

# Progressive *Lessons Learned* - A Continuous Improvement Process

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# George or Washington



# Why we do it



# Why we do it





# Why we do it



# Presentation Outline

- King County Solid Waste Division
- Factoria Recycling and Transfer Station Project
  - Key Lessons Learned
    - ✓ **Operations Perspective**
    - ✓ **Project Management Perspective**
- From *Lessons Learned* to *Knowledge Transfer*
- Incorporating Lessons into Future Projects



# Factoria Recycling & Transfer Station

## Key Lessons from old station

- Layout – inefficient
- Processing Equipment
  - Stationary compactors vs pre-load compactors
- Priority Services
  - Limited space
  - Recycling vs HHW



# Factoria Transfer Station



# Modern Era Transfer Stations

## Bow Lake & Shoreline Transfer Station

- Constructed 2012 & 2008
- Entrance
- Separation of SWD and customer traffic
- Traffic control system
- Yard Waste/Wood waste processing

# Modern Era – Bow Lake Transfer Station



## What we learned: *operations*

- Separation of operations and customers
- Traffic management
- Processing floor
- Methodology for engagement needs improvement



# New Factoria Recycling & Transfer Station





## Factoria *Lessons Learned*

- Design – flat floor
- Traffic flow
- Machine control
- Owner representation

## Lessons Learned Challenges

- Gathering end-users feedback
- Lessons reside with individuals
- Loss of institutional knowledge

# Think, Pair, Share

How do you capture your organization's institutional knowledge?



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## Lessons Learned: *project management*

- Requirements collection - *employee engagement*
- Performance -based specifications - *quality control*
- Risk management - *proactive*
- Communications



# Collect requirements

- Understanding stakeholders requirements
- Incorporating owner's requirements
- Delivering the right product

# Performance-Based Specifications



# Risk Management

- Uncertainties – failed factory test
  - Lesson learned - inspector at the factory
- Unknown delivery schedule
  - Lesson learned – allow sufficient time



# Communications

“The problem with communication is the illusion that it has been accomplished” – George Bernard Shaw

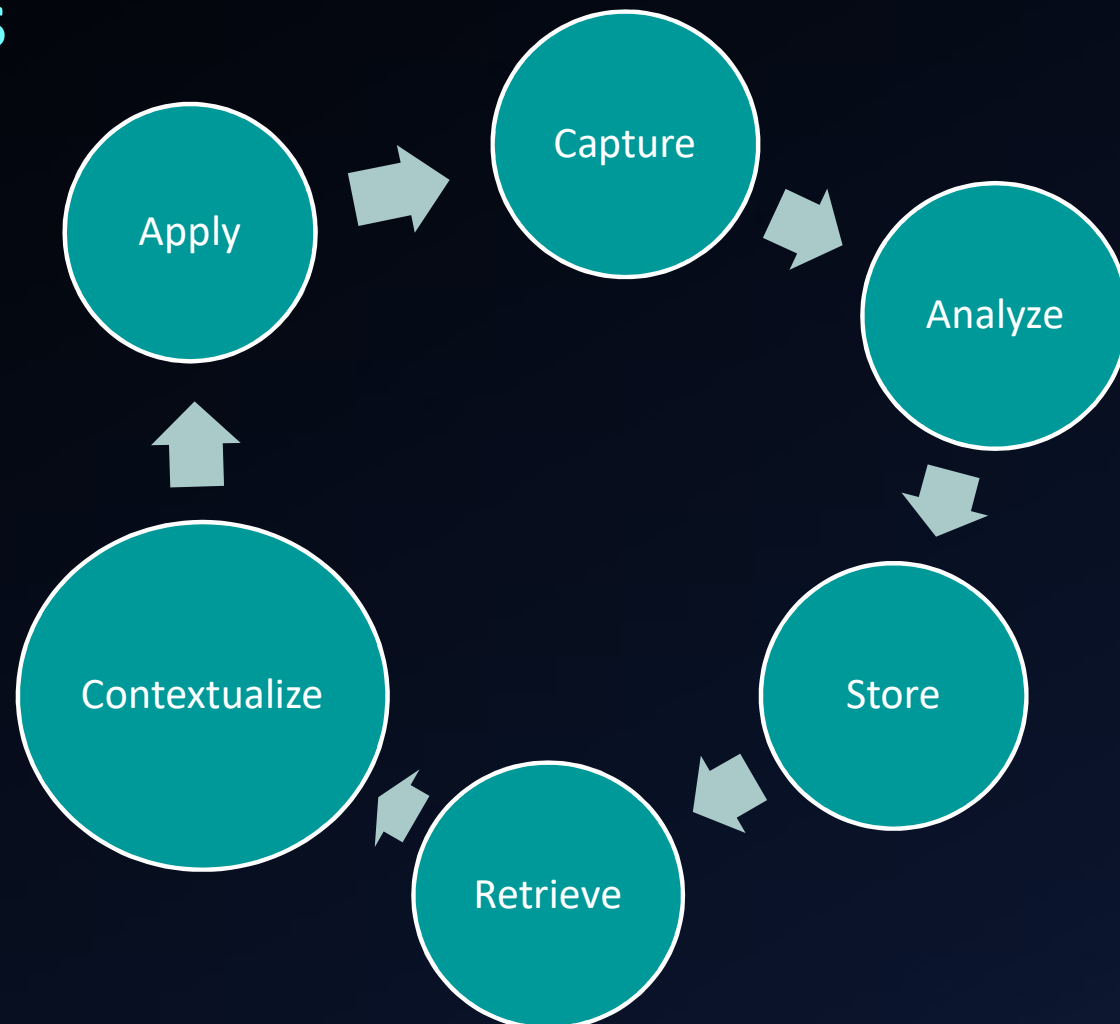
“What you do speaks so loud that I cannot hear what you say” – Ralph Waldo Emerson

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# From *Lessons Learned* to *Knowledge Transfer* processes



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# Processes for Incorporating Lessons 1 of 3

- Employee Engagement
  - Multi-tier meetings
  - Feedback loops
  - Technical staff integration



## Processes for Incorporating Lessons 2 of 3

- Develop Performance-Based Specifications
  - Major equipment
  - Facilities
- Building Information Model
- Supervisory Control And Data Acquisition

# Processes for Incorporating Lessons 3 of 3

- Communications
  - On-site SWD site engineer
  - Continuous focus on relationships





# Call to Action!

- Never stop learning
- Apply new lessons
- Evaluate the outcome
- Share the results
- Improve continuously



Thank You!

