



# Forging Lean Partnerships

## Rhea Wallace Impact Washington

Washington State Government  
Lean Transformation Conference  
October 23, 2012



# Impact Washington Mission

**Impact Washington is a non-profit organization whose mission is to improve manufacturing performance in the state of Washington through a public private partnership offering consulting, educational and advocacy services in order to contribute to a healthy Washington economy.**

*In pursuit of our mission, Impact Washington supports governmental and educational institutions in their continuous improvement efforts which help to create an environment where manufacturing can thrive.*



U.S. DEPARTMENT OF COMMERCE



NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY  
MEP MANUFACTURING EXTENSION PARTNERSHIP





# Partnerships

- MEP's strength is in its partnerships. Rather than creating products, services, and programs from scratch, MEP works with partners to leverage resources and bring those resources to manufacturing clients.



# Impact Washington Case Study

Regional Lean Training in Food Industry:

*This grant fostered valuable and lasting collaborative efforts*

- **Four State Manufacturing Extension Partnership Centers**
- **The Northwest Food Processors Association**
- **Community Colleges**
- ***Dream !t Do !t* In Washington State**



# Project Outcomes

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## Training Performance Outcomes

## Promised Grant Target

Food Processing Companies Served	54	48
Employees Trained	3,241	2,026
Hispanic Limited English Proficient Employees trained	1,359	675

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## Employee Outcomes

New Jobs Created	92
Employees Receiving Wage Increase	657
Hispanic Employees Receiving Wage Increase	197
Promotions	162
Hispanic Employee Promotions	56

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## Business Outcomes and Impacts

31 of the 54 participating companies have documented per independent survey an aggregated **\$68,093,338.00** in economic impact to date:

### Aggregated Results for the 31 Companies:

Increased/Retained Sales **\$40,130,000**



CHRISTINE O. GREGOIRE  
Governor



STATE OF WASHINGTON  
OFFICE OF THE GOVERNOR

*P.O. Box 40002 · Olympia, Washington 98504-0002 · (360) 753-6780 · [www.governor.wa.gov](http://www.governor.wa.gov)*

**EXECUTIVE ORDER 11-04**

**LEAN TRANSFORMATION**

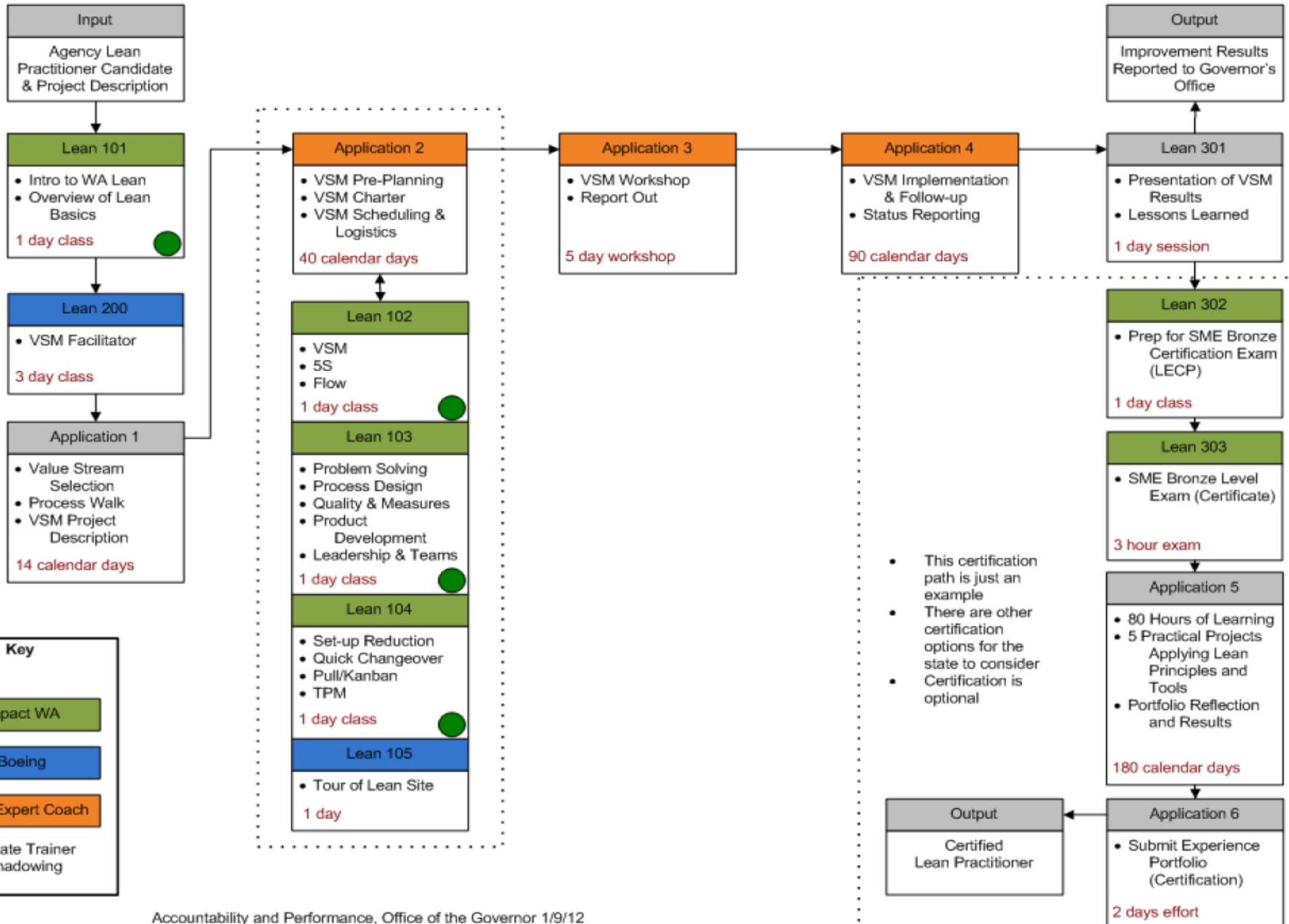
**WHEREAS**, our current economic climate with lower revenues and higher demand for services requires state government to continue to streamline operational processes and prioritize limited resources; and

**WHEREAS**, the citizens of Washington expect state government to deliver needed services with innovation, efficiency and integrity; and

**WHEREAS**, it is necessary for state agencies to take additional steps to do more with the resources we have available.

Continued...

# Washington State Government 2012 Lean Practitioner Path





# Forging Lean Partnerships



**Accountability & Performance**

*Ensuring accountability by publicly measuring performance*







# 2012 Lean Practitioner Path

- Private Sector Partnership
- Training and Coaching
- 72 People
- 36 Projects
- 27 Executive Cabinet Agencies



# Return on Investment

- As a public/private partnership, MEP delivers a high return on investment to taxpayers. For every one dollar of federal investment, the MEP generates around \$30 in new sales growth. This translates into \$3.6 billion in new sales annually. For every \$2,067 of federal investment, MEP creates or retains one manufacturing job.