

Phillip Freel

Pulp & Paper Safety Association
Panel Presentation/Discussion

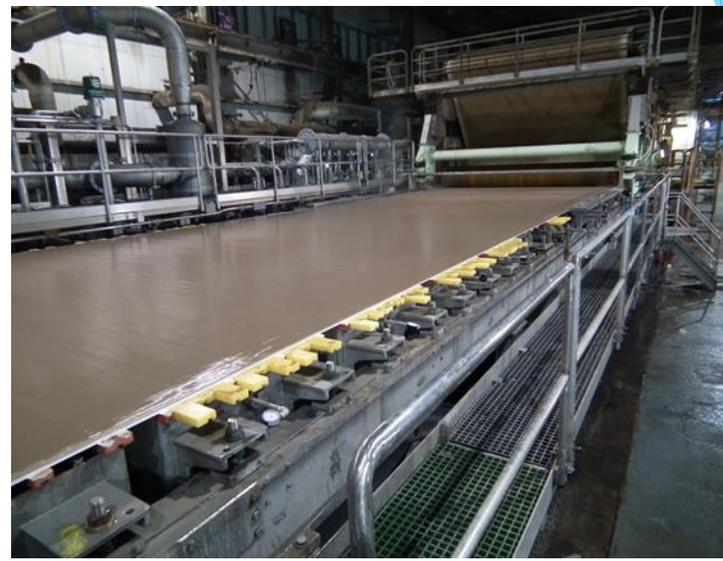
Who am I and who is New-Indy

- ▶ Phillip Freel, General Manager, New-Indy - Hartford City Mill, Hartford City, IN.
 - ▶ Manufacturer of 23 lb. to 40 lb. Corrugated Medium
- ▶ 29 years at the Hartford City Mill location
 - ▶ Project team building the mill, Production Supervisor, Boiler House Supervisor, Safety Manager, Project team member for two upgrades, Maintenance Planner, Maintenance Manager, Project Manager, Plant Manager, General Manager
- ▶ B.S.B.A. Indiana Wesleyan University
- ▶ Married 29 years
- ▶ Two (2) Adult Children
- ▶ Pastor of a small rural church ten (10) years.



Who is New-Indy

- ▶ New-Indy is Joint Venture between the Kraft Group and the Schwarz Partners in 2012.
- ▶ Ontario Mill produces medium and linerboard
- ▶ Oxnard and the Hartford City Mill produce medium
- ▶ Ivex Specialty produces specialty grades Crepe, Ticket Stock, Red Rosin, and some filter grades.
- ▶ Hartford City and Ivex were acquired in June of 2015.



Who Are We

- ▶ Early 1988, Pratt Industries purchased the paper mill previously owned by 3M and began erecting a new building and components from around the U.S. and Canada to build a 168” trim Paper Machine for the Containerboard Industry.
- ▶ March of 1990 we started production averaging 160 TPD. Safety? Really? Who has time for that?
- ▶ 1994/1995 couple of upgrades were invested and the mill was averaging 350 TPD. Safety still not in the culture.
- ▶ 1999 Pratt sold the Hartford City Mill to a private equity group (Atlas Holdings). Minor investments were made and safety made a priority, but we still did not believe it yet.

Believing and Living

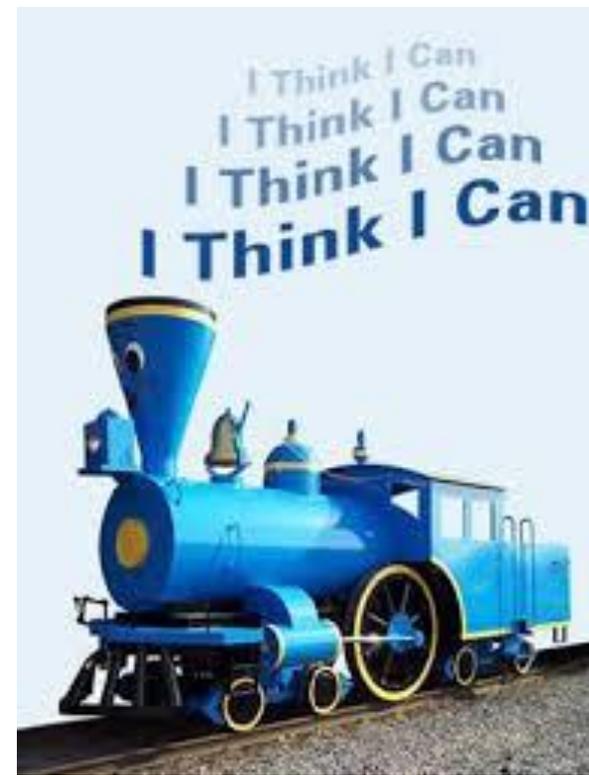
- ▶ 2009-2014 New drives, Calendar Stack, newer headbox and fourdrinier were installed and capacity grew 367 TPD and we started producing Red Rosin and Bag Paper Grades. We began to shift our thinking about safety by focusing on First Aids, Near Misses, and TIR. We are beginning to believe it.
- ▶ July 2015 - Current - Atlas Holdings sales Hartford City Mill to New-Indy and capital invested and capacity increased to 420 TPD. Safety focus slipped during transition and has recovered very quickly. Perhaps we believe.

HCP
Trailing 12 Month Trend



I Think We Can vs. Believing

- ▶ Early on, safety was not a core value of our business and therefore the results proved it with high incident rates.
- ▶ 2009 - 2014 - I Think We Can
 - ▶ Very detailed incident investigations
 - ▶ Murphy's law.
 - ▶ Hartford City Triangle (Bermuda Triangle).
 - ▶ Get over the mentality that we were out to get them.
 - ▶ Daily talks in meetings/before start of work.
- ▶ 2014 - current - We believe we can
 - ▶ Continue daily talks.
 - ▶ We incorporate home safety.
 - ▶ SafeStart.
 - ▶ Because we have had some success, everyone started to believe that it is possible to be injury free.
 - ▶ Can't let your guard down.



From the Little Engine That Could



Believing it and Living it

- ▶ If you don't live it, you don't believe it! - Paul Harvey
 - ▶ How many still read their text messages, reply, read emails and reply while driving?
 - ▶ How many take the time to grab a step stool or ladder instead of climbing on a chair or cabinet?
 - ▶ How many will take the time to wear safety glasses at home?
 - ▶ If we can't practice safety at home, on the road, or anywhere else, why would we expect to anything different at work?
- ▶ “A Christian community draws people together as friends. Loneliness and fear are expunged by the combined faith, hope, and love of *those persons who covenant together as a community* on mission with God.” - (Shaped by God's Heart - Milford Minatrea)

Believing it and Living it

- ▶ Preach the Gospel at all times. When necessary, use words. - St. Francis of Assisi
- ▶ The actions of the managers, supervisors, and the Safety Committees will speak louder than any words.
- ▶ If the managers, supervisors, and safety committee is not living it, then they don't believe it either - "Its just a job!"



Today's Culture Demands More Attention

- ▶ Growing up, the majority of my learning was done hands on with my parents, coach, or other family members.



Today's children are lucky if they have at least one family member supporting their family. This means there is little time spent with this child teaching them the basics of learning and troubleshooting.

In Summary

- ▶ Over half of your day is spent in a working community.
- ▶ Your working community depends on each other.
- ▶ Covenant together around the mission of believing in safety and thereby living safe lives.
- ▶ If you don't live it, you don't believe it.
- ▶ Preach the gospel always. When necessary use words!