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## More PINK insulation made in Silicon Valley



The plant worked with the Bay Area Air Quality Management District to get a new air permit. Pictured are (from left) James Gerodimos, plant manager and director of the West and Canada for the Insulation Business; Jack Broadbent, BAAQMD executive officer; Robert Delarno, BAAQMD air quality inspector; Julie Makutonin, Santa Clara environmental leader; Damian Breen, BAAQMD deputy air pollution control officer; Jaime Williams, BAAQMD engineering division director; and Wayne Kino, BAAQMD director of compliance and enforcement.

About two years ago, with U.S. housing starts still rebounding, Jacob Lane, maintenance and engineering leader in Santa Clara, California, was thinking of ways to help the plant better adapt to fluctuating demand.

The idea was simple enough: Melt more glass in the furnace (increasing throughput) to allow for increased production of PINK® Insulation

from an existing manufacturing line.

The concept was enticing: More insulation could be made with only an incremental increase in raw material cost. This would enhance the plant's operational flexibility in a changing market.

And the idea was challenging: The Santa Clara plant operates in a progressive air district with stringent regulations. But low-cost ways to improve productivity don't come knocking every day. The size of the opportunity made it even more enticing – \$1 million in annual productivity.

### Overcoming regulatory challenges

Jacob had stewed on the idea for a while. Because Santa Clara uses such a high level of recycled glass, or cullet, which requires less energy to melt than sand, the plant could process more material through its existing furnaces.

In order to produce more though, the plant would need a new air permit from the Bay Area Air Quality Management District. BAAQMD oversees the plant's Title V air permit on behalf of the U.S. Environmental Protection Agency and California Air Resources Board.

Securing approvals was no small task. From a regulatory standpoint, the plant sits in one of the toughest areas in the country.

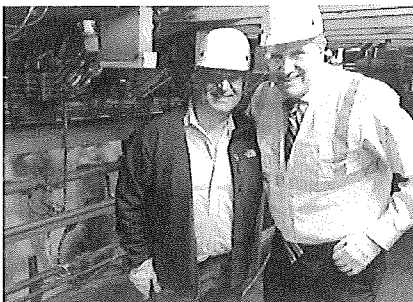
### Relying on a proven track record

The Santa Clara team, led by environmental leader Julie Makutonin, had in recent years built a strong relationship with its air regulators through several permitting efforts and other projects. For four years running, annual air sampling results showed that the plant's air emissions were well below permit limits.

The results put Julie in a position to share the idea of increasing throughput with the BAAQMD permitting engineer. The BAAQMD engineer was somewhat skeptical but, after several data-driven discussions with Julie, he issued a one-

week permit to conduct a test at the proposed increased throughput. The plant amped up production and test results were well within the emissions limits.

The team now had the four-year emissions testing track record and favorable results from the one-week trial. Also needed was the right audience to expedite processing of the permit – senior staff at the BAAQMD.



Jim Gerodimos, Santa Clara plant manager and director of West and Canada for the Insulation Business (left), gives a plant tour to Jack Broadbent, BAAQMD executive officer.

Here too, the plant has been laying the groundwork to put itself in a position to succeed. Santa Clara has been an active member of the California Metals Coalition for several years. Its membership includes industrial firms with some of the same regulatory and operational challenges as an insulation plant.

The coalition facilitated introductions with BAAQMD leadership in San Francisco. It helped the Santa Clara team coordinate the BAAQMD's visit to learn about the plant's long history in Silicon Valley, and to discuss the throughput increase project.

**More savings ahead**

Santa Clara was also able to leverage its compliance performance and relationships to renegotiate its air sampling schedule. After the plant converted to the EcoTouch™ binder, it was required to test every year. Final approval to test every five years – saving the plant more than \$200,000 annually – is expected by the end of the year.

"This is a big win for the Santa Clara plant and for Owens Corning," said Jim Gerodimos, plant manager and director of the West and Canada for the Insulation Business. "The creativity and innovative spirit of our people alone

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