

# 2021 CIP

## CONTINUOUS IMPROVEMENT PROJECT

**OBJECTIVE:** To reduce paper usage in the Facility by eliminating “Master Job Jackets” in our office area.

**TARGET:** To reduce copy paper usage during the year of 2021 by 25%.

**INDICATORS:**  
Reduction in the amount of copy paper used annually in our office area for the Master Job Jacket files will be measured by annual clicks on our copy machines and overall paper usage from prior years.

**ACTION PLAN:** Beginning in January 2021, we will eliminate the creation of Master Job Jackets. In the past, we would make up a Master Job Jacket File that would contain copies of every process to produce the job. Copies of the estimate, Customer notes, Purchase Orders for all material purchases, Production cost reports, Shipping packing slips and Invoicing. We are going to utilize our Monarch Information Management System to retain all the information that used to be filed manually in the Master Job Jacket File.

**PLAN MODIFICATIONS:**  
Modifications to the action plan will be made by the SMS team as necessary.

**PROJECT LEADER:** Doug Yeager, COO will have the overall responsibility for the project.

**RESULTS:** Results and any changes to indicators will be reported upon project completion based on the average number of clicks per month on the copy machines. This information will be communicated to stakeholders via the company website as well as social media outlets.

## Results of 2021 Continuous Improvement Project

**INDICATOR MEASUREMENTS:** Indicators of this project changed during the course of the year to reflect more accurately how to measure the final results. Instead of using copier clicks per month we determined to use other indicators including total number of jobs per year, average number of master job jackets, average pages per estimate, average pages per cost report, average pages per invoice copy, average pages per packing slip per job, average jacket copies distributed to department managers per job.

**INDICATOR RESULTS:** We created a total of 5,287 jobs during 2021. Average pages per job jacket for the master files was 2 for a total of 10,574 pages. Average pages per estimate was 5 pages for a total of 26,435 pages. Average pages per purchase order was 2 pages for a total of 10,574 pages. Average pages per cost report was 7 pages for a total of 37,009 pages. Average invoice pages was 1 page for a total of 5,287 pages. Average packing slips per job was 5 for a total of 26,435 pages. Average jacket copies distributed to department managers per job was 6 for a total of 31,722 pages. Along with these results we also eliminated the printing of estimates to paper. Total number of estimates produced during 2021 was 16,066. 16,066 less the number of jobs opened equals a total of 10,779 estimates produced that did not become jobs. The average number of pages per estimate was 5 pages for a total of 53,895 pages.

**FINAL RESULTS:** 201,931 sheets of copier paper were saved during the year. This was a reduction of 95% over the previous year. Based on an average of one tree producing 10,000 sheets of 8.5 X 11 sheets of paper, we saved over 20 trees during the year!