

***Annual Continuous Improvement Project
Guidance Document 2011***



Sustainable Green Printing Partnership

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Annual Continuous Improvement Project Guidance

As part of the SGP program, all facilities are required to identify and implement an annual Continuous Improvement Project (CIP). The SGP criteria contain specific requirements for the structure and content of the CIP as found in Section 3.1.3.3 of the criteria.

Annual CIPs need to focus on a specific sustainability activity, either related to a criteria element or relevant to another environmental, safety, or social issue. In developing and implementing the annual project, the goal needs to be one of substance that has a meaningful impact. A project can be extended for several years if it continues to show progress. For example, a facility may set a goal of 5% reduction in electricity consumption, but is only able to achieve a reduction of 2.5% in one year. The goal can be extended if it can be shown that additional measures can be taken to achieve the original 5% goal. Continuation of a CIP is allowed because goals and implementation activities are based on projections, so their success cannot be determined until they are implemented and data is measured.

If a goal is not achieved with the annual timeframe then a summary of why it was not achieved and how it will be accomplished will be necessary to extend the goal for another year.

CIP Approval Process

Before a facility begins to develop documentation, the annual project must be submitted to the SGP program for approval. The submission needs to only include the relevant information from Section 3.1.3.3.1 of the criteria as outlined below. There are two scenarios, one for facilities that have not yet been certified and one for facilities maintaining their certification.

- Facilities that are seeking initial certification must submit the project with the other documents that are identified in the Pre-Audit checklist. The project should not be initiated until the facility receives notification that the project has been approved.
- Facilities that have already been certified must submit their second annual CIP with the annual report, which is due 12 months after the anniversary of their initial certification.

CIP Criteria

The following criteria must be met for all CIPs:

3.1.3.3 Implement an annual CIP which must include the following:

3.1.3.3.1 Goal statement using SMART format (specific, measurable, achievable, realistic, and time-bound).

- 3.1.3.3.2 Project objective statement(s).
- 3.1.3.3.3 Baseline metric for which progress will be measured against.
- 3.1.3.3.4 Actions to be taken to accomplish objective with completion dates.
- 3.1.3.3.5 Resources (e.g., employees, time, capital costs, outside contractors, etc.) needed to accomplish project.
- 3.1.3.3.6 Employee responsibilities for project implementation.
- 3.1.3.3.7 Method for monitoring ongoing progress against the baseline metric.
- 3.1.3.3.8 Schedule for periodic review of ongoing progress against baseline metric.

SMART

All CIPs need to be prepared in the SMART format. This means they must be Specific, Measurable, Achievable, Realistic and Time-bound. The “T” has already been defined by SGP, in that it must be an annual goal.

For example, a company has identified reducing water consumption as its project. They set a reduction goal of 10%. They will be using water bills to track consumption. Here is how it meets the SMART format:

Specific	Reduce water use by an identified amount.
Measurable	Track water use on bills.
Achievable	The company has control over the water they use and can implement water saving practices and devices.
Realistic	The company has set a feasible goal and knows that water savings opportunities can be found for their operation.
Time Bound	The reduction will occur within one year.

Example CIPs

Attached are examples of CIPs that meet the required criteria elements. They also provide examples of acceptable formatting and content.

The following are suggested CIPs that can be considered:

- Electricity, natural gas, and other fossil fuel use reductions
- Reductions in greenhouse gas emissions
- VOC emission reductions
- Hazardous Air Pollutant (US) or Toxic Substances (Canada) reductions
- Overall solid waste reduction

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- Specific solid waste reduction projects such as packaging materials, lunchroom waste, etc.
 - Landfill waste reduction
 - Water use reductions
 - Increase the renewable resource or recycled content of input materials
 - Increase in the amount of certified substrate used
 - Replacing company vehicles with low emitting/alternative fueled ones
 - Redesigning delivery routes and schedules to streamline finished product deliveries
 - Coordinating with vendors to reduce impact from deliveries
 - Employee/community volunteer efforts such as trash pick-up, community garden, starting a recycling program
 - Establishing a composting program for facility wastes
 - Collecting rainwater for irrigation
 - Re-landscaping with native species or other plants that do not require watering, pesticide application, and/or fertilizer application
 - Creating a wildlife refuge on facility property
 - Installing renewable energy sources, such as solar panels or wind turbines

The following are example of projects that would not be approved:

- Goals and projects stated in terms of environmental benefits are acceptable, however goals stated in terms of purchasing and sales are not
- Reduce electricity costs by switching to a less expensive energy provider
- Sale related goals, i.e., increase sales of product printed on FSC certified paper (note - increasing the amount of product produced on certified paper would be allowed)
- Reducing emissions as required by regulation
- Solely purchasing carbon offsets (note: Purchasing green power is allowed to achieve a reduction in greenhouse gas emissions and other air pollutants.)
- Solely purchasing green power (note: Purchasing green power is allowed to achieve a reduction in greenhouse gas emissions and other air pollutants.)



Appendix A – Examples of Continuous Improvements Projects that meet the SGP Certification Criteria found in Section 3.1.3.3

OBJECTIVE: To reduce VOC emissions by 10% during calendar year 2009 without being required by regulation

TARGET: To reduce VOC emissions from 8.7 tons in 2008 to 7.8 tons in 2009.*

Reference for calculation model: Printer's National Environmental Assistance Center, Emissions Calculations, "Determining VOC/HAP Emissions from Sheet Fed Offset Lithographic Printing Operations", Gary A. Jones, PIA/GATF

*This calculation is based upon estimated emissions for 2008.

SPECIFIC ACTION PLANS:

To replace high VOC emission pressroom chemicals with lower VOC emission chemicals.

The first initiative will be purchase a lower VOC blanket wash for autowash systems. The specific chemical that will be replaced is "Product A".

The second initiative will be to purchase a lower VOC press/roller wash. The specific chemical that will be replaced is "Product B".

RESPONSIBILITIES:

It will be the responsibility of the Vice President of Operations to research and purchase alternate chemicals that will meet the overall objective.

It will be the responsibility of each press crew to use the new chemicals in a conscientious manner in attempting to meet the overall objectives.

It will be the responsibility of the Sustainability Committee to ensure that data is captured, metrics posted and discussed and appropriate action taken to ensure compliance to the stated objective.

TIMELINE:

This initiative will take place during calendar 2009. Reports will be monitored quarterly by the company's Sustainability Committee.

RESOURCES REQUIRED:

The Vice President of Operations in concert with the company primary chemical supplier/s will conduct appropriate research about product replacement, environmental impact, training-use requirements in particular machine applications and the effect of the replacements on proper waste disposal management [the continuous improvement initiative to reduce the manifesting of hazardous waste chemicals.]



The Vice President of Operations, in concert with the selected chemical supplier, will conduct appropriate on-press training for the introduction and use of VOC reducing chemicals to ensure that the proper techniques are being used.

A designated representative of the Sustainability Committee will be responsible for monitoring the purchase of new chemicals and the posting of the same to the matrix for the management and review of VOC emissions.

METRICS:

A designated member of the Sustainability Committee will be responsible for the development, maintenance and reporting of VOC data based upon the use of a new auto calculating spreadsheet.

Data will be reviewed at quarterly meetings of the Sustainability Committee, beginning at the March 2009 meeting.

SCHEDULED REVIEWS:

Scheduled reviews will take place quarterly. These reviews will be documented in the Sustainability Committee's minutes.

LENGTH OF PROJECT:

This project will be considered to be among the five primary objectives for 2009 and will last throughout 2009 during the "Design of Experiment" and "Implementation" phases.

The umbrella initiative of VOC reduction is a continuous improvement [ongoing] initiative.

TRAINING REQUIRED:

Press operators will be trained by the VP of Operations and the designated chemical supplier in the use of new/substitute, lower VOC chemicals. This training will be documented in concert with the company's normal training protocols as stated in SOP 00-007-04 with a completed form GP-8 attached containing the signatures of all that participate in said training.

PROJECT MANAGER:

The project manager for this initiative is the Vice President of Operations.

OTP-01: Sustainability Project Plan

Objective	Reduce annual energy usage by 5% by achieving target goals (below)
Indicator(s)	Review monthly energy bills and compare them to previous years in order to monitor progress
<i>Target Goal # 1</i>	<i>Increase employee awareness to reduce their individual energy consumption</i>
Action Plan	Increase awareness of energy consumption using signage and company policy. Encourage turning off lights, turning off radios, etc. when not in the office
Person(s) responsible:	John Doe, title
Schedule	Permanent signage will be placed in public areas displaying our commitment to energy reduction. Communication signage will be displayed on televisions and be communicated via email
Review cycle	Review signs bi-monthly and update as necessary
<i>Target Goal # 2</i>	<i>Enable sleep mode by default on all applicable hardware or ensure unused machinery is off</i>
Action Plan	There are a lot of computers that can be turned on to energy saver mode by default. Ensure these are all enabled and lower the time period before the sleep is turned on.
Person(s) responsible	John Doe, title Jane Doe, title
Schedule	Initiate a companywide policy within a month of plan acceptance.
Review cycle	Review monthly with random checks of unused machinery to ensure it is in sleep mode or turned off. Take corrective action if necessary.
<i>Target Goal # 3</i>	<i>Investigate and invest in automatic light switches for common areas, offices, and outside lighting</i>
Action Plan	Investigate multiple vendors for automatic lighting and implement in common areas such as bathrooms, the lunch room, and outside lamps.
Person(s) responsible	John Doe, title
Schedule	Begin investigation immediately and implement in new locations as budget allows.
Review cycle	Review findings bi-monthly and set goals for next month for implementation.
<i>Target Goal # 4</i>	<i>Replace A/C units with more efficient units and begin utilizing programmable thermostats to control temperature</i>



Action Plan	Our current A/C units are old and inefficient and drain significant energy. We can replace them with A/C units that are more efficient and have exchangers (they can use outside air to cool inside) and save significant energy. Also use programmable thermostats to control the temperature better.
Person(s) responsible	John Doe, Title
Schedule	Two A/C units have already been replaced. Begin immediately replacing other units as budget allows and immediately begin using programmable thermostats and increase temperature 3 degrees in summer, and reduce by 3 degrees in winter.
Review cycle	Review findings bi-monthly and set goals for next month for implementation.

Contact Person: John Doe