

US EPA ARCHIVE DOCUMENT

EPA 2009 State Innovations Grant January – March 2014

Washington State Department of Ecology – Lean and Green Assistance 4-30-2014

Part 1 Synopsis of Accomplishments during the Reporting Period

Projected Activities from Last Quarterly Report

1. Complete and distribute a new Lean & Green Marketing Flyer to candidate facilities.
2. Choose the best fit candidate facilities and make site visits to determine customer needs and develop proposals.
3. Contact 2 – 4 more Lean consultants.
 - a. Northwest High Performance Enterprise Consortium
 - b. Kaizen Institute
 - c. Gemba Consulting North America
 - d. Shingijutsu Global Consulting USA
4. Consider other options for using grant funds if facility projects are not recruited. We are researching purchasing or renting a Virtual Spray Paint training system to train painters to improve transfer efficiency (and thus reduce waste, emissions and costs) as one option. Another option would be use of contract funds to support Lean and Green workshops or presentations on recommendations and lessons learned from the project.

Actual activities

February - Mar	The Washington MEP, Impact Washington, mailed out L&G grant opportunity announcements to 100 facilities and have a third party following up with phone calls to schedule appointments with interested companies. Forty initial visits have been scheduled for March thru the beginning of May. No phone calls came from the mailout alone.
February - March	Options if individual projects can't be recruited. Ecology is researching Lean & P2 training for facility staff and virtual spray training equipment for reduction of material and hazardous substance use.
March	Ecology engineer started a ten week class to obtain Lean Six Sigma Black Belt. Class will continue through middle of June.
March	Consultants Ross Strategic and PPRC started final report draft.

Part 2 – Narrative Discussion

Marketing

Lessons learned-

1. Mailouts, newsletter announcements, and similar have not resulted in recruitment of interested facilities for a L&E project. There must be person to person contact and trust to recruit projects. That was the original reason for partnering with Impact Washington and we see it again in this effort.

Lean consultants

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1. Northwest High Performance Enterprise Consortium is primarily a training organization and focuses on Oregon rather than Washington companies.
2. Other Lean consultants found to date work in public and private administrative process improvement rather than manufacturing.
3. It's not clear whether there is little third party Lean manufacturing consulting in the state or we simply have not found the appropriate consultants yet.

Other options

1. Ecology will send one staff person to attend a University of Texas 3 day training on P2 and Lean. The training is geared toward facility people to use Lean methods in preparing a P2 plans. If the training contains what appears to be an effective blend of P2 and Lean training for Washington State facilities, Ecology will contract with University of Texas to bring the training to the Seattle area.
2. Ecology is researching virtual spray paint equipment. Lean and regular P2 have clearly demonstrated that this type of equipment can reduce the use of various paints and hazardous substances. Savings at one Oregon facility alone were 1,000 gallons of paint and \$35,000 per year. This option would move the Lean work from assessment into implementation and actual reduction of hazardous substances. Barriers include the need to amend the grant and final ownership of the equipment which is estimated to cost \$30,000 - \$40,000. Equipment rental is also being evaluated.

Final report

Consultants Ross Strategic and PPRC started final report draft.

Part 3 – Projection of Activities, Accomplishments, and Major Expenditures for Next Quarter Report

1. Any full individual projects (i.e. VSM and 3 Kaizens) to occur for this grant must have signed contracts by about June 30.
2. Determine if University of Texas training has the appropriate mix of Lean and P2 training for Washington. If so, complete an interagency agreement with the University to bring the training to Washington facilities.
3. Contact any last Lean consultants we find about incorporating environmental waste into their work.

Part 4 – Financial Report

This report has been removed from the document due to it being classified as Confidential Business Information (CBI).