A four part series of information sharing and networking roundtable sessions were hosted by the Environmental Sustainability Resource Center (ESRC) for State E3 Project Leads in U.S. EPA Regions 3 and 4. Sessions were held bi-monthly from February 2014 through August 2014.

Participants representing funded E3 projects, the U.S. EPA and the ESRC engaged in conversation about the various aspects and experiences with moving the E3 initiative forward by providing state, regional and national perspectives. Discussion topics were identified from a series of one-on-one calls with the E3 project leads in the fall of 2013 that contributed to identifying the focus of the session discussions.

Session topics for the series included:

- Session 1: E3 Project Overviews and Initiative Updates
- Session 2: Funding E3 Programs
- Session 3: E3 Implementation
- Session 4: Marketing the E3 Concept

All of the sessions were recorded and have been posted to the ESRC web site at:

http://esrconline.org/e3-resources/e3-alliance-2014-networking-roundtable-series/

Session 3 – E3 Implementation

Session Date: June 25, 2014

This session engaged the concepts and experiences for "Implementing E3". The discussion centered on characteristics of the process leading toward successful implementation of E3 at the facility-level. Topics addressed included partner engagement, development of the client relationship, along with vehicles and instruments used in follow-up. Barriers to implementation were also discussed along with ideas for boosting ongoing implementation efforts.

Agenda

- Introductions
  - "What is your greatest implementation issue/concern?"

- HQ E3 Update

- Discussion Topics
  - Achieving successful implementation
    - Client relationship
    - Partner engagement
    - Tools used
  - Barriers to implementation

- Wrap-Up & Next Steps

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Introductions

Each E3 project representative was asked to respond to the question "What is your greatest concern with E3 implementation?"

- The following projects provided responses:
    - Pennsylvania DVRIC
    - Virginia Manufacturing Technology Center (MTC)
    - E3 West Virginia
    - Alabama ATN
    - Georgia MEP
    - Kentucky E3 (KPPC)
    - Innovate Mississippi
    - North Carolina State University – Industrial Extension Service
    - South Carolina DHEC
    - NIST MEP Region 3
    - NIST MEP Headquarters
    - EPA Region 3
    - EPA Region 4
    - EPA Headquarters

- Responses from participants included:
    - A need for funding that supports the types of projects that are being identified through the assessments and project funding for a sufficient period to assist the businesses with implementation effort.
    - Trying to determine what matters to get to successful implementation. Understanding the organizational aspects (systematic approach, human resources, finances, top management support, etc.) that increase the potential for implementation. Need for identifying clients that have a higher potential for implementation success.
    - Reported implementation recommendations do not appear to have drivers within the company or the corporate culture to take action to implement. If there were another pot of money to help plant a seed to stimulate implementation, that could possibly help them.
    - Although a lot of opportunities are identified with companies it has been observed that once the E3 partners have left the recommendations with the company that they get back to making widgets as they often do not have the capacity or the time to actually achieve implementation.
    - Struggling with how to get companies that do not have formal management systems in place, which improves the opportunity for implementation, to understand the value of implementing opportunities identified through E3.
    - The heavy reliance on a champion at a client facility to make any progress towards implementation, working with them to be positioned for success through implementation, and then the priority shifts if that one person is no longer involved. It seems like going back to square one with getting to implementation.
    - Not having an industrial assessment center available to the E3 effort is a big challenge. Also, financing the projects once they have been identified, the capital needed to move on implementation opportunities.

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- o Having leadership support that is critical to achieving implementation in terms of understanding what is being done and marshalling the resources to move forward with realistic expectations.
- o Clients without corporate support or management support, the ones trying to do it on their own, tend to only implement the least expensive opportunities, the easiest things, if any at all.
- o Trying to determine how, by working collectively in the E3 effort, to resolve some of the issues identified by the projects with regard to implementation. These issues are not just with the E3 model but ones that have been experienced for years with pollution prevention and MEPs in dealing with clients. There are things we can do together to try to get around these challenges.

EPA Headquarters Update

Tom Murray with EPA Headquarters provided some follow-up information to what he shared during Session 2.

- These calls are extremely helpful in terms of hearing the feedback to determine what EPA can address about E3.
- Happy to be the E3 voice from Washington and is willing and available to be a part of any conferences to do that.
- Continuing to do work with the impact investor foundations.
  - o Non-federal who are working in a similar kind of space as E3 with their communities to help become more economically profitable and help the environmental performance within those communities.
  - o Working in New Orleans to figure out how all of this can play.
  - o Should have something up on the E3 Web site later this summer that will be a step-by-step process on how to get the foundations involved.
  - o From the New Orleans conversations, seeing that these foundations are very, very interested in using E3 as a model for the communities that they are working with.
- Have wrapped E3 into the White House Investing in Manufacturing Communities Partnership effort.
  - o Recently this effort has reached another milestone
    - Twelve communities have been identified as what are called IMCP-designated communities.
      - This helps put these communities in a position where they can have preference and priority with respect to various federal grants.
      - Also provides to them a point of contact in Washington to help navigate the related bureaucracy.
      - Of the 12, there were three in Region 4
        - o Alabama
        - o Tennessee
        - o Kentucky (a small piece)
      - Tom is the point of contact for the Tennessee effort.
      - Northern Georgia another one focused on flooring.
        - o Appalachian Regional Commission is the point of contact there.

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- Milwaukee E3
  - Given an honorable mention by the Council of Mayors for what they call their ME3 Program.
    - For the work they have done in reducing greenhouse gases.
  - Actually got E3 into the budget of the city which is helping them along.

Achieving Successful Implementation

- Client Relationships
  - ATN student internship program
    - Started last summer as a pilot.
    - Based on the identified need for companies requiring assistance after the assessment phase to get to implementation.
    - Considered a project that was done in Tennessee with the IAC and JCI to base the setup of the pilot on.
    - There are other internship programs, some P2 focused programs in Kansas and Illinois.
    - Started with six manufacturers and six students from the University of Alabama.
      - Engineering students
      - Operations Management students from the business school
    - Funding
      - 2013 and 2014 from MEP E-CAR programs.
      - 2013 from Alabama Power Company
      - Participating companies provided $5,000 (have some skin in the game)
    - 2014 – Up to 13 students and participating companies with the same funding source support.
      - Students work 40 hours per week for 12 weeks.
      - Assigned mentors.
      - Projects are identified from the E3 assessments prior to starting.
      - Alabama Technology Network (the MEP) assigned field staff to work with students.
      - University instructors and staff also work with the students.
      - Other available resources to support this include:
        - Alabama Power Company
        - Alagasco (gas supplier in Alabama)
        - Alabama IAC
    - Last summer had amazing results
      - After 12 weeks identified close to a million dollars in impact by the efforts of the six students.
      - Had significant reductions in water usage.
      - Able to document real impacts as a result of the projects across the six companies.
    - Student base broadened in 2014 to include:
      - University of Alabama

- Auburn University
- Gadsden State Community College
  - Types of projects working on:
    - Wastewater
    - Lighting
    - Compressed air
    - LEAN
    - Safety and ergonomics
    - Cooling systems
    - Rain water reclamation
    - Researching solar panels
  - The program does a magnificent job of aligning economic development and workforce development.
    - Building skill sets for the career readiness of the students out in the manufacturing environment.
    - It really opens the student's eyes to the possibilities of working in the manufacturing sector.
  - o Kentucky provides continued follow-up assistance after the assessment.
    - Client sustainability team meetings.
    - Stay connected and provide coaching.
- Partner Engagement
  - o West Virginia
    - Try to get as much promotion for the program, marketing and advertising.
    - TV show has been running for three years titled "Environment Matters"
      - Every episode features something about E3.
      - Trade Associations and Groups go to for getting leads on industrial manufacturing facilities as well as municipal and county government projects.
        - o Manufacturers Association
        - o Association of Counties
        - o Municipal League
        - o Polymer Alliance
      - Currently do not have the resources to meet the demand that has been created.
    - It seems that there are creative ways to get to E3 but not sure W. Va. is one of those states that would qualify for an IMCP type of project.
  - o EPA Headquarters
    - On bringing in workforce development, when talked to the people out of Illinois at the Lewis and Clark Community College, when they asked about E3, it was all about workforce development.
    - Some of the savings realized through E3 could provide a company the ability to hire one or two people, maybe some of them students like in the Alabama program.

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- Tools Used
  - Follow-up
    - Pre-assessment questionnaires
      - Capture the details before the site visit.
    - Use the same format of information collection three to six months after.
    - MEP Impact Survey
      - Very robust system.
      - Conducted by a third party.
      - How all MEP client interactions and successes are measured.
      - A myriad of questions not necessarily tailored to the services provided under E3.
      - Mostly economics, market and personnel questions.
      - It doesn't drill down into other types of specific E3 metrics in terms of classic pollution prevention or energy savings.
      - Client can be surveyed multiple times for the same service to measure impact over time.
    - The biggest key with the six months in the follow-up is the opportunity for the client to really see the benefits of the project engagement with the local MEP Center.

Barriers to Implementation

- Funding for implementation.
  - To help a company with implementation.
  - Make technical assistance providers available through the entire process.
- Timing to get the projects done.

Next Steps

- This session and future session recordings will be published to the ESRC YouTube channel.

- Will plan to have an additional session to address a conversation on marketing E3 scheduled for August 27th at 1:30 PM.

Session 3 References

- Investing in Manufacturing Communities Partnership (IMCP)
  http://www.eda.gov/challenges/imcp/

- E3 Listserv
  http://www.e3.gov/connect/listserv.html

- West Virginia Environment Matters YouTube Channel
  https://www.youtube.com/user/WVEnvironment

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