



3 Simple Improvement Projects at Peoria Gardens

Farwest Show Panel

Thursday, August 25, 2022

Oregon Convention Center



Doing the right thing for people and the planet

At Peoria Gardens we work hard to be good stewards of our community and the environment. From our minimal use of pesticides, including NO neonicotinoids, to our solar panels, smart delivery options and care for our employees, we look at everything through the lens of being socially and environmentally responsible.

Learn more about our social and environmental responsibility

Peoria Gardens is a second-generation family-owned greenhouse that supplies garden plants to retailers and landscape professionals throughout Western Oregon and Washington.



Ben Verhoeven, Owner

- Born and raised in Albany, Oregon.
- Attended the Rhode Island School of Design.
- Spent several years in design and printing prior to returning to the family farm, where he now lives with his wife and three children.



Photo: FamilyForwardAction.org





5S of Maintenance Area

**We don't live in Alaska.
Let the hardware store keep an
inventory of parts, not you**

5S of Maintenance Area

- As part of one of our first in-house events we did an extensive 5S of several areas of the nursery, including the maintenance.



5S of Maintenance Area

- One of the hurdles we had to overcome was the desire to keep everything, down to the last box of random 3/4" PVC fittings.



5S of Maintenance Area

- We determined that we could drive to the hardware store and return with exactly what we needed in the time it takes to Frankenstein a solution from a random assortment of fittings.



“Listen guys, we
don't live in the
Alaskan bush.
The hardware
store is nearby.
Let them handle
the inventory.”

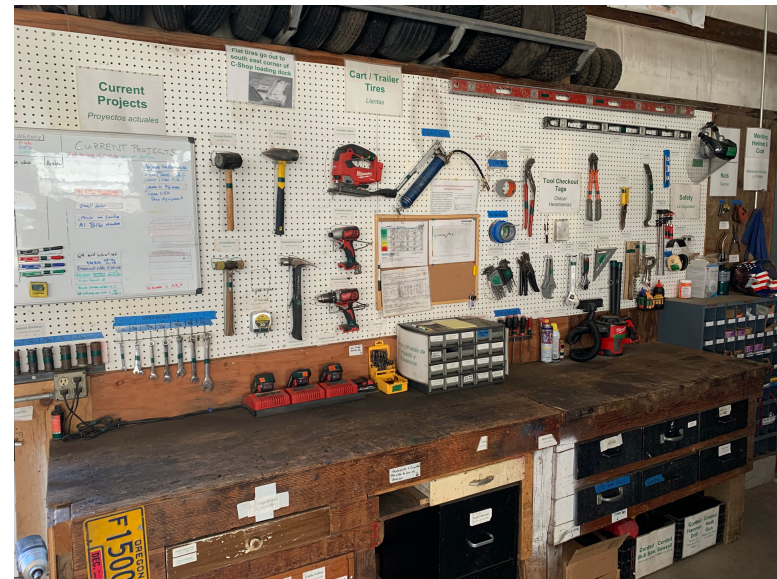
- Mark Blye, Inventory Manager

The Alaska rule
was born.



5S of Maintenance Area

- This 5S event occurred in 2019. I'm proud to say that the “after” photos were taken in July of 2022.







Cleaning Stations

Never let your trash touch the ground.

Don't overprocess your garbage.

Cleaning Stations

- During a selecting event the team observed that as we cleaned plants we were just leaving the dead material on the ground, or worse, on adjacent crops.
- They also pointed out that crouching all day was physically uncomfortable.



Cleaning Stations

- The solution that they came up with was a cleaning station.
- More comfortable and cleaner!



Side note:

- A similar idea had been proposed by ownership several years prior and been rejected.
- Once the idea was brought forth by the people doing the work, they readily adopted it.
- We've been using the cleaning stations daily for 3 years now.





La Calaca

Rage against the machine

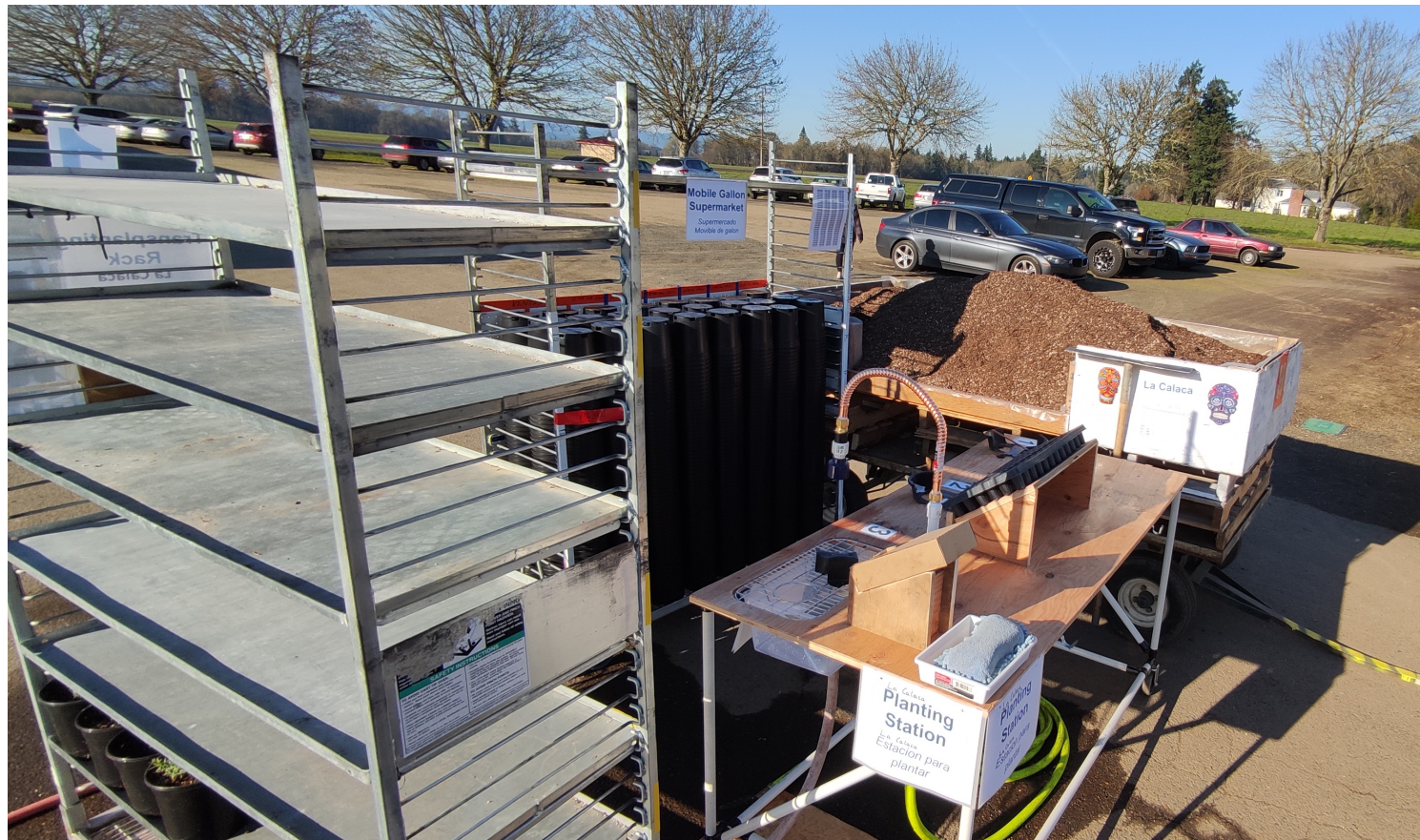
La Calaca

- We realized that there was a lot of opportunity to improve how we transplanted gallons.
- Several of the bottlenecks were our machines.





Planting Gallons
Before



We used the concepts of one-piece-flow and creativity over capital to eliminate five machines, increase productivity and shrink the footprint of the work area.



La Calaca



La Calaca Results

Metric	Pre-event	Objective	Post-event	% Improved
Productivity (worker seconds per pot)	35	8	13	63%
Crew size	5	Right size	3	40%
Product travel (from beginning of line to loading onto rack)	50	20	12	76%
Space (square feet of rectangle needed to encompass cell)	1692	48	300	82%
Number of machines Pre-event: Tractor, Hopper, Elevator, Chencha, Fork Lift, Water Tunnel	6	1	1	83%
Throughput (seconds per pot for entire line)	6.8	-	4.4	35%
Space (square inches per pot)	42.25	-	37.6	11%



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