*Interviewee:* Record also as Walt starts lending his slide 101. Go ahead, Walt.

*Interviewer:* Yeah, thanks. So, I’m Walt Brockway. I’m a consultant with DOE, and I will be facilitating the New River Valley Treasure Hunt here in a few weeks. Sachin Nimbalkar is also on. He is your account manager. And I guess we have Tom at Macungie, Bert, the corporate guy, and Chad. John, are you also in New River Valley?

*Interviewee:* No. This is John Lyon, I work out of our Allentown and Macungie Offices. I’m a real estate professional for our real estate team, taking care of the Americas Division. I won’t be able to attend the NRV Treasure Hunt, but I’ll be at the LVO Treasure Hunt.

*Interviewer:* Okay, good. Thanks. Now I know who you are. Interesting, when I managed some hydro dams for a while, and our first inspector, his name was John Lyon. *[Laughter]* And he was a real nice guy. *[Laughter]*

*Interviewee:* Well, I hope you’ll find the same with me.

*Interviewer:* I’m sure I will. I’m going to click through a few slides I have. Some are pertinent and some I’ll go through pretty quickly. And, more importantly, I think what we want to talk about today is what’s expected of team leaders when we do a Treasure Hunt event at a facility.   
  
So I think we know from the last call and probably from past experience that a Treasure Hunt is a three to five day event, really focusing on low-cost and no-cost opportunities. We don’t throw out other opportunities, but our focus is, what can we accomplish immediately or very quickly for a low cost?   
  
So that’s where kind of our focus is for these Treasure Hunts. Basically, our mission is, we’re going to assemble teams, and that’s what we’re going to talk about today for a few minutes. Then we’ll walk through and generate ideas, quantify the ideas, and do some pretty simple calculations.   
  
And we have spreadsheets to help with that. And then we kind of just keep that loop going. Look for ideas. Evaluate the ideas. Verify the ideas. And go back and do it again. And we expect the team leaders to help coordinate whatever number of people they have – three, or four, or five – to make sure we stay on top and stay on focus.

And what I always say is, at least with engineers, when we get three or four engineers looking at something, they could spend the whole day looking at one item and miss the rest of the plan. So I kind of want the team leader to make sure to keep people on course, moving along, looking at new ideas, making sure that we can quote/code the ideas.   
  
In fact, I’m getting off of my slides, but sometimes − and I always leave it up to the teams – you can designate a single person to be the recorder. The upside is, we don’t have everybody writing things down. The downside is, whoever is the recorder sees less.   
  
So I just kind of leave it up to the teams to do that or not. And that’s something a team leader would decide, rather than trying to make an all-encompassing edict. So a few guidelines: We are starting Sunday at New River Valley, so this is pertinent.   
  
This is a generic format. But on Sunday, we start off. We want to observe the idle facility or whatever portion of the facility is idle. Not everyone is idle on Sundays. We’ll take notes, look at opportunities. Monday is just a little more order intense. We’ll be looking at the plant/the facility under operation.   
  
My experience is, on Sunday, we’ll have identified a number – I hope we’ll have − identified a number of opportunities. On Monday, we’ll want to go back and say – oh, is it real? And if it’s real, we’re going to gather some more data on it so we can do calculations. So again, a key for the team leader is to make sure we’re getting the right data in the right places. And often that means – hey, you know what?   
  
You’ve been at the plant for a while. Why don’t two people go and gather data on this item, and two gather data on another item? But two people need to go and count lights, or whatever that might be. And on Tuesday we finalize. We’ll have done our calculations using the data sheets.   
  
I’ll put the summary together, and do a presentation for management. So another role for the team leader will be to help summarize the information that’s been found, and either be the spokesperson for the team, or nominate a spokesperson for the team, both for within the Treasure Hunt and when we do the management closeout on Tuesday afternoon.   
  
And probably the next slides are going to tell you some of the stuff I’ve already said, but we’ll get it out there. This is just – so what are we looking for? We’re looking at, in case. Yeah, go ahead, Sachin.

*Interviewee:* Actually, if you go back to that slide – and I’ll be launch. Yeah. Both plants are starting at 10:00, right? So 10:00 on Sunday?

*Interviewee:* Yeah. That’s the plan.

*Interviewer:* Okay. And I think we have – this is a generic agenda. We have a real one for each of those activities, right?

*Interviewer:* That’s correct. Both plants will start at 10:00 on Sunday, yes.

*Interviewer:* Okay. So 10:00 start. That’s good. And I think we’ve probably also set a closeout time. I expect it’s on that schedule. I just haven’t looked at it. Okay. I’m going to keep moving, but please interrupt me if I’m missing something, or you’ve got a question. This chart just shows – so what are we looking for up here with the little brackets around it – this is a real live plant, a small plant.   
  
And then it says – hey, look. During weekends, idle time, this plant is still consuming 600 or 700 kw, and all we want to say is, that’s what we’re focusing on, on a Sunday. So where is that going? Are we running compressors and creating/impeding air leaks? Are we leaving the lights on?   
  
Are these equipment that really needs to be on? Are there fans, ovens, blowers, etc.? And all I’m trying to say here is – that’s the kind of thing we’re looking for. I think if we find other things – that’s great. We’re not going to limit ourselves to that. So a little bit more about teams.   
  
So we have a facilitator and host. So I’ll be facilitating at New River Valley, and I expect there’ll be someone shadowing me, probably Chad, so he can learn the process. And then we will have two or three, or we could have four. I think we more or less settled on three teams.   
  
So we’ll split into teams. Each of the teams will have a leader, and we’ll talk about what we expect of those team leaders. A bit of a repeat on this next slide. So, tour the facility. Identify opportunities. Gather data. Often times, those are more than one step.   
  
Complete. Now we call the calculators an opportunity sheet, and attached to those are calculation sheets. We’ll learn more about those the day we start. I’m happy to share any of them ahead of time. There’s nothing secret there. And then we just continue that process for two days.   
  
Okay, so I chart for you. Don’t try to read it. It’s a matrix we put together on how we would like these things to function. The piece I have circled is Expectations of a Team Leader, and I’ve pulled that out so you can see it better than try to blind you with this.   
  
We expect that you have access to a computer. A laptop is nice. If it’s a desktop, that’s fine. We need to be able to operate an Excel spreadsheet. And they’re not big. They’re complex spreadsheets, but the operation of them is not. I can verify that because I use them all the time. So it’s somebody that at least has familiarity with a spreadsheet.   
  
Identify energy reduction opportunities. Of course, we want everyone to do that. We want the team leader to be sure that we’re looking for that, and it’s getting recorded. And we’re not looking at ideas too long. We’re looking at ideas that you might feel are probably never going to meet the feasibility test.   
  
And that’s why it’s good to have someone who’s at the plant or very familiar with the plant. Project viabilities. So I’ve kind of said the same thing there is it a viable project? If it is, let’s quantify with our opportunity sheets what that opportunity value is.   
  
I’ve been in some where we’ve identified and we’ve quantified them and we find out it’s worth a lot more than we thought, or it’s not worth very much. And the plant might say – you know what, I’m not sure we’re going to do that. I always say, anything we identify can be taken off the table if the plant doesn’t want to receive that opportunity, or someone in management.  
  
Facilitating energy measurements – what I mean by that is, there may come a time when you say, hey, you know what? It would be good to get motor kilowatt hour, a kilowatt reading, an amperage reading. Maybe it’s compressed air pressure, flow, etc. We’ll have instruments.   
  
You probably have instruments. We need somebody to help us get those installed. Most often, the plant folks don’t like myself, and Sachin, or other kind, to come in and stick our hands in cabinets and hook things up. So we’ll need to facilitate this and say – hey, you know what? We need an electrician, or a mechanic, or whatever it is to help hook up an instrument. And we tend to lean on the team leaders to help to find this for us. Summarize the opportunities that have been found. So periodically, probably a couple of times a day, we’ll say – Okay, hey Team One, what are you finding?   
  
What are the opportunities? And so we’ll need someone who will have summarized those and can speak to those for that particular team. Provide the closing summary presentation. So we will be pulling together the presentations or close out. And there will be at least one, if not more, people shadowing me as I do that. But we’ll need the content opening things like – okay. What is the opportunity?   
  
What’s the value of the opportunity? Maybe you want to put a photograph of the opportunity. I encourage that if the visual helps, and any other pieces. You will be the expert on those particular opportunities. We might present those opportunities to management at a closeout session.   
  
Closeout sessions are not long. They’re anywhere, maybe 30 to 45 minutes. You can make them longer if you like. It’s pretty quick. Just say – here’s the opportunity. This is the value we put on it. This is the team. So we expect the team leader to either do the presentation or nominate someone within the group to do the presentation.

*Interviewee:* I think, regarding that, I think Bert, if you have a Volvo template for PowerPoint slides, or maybe a plant specific template for PowerPoint slides, maybe we could distribute that in advance to team leads, so that they use the same template and the same formatting here, yes, for preparing those presentations.

*Interviewee:* Okay.

*Interviewer:* Yeah. That would be good. That would be real good. And I’m finding more and more companies don’t like flash drives. I typically hand out flash drives that have all the detailed cost information, and the things we need to do, and calculations, and then ask the people put their completed opportunities on the flash drive and hand it back.   
  
In a couple of places I’ve worked, they use SharePoint instead, and a number of places don’t allow flash drives. So whatever means we can find to be able to pass information back and forth, even if it’s email, we can do that.

*Interviewee:* Yeah, flash drives should be okay.

*Interviewer:* Okay, good. So I’ll bring a few flash drives, and we can try it that way. But as far as selecting team leaders − and I think you’ve done something about selection already – obviously, this is a little bit of motherhood, but we want some strong leadership of course, experience, or technical background in the Hultquist area.   
  
So we don’t want to pick salesmen and say – hey, you’re in charge of compressed air, and he or she says – well, I’ve never seen a compressor before – that wouldn’t be real good for us. So some background experience in the area, like I mentioned already, to be able to run and Excel calculate. It’s not a hard one.   
  
Know who and where to get information. So a big one is – I’ll give you an example. When we’re looking at lighting, it would be nice to have a lighting layout. If the team leader can say – yeah. I know Joe, over in maintenance, has that – it saves us a lot of time. So that’s the kind of things that we want the team leader to be able to help with.   
  
And then on the right hand side is, just consider process owners, engineers, and lots of folks. It’s not limited. That’s very often the types of people that we find fit the role well. The team itself can be made up however we wish. I like to mix it up to throw different people in, maybe even people from different areas.   
  
We have a maintenance person that’s extremely familiar with some air or boilers and then say – hey, you know what? Why don’t you go look at something else? And we’ve just got to be cognizant that we’ve put the right people in the right place. We often have maintenance people and production people.   
  
I’ve had plant managers. I’ve had salespeople. It sounds like now, we’ve got someone from the real estate group. That’s great because those different sets of eyes can really bring a lot of value for us. And then, we can shuffle teams up while we’re there.   
  
We don’t have to have them picked ahead of time. Or we might find halfway through this that it makes sense to make a switch. That’s fine. Or someone says – hey, I really want to be on this other team – I think that we can accommodate all of that.

*Interviewee:* And, Walt, just to give you a quick heads up on that. So the Volvo group said – hey, we have real estate related assets that need to be taken care of, and we have production maintenance that needs to be taken care of. And we separated the organization into real estate and production. So, therefore, like Chad Porter – he’s part of our real estate group, handling real estate related assets.   
  
So when it comes to that kind of layout, we all were like facility engineers and facility managers before. Now, they’ve kind of separated us into two areas of expertise to really focus the funding of those things separately. So real estate is given capital to do certain investments related to real estate every year.   
  
So it’s a good partnership, absolutely. But we definitely have the facility background as well.

*Interviewer:* Well, good. Okay. That’s good clarity too.

*Interviewee:* Okay. I hope I cleared that up for you.

*Interviewer:* Yeah. That was good. Thanks. Now, Observing the Facility – We’ve been through this. I’ll go through it quickly again. Most important, the first day really is the most important, in my mind. The most important day. I’ve done probably more than 40 of these.   
  
Most often, that’s when the majority of opportunities are identified. We didn’t put any meat on the bones, but that first day is when we really get a pretty decent list of opportunities. And eyes and ears are the tools that are very useful. It’s walking around and saying – why is that on?   
  
I can hear something running. What is it? And when you say that, you’ll hear them scratch it and say that. I’m going to skip that one. Typical Treasure Hunt lighting. Lighting is always an opportunity. Maybe it’s not always the most exciting, but it can be an opportunity.   
  
Things like, can we re-lamp with more efficient lamps? Can we turn lights off that are on? Shut down procedures? And this is a hard one – unnecessary lighting. Here’s been my experience. It’s hard to take lights away. I’ve been in facilities where they re-lamped, and they have a tremendous amount of light and we might say – gee, you know, you could probably remove 20 percent of those.   
  
But there’s reluctance on the part of the workers to say – hey. You’re taking light away from me. Just an anecdote. Metro fit lighting, we know now, and LEDs really nearly reached maturity. So they’re a pretty nice solution for lighting. That said, this plant may have already done all its lighting, and it’s not at optimum yet. It could or could not be.   
  
Steam. I don’t know if you generate steam, but steam leaks, steam traps, condensate leaks – we look at this a lot. Missing insulation. Cleaning up the boiler. Building heat with poor controls on it. So you know the old story of, it’s really hot here, and it’s cold over in the other corner.   
  
So those types of things are what we would be strolling around looking for in a steam system, if you have a steam system. Compressed air – that’s very often one of the larger targets. And I expected a plant like in both of yours, there’s a good deal of compressed air.   
  
So it’s things like – are we operating at the lowest possible pressure? I ask that question a lot. And okay we’re using – popular applications. Could we use other forms of energy instead of pneumatic because it takes five times the electric energy to make a unit of compressed air.   
  
High efficiency nozzles instead of just direct flows. Control strategies looking at leaks. Install sworn advisement, open blows. Time the use of air with the process and that no loss drains. And there’s more on the list. These were just some highlights that we brought out.   
  
These are things we often see. And I think I’ve got at the end of this – we’ve put together some “cheat sheets” for things like this, so you just kind of have that with you and what to go over. He said, oh, okay. These are the types of things that I might be looking for.   
  
Exhaust systems – I’m sure you have those. Even hood scrubbers, dust collectors, and extraction systems – all of those types of things. Do we have 100 horsepower flank. And then we throttle it by 50 percent, which says, gee we could put a variable frequency drive on it potentially.   
  
Or can we change the shed and slow it down? Those types of things. Do we have stubbles and dust collectors that are interlocked into the process, so they turn off when the process turns off? And they need to remove that dust that’s turned off. Those types of things. And again, we’ll look at some cheat sheets, and I’ll get some more examples. But those are the types of things that we want to look for.

Process Heating – you probably don’t big, ugly furnaces like this one here. But combustion efficiency, burner upgrades. Can we recuperate heat? Poor insulation is always a target. Set points. Restart fans, soak times. You’ve got to be careful of getting into the process, but we can always ask questions about it.   
  
Do you really need to run the furnace or the heating that long? Again, assuming you have those types of processes. Cooling and HVAC – the same kind of thing. Can we change the temperature and save a little bit of energy? Make up the air? Challenge the set points.   
  
Do we make use of free cooling? So in the cooler months, can we pull air in and not have…? And of course if you have to condition it, you have to be aware of that. But can we pull it in and avoid using or making some cool for some period of time? And process equipment is always an interesting one because we don’t want to mess with the process.   
  
But if we have the right people – and that’s where it’s important to have the right people on a team and leaders on a team to be able to reach out. A couple of things come from that. If there’s a process person on a team and they’re bought into the team, they’re more likely to say – you know, we think we can look into changing something, versus, the team goes to them and says – we want to change this – and the outcome of their response is – well, hold it. You can’t change my process.   
  
And the other is, of course, they know the process. They can say – hey, you know, yeah. We probably could change that. So that’s the kinds of things we look at, but we always need to be careful of messing with the process. And I know you know that. So those are just some hints around what we would look for.   
  
We’ll do plenty more when we get started or there’s no activity in a couple of weeks. We have these sheets, and I’ll go through training on these when we are at the event. And I’m happy to share them at any time. We call them Opportunity Sheets. It’s really a method to document the opportunities that are found.   
  
The Opportunity Sheet has been simplified. I like it much better. It really just says – this is we are. This is what we looked at and the description of what we found. And I’ll harp on making sure we really describe what was found. Because when we go back in a couple of weeks, you’re not going to remember it.   
  
And we also include implementation costs. And, keeping in mind, we’re doing this in a couple of days. So we’re not going to do a fully engineered implementation cost. It’s going to be more like, we think it would cost 75 bucks per horsepower to find and to buy a VFD, and it’s going to cost us 2X to install it.  
  
And if someone at the plant knows a better number, great, but it’s not going to be uma jacked engineering estimate. It’s going to be correspondence five or 10 percent estimate. We capture how much energy is saved, the cost savings, and pay back. We do a simple pay back.   
  
So it’s just simply, how many years does it take for this project to pay back? And the other thing on these sheets is, there will be one for every opportunity. It sounds ominous. It’s not. They’re very easy to fill out. Then we have a really good program rollup that allows us to roll all of these together so we get a really good look at what the opportunities were across the entire facility.   
  
So two leaders will be working with these sheets and certainly delegating, but just making sure that we put them together the right way, and we get a good description of them − that type of thing.

*Interviewee:* Yeah. And I think starting this – so we asked for pre- and in-plant training data. And I think, Tom, you sent me energy prices for Macungie Plant. So I have that data with me. Unit costs and \_\_\_\_\_ *[audio fade out]* So unfortunately/apportioned, in \_\_\_\_\_ *[audio fade out]* enter that kind of data, unit price of energy and then other metrics.   
  
So we entered that data in advance. So there are two tabs in that *[audio fade out] \_\_\_\_\_.* One is plant cost information, and the second one, actual apportioned belated data, energy percentage apportioned related data. So the first tab, the plant cost information tab, is generally completed by Walt, and so we will do that.   
  
For the Macungie Plant, we already have that data. I think from Chad, we need data for the NRV Plant, yes.

*Interviewer:* Okay. Yeah, good. Thanks for that clarity, \_\_\_\_\_. You’re right. There’s an opportunity. We need cost information. Sooner is better, but it’s not such a big task that we can’t do it the day of, if that’s the way it happens. But preference is getting it ahead of time.

*Interviewee:* I’ll remind Chad of that.

*Interviewer:* Okay, good. Thanks, Bert. We’ve got time, so we’ll be all right. A few resources, and we have them where they’ll bring paper copies, or Excel sheets and calculators. We’ve got calculators for about five different types of things. You know when we talked about heating and cooling, compressed air, electricity, lighting, pumping, fans, and a few other things.   
  
And the good thing about the way we’ve structured these “New Opportunity Sheets” is, calculators are a separate spread sheet. So if you have a favorite sheet that you like to use from a vendor, or something you’ve developed internally that does calculation, that’s fine.   
  
We can just take the information and put it on the overall Opportunity Sheet. I have found that to be an easier method. And we have handouts. I may have copies in here. If I don’t, I will be sure to bring them with us. And, of course, the diagnostic equipment.   
  
The DOE has a suitcase of the equipment we can bring with us. I’ll bet you probably have equipment at the plant as well, things like, pressure transducers, data loggers, infrared cameras, ultrasonic leak detectors, etc. If there’s anything specific that a plant wants that we know the DOE has, let’s make sure we get that request at this session so we can bring that equipment. I think they’ll actually ship it to you.

*Interviewee:* *[inaudible]* I say today *[inaudible].*

*Interviewer:* Any comments on the equipment section?

*Interviewee:* No, no. I think, absolutely. What we’ll do is, what are the minimum basic equipment we generally use? So, anyway, we’ll ship those. But, you’re right. If you place a specific request from the NRV or Macungie Plant, we can actually add those equipment too.   
  
I believe, I think I have shared a list of equipment with you, Bert, in the past, but I will redo that. I will resend you a list of the equipment we have at Warner, yeah.

*Interviewee:* Okay.

*Interviewee:* Yeah. We have two *[crosstalk]* elected/elective middle loggers/metal loggers/augers but not a pressure transducer to log anything with.

*Interviewer:* Okay. We could do that.

*Interviewee:* We have a little handheld and an infrared ohmmeter, but not like a scanner.

*Interviewer:* Oh, okay. So it would be good to bring that, the Fleur infrared, if we’ve got it, and pressure transducers I know you have, Sachin.

*Interviewee:* Yes. And that’s the Macungie Plant, right?

*Interviewee:*  Yes.

*Interviewee:* Okay.

*Interviewer:* Okay.

*Interviewee:* Danny, for you, you’re taking north, right?

*Interviewee:* Yes, we could.

*Interviewer:* Okay. I can hear you shaking your head. Calculators − I really talked about already, and we will review them when we’re at the plant the first morning, or maybe a little bit later in the day. Calculators – we talked about their estimate of savings potential from particularly the opportunities, as I mentioned.   
  
There’s some common opportunities that we can also have calculators for – insulation, lighting replacement. There’s others. These are not necessarily on DOE/VLE. Carrier has a good calculator for calculating building heat loss. We’ve got – but I can’t remember the name now – a few of them for doing insulation calculations, etcetera.   
  
And you may have some of your own that you like to use. And, hey, maybe we can steal them from you. And we’d just need to make sure we’d get all of that info back on the Opportunity Sheet with a good description. And I’m going to harp on that enough that you’ll probably be sick of hearing it.   
  
This one is an example of the opportunity calculator – pretty simple. It’s really based on operational time. So how many hours per year is whatever we’re looking at operating currently. How many hours a year it may be operating in the future? It might be the same.

It might be different. The rate of energy use. So how much is being used. And then, the consumption. And we’ll look at those sheets. They have different ways to calculate. They’re pretty simple calculators, but they work nicely and give us a really good way to wrap everything together.   
  
So when we leave and someone looks this up sometime in the future, it’ll make some sense to them. Here are the calculators that are together at this point. There’s compressed air. There’s a compressed air calculator. There’s a compressed air leak calculator, the same type of calculation, but it gives us a way to record where the leaks are.   
  
And there’s a pressure calculator that’s a pretty simple calculator. And for every pound of compressed air we can reduce, we save half a percent of energy, and we need to be careful that we understand what compressors are operating when we do that.   
  
But, we’ll be looking that over. The electricity is kilowatts, and we also have a Whiting calculator. Natural gas – we’ve got a calculator, and we’ll look at that. It’s in BTUs. What’s the savings opportunity if we use less heat or whatever the gas may be used for, a steam calculator, and a water calculator as well.   
  
And again, if there are other calculators that you have or we have, we can use those as well. Not a problem. Some of the tools – and we talked about them already – there are some good tools. And even if we don’t find a really specific use, it’s an opportunity to “play with” the tools or “play with” the toys and maybe get a little training on how they operate.   
  
And if we don’t use them, that’s okay. Nothing lost. But we’ll make them available. And we have some handouts, and we’ll bring those along. I’ll get some copies of those and bring them along. There are some cheat sheets. There are some check lists. It’s the kind of things we should be looking for with each particular type of energy consumption.   
  
Sachin, I wonder if it makes sense to send those to someone at the location so they can make copies of them?

*Interviewee:* Yes. I think right after this phone call, I’m going to – in Pakistan, on our tool kit, we have an Energy Treasure Hunt Tool Kit. Maybe we can show the different \_\_\_\_\_ *[audio fade out]*. But that will be with them in advance, yes.

*Interviewer:* Okay. Good. These are checklists and cheat sheets. You may use them, and you may not. I’ve been at locations where they say – we don’t really need that, and I would have said, they think that’s the greatest thing in the world. So we’ll just make them available.   
  
So here’s just a run. So some of them – it’s just a checklist, and we’ve got two of them. I haven’t looked at it that much. But what we try to do is to say – what are the things to look for? This looks like it said, sowing/tilling system, and things to check here. And I’m not going to try to read them all, but they’re in there.   
  
Data collections is huge. Again, we have those available. You may or may not use them. Now this one’s got common system data. I had hoped they usually find this ahead of time, but how many compressors do you have? How many are running? Are they loaded?   
  
How are they loaded? What’s your pressure? What’s the high pressure? What’s the low pressure, etcetera, etcetera. And we’ll bring these along as well. The sheet is rather \_\_\_\_\_. This one is… And again, we’re still on compressors. So you can see, compressors now is a big player.   
  
So in summary, and you can ask questions if you’d like. We’ll walk through the facility. Observe the operations. Identify opportunities. Collect relevant data, and quantify the savings. Those are often done in more than one step. We’ll go through and say – oh, I think that’s an opportunity.   
  
Write it down, and go back and talk about it a little bit and say – hey, you know what. We need to go back, and we need to know your pressures, or we need to know your amperes, or we have to get a name plate on that motor or see how often it’s operating, and that type of thing that will allow us then to quantify the savings.   
  
And then we create an Opportunity Sheet, and go back and do the next sheet, and the next sheet, etcetera, creating as many sheets as we have opportunities. I hope that’s a large number, but you never know. And that’s the formal presentation, but I’m sure wide open to comments, questions, thoughts.

*Interviewee:* So, actually just to start with, I have one question, Walt, are we in good shape in terms of a facilitator? You will be a kind of an Energy Treasure Hunt facilitator and are we one? Now the Macungie Plant, Orsell Plant, so maybe this question is to Walt – you and Bert.   
So we should make sure we are going to facilitate Macungie events. So we make sure that person works very closely with Walt at the NRV Plant?

*Interviewee:* Okay.

*Interviewer:* So some of them will be shadowing me, I expect, and carry that to Macungie.

*Interviewee:* Yeah. Do you have a comment, Bert?

*Interviewee:* I thought that you were going to facilitate? Are you just going to support Macungie? What will your role be at Macungie?

*Interviewee:* I’m sorry, Bert. Say it again. Are you asking me?

*Interviewee:* Yeah. I thought you were going to facilitate Macungie,

*Interviewee:* Yeah. Absolutely. Let’s say, Bert, do you think. I should be able to do it. Absolutely. Yes. And I think I have attended at least three or four Energy Treasure Hunts with Walt. What I will do is, I will make sure that I’m well prepared for that. If we identify someone else at the plant, absolutely.   
  
I’m going to work, absolutely. I’m going to work with anyone from the plant. But if you think I should do that job, I will do that, yes.

*Interviewee:* Okay. Because otherwise, we have Tom. Tom has the host role. And then I think…Tom, was Mike Jutman going to be able to be a team lead at Macungie?

*Interviewee:* As far as I know. I think I can confirm that with him though.

*Interviewee:* Okay. So then we have Mike, and we have John. And we may need one more team lead.

*Interviewee:* Was Chad attending both Treasure Hunts?

*Interviewee:* Oh, that’s right. We wanted Chad to be a team lead at Macungie. He’s supposed to be.

*Interviewee:* Okay, good.

*Interviewee:* Yeah. So that would give us three team leads. And then I’m not sure who else could facilitate Macungie. I could, if we don’t want someone from the plant. So it’s just a matter of what works best.

*Interviewee:* I think we’re just running out of names. *[Laughter]*

*Interviewee:* Yeah. That’s all. Tom, did you hear back from any of the health safety and environmental guys about attending this?

*Interviewee:* I haven’t yet.

*Interviewee:* What about *[inaudible]* Martin in development?

*Interviewee:* Yeah. I haven’t yet. I tried to anchor that locally here this week, so I just haven’t heard back yet.

*Interviewee:* Okay, good.

*Interviewee:* And my experience, I think – Walt, correct me if I’m wrong – I think the rollup came later. It’s very, very important. You wouldn’t compare it to the facilitator because, one, they need to keep all team members focused, two, go out there and identify what person it is, so to be that analytical brain also.   
  
And then when we come back, using calculators and calculations and maybe making sure of whatever data you need, collecting that data from the plant host, looking at drawings, and making sure the calculations are done. And then preparing slides with someone’s help, and then presenting those findings.   
  
So team leaders are actually a very important role. So we definitely want to make sure we select team leads very carefully. But I think the based on – I think I know all of you, so I think we are in good shape, yes. *[Laughter]*

*Interviewer:* Yep. Good. And you’re right, Sachen, and that’s a very important role. Do you have any other questions or thoughts?

*Interviewee:* Well both you guys are also 50001, right?

*Interviewee:* Yes.

*Interviewee:* Then we are in good shape. Yes.

*Interviewee:* Okay. I just want to make sure we have, on the facilitator at Macungie, were you prepared to do that, Sachin, or should I take that role? Or should we look for someone else at the plant? Because I’m not sure.

*Interviewee:* Yeah. I think, Bert, long-term, what I’m thinking is, long-term, you should definitely take that role internally at Waldo because you will be at different plants. And you will be *[inaudible]* \_\_\_\_\_, so in this kind of way, *[inaudible]* \_\_\_\_\_, going forward. So, absolutely, it would be great if you are prepared. And I think you will do a wonderful job. And what I will do is, like with the Macungie Plant, I will support you if at all possible. Yeah.

*Interviewee:* Okay. So I’ll plan to be the facilitator at Macungie then.

*Interviewee:* Yeah. I think that’s a great idea, and I will pliant. What we’ll do is, we’ll stay close to Walt, and then I think we’ll be in good shape, yes.

*Interviewee:* Yeah. You’ll be fine.

*Interviewer:* Anything else?

*Interviewee:* I think you have a slide on that, right? But actually, we went over it. Maybe what I’ll do is, Bert, in a separate phone call, I can actually go over the whole of train the trainer or facilitator. And then whatever slides Walt presents, we can go over those also, if you like, separately?

*Interviewee:* Yes. Yes.

*Interviewee:* Now, Bert, I’ve been involved in a couple – well three of these now – one in Alcoa, and then we’ve done a couple with Bruce. But they’ve just been pretty spread out. So it’s given me plenty of time in-between to forget what I learned. *[Laughter]*

*Interviewer:* We’ll come back.

*Interviewee:* Yep. So that’s not a problem.

*Interviewee:* So I guess, we have three team leaders for Macungie, if Mike Jutman can lead a team, or if we have someone else there. It looks we might have to have an intervention at NRV and maybe have a separate meeting with Chad to make sure they’re on track here.

*Interviewee:* And that should be good.

*Interviewee:* Yeah. Then we can go from there. Walt, you’ll go to some of the team lead trainings after the Treasure Hunt, too, won’t you?

*Interviewer:* Yeah.

*Interviewee:* With the detail sheets and all of that?

*Interviewer:* Yeah. And I’ll go through the Opportunity Sheets with those guys. I usually wait a little bit before I go through those because it’s important to get out there and see things the first thing.

*Interviewee:* Oh, okay. All right.

*Interviewer:* But we’ll make sure we get it all in there. And I’ll be bouncing around making sure that everybody’s keeping on track.

*Interviewee:* Right. Okay.

*Interviewee:* And I think, Walt, you will be at some other event during Macungie in-plant training. But just in case, if we send you an email or a phone call for a few more minutes, I hope/I think you’ll be available, right? So some remote help will be available for us?

*Interviewee:* I’m sorry. Who were you asking, Sachin?

*Interviewee:* A question to Walt.

*Interviewer:* Oh, sorry. I’ll be around, yes. *[Laughter]* I thought you were talking to Bert.

*Interviewee:* I’m talking to Walt, yes.

*Interviewer:* During the week at Macungie, I’ll be available. Yeah, sure. You can call me. I’m going to actually be doing a Treasure Hunt at another company but, no, feel free to send me an email or give me a call. It’s not a problem.

*Interviewee:* Thank you.

*Interviewee:* Okay.

*Interviewer:* Okay. Are we good for now?

*Interviewee:* Sachin, are you going to be able to come to New River Valley?

*Interviewee:* Oh, no. Unfortunately, no. Maybe a monthly phone call, we can talk about it. Yes. Basically, I’m just going to attend the Macungie Treasure Hunt.

*Interviewee:* Okay. All right.

*Interviewee:* Actually, I would like to, but maybe next year.

*Interviewee:* All right.

*Interviewer:* Okay. Anything else?

*Interviewee:* Walt, is available at any time, right, if you come with any question?

*Interviewer:* Yes. Oh, sure. Just send me an email or give me a call, and we’ll do our best to answer it.

*Interviewee:* Okay.

*Interviewee:* And then, Walt, would you be available for a separate meeting with Chad at NRV to make sure things aren’t going off the track in a few months there?

*Interviewer:* Yeah. No problem. I just want to make sure we get it on the calendar, and we can do that. I assume you’re talking about ahead of time, right? Yes, exactly. Yeah, no problem. Just send me a note and suggest a time, and we can make it work.

*Interviewee:* All right.

*Interviewer:* Okay. Good.

*Interviewee:* All right. Very good.

*Interviewer:* Okay. Well, thanks, everyone. We’ll see many of you, if not all of you, in a couple of weeks.

*Interviewee:* Yeah. Thank you very much.

*Interviewee:* Great.

*Interviewee:* Thank you. Bye.

*Interviewer:* Have a good…

*[End of Audio]*