

# How to Computerize Production Scheduling

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## INTRODUCTION

Before you can begin to write or use any scheduling program, you will need to compile data for the program. You will need relevant information on your company that covers labor and supply expenses, soil mix volumes, and container volumes. After you start to compile all of this information, you may realize that you are not totally prepared to computerize your scheduling. In order to use any computer program to assist with scheduling, a complete understanding of the materials, steps in production, expenses, and timelines for your crops is needed.

My program was first created to schedule annual flower production for greenhouse space and availability for sale. The first step towards the program was creating a list of plants I wanted to track and what basic information I wanted from the program. The basic information I wanted included the following:

- Dates of flower plug arrival and the average date the planted flowers would be saleable.
- Numbers of flats per variety and total number of flats per week.
- Greenhouse space needed per week and monthly total space needed.
- Supplies needed per week and month and even year.

## MAIN TABLES TO BE ENTERED TO BUILD DATABASE

**Table 1: Labor Expenses.** This table will require the greatest modification among different companies, since every firm has differences in methods of potting plants, piecework (labor incentive) rates, as well as different crops. Some of the fields of data that are required in the table are covered below. This table has several calculations of data that can give you a large "what if" scenario for labor expenses.

### EXPLANATION OF TABLE 1.

- **Job description** - list of different jobs involved in propagation.
- **Number of workers** - number of people usually used for the job.
- **Average dollars per hour** - average wage of the crew for the job.
- **Number of hours** - time required for the job.
- **Minimum pots per day** - quota set by management for the crew.
- **Dollars per minimum** - calculation of (*# of people \* avg. \$ per h \* # of h*).
- **Bonus dollars per pot** - bonus set by management for every plant over quota.
- **Average pots per day** - average pots planted per day. This number is updated regularly.
- **Bonus pots** - calculation of (*average pots per day - minimum pots per day*).
- **Bonus expense** - calculation of (*bonus \$ per pot \* bonus pots*).
- **Average expense per day** - calculation of (*\$ per minimum + bonus expense*).



Table 2. Soil expenses.

Soil ingredients	Volume	Units	Cost	Cost per unit	Unit	Rate/yd	Unit	Cost/yd
Agrosoke	55	lbs	\$278.00	\$5.05	lbs	2.50	yd	\$12.64
Aquagro 2000	120	lbs	\$291.00	\$2.43	lbs	5.00	oz	\$12.13
Banrot 8G	40	lbs	\$271.00	\$6.78	lbs	1.00	lbs	\$6.78
Excell 21-5-20	50	lbs	\$17.00	\$0.34	lbs	0.60	lbs	\$0.20
High N 24-4-7	50	lbs	\$33.78	\$0.68	lbs	9.00	lbs	\$6.08
Lawn and garden	40	lbs	\$5.45	\$0.14	lbs		yd	\$0.00
Merit-broadcast rate	40	lbs	\$638.80	\$15.97	lbs	85.30	grams	\$1,362.24
Merit	30	lbs	\$54.30	\$1.81	lbs	6.00	lbs	\$10.86
Micromax	50	lbs	\$47.33	\$0.95	lbs	1.00	yd	\$0.95
Nutricote	50	lbs	\$40.00	\$0.80	lbs	15.00	lbs	\$12.00
Osmocote 14-14-14	50	lbs	\$39.00	\$0.78	lbs	6.00	lbs	\$4.68
Osmocote 18-6-12	50	lbs	\$39.56	\$0.79	lbs	9.00	lbs	\$7.12
Peat moss-7.6 ft <sup>3</sup>	7.6	cu. ft.=.28 yds.	\$6.00	\$0.39	ft	1.00	yd	\$10.66
Peat moss-large bale	110	cu. ft.=4 yds.	\$93.65	\$0.43	ft	1.00	yd	\$11.49
Perlite	4	cu. ft.=.15 yds.	\$7.47	\$1.87	ft	1.00	yd	\$50.42
Red bark	90	yds	\$1,065.00	\$11.83	yds	1.00	yd	\$11.83
Red sand	13	yds	\$134.07	\$10.31	yds	1.00	yd	\$10.31
Regrind	65	yds	\$1,065.00	\$16.38	yds	1.00	yd	\$16.38
Soil conditioner	65	yds	\$1,065.00	\$16.38	yds	1.00	yd	\$16.38
Sprint	5	lbs	\$26.32	\$5.26	lbs		yd	\$0.00
Step	50	lbs	\$26.14	\$0.52	lbs	1.84	lbs	\$0.96
Sunshine Mix #1	4	ft <sup>3</sup> =.15 yds.	\$15.53	\$3.88	ft	1.00	yd	\$104.83
Superbloom	20	lbs	\$23.05	\$1.15	lbs	0.60	lbs	\$0.69
White fill sand	23	yds	\$720.00	\$31.30	yds	1.00	yd	\$31.30



- **Average expense per pot** - calculation of (average expense per day / average pots per day).

**Table 2: Soil Expenses.** The soil expenses database is a basic list of all ingredients used in our soil mixes. Extra ingredients can be added at any time to the bottom of the list. If you choose to use this program, it is best to add items to the bottom of the list and to not delete any old items. If you delete any items, this may affect the calculations for other tables. All information is listed in the size it is purchased in, and then broken down into smaller units. There are several calculations of the inputted data on this table. Calculations are italicized and in parenthesis.

#### EXPLANATION OF TABLE 2.

- **Soil ingredients** - list of ingredients.
- **Volume** - volume of ingredients.
- **Units** - units used for volume of ingredients as purchased.
- **Cost** - cost for ingredients as packaged.
- **Cost per unit** - this is two columns. The first is a calculation of (*cost/volume*). The unit part is inputted.
- **Rate/yd** - amount inputted by management and changed as needed.
- **Unit** - entered as needed to calculate rates. This is different from other units column.
- **Cost/yd** - calculation of (*cost per unit \* rate/yd*).

**Table 3: Can Volume.** The can volume database is the easiest database to create. The majority of containers that we use are Lerio, so I chose Lerio as the standard container sizes to use. Lerio supplied a price list that included container volume and number of containers per yard. The only calculation needed was discounted price. The price and discount will change with every company. The prices used here are 1997/1998 prices. Calculations will be italicized and in parenthesis.

#### EXPLANATION OF TABLE 3.

- **Container type** - taken from Lerio price list.
- **Can code** - taken from price list.
- **List cost** - taken from price list.
- **Discount cost** - calculation of (*inputted discount \* list price*).
- **Net cost** - calculation of (*list cost - discount cost*).
- **Volume in yards** - taken from price list.
- **Number of pots per yard** - taken from price list.
- **\$ per yard** - calculation of (*# of pots per yard \* \$ per yard*).

**Table 4: Soil Mixes.** As with labor expenses, this table will vary widely between companies. The soil mixes used in this program are our basic mixes and do not reflect the most current mixes in use. The mixes here can be modified in any way and the program will still work as long as the space from total volume to cost per yard is not modified for each mix. As with the other table explanations, calculations are italicized and in parenthesis.

#### EXPLANATION OF TABLE 4.

- **Ingredients** - this is a list of all ingredients used in the soil mix.
- **Quantity** - quantity of the ingredients needed. This is the actual quantity, not unit quantity.

Table 3. Can volume.

Container type	Can code	List \$	Discount	Net \$	Volume-yds	No. pots/yd	\$ pots/yd
2¼-inch Lerio	SR225	\$0.01	\$0.00	\$0.01	0.000249	4016	\$29.72
Lerio flats for 2¼ inch		\$1.85	\$0.48	\$1.37	N/A	63	\$86.25
3-inch Lerio pots	SR300	\$0.05	\$0.01	\$0.04	0.000433	2310	\$85.47
Lerio flats for 3 inch		\$0.66	\$0.17	\$0.49	N/A	64	\$31.26
4-inch Lerio pots	VSR4	\$0.06	\$0.02	\$0.04	0.000713	1402	\$62.25
Lerio tray for 4-inch pots	SST418	\$0.61	\$0.16	\$0.45	N/A	78	\$35.21
4-inch flower pots-18/sheet		\$0.02	\$0.01	\$0.01	0.000556	1170	\$17.32
Trays for 4-inch flowers		\$0.40	\$0.10	\$0.30	N/A	65	\$19.24
1 gal	C650	\$0.21	\$0.05	\$0.16	0.003518	284.25	\$44.17
5-gal egg can	C1150	\$0.95	\$0.25	\$0.70	0.007979	125.33	\$88.11
5-gal pecan	TC1020	\$3.24	\$0.84	\$2.40	0.019487	51.32	\$123.04
10-gal blow mold	B10	\$2.07	\$0.54	\$1.53	0.050855	19.66	\$30.12
10-gal injected	C1700H	\$3.30	\$0.86	\$2.44	0.052176	19.17	\$46.81
15-gal blow mold	B15	\$2.52	\$0.66	\$1.86	0.051166	19.54	\$36.44
15-gal injected	C1900	\$3.69	\$0.96	\$2.73	0.065701	19.22	\$52.48
20-gal blow mold	B20	\$4.90	\$1.27	\$3.63	0.098159	10.19	\$36.95
20-gal injected	C2150	\$6.62	\$1.72	\$4.90	0.099055	10.1	\$49.48
25-gal blow mold	B25	\$5.20	\$1.35	\$3.85	0.124541	8.03	\$30.90
30-gal vacuumn formed		\$19.00	\$4.94	\$14.06	0.154278	6.48	\$91.11
45-gal blow mold	B45	\$11.47	\$2.98	\$8.49	0.229253	4.36	\$37.01
45-gal vacuumn formed		\$21.00	\$5.46	\$15.54	0.211871	4.72	\$73.35
90-gal-32-inch-tree box		\$44.00	\$11.44	\$32.56	0.439632	2.27	

- **Unit** - the unit measurement of the ingredients needed.
- **Volume in yards** - the amount of volume the ingredients equal.
- **Cost per mix** - calculation of (*quantity \* cost per unit*). This data is taken from the soil expenses (Table B).
- **Total volume** - calculation of the volume of all ingredients used.
- **Total cost** - calculation of all costs for the mix.
- **Cost per yard** - calculation of (*total cost / total volume*)
- **Cost per flat** - this is only shown where the soil is used for flats. It is a calculation of (*cost per yard / 85 flats*).

## THE SCHEDULING PROGRAM

**A. Table 5: Plug Arrival-booking Example.** This is where I input the actual plug count of each variety ordered. The table is divided by plant varieties and by weeks in the year. The weeks are used since numbered days change year to year. These numbers of plugs are changed year to year.

**B. Table 5: Flats Arrival-booking Example.** This table is only a simple calculation. It takes the number of plugs from the prior table and calculates the number of flats that need to be filled for each week. The formula is the plug number divided by 18 for our flat size. This table also calculates the total flats on hand and how many greenhouses are needed. The far right column calculates the number of flats for each variety to aid in ordering tags.

**C. Table 5: Calculation of Flats Ready at End of Production.** This table is another simple calculation. It takes the number of plugs from the prior table and calculates the number of flats that will be ready on a specific week. It will take Week 5 flats and put this quantity in Week 9.

**D. Table 6: Perennial and Groundcover Bookings.** This is a list of perennial and groundcover plants booked for each month of the year. All counts are complete trays of 98 plants per tray.

**E. Table 7: Supply Schedule for Flowers.** This table incorporates all supplies for flowers. All figures on this page are calculations from other tables.

- **Flats and Pot Sheets** - this row calculates the flats and pots sheets needed each month by adding the number of flats of flowers each month from the flats arriving (Table 5).
- **# of Yards of Soil** - this row calculates how much soil is needed by multiplying the number of flats needed each month by the volume of soil needed in each flat. The soil volume is looked up in can volume (Table 3).
- **# Batches of Soil** - this row takes the number of yards of soil needed and divides it by the number of yards per batch of soil listed in the flower soil mix section (Table 4).
- **Peat Moss** - this row includes the number of batches of soil and divides the number of batches by how many bales of peat moss are needed per batch that is needed in the soil mixes (Table 4).
- **Perlite, Soil Conditioner, Nutricote, Banrot, Aquagrow, Agrosoke, and Merit** - use the same calculation method for peat moss (Table 4).



**Table 4.** Soil mixes.

<b>1998 flower mix</b>				
Ingredient	Quantity	Unit	Volume-yds	Cost per mix
Peat moss	7	7.6 cu.ft. bales= cu ft	1.98	\$42.00
Perlite	3	4 cu.ft. bags	0.45	\$22.69
Propagation mix	2	Scoops=1 cu. yds	2.00	\$20.66
Osmocote 14-14-14	15	lbs	0.00	\$11.70
Nutricote		lbs(15/yd)	0.00	\$0.00
Banrot	3	lbs	0.00	\$20.33
Aquagrow	4.5	lbs	0.00	\$10.91
Agrosoke	13	lbs	0.00	\$65.71
Merit	26.5	lbs	0.00	\$47.97
Total volume-yd <sup>3</sup>	4.43			
Total cost	\$241.96			
Cost per yard	\$54.62			
Cost per flat	\$0.64			
<b>1998 1 gal mix and larger</b>				
Ingredient	Quantity	Unit	Volume-yds	Cost per mix
Regrind	190	yds	190.00	\$2,303.75
Peat moss-large bale	30.8	yds(7 bales of 4.4 yds)	30.80	\$964.17
Red sand	13	yds	0.00	\$79.05
White sand	10	yds	0.00	\$0.00
High N 24-5-7		50 lb bags	0.00	\$0.00
Nutricote	66	50 lb bags(15 lbs/yd)	0.00	\$3,123.78
Step	9	50 lb bags	0.00	\$103.44
Osmocote 18-6-12	0	50 lb bags	0.00	\$0.00
Osmocote 14-14-14	0	50 lb bags	0.00	\$0.00
Total volume-yd <sup>3</sup>	220.80	Cut peat to 7 bales for 14%		
Total cost	\$6,574.19	Cut peat to 6 bales for 12%		
Cost per yard	\$29.77			

**1998 propagation mix**

Ingredient	Quantity	Unit	Volume-yds	Cost per mix
Soil conditioner	65	yds	65.00	
Peat moss-large bale	5	110 cu ft/4 yds	20.00	\$468.25
Perlite	54	cu. ft.=.15 yds.	8.10	\$403.38
MicroMax	95	1#/yd. Rate	0.00	\$89.93
Total volume-yd <sup>3</sup>	93.10			
Total cost	\$961.56			
Cost per yard	\$10.33			
Cost per flat	\$0.16			

**1998 jasmine, lirioppe, lantana, ivy, mix**

Ingredient	Quantity	Unit	Volume-yds	Cost per mix
Propagation mix	4	Scoops=1 yd/scoop	4.00	\$41.31
Peat moss	2	7.6 cu. ft bags	0.56	\$12.00
Nutricote 24-3-7	12	lbs	0.00	\$9.60
Total volume-yd <sup>3</sup>	4.56			
Total cost	\$62.91			
Cost per yard	\$13.80			
Cost per flat	\$0.02			
Cost per gallon	\$0.05			

**Direct stick mix**

Ingredient	Quantity	Unit	Volume-yds	Cost per mix
3.8 Berger	1	3.8 bale	0.28	
Perlite	1	Bag	0.15	
Vermiculite	1	Bag	0.15	
Cedar flake	1	20g bucket	0.09	
Propagation mix	2	20g buckets	0.18	
Soilgaurd	1	lb		
Total volume-yd <sup>3</sup>	0.85			
Total cost	\$0.00			



**Table 5.** Calculation of flats.

Plug arrival booking example							
Plant name	Plant cultivar	WK5	WK6	WK7	WK8	WK9	WK10
Begonia	Gin	1400	550	1400	1375	2100	1375
Begonia	Mix	700			825	1750	550
Begonia	Scarletta	700	275	700	825	1050	825
Begonia	Vodka	2800	1100	2800	1625	5600	1650
Begonia	Whiskey	700	275	350	550	700	275

Flat arrival booking example								
Plant Name	Plant cultivar	WK5	WK6	WK7	WK8	WK9	WK10	Tags and flats
Begonia	Gin	78	31	78	76	117	76	456
Begonia	Mix	39	0	0	46	97	31	213
Begonia	Scarletta	39	15	39	46	58	46	243
Begonia	Vodka	156	61	156	90	311	92	865
Begonia	Whiskey	39	15	19	31	39	15	158
Flats arriving		350	122	292	289	622	260	
Total flats on hand		350	472	764	1053	1325	1463	
Houses needed		0.3	0.4	0.6	0.9	1.1	1.2	

Flats ready example							
Plant name	Plant cultivar	WK9	WK10	WK11	WK12	WK13	WK14
Begonia	Gin	78	31	78	76	117	76
Begonia	Mix	39	0	0	46	97	31
Begonia	Scarletta	39	15	39	46	58	46
Begonia	Vodka	156	61	156	90	311	92
Begonia	Whiskey	39	15	19	31	39	15

Table 6. Perennial and groundcover bookings.

Plant name	Size	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	
														TRAYS	PLANTS
CUP-DWF	1gal	20				10		10						40	4000
CUP-DWF	4 inch	30				20		10						60	6000
IVY-ALG	4 inch			50		25		50		50	50	200		425	42500
IVY-ENG	4 inch			80		35		60		70	70	300		615	61500
JAS-ASI	1gal					150	50		50					300	30000
JAS-ASI	4 inch					400	300		300	300	400			1700	2E+05
LAN-GOL	1gal					40		20						110	11000
LAN-GOL	4 inch			80		80		80		50				370	37000
LAN-PUR	1gal					15		10						50	5000
LAN-PUR	4 inch			55		55		55						225	22500
LAN-RAD	1gal					5								10	100
LAN-RED	1gal					5		10						20	2000
LAN-WHI	1gal					10		10						40	4000
LAN-WHI	4 inch					30		30						110	11000
SAL-GPK	1gal			10		10		20						50	5000
SAL-GRA	1gal			10		10		20						50	5000
SAL-GRD	1gal			30		30		30						120	12000
SAL-GWH	1gal			5		5		10						30	3000
VIN-MAJ	4 inch			50		50				50				200	20000

**Table 7.** Supply schedule for flowers 1999.

Supplies	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Flats and pot sheets	0	0	0	0	0	0	0	0	0	0	0	0	-
Yards of soil (number)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0
Batches of soil (number)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0
Peat moss	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-
Perlite	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-
Soil conditioner	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-
Nutricote	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-
Banrot	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-
Aquagrow	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-
Agrosoke	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-
Merit	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-
Supplies for flowers and other bookings													
Total flats and pot sheets	1494	0	1744	0	3811	1633	1583	1633	2850	2844	2778	0	20372
Total Merit-lbs	0.0	0.0	45.0	0.0	61.7	0.0	58.3	0.0	16.7	0.0	0.0	0.0	182



	Jan	Feb	Mar	Apr	May	Jun	
Pot expense	\$ 1,058.52	Ø	\$ 1,235.59	Ø	\$ 2,699.41	\$ 1,156.89	
Merit	Ø	Ø	Ø	\$ 23.30	Ø	\$ 31.92	
Total	\$ 1,058.52	Ø	\$ 1,258.89	Ø	\$ 2,731.33	\$ 1,156.89	
	Jul	Aug	Sep	Oct	Nov	Dec	Total
Pot expense	\$ 1,121.48	\$ 1,156.89	\$ 2,018.66	\$ 2,014.72	\$ 1,967.50	Ø	\$ 6,150.41
Merit	Ø	\$ 30.20	Ø	\$ 8.63	Ø	Ø	\$ 55.22
Total	\$ 1,151.67	\$ 1,156.89	\$ 2,027.28	\$ 2,014.72	\$ 1,967.50	Ø	\$ 6,205.62

**Table 8.** Supplies list for perennials and groundcovers.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<b>For ivy flats-jasmine mix w/fungicide</b>													
Soilgard	0	0	7	0	3	0	6	0	7	7	28	0	58
Flats and pot sheets	0	0	722	0	333	0	611	0	667	667	2778	0	5778
Yards of soil (number)	0	0	11	0	5	0	9	0	10	10	43	0	89
Batches (number)	0	0	3	0	1	0	2	0	2	2	10	0	20
<b>For Marathon flats-jasmine mix w/Marathon lantana, mx heather, vinca</b>													
Merit-ounces	0	0	45	0	62	0	58	0	17	0	0	0	182
Flats and pot sheets	1222	0	750	0	1028	0	972	0	278	0	0	0	4250
Yards of soil (number)	19	0	12	0	16	0	15	0	4	0	0	0	65
Batches (number)	4	0	3	0	4	0	3	0	1	0	0	0	15
<b>Other flats-jasmine mix jasmine</b>													
Flats and pot sheets	272	0	272	0	2450	1633	0	1633	1906	2178	0	0	10344
Yards of soil (number)	4	0	4	0	38	25	0	25	29	34	0	0	159
Batches (number)	1	0	1	0	9	6	0	6	7	8	0	0	36





- **Total Flats and Pots Sheets** - this is a calculation of the flats needed for flowers from the supply schedule for flowers and supplies list for perennials and groundcovers (Table 7).
- **Pot Expense** - calculation of the number of pots and flats needed times the price of each from the can volume sheet (Table 3).
- **Merit \$** - this is a calculation of the total Merit needed times the cost of Merit from soil expenses (Table 2).

**Table 8: Supplies List for Perennials and Groundcovers.** This page works similar to the supplies schedule for flowers (Table 7).

## CONCLUSION

Hopefully I have provided some ideas and samples for anyone interested in computerizing their production and scheduling. As with any program, whether you buy a complete program or write your own, there will be a large amount of data to be inputted before you can start using the program. Before you purchase any program, I would recommend looking at any and all types of scheduling programs that you can find. Some good sources of programs are other growers, searching the Internet, or even construction scheduling programs. Keep in mind that price does not reflect performance. You may want to start with a simple and limited program and upgrade later to a more complex or custom written program. We are currently switching our scheduling over to a new custom written scheduling program. The new program allows every crop to have different growing periods such as weeks, months, or quarters and will even separate crops for the purpose of contract growing. A demo of this program can be downloaded from the following website ([www.jchdiversified.com](http://www.jchdiversified.com)).

If you would like to use my program, it can be downloaded from the Internet at the following website ([www.mortellaro.com/ipps](http://www.mortellaro.com/ipps)) .

Should you have any questions, my email address is: [jim@mortellaro.com](mailto:jim@mortellaro.com)