

Interfaith ERG at

OmniBrands



OmniBrands

Our Team



Lewis
Callaway



Ava
Swanson



Pratikshya
Tripathee



Jon
Warren



INTRODUCTION



PROBLEM STATEMENT



IMPACT



SOLUTIONS



FINANCIALS



RISK



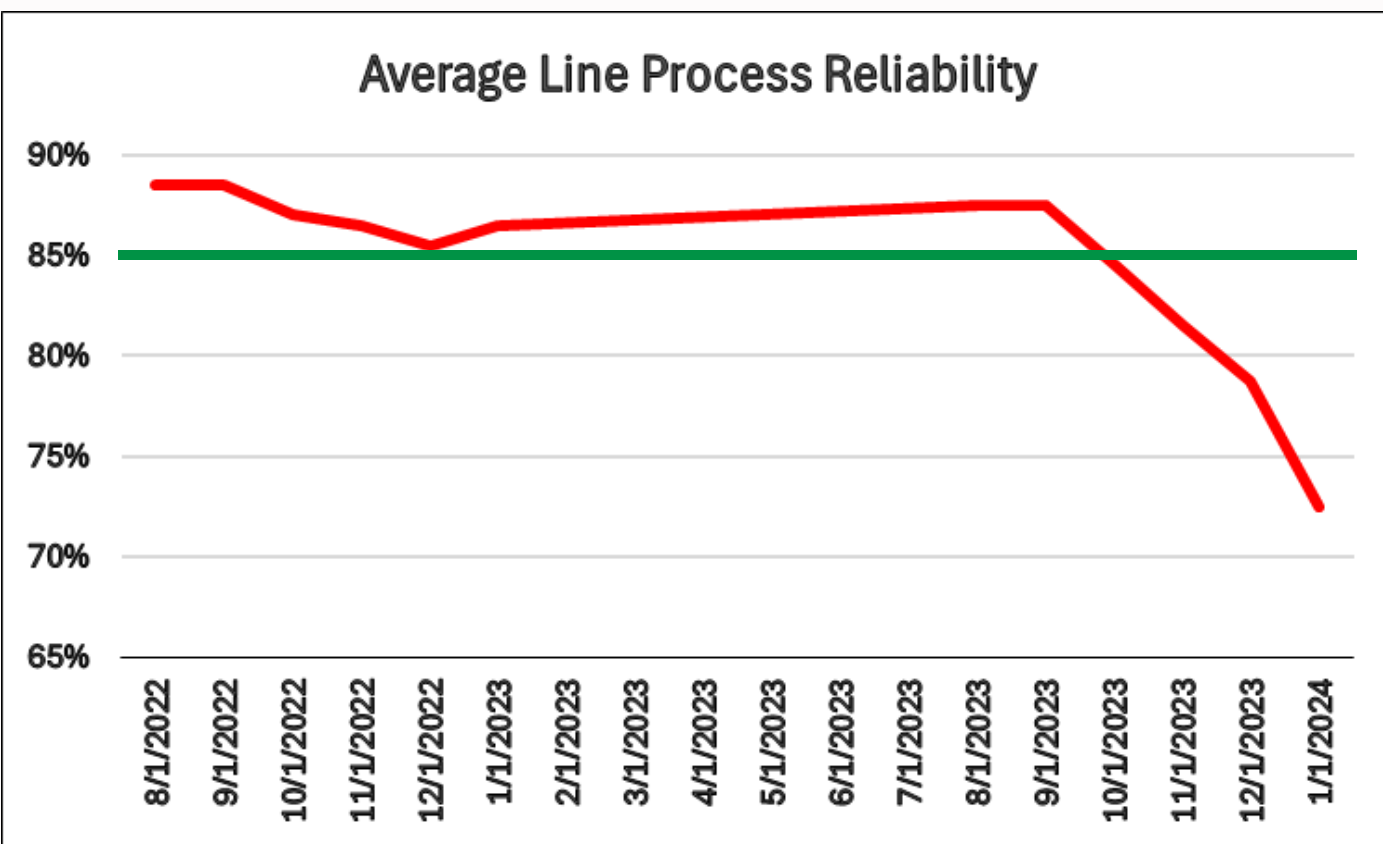
EXECUTIVE SUMMARY



Present Scenario

Low Process Reliability

Average Line Process Reliability



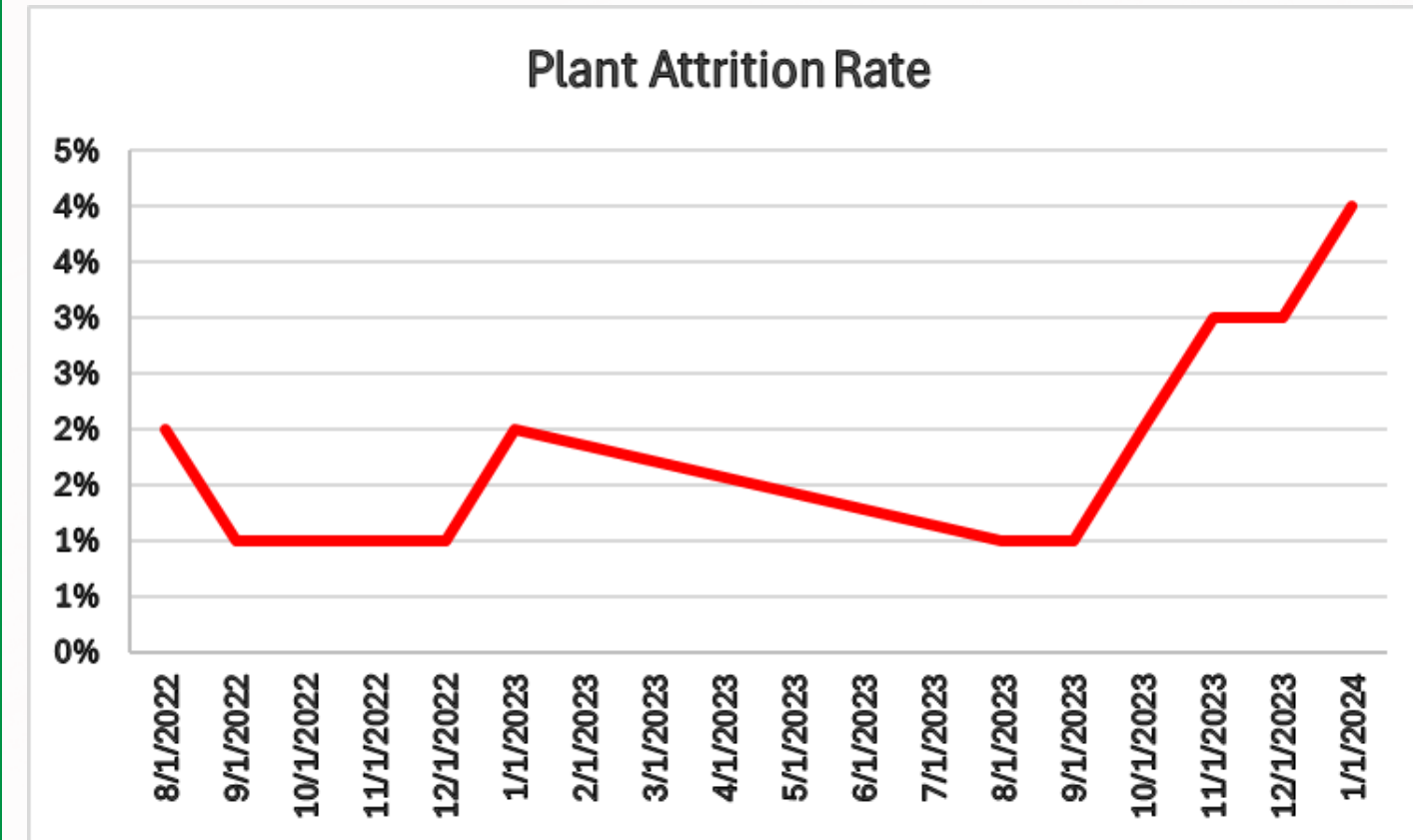
Decreased Productivity



63% Increase
in downtime due to
unplanned issues

Increasing Attrition Rates

Plant Attrition Rate



Problem Statement

Why

Supply Closet for Meditation

No Place to Express Beliefs in the Workplace



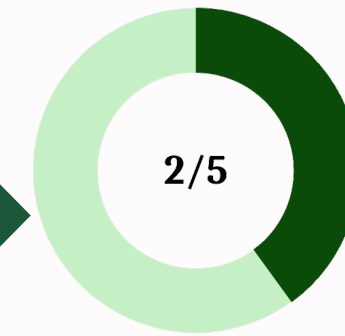
Gap Between Working Relationships

Religious Holidays are Neglected

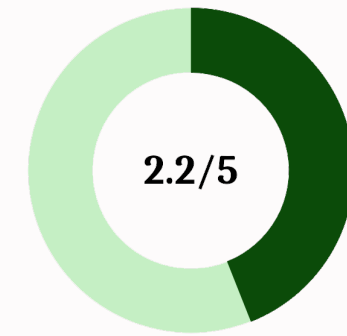
Lack of Religious Inclusion



Newtown Employee Wellness Survey Results



Spiritual Health



Mental Health

No Welcomed Faith Based Conversation



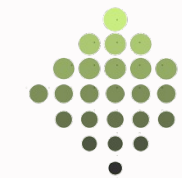
Question

How will we improve morale, productivity, and profitability through the InterFaith ERG at OmniBrands?



Impact

Business Case For Interfaith ERG



OmniBrands

"Nine of 10 of the countries with the **fastest growing economies** over the past six years are all religious-majority countries." - Rachel Gibson, 2023

ERGS Increased **14%** of
Employee Retention



90%

Religiously Inclusive

ERGS Increased
7% of Productivity



INTRODUCTION

PROBLEM STATEMENT

IMPACT

SOLUTIONS

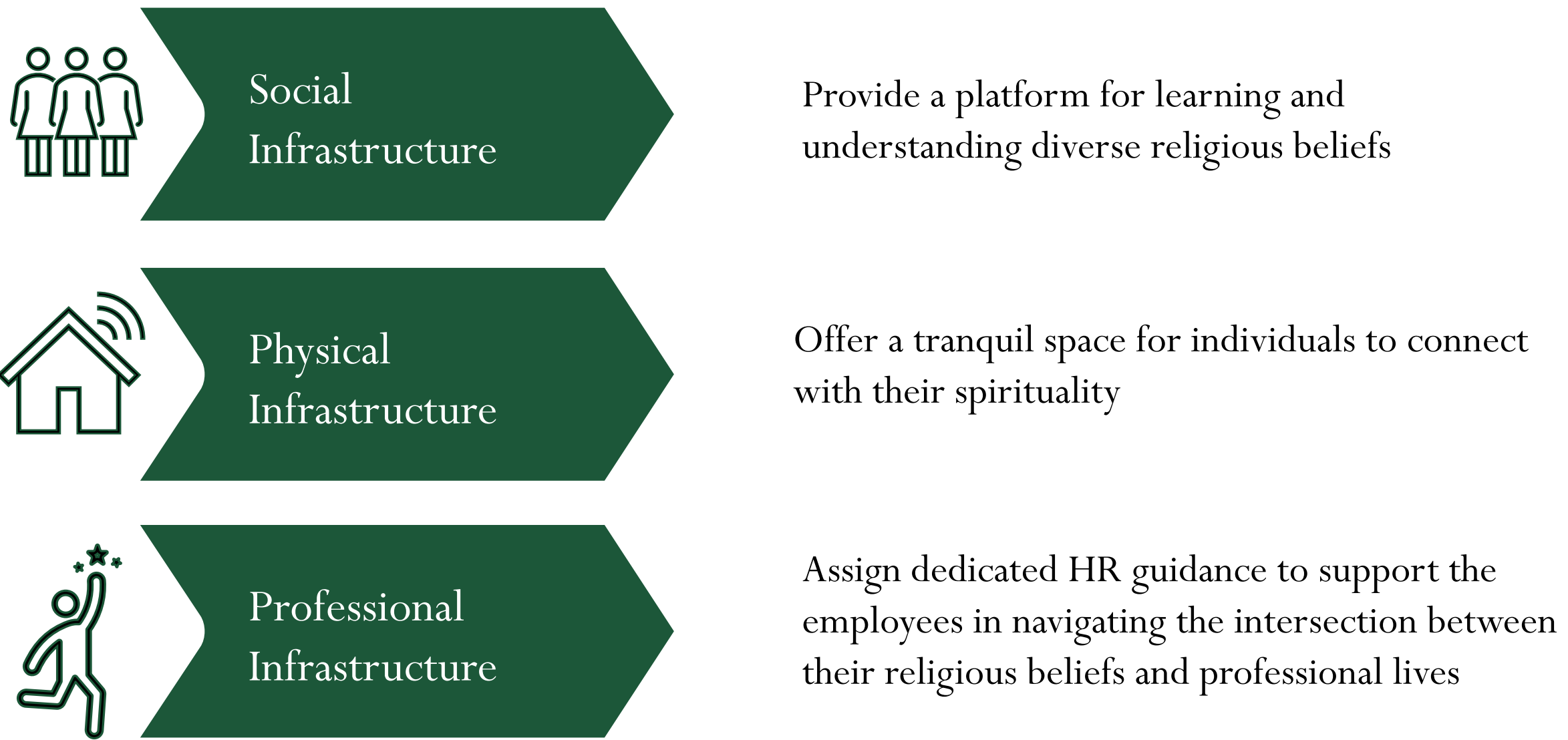
FINANCIALS

RISK

EXECUTIVE SUMMARY

Our Recommendations

Interfaith Connect



1. Lunchtime Learning Sessions




Bimonthly free lunch sessions featuring speakers from various religious backgrounds

Lunch Room
APRIL
11

NATHAN KILMER

EASTER: UNVEILING THE SYMBOLISM AND SIGNIFICANCE”



“EVERY EASTER REMINDS ME OF THE BEAUTY OF RENEWAL AND THE POWER OF HOPE”

2nd September, 2024

www.newtownomni.com

NEWSLETTER

Embracing Sustainability: Our Green Progress

As we transition into the fall season, we're excited to unveil our latest advancements in sustainability. Over the past months, we've made significant progress in our efforts to reduce waste, conserve energy, and integrate renewable sources into our operations. Through innovative solutions, we're spearheading the development of eco-friendly products that align with our commitment to environmental stewardship. Furthermore, our engagement with the community is fostering a broader understanding of sustainability beyond our company, inspiring collective action for a greener world. Together, we're laying the foundation for a brighter and more sustainable future. Stay tuned for further updates as we continue our journey toward sustainability excellence.




THIS MONTH'S LUNCHTIME WORKING SESSION

SEPTEMBER 27
LUNCH ROOM



THE 5 DAYS OF DIWALI
-WITH PRADEEP BK

SEPTEMBER 12
LUNCH ROOM



THE TRADITIONS OF DASHAIN



2. Prayer Rooms

Structure



Spiritual or Personal Reflection
Developed with assistance from ERG members

Justification



Wellness Survey: "There is a space for spiritual or personal reflection if needed" averaged 2.1/5

Industry Trends



Amazon Distribution centers are building these types of rooms in for their warehouse associates



INTRODUCTION

PROBLEM STATEMENT

IMPACT

SOLUTIONS

FINANCIALS

RISK

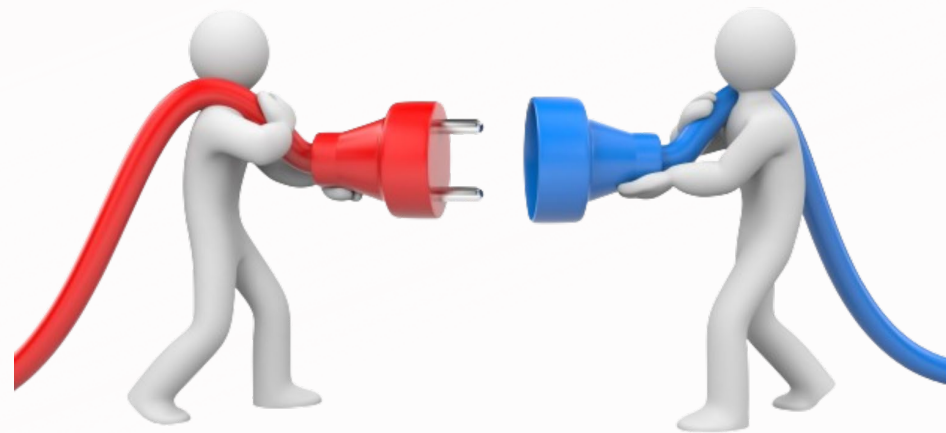
EXECUTIVE SUMMARY



3. Chaplaincy



Research suggests when workers carry their personal problems to work, sinking morale, low productivity and even chronic absenteeism increase



Provide spiritual and emotional guidance to employees while respecting people's unique beliefs, values, and experiences

Chaplains can help connect employees with resources or other ERG members.


Wellness survey: Employees on average did not know where to find mental health resources



Chaplaincy

Total Salary Range for Tyson Foods Chaplain
Confident · 4 Salaries Submitted · Updated Oct 29, 2023
United States | All Years Of Experience

Total Pay
\$71K-\$112K/yr
\$89K (Median Total Pay)



Chaplain

Tyson Foods · Bowling Green, KY · Reposted 4 months ago

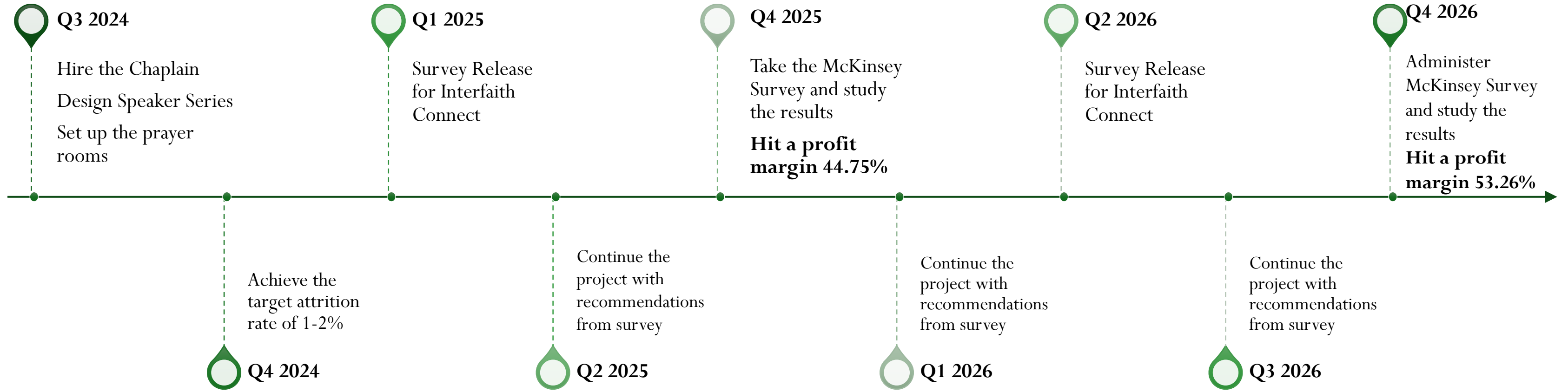
- Full-time
- 10,001+ employees · Food and Beverage Manufacturing
- View verifications related to this job post. [Show all](#)
- See how you compare to 9 applicants. [Try Premium for \\$0](#)

"Maintain a judgment-free presence, inclusive of all faiths, sexual orientations, and ethnicities"

"Serve as an advisor to management on matters of religion, morals/ethics, and Team Member morale and pulse"



Timeline




KPIs

↑ Process Reliability 

↓ Employee Attrition 

↓ Scrap Cost 

↑ McKinsey Survey Results 



Financials

Year	W/Without Interfaith Connect (IC)	Net Sales	Net Profit Margin
2023		\$125,280,000	50%
2024	Without IC	\$98,190,000	40.44%
2024	With IC	\$102,270,000	42.23%
2025	Without IC	\$35,640,000	-45.68%
2025	With IC	\$107,880,000	44.75%
2026	With IC	\$133,200,000	53.26%
Target		\$122,400,000	50.14%



Risks

Lack of Buy-in

Slow Implementation

Siloing of Individual Religious Groups

No Difference in Survey Results

Mild

Mild

Moderate

Severe

Mitigation Plans:

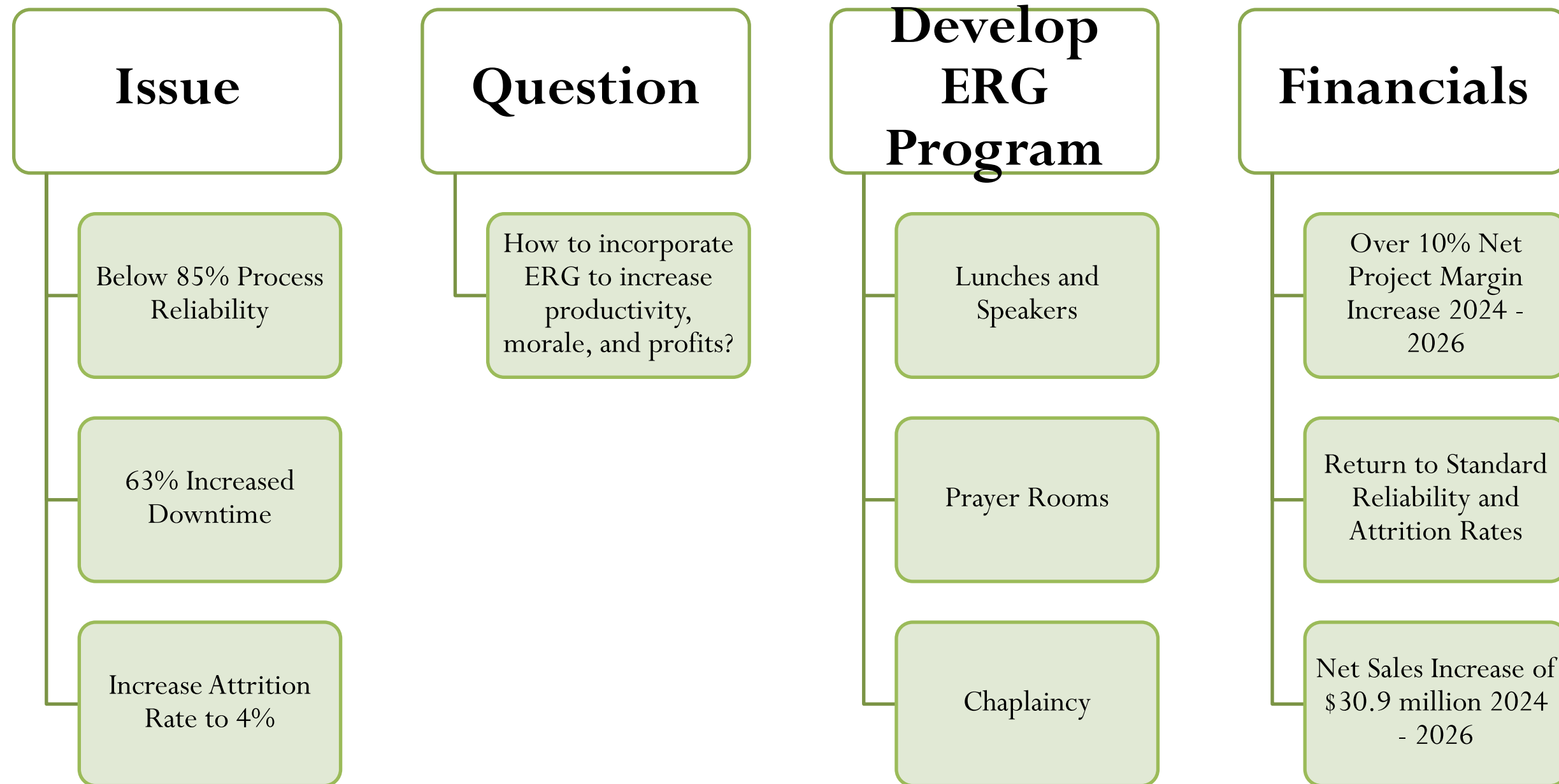
Boost Event Visibility with Marketing and Word of Mouth

Provide Clear Deliverables for New Hires

Invite umbrella speakers to communicate universal principles embraced by all faiths

Send Out ERG Program Feedback Surveys

Executive Summary



Appendix

[Slide 1: Our Team](#)

[Slide 2: Present Scenario](#)

[Slide 3: Why](#)

[Slide 4: Question](#)

[Slide 5: Importance](#)

[Slide 6: Our Recommendations](#)

[Slide 7: Lunchtime Learning Sessions](#)

[Slide 8: Prayer Rooms](#)

[Slide 9: Chaplaincy](#)

[Slide 10: Chaplain Job Description](#)

[Slide 11: Timeline](#)

[Slide 12: KPIs](#)

[Slide 13: Financials](#)

[Slide 14: Risks](#)

[Slide 15: Executive Summary](#)

[Figure 1: Resources Used](#)

[Figure 2: McKinsey Health Institute Core Dimensions of Health](#)

[Figure 3: Newtown Employee Wellness Survey](#)

[Figure 4: Employee Survey Responses](#)

[Figure 5: Shift Schedules](#)

[Figure 6: Organization Chart](#)

[Figure 7: Productivity: Process Reliability Issues](#)

[Figure 8: Process Productivity by Line](#)

[Figure 9: Plant Attrition Rate](#)

[Figure 10: Existing Interfaith ERG and Charter](#)

[Figure 11: Newtown Plant Demographics](#)

[Figure 12: 2023 Newtown Income Statement](#)

[Figure 13: 2023 North America Income Statement](#)

[Figure 14: Projections](#)

[Figure 15: Loss of Production and Scrap Costs](#)

[Figure 16: ROI](#)

[Figure 17: Detailed Cost Analysis](#)

[Figure 18: Income Statement without Investing](#)

[Figure 19: Target Income Statement](#)

[Figure 20: Income Statement for ERG Projections](#)

[Figure 21: Process Reliability with ERG](#)



Resources Used

[Essential Employee Resource Groups Statistics in 2024 • ZipDo](#)

[Why is there a need for faith in the workplace? - Church News \(thechurchnews.com\)](#)

[The Power of Inclusion of Employees' Faith in the Workplace | RFBF](#)

[Faith and Work Photo](#)

[Prayer Room Photo](#)

[Amazon Prayer Rooms](#)

[Praying Photo](#)

[Kahne, Bruno, and Brian Chaloner. "Conscientious or Unconscious: The Converging Roles of Management Gurus and Corporate Chaplains." Journal of management, spirituality & religion 2.2 \(2005\): 290–301. Web.](#)

[Employee Perception of Workplace](#)

[Chaplain Picture](#)

[Mental Health Symbol](#)



OmniBrands

Appendix

Exhibit 1. McKinsey Health Institute Core Dimensions of Health

Health is mostly about function, not disease or death.

Key aspects of function, by dimension of health



Physical

- physical energy/vitality
- absence of pain
- senses (sight, hearing, smell, taste, touch)
- movement
- sexual function
- continence



Mental

- mental energy/stamina
- cognition (memory, problem solving)
- resilience
- coping
- positivity
- agency



Social

- ability to create and maintain healthy relationships
- ability to participate actively in a community
- empathy
- self-awareness



Spiritual

- meaning and purpose
- centeredness
- healthy sense of self/identity
- hopefulness
- gratitude
- appreciation of beauty

Note: Grounded in the World Health Organization's (WHO's) definition of health: "A state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity"; *Constitution of the World Health Organization*, WHO, 1948.



Appendix

Exhibit 2. Newtown Employee Wellness Survey*

*Based on the McKinsey Health Institute quadrants of holistic health.

Raw data for survey results [here](#). Employees received a \$20 gift card for participation.

Employee Wellness Survey

Instructions: Please rate each statement on a scale of 1 to 5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. Your responses will remain confidential.

Physical Health

- My work environment supports my physical health (e.g., ergonomic workstations).
- I have access to resources (e.g., health programs, gym facilities) that promote physical well-being.
- My body is pain free while I work.
- I have the physical energy needed complete my tasks at work.

Mental Health

- I generally feel mentally well and able to handle work-related stress.
- My workload is manageable and does not negatively impact my mental health.
- I feel comfortable discussing mental health concerns with my supervisor or HR.
- I know how to access mental health resources.

Social Health

- I feel a sense of belonging and inclusion within my team.
- My work does not inhibit me from maintaining meaningful relationships outside of work.
- There are adequate opportunities for social interaction and teamwork.
- I feel supported by my supervisors.

Spiritual Health

- I feel that my personal values and beliefs are respected at work.
- There is a space for spiritual or personal reflection if needed.
- My work gives me a sense of purpose and fulfillment.
- The company culture supports diverse spiritual and personal beliefs.

General Comments

Please provide any additional comments, suggestions, or concerns you have regarding your wellness at work. This space can also be used to share any specific experiences or insights related to your work environment and well-being.



Appendix

Notable Comments Submitted

- "After losing someone close to me, time off was good but I felt like even when I returned I couldn't function."
- "Missing out on Yom Kippur because we were short-staffed really hit me hard. It's important to me and many of us to keep our traditions."
- "There's noticeable friction sometimes between younger and older workers, especially when it comes to understanding each other's views or ways of working."
- "It gets uncomfortable when someone's always on about their personal beliefs, especially during breaks."
- "A lot of good people have left because they're just burned out or feel like they're missing out on life outside work. We're all feeling the stretch."
- "It is challenging to regularly participate in daily prayers when I must be on the line my entire shift."
- "We've been allotted a supply closet for meditation and those who say daily prayers, however it gets busy and isn't easily accessible given our short breaks."



Appendix

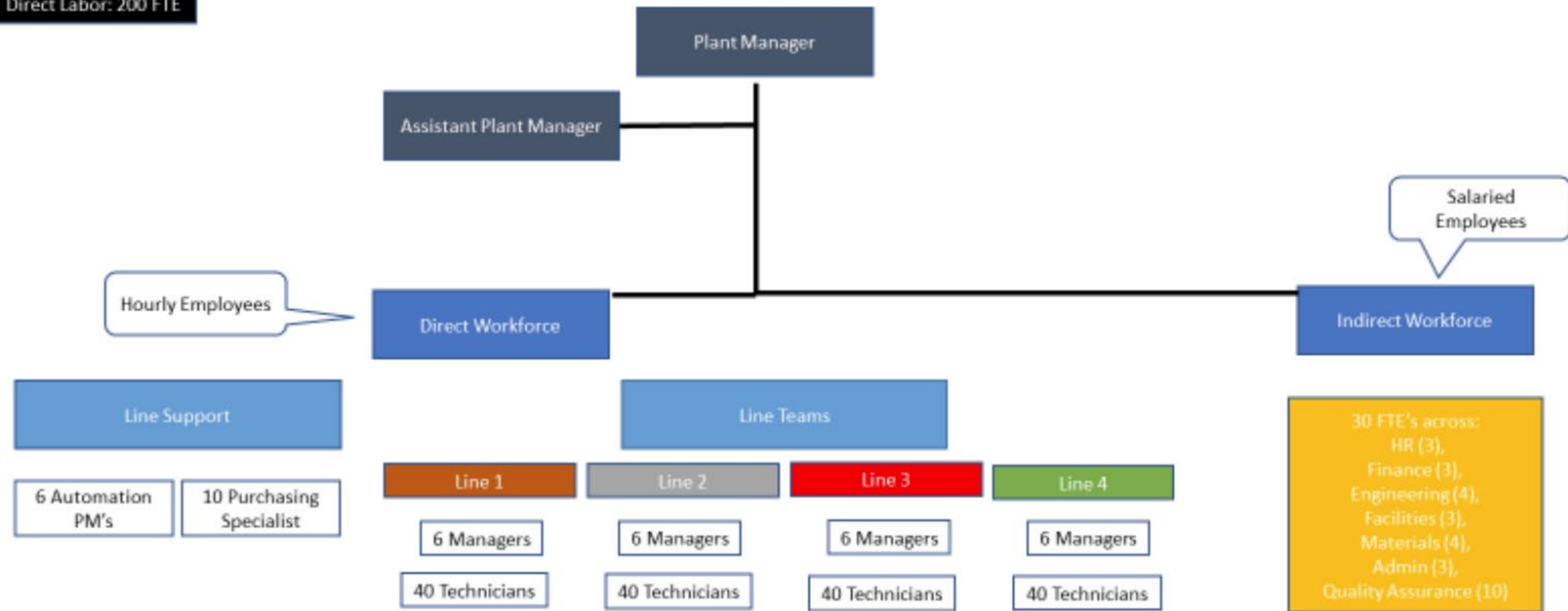
Technicians at Newtown worked in one of three shift rotation schedules:

- Option 1: Rotate day and night shifts
 - Work 2 day shifts, off 2 days, work 2 night shifts, off 2-3 days, then back to day shifts
- Option 2: Weekday shifts
 - Work Monday - Thursday night shifts, then work Monday - Wednesday day shifts
- Option 3: Weekend shifts
 - Work Thursday - Sunday day shifts, then work Friday - Sunday night shifts



Appendix

Indirect Labor: 32 FTE
Direct Labor: 200 FTE



Appendix

	8/31/2023	9/30/2023	10/31/2023	11/30/2023	12/31/2023	1/31/2024
Total # of Unplanned Issues Across All Lines	5	4	7	7	9	12
Cause* see key	1, 3, 4,1, 2	3,3,6,1	1,1,3,4,1,3,4	1,1,3,4,1,3,4	1,1,1,2,2,2, 3,3,4	1,1,1,2,2,3 ,3,4,6,6,1,
Total Time Down due to Unplanned Issues	225	180	315	315	405	540
Scrap due to Unplanned Down Time	\$281,250	\$225,000	\$393,750	\$393,750	\$506,250	\$675,000
Planned Down Time Per Month in minutes	480	480	480	480	480	480
Scrap due to Planned Down Time	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
<i>Avg Scrap Factor / Hour</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>

	8/31/2022	9/30/2022	10/31/2022	11/30/2022	12/31/2022	1/31/2023
Total # of Unplanned Issues Across All Lines	6	6	4	4	3	4
Cause* see key	1,2,3,3,2	1,1,1,2,2,2	1,2,3,4	1,2,3,4	4,3,4	1,1,3,3
Total Time Down due to Unplanned Issues	270	270	180	180	135	180
Scrap due to Unplanned Down Time	\$337,500	\$337,500	\$225,000	\$225,000	\$168,750	\$225,000
Planned Down Time Per Month in minutes	480	480	480	480	480	480
Scrap due to Planned Down Time	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
<i>Avg Scrap Factor / Hour</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>

Key	Causes	Preventable?	Permissible Issues Per Month
1	Lubrication Failure	Yes	1
2	Dirty Gears	Yes	1
3	Dull Blade	Yes	2
4	Contaminated Product	Yes	0
5	System Glitch	No	0
6	Understaffed	Yes	4
	Total		8



Appendix

Process Reliability

	8/31/2023	9/30/2023	10/31/2023	11/30/2023	12/31/2023	1/31/2024
Line 1	85%	87%	85%	83%	80%	75%
Line 2	90%	88%	84%	80%	79%	70%
Line 3	85%	87%	85%	83%	79%	75%
Line 4	90%	88%	84%	80%	77%	70%

	8/31/2022	9/30/2022	10/31/2022	11/30/2022	12/31/2022	1/31/2023
Line 1	89%	89%	88%	87%	84%	85%
Line 2	88%	88%	86%	86%	87%	88%
Line 3	88%	88%	86%	86%	87%	88%
Line 4	89%	89%	88%	87%	84%	85%

OmniBrands Internal Productivity Benchmark

Process Reliability	Ranking
91%+	Exceptional
86% - 90%	Excellent
80% - 85%	Satisfactory
70%-79%	Needs Improvement
66% - 74%	Unacceptable



Appendix

Exhibit 4c. Productivity: Plant Attrition Rate

	8/31/2023	9/30/2023	10/31/2023	11/30/2023	12/31/2023	1/31/2024
Technician Attrition Rate	1%	1%	2%	3%	3%	4%

	8/31/2022	9/30/2022	10/31/2022	11/30/2022	12/31/2022	1/31/2023
Technician Attrition Rate	2%	1%	1%	1%	1%	2%



Appendix

Exhibit 5. Existing Interfaith ERG Charter & Data

We, the members of Interfaith, recognize the diverse religious backgrounds within our community and affirm our commitment to fostering an inclusive and respectful environment for individuals of all faiths and beliefs. This Interfaith Charter serves as a guiding document to promote understanding, tolerance, and collaboration among our members.

Principles:

Respect for Diversity:

We acknowledge and value the rich diversity of religious beliefs within our community.

We commit to fostering an environment where individuals feel respected and accepted regardless of their faith or spiritual background.

Open Dialogue:

We encourage open and honest dialogue about religious beliefs, practices, and traditions.

We seek to create opportunities for constructive conversations that promote understanding and bridge gaps between different faith communities.

Educational Initiatives:

We commit to organizing educational programs that promote awareness and understanding of various religious traditions.

We encourage members to share their experiences and insights, fostering a culture of learning and mutual respect.

Celebration of Diversity:

We celebrate religious holidays and observances from various traditions, recognizing the importance of these moments in the lives of our community members.

We seek to organize inclusive events that showcase the cultural richness of our diverse religious backgrounds.

Support and Inclusion:

We commit to creating an atmosphere of support for individuals who may face challenges due to their religious beliefs, and we actively work to prevent discrimination on religious grounds.

OmniBrands' NA Interfaith ERG Membership

	Corporate	Plant	Total
Total Employees	2,000	18,000	20,000
Members on email list	323	378	701
Members as a % of Total Employees	16.15%	2.10%	3.51%
Active Members*	42	8	50
Active As a % of Total Members	13.00%	2.00%	7.07%

*Active members attend at least 1 event per year



Appendix

Exhibit 6. Plant Employee Demographics

Gender Distribution	%	Count
Man	70%	162
Woman	29%	67
Transgender	<1%	1
Non-Binary	<1%	1
Age Group Distribution		
<25	9%	22
25-34	21%	49
35-44	30%	70
45-54	23%	54
55+	16%	37
Ethnic Distribution		
White	26%	60
Hispanic / Latinx/o/a	25%	58
Asian American and Pacific Islanders	8%	19
African American / Black	17%	39
American Indian	<1%	1
Arab, MENA, or SWANA	24%	56



Appendix

Newton Plant	
2023 Fiscal Year Income Statement	
\$ USD	
Attributed Net Sales	125,280,000
Cost of Goods	
Raw Materials	13,154,400
Direct Labor	26,308,800
Manufacturing Overhead	4,384,800
Total COGS	43,848,000
Gross Profit	81,432,000
<i>Gross Margin</i>	65%
Operating Expenses	
Administrative Expenses	939,600
Utilities	8,456,400
Maintenance	2,818,800
Depreciation	6,577,200
Total Operating Expenses	18,792,000
Operating Income	62,640,000
<i>Operating Margin</i>	50%



Appendix

Exhibit 8. OmniBrands' NA Manufacturing Plant Income Statement

OmniBrands' NA Manufacturing Plant		
2023 Fiscal Year Income Statement		
\$ USD		
Attributed Net Sales		60,000,000,000
Cost of Goods		
	Raw Materials	6,187,500,000
	Direct Labor	16,087,500,000
	Manufacturing Overhead	2,475,000,000
	<u>Total COGS</u>	<u>24,750,000,000</u>
Gross Profit		35,250,000,000
<i>Gross Margin</i>		59%
Operating Expenses		
	Administrative Expenses	412,500,000
	Utilities	3,712,500,000
	Maintenance	1,237,500,000
	Depreciation	2,887,500,000
	<u>Total Operating Expenses</u>	<u>8,250,000,000</u>
Operating Income		27,000,000,000
<i>Operating Margin</i>		45%



Appendix

Projections

Process reliability	8	9	10	11	12	Projected with change	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	
	85	87	85	83	80	75																									
	90	88	84	80	79	70																									
average	0.875	0.875	0.845	0.815	0.7875	0.725	0.665	0.605	0.565	0.525	0.465	0.435	0.395	0.365	0.315	0.285	0.255	0.235	0.225	0.205	0.195	0.175	0.165	0.155	0.155	0.155	0.155	0.155	0.155	0.155	
Change		0	-0.03	-0.03	-0.0275	-0.0625	-0.06	-0.06	-0.04	-0.04	-0.06	-0.03	-0.04	-0.03	-0.05	-0.03	-0.03	-0.02	-0.01	-0.02	-0.01	-0.02	-0.01	-0.01	0	0	0	0	0	0	
Units produced	1750000	1750000	1690000	1630000	1575000	1450000	1330000	1210000	1050000	930000	870000	790000	730000	630000	570000	510000	470000	450000	410000	390000	350000	330000	310000	310000	310000	310000	310000	310000	310000	310000	
units produced							1330000	1210000	1150000	1130000	1150000	1230000	1270000	1290000	1350000	1370000	1410000	1430000	1490000	1550000	1650000	1670000	1710000	1790000	1810000	1850000	1870000	1850000	1870000	1850000	1850000



Appendix

Loss of production and Scrap Costs

		2024	2025	Start of 2026		2023		% Change
Loss with production w/o		\$ 8,653,032.58	\$ 20,468,077.06					
Loss with production w		\$ 7,882,363.01	\$ 6,822,692.35	\$ 2,040,007.68		\$ 3,536,013.31		-0.42307692
Scrap w/o		\$ 45,810,000.00	\$ 108,360,000.00					
Scrap w		\$ 41,730,000.00	\$ 36,120,000.00	\$ 10,800,000.00		\$ 18,720,000.00		-0.42307692



Appendix

ROI

Year	1	2	3	Total
Total Average Cost	\$ 169,750.00	\$ 97,750.00	\$ 97,750.00	\$ 365,250.00
Difference in Revenue	\$ 4,080,000.00	\$ 72,240,000.00	\$ 133,200,000.00	\$ 209,520,000.00
ROI =	2304%	73803%	136166%	ROI = 57263%



Appendix

Detailed Cost Analysis

Project Structural Cost													
Room							Lunch			Speakers			
# of large	1	2	3	4			# of People	Cost per meal	Cost per lunch	Cost per month			
Cost for large	20000	40000	60000	80000			5	\$25.00	\$125.00	\$500.00			
# of small	1	2	3	4			10	\$25.00	\$250.00	\$1,000.00			
cost of small	6000	12000	18000	24000			20	\$25.00	\$500.00	\$2,000.00			
							40	\$25.00	\$1,000.00	\$4,000.00			
							60	\$25.00	\$1,500.00	\$6,000.00			
Minimum							80	\$25.00	\$2,000.00	\$8,000.00			
2 large rooms	40000						100	\$25.00	\$2,500.00	\$10,000.00			
Recommended													
2 big + 2 small	52000												
Max													
4 of each	104000												
Operational Costs Right Now													
Turnover	Now	Normal	Scrap							Loss of Production			
% turnover	0.04	0.012	Month	# of Unplanned	time per issue	total time (m)	total cost			Month	Minutes down	Production lost	Cost
Total # of employees	184	184	Average	4.5	45	202.5	253125			Average	202.5	79687.5	\$47,812.50
Employee turnover #	7.36	2.208	Low	3	45	135	168750			Low	135	53125	\$31,875.00
Cost per employee	15000	15000	Last							Last Month	405	159375	\$95,625.00
Total Cost/month	110400	33120	This							This Month	540	212500	\$127,500.00
			Permissable	8	45	360	450000						
										Production/m	production/d	production/h	production/m
										17000000	566666.6667	23611.11111	393.5185185



Appendix

Income Statement Without Investing In ERG

Newtown Plant			
Fiscal Year Income Statement			
\$ USD			
		2024	2025
Attributed Net Sales		\$98,190,000.00	\$35,640,000.00
Cost of Goods			
	Raw Materials	\$10,309,950.00	\$3,742,200.00
	Direct Labor	\$25,000,000.00	\$25,000,000.00
	Manufacturing Overhead	\$4,384,800.00	\$4,384,800.00
	Total COGS	\$39,694,750.00	\$33,127,000.00
Gross Profit		\$58,495,250.00	\$2,513,000.00
Gross Margin		59.57%	7.05%
Operating Expenses			
	Administrative	\$939,600.00	\$939,600.00
	Utilities	\$8,456,400.00	\$8,456,400.00
	Maintenance	\$2,818,800.00	\$2,818,800.00
	Depreciation	\$6,577,200.00	\$6,577,200.00
	Total Operating Expenses	\$18,792,000.00	\$18,792,000.00
Operating Income		\$39,703,250.00	-\$16,279,000.00
Operating Margin		40.44%	-45.68%



Appendix

Target Income Statement

Newtown Plant		
Fiscal Year Income Statement		
\$ USD		
Attributed Net Sales		\$122,400,000.00
Cost of Goods		
	Raw Materials	\$12,852,000.00
	Direct Labor	\$25,000,000.00
	Manufacturing Overhead	\$4,384,800.00
	Total COGS	\$42,236,800.00
Gross Profit		\$80,163,200.00
Gross Margin		65.49%
Operating Expenses		
	Administrative	\$939,600.00
	Utilities	\$8,456,400.00
	Maintenance	\$2,818,800.00
	Depreciation	\$6,577,200.00
	Total Operating Expenses	\$18,792,000.00
Operating Income		\$61,371,200.00
Operating Margin		50.14%



Appendix

Income Statement for Project Projections

Newtown Plant											
Fiscal Year Income Statement											
\$ USD		Base	Base	Max (cost)	Max (cost)	Min (cost)	Min (cost)	Average	Average		
		2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
Attributed Net Sales		\$102,270,000.00	\$107,880,000.00	\$102,270,000.00	\$107,880,000.00	\$102,270,000.00	\$107,880,000.00	\$102,270,000.00	\$107,880,000.00	\$133,200,000.00	
Cost of Goods								\$0.00	\$0.00		
								\$0.00	\$0.00	\$0.00	
	Raw Materials	\$10,738,350.00	\$11,327,400.00	\$10,738,350.00	\$11,327,400.00	\$10,738,350.00	\$11,327,400.00	\$10,738,350.00	\$11,327,400.00	\$13,986,000.00	
	Direct Labor	\$25,000,000.00	\$25,000,000.00	\$25,000,000.00	\$25,000,000.00	\$25,000,000.00	\$25,000,000.00	\$25,000,000.00	\$25,000,000.00	\$25,000,000.00	
	Manufacturing Overhead	\$4,384,800.00	\$4,384,800.00	\$4,384,800.00	\$4,384,800.00	\$4,384,800.00	\$4,384,800.00	\$4,384,800.00	\$4,384,800.00	\$4,384,800.00	
	Total COGS	\$40,123,150.00	\$40,712,200.00	\$40,123,150.00	\$40,712,200.00	\$40,123,150.00	\$40,712,200.00	\$40,123,150.00	\$40,712,200.00	\$43,370,800.00	
								\$0.00	\$0.00		
Gross Profit		\$62,146,850.00	\$67,167,800.00	\$62,146,850.00	\$67,167,800.00	\$62,146,850.00	\$67,167,800.00	\$62,146,850.00	\$67,167,800.00	\$89,829,200.00	
Gross Margin		60.77%	62.26%	60.77%	62.26%	60.77%	62.26%	60.77%	62.26%	67.44%	
								\$0.00	\$0.00		
Operating Expenses								\$0.00	\$0.00		
	Administrative	\$939,600.00	\$939,600.00	\$1,051,600.00	\$1,051,600.00	\$1,010,600.00	\$1,010,600.00	\$1,031,100.00	\$1,031,100.00	\$1,031,100.00	
	Utilities	\$8,456,400.00	\$8,456,400.00	\$8,456,400.00	\$8,456,400.00	\$8,456,400.00	\$8,456,400.00	\$8,456,400.00	\$8,456,400.00	\$8,456,400.00	
	Maintenance	\$2,818,800.00	\$2,818,800.00	\$2,818,800.00	\$2,818,800.00	\$2,818,800.00	\$2,818,800.00	\$2,818,800.00	\$2,818,800.00	\$2,818,800.00	
	Project Cost			116000	12000	40500	500	\$78,250.00	\$6,250.00	\$6,250.00	
	Depreciation	\$6,577,200.00	\$6,577,200.00	\$6,577,200.00	\$6,577,200.00	\$6,577,200.00	\$6,577,200.00	\$6,577,200.00	\$6,577,200.00	\$6,577,200.00	
	Total Operating Expenses	\$18,792,000.00	\$18,792,000.00	\$19,020,000.00	\$18,916,000.00	\$18,903,500.00	\$18,863,500.00	\$18,961,750.00	\$18,889,750.00	\$18,889,750.00	
								\$0.00	\$0.00		
Operating Income		\$43,354,850.00	\$48,375,800.00	\$43,126,850.00	\$48,251,800.00	\$43,243,350.00	\$48,304,300.00	\$43,185,100.00	\$48,278,050.00	\$70,939,450.00	
Operating Margin		42.39%	44.84%	42.17%	44.73%	42.28%	44.78%	42.227%	44.75%	53.26%	



Appendix

PROCESS RELIABILITY WITH INTERFAITH CONNECT

