



# Conestoga

• CONNECTION •

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www.conestogaenergy.com



**BY DUSTY TURNER**  
CHIEF OPERATING OFFICER

## New Focus on Preventative Maintenance Nets Positive Results

Over the last several years, a new “language” has popped up throughout Conestoga operations. We call it TPR, or Total Process Reliability—an all-encompassing process that teaches management and employees how to improve reliability and efficiency. And, it’s having a major impact throughout our organization.

With the guidance of Marshall Institute, an asset management consultant and training company, we’re adopting a number of processes under the TPR umbrella. (See the box at right.) At first, some of the acronyms sounded like Greek to us. But as we began to see the results, the new language has become part of everyday operations.

In fact, these new processes have probably had the most positive impact on the culture in our plants since we started eight years ago. That’s because TPR gets everyone involved in setting standards and processes for their particular area.

### Enhanced efficiency across the board

Already, we’ve seen noticeable improvements across many aspects of our business. Examples of successful changes include:

- New predictive and preventative

### CONESTOGA ADOPTS NEW PROCESSES

- TPR = Total Process Reliability**
- PMO = Preventative Maintenance Optimization**
- OEE = Overall Equipment Effectiveness**
- KPI = Key Point Indicator**
- BEC = Basic Equipment Care**

maintenance using vibration analysis and ultrasound technology, allowing us to diagnose and fix equipment and avoid a failure that could have catastrophic consequences.

- Company-wide emphasis on OEE (Overall Equipment Effectiveness), allowing us to measure results and pinpoint when and why we either did or didn’t reach a production target.
- Newly organized kitting areas for projects in our shops. (One location’s kitting area was so impressive, Marshall Institute took photos of it to include in their presentations to companies around the world.)
- Improved storeroom efficiency, making sure that whatever dollars we have on

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# Conestoga Team Excels During Challenges of 2015



**BY TOM WILLIS**  
CHIEF EXECUTIVE OFFICER

As we wrap up 2015, I want to take this opportunity to express my appreciation for the efforts of our entire organization. It was a unique year in which we faced challenges such as crude oil going from \$100 to \$38 per barrel. We were also short on sorghum because China came and bought the bulk of the crop. Plus, we were in the process of rolling out our joint venture with White Energy, Inc. In the true Conestogian way though, we met those challenges head-on

and have been able to overcome them. We continue to get better and grow as a team, and I'm very proud of that.

Of course, the New Year will carry its own unique set of challenges. But I have no doubt that we will be successful, thanks to the exceptional team we have in place.

I wish everyone a wonderful holiday season. I look forward to the opportunities ahead in 2016. 💧



*Wishing Everyone A Wonderful Holiday Season*

**2015 has been a rewarding year at Conestoga Energy Partners, LLC, as we've seen major progress on operational efficiency at all of our locations. Looking ahead to 2016, we see even more opportunities for growth on the horizon.**

***From all of us at Conestoga Energy Partners, LLC,  
we wish you a very Happy New Year.***

## New Focus on Preventative Maintenance Nets Positive Results

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a shelf are effective dollars that are turned over frequently—not just sitting there and collecting dust.

Throughout these processes, we're emphasizing the importance of measuring, recording, and reporting results to the management team, shareholders, and board members. In virtually every case, we're finding that the more

proactive we are, the more efficient we are.

This TPR mindset is something we expect will become part of normal operating practice throughout Conestoga in the years to come. Plus, with the ethanol industry being so new and evolving every year, our ongoing emphasis on TPR should give us a distinct strategic advantage. 💧

***Instead of throwing dollars and man-hours at projects or issues, we're focusing on planning and prevention. And, that's paying off in less and less downtime.***

# New Fuel Program Off to a Great Start

In our ongoing effort to explore all avenues for growth, Conestoga launched a new fuel program in early October at our Bonanza BioEnergy location in Garden City. It's a new kind of partnership with our grain provider, WindRiver Grain of Garden City, allowing their trucks to fuel up at the pumps used for Conestoga Logistics trucks.

"This pilot program is a service and a partnership that we've created with WindRiver to help their truck drivers, and possibly add more revenue to our fuel program down the road," explains Ryan Klaus, Purchasing and Inventory Control Manager.

## GOAL: Pump an extra 2.5 million gallons of diesel in 12 months

So far, the new fuel program is going very well, Ryan reports. WindRiver has approximately 60 trucks, which should add a projected 2.5 million gallons per year over and above the fuel pumped by Conestoga Logistics trucks.

"We're going to see how the fuel program works with WindRiver," says Ryan. "We could potentially see adding more grain suppliers in Garden City as well as the Liberal location." 💧

## Location News

### Fit and Trim: Employees Embrace New Workout Room in Liberal



Employees at the Conestoga Energy corporate office in Liberal now have an easy way to stay fit, thanks to a new fully equipped workout room, made possible by a gracious donation from Rock and Stephanie Ormiston. Already, employees are jumping on the bandwagon—or treadmill.

The workout room features a full range of equipment for both cardio and strength training, including treadmills, elliptical machines, and weight

machines. The facility is open 24 hours a day, seven days a week, and is available to all Conestoga employees and their spouses.

Several employees come in at 5:15 a.m. for a workout before starting their business day. Some hop on the treadmill for 30 minutes after the grain markets close. Others come in over the weekend.

It's all part of a company-wide effort spearheaded by CEO Tom Willis to

make health more at the forefront of employees' minds, explains Stephanie Hall, Executive Assistant.

Every year, Conestoga employees take part in a HealthCheck 360® health screening. Depending on how they score, employees are classified into certain tiers that qualify them for monthly health insurance premiums. "Now that we have the new workout room, we're hoping to get everyone on at least a silver tier," says Stephanie. 💧

ALL OFFICES WILL BE CLOSED ON JANUARY 2.

## Employee Spotlight

### Amanda Solis, Diamond Ethanol Administrative Assistant

Motivated, determined, and upbeat. Those are just a few words to describe Amanda Solis. She graduated from college this fall with a business administration degree after taking classes online for five years. During that time, she worked full-time, switched jobs, and moved—but never stopped working toward her degree.

“I worked 11 and a half hours on a Saturday to finish my final paper, which was 40 pages long with 21 references,” says Amanda. “Once I hit the ‘send’ button, I actually got emotional thinking about all the work it took to get there.”

Now, she’s ready to accomplish

her next goal: writing a motivational book about her life experiences. Amanda became a mother and a wife at age 15, but still managed to graduate from high school. While raising her children, she never stopped learning and striving to achieve more for herself and her family. Through her book, Amanda wants to inspire and motivate teenage girls who might be going through what she went through.

Amanda lives in Littlefield, TX, with her boyfriend, Greg. She has three children and four grandchildren. She handles accounting, payroll, and human resources at Diamond Ethanol in Levelland. 💧



## DIRECTORY

### ARKALON ETHANOL, LLC

8664 ROAD P  
LIBERAL, KS 67901  
620-624-2901

### BONANZA BIOENERGY, LLC

2810 E. US HWY 50, STE B  
GARDEN CITY, KS 67846  
620-275-4909

### DIAMOND ETHANOL, LLC

103 S FM 2646  
LEVELLAND, TX 79336  
806-897-0911