



ENCOURAGING
Environmental
EXCELLENCE

Encouraging Environmental Excellence Achievement Level Recognition

February 7, 2017

The Ohio EPA Encouraging Environmental Excellence Program targets those who reduce waste, improve efficiency and work to continuously improve as an environmental steward. The program has a four-level approach to provide recognition to Ohio businesses and other organizations completing environmentally beneficial activities. Higher levels of recognition are for those who exceed regulatory requirements or commit to future environmental stewardship efforts. The Achievement Level recognizes any applicants completing environmentally beneficial activities. Any business, trade association, professional organization or local government in Ohio may apply. Achievement Level participants must demonstrate significant progress in one of eight environmental stewardship criteria: Impact to the environment; pollution prevention; energy efficiency; renewable energy; renewable, recovered or recycled materials; green building; recycling programs or organics diversion. Achievement Level participants must also demonstrate some level of progress in at least six additional environmental stewardship criteria and indicate they are in compliance with environmental laws and regulations.

Ohio EPA is recognizing the following organization that successfully met the criteria for the Achievement Level of the Encouraging Environmental Excellence Program. Below is a summary of their efforts.

Masco Cabinetry Plant 2 – Middlefield: Masco Cabinetry – Plant 2 has 858 employees and manufactures three brands of cabinets and one brand of countertops. Masco is ISO 14001 Certified, closely tracking waste generation through their environmental management system and participates in regular audits. They use Kaizen events, KATA (any structured way of thinking and acting that you practice until the pattern becomes a habit), and 5-S (5 Sigma) exercises to review and improve the facility's environmental performance and to ensure the facility is continuously improving. In the last year the facility hosted over 155 Kaizen events, each one lasting one to five days.

In 2016, Masco updated its staining process so that only one color coat is needed, reducing waste from flushing stain lines between color changes. This has resulted in a 43,956-pound reduction of waste generated. A "Stain Water" reduction plan has also been implemented to improve operating efficiency. The facility recycles cardboard, office paper, plastic, aluminum and other metals. Approximately 90 percent of their wastes are recycled annually, with 1,632,000 pounds of materials recycled in 2015. The recycling program results in more than a \$41,000 annual reduction in solid waste management costs.

The company has extensive employee involvement requiring two daily meetings with all production employees. The meetings are conducted on the shop floor at our Operational Improvement Team (OIT) boards by department supervisors. Topics covered are Safety, Environmental, Quality and Production. The boards have opportunity logs used for recording and tracking employees' suggestions and/or concerns. Employees have the opportunity to give feedback to all standard work Instructions that often help improve Masco's processes.

Masco has a corporate environmental policy supported by all levels of management and employees. They also have an environmental OIT board that tracks all environmental goals and progress. If an environmental goal is missed, a countermeasure and corrective action is required. Environmental audits are also conducted on a daily, weekly and monthly basis with the full support of the management team.

Masco strives for continuous improvement and accomplishes this by continuously using a vast number of LEAN tools that include both Kaizen events and KATA. After the events, action items that could not be completed during the event are assigned to a specific individual to manage and are given a due date. Progress is tracked by a computer program and reviewed by management monthly. Masco hires a third party to audit our environmental program every three years, ensuring a neutral party is looking at what they do in an effort to maintain World Class programs.

For more information about the Encouraging Environmental Excellence Program and the four levels of recognition, visit www.epa.ohio.gov/ohioE3.aspx or call (800) 329-7518.