

US EPA ARCHIVE DOCUMENT

EPA 2009 State Innovations Grant October - December 2012

Washington State Department of Ecology – Lean and Green Assistance 1-31-2013

Part 1 Synopsis of Accomplishments during the Reporting Period

Oct 23-25	Regional Pollution Prevention Roundtable conference. Ecology staff received several hours of training on Green Chemistry basics as another technical assistance service that could be offered during L&G events.
Oct 31	Hugh O'Neill gave L&G presentation, as a part of a Lean and Green Panel, to a Western Washington University Manufacturing and Supply Chain management college class. The opportunity came up when a staff engineer at Heath Tecna, a recent L&G project, introduced Ecology to one of their former college professors.
November	Ecology requested savings data from Heath Tecna, our project from 6 months ago. It is difficult to get data due to the company's continuing expansion, very busy staff, and the need to get information from multiple staff. Three different Heath Tecna staff chaired the 3 Kaizen events because the events focused on different production lines at the plant.
December	Initial meetings with potential facilities scheduled in early 2013. Linear Technology (manufactures semiconductor wafers) and Franciscan Health System (hospital and health care provider).
December	Ecology proposes to meet with Lean consultants (other than Impact Washington) in the western Washington area to explore if and how they incorporate Green elements in their Lean consulting. If the potential projects do not come to fruition, this outreach effort may at least expose private Lean consultants to the L&G concepts. Discussed the concept with Jack Boller.
December 4	Hugh O'Neill presented Ecology's L&G projects and results at a "Integrating Clean with Lean" panel at the Northwest Environmental Conference in Portland, OR on December 4 th . This opportunity came about through Ecology Vancouver Office and Northwest Environmental Business Council contacts.

Part 2 – Narrative Discussion

Data collection after Kaizen Events

Ecology and Impact Washington completed 4 week long VSM or Kaizen events with Heath Tecna in June 2012. At the time we collected projected savings data. In November, we followed up with the company to collect additional data on actual savings.

We've received some data from the company, but need more to fully document savings. The company is still adding staff and expanding production. Our prime staff contact at the facility is hard pressed to fulfill his normal jobs, work with new staff, and collect data that we need. The data collection is currently the lowest priority for the company. Also, because of increasing production, the only way to show some of the savings is to normalize chemical and water use to production. We will continue to request the data and visit the site if needed.

Lesson learned - Establish specific follow up steps & metrics, responsible parties, and time line with the company at the conclusion of the “active” events. Determine specific L&G metrics and whether production data will also be needed. Document the agreements in writing.

Marketing status

1. Impact Washington identified a potential L&G facility in Vancouver, Washington, Linear Technology. They manufacture semiconductor wafers and are interested in lean tools (such as “Toyota Kata”) and acidic wastewater reduction. An initial meeting is scheduled between Impact Washington, Ecology, and the company in February 2013. Both Impact Washington and Ecology have a relationship with this company; Impact Washington through lean training issues and Ecology through the pollution prevention planning process.
2. We also have a meeting with Franciscan Health System in January to explore their interest in Lean and Environment. Several leading clinic/hospitals in western Washington have adopted Lean to address administrative and other issues. We will explore extending Lean to this group of small/medium sized facilities to address chemical, biological, energy and solid wastes. Ecology has a relationship with the Franciscan Health System through the pollution prevention planning and Hospital/Pharmaceutical Team process.
3. Ecology, PPRC, and Ross Strategic identified the following Lean consultants or organizations and will contact them with information about L&G and Ecology’s availability to provide assistance. Hopefully, they are already using the concepts or are open to adding them to their list of services.
 - Strategica
<http://www.strategica-usa.com/>
 - Northwest High Performance Enterprise Consortium
<http://www.nwhpec.org/>
 - Kaizen Institute
<http://us.kaizen.com/contact/americas.html>
 - Bill Kluck NW Lean listserv
 - Gemba Consulting North America
http://www.gembaconsulting.com/gemba_about_gemba.htm
 - Shingijutsu Global Consulting USA,
<http://www.shingijutsu-global.com/en/contactus.html>
 - Tokusaku Consulting
<http://tokusaku.com/>
 - Carlos Venegas
<http://www.strausforest.com/>
 - Jeff McAuliffe
<http://www.mcauliffeconsulting.com/>

4. Ecology has recently hired Gayla Walsh, to a marketing position in the HWTR Program (primarily for other projects). Lynn and Hugh are scheduled to meet with Gayla in January to enhance the marketing for Lean and Green Assistance services.

Lesson learned - Marketing continues to be a barrier. We will try approaching two new types of “customers”, hospitals and private Lean consultants. We’ll try suggestions from the new marketing staff.

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

1. Continue efforts to get data from Heath Tecna.
2. Continue marketing for projects. Meet with Linear Technology, Franciscan Health System and other health care/hospital organizations as potential projects.
3. Meet with Lean consultants.
4. Meet with new Ecology marketing staff.

Grant extension

Ecology would like to discuss the option of extending the grant.

- Previous projects have been successful in reducing resource use and waste generation. We believe in L&G as a useful tool to expand the way companies think about and approach pollution prevention.
- Based on a recent conversation; we believe one of the hospitals will sign a contract to do a Lean and Environment project.
- The economy is slowly improving, we’re trying some new marketing efforts, and approaching new “clients”.
- We’re very interested in exploring as many ways as possible to test and promote the Lean and Environment concept.

Therefore, we are interested in extension of the grant for an additional year to recruit and complete projects.

Part 4 – Financial Report

See Donna Allen’s budget report – separate Excel file. This budget report is for expenditures through 12/31/2012. Note: This report has been removed due to it being confidential business information.