaders for the future, The Wenger Group, the parent company of Wenger Feeds, has launched a Leadership Development Program. Chief Executive Officer Phil Rohrbaugh explained the new initiative, “The Executive Team believes that new direction will offer substantial growth and development opportunities to team members who aspire to grow and improve their capabilities, who are highly motivated to succeed in a career with the Company, and who demonstrate continuing high performance characteristics. In all likelihood, the future leaders of our organization will come from this same population of talent. We also understand that we need to support the development of team members who exhibit high potential, embrace positive attitudes, and are self-motivated to grow their capabilities and business acumen. Toward that end, we will be starting a Leadership Development Program (LDP) in June that will run over the next 18 months or so. This will be the first class in this program and at its conclusion, we will start another group at that time and continue future classes, as long as there are viable and interested candidates.”

“This comprehensive program is designed to build future managerial leadership talent to achieve success within and across business functions.”

This comprehensive program is designed to build future managerial leadership talent to achieve success within and across business functions. Guided by the Company’s Core Values, the LDP will build competency in three focus areas: Leading Self (self-awareness, individual development planning); Leading Others (purposeful leadership, leader coach, talent management); and Leading the Business (business acumen, strategic management). The program has an in-person kick-off week and closing week with a blend of virtual learning, in-person teaching, and projects during the months in between. The Company will utilize outside partners to consult, facilitate and deliver content, coaching, and programming. The learning journey culminates in a final presentation of project work on real business challenges to the Executive Team.

We are proud to announce the first members of this Leadership Development class: Josh Crissinger, Chad Deitrich, Melissa Falk, Kenyon Miller, Matt Resnick, Dave Riley, Jon Ruhl, Jesse Sanders, Chris Troiano, Zac Webb, and Cory Winters.

SOMETHING TO CROW ABOUT

During this challenging time, many of our team members and their families have played unique roles in the relief effort. Continuous Improvement Engineering Manager Larry Hammaker’s daughter, ENS Leah Hammaker, is an RN for the US Navy. She was deployed on the USNS Comfort that was sent to New York City in March in support of the nation’s COVID-19 response efforts. Leah graduated from Elizabethtown High School in 2014 and got her BSN from the University of Pennsylvania School of Nursing in Philadelphia, PA in May of 2018. She was a Wenger’s Feed Mill, Inc. Scholarship recipient for three years and was a member of the Naval ROTC during her full tenure at the University of Pennsylvania. She is currently stationed at the Naval Medical Center in Portsmouth, Virginia as a Navy Nurse. The Comfort arrived in NYC Harbor on Monday, March 30th around noon. Larry is very proud of Leah’s commitment

and service to our country and for the Navy’s help in this fight against the virus. The photo below is from March 26, when she reported to the ship in the Norfolk yard.



SPOTTED LANTERNFLY STILL A THREAT TO AGRICULTURE

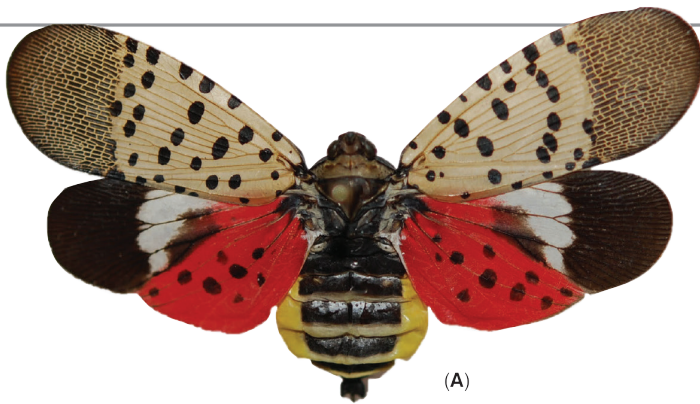
Lycorma delicatula, commonly known as the Spotted Lanternfly (SLF), is a new invasive insect that has spread throughout southeastern Pennsylvania since its discovery in Berks County in 2014. SLF presents a significant threat to Pennsylvania agriculture, including the grape, tree-fruit, hardwood and nursery industries, which collectively are worth nearly \$18 billion to the state's economy. Researchers at Pennsylvania State University say that if the SLF infestation spreads across the entire state, it could drain an estimated \$324 million from the economy annually and cost 2,800 jobs.

Currently, the researchers say, the insect is causing \$50 million a year in damages and the loss of 484 jobs in the southeastern part of the state. The SLF is present in Philadelphia and counties that surround it.

To stop the spread of SLF, the Pennsylvania Department of Agriculture (PDA) issued a quarantine for counties where SLF has been confirmed, and requires any businesses and organizations moving within or from the quarantine zone in the course of their work to obtain permits issued by PDA. Learn more at Penn State's website:

<https://extension.psu.edu/spotted-lanternfly>

Pest Alert



(A)

Spotted Lanternfly

Lycorma delicatula (WHITE)
(Hemiptera: Fulgoridae)

The Spotted Lanternfly, *Lycorma delicatula* (White), an invasive planthopper, has been discovered in Berks County, Pennsylvania. It is native to China, India, Vietnam, and introduced to Korea where it has become a major pest. This insect attacks many hosts including grapes, apples, stone fruits, and tree of heaven and has the potential to greatly impact the grape, fruit tree, and logging industries. Early detection is vital for the protection of Pennsylvania businesses and agriculture.



(B)



(C)



(D)*



(E)*



(F)



(G)



(H)



(I)

*Photos courtesy of Park et al. 2009, Biological Characteristics of *Lycorma delicatula* and the Control Effects of Some Insecticides.

(A) Spotted Lanternfly showing the fore and hind wings (B) Resting against bark (C) Lateral view (D) Early nymphs (E) Late nymphs (F) Feeding on wild *Vitis* sp. (G) Weeping sap trail on tree (H) Egg mass covered in waxy coating (I) Old hatched egg mass on a trunk.



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