

SUMMER 1998



The Collins Companies



Collins Pine Company
FOREST & MILL
Chester, California
HEADQUARTERS
Portland, Oregon

Collins Resources
International
Portland, Oregon



Kane Hardwood
Kane, Pennsylvania



Collins Products, LLC
Klamath Falls, Oregon



Ostrander Resources
Fremont Sawmill
Lakeview, Oregon



Builder's Supply
Chester, Paradise, and
Oroville, California

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President's Message

Our focus in the first two newsletters centered on our environmental record and on the evolving business situation. In this edition, I would like to spotlight the corporate PROCESSES that focus on safety and working conditions.

In 1996 we entered into a contract with Behavioral Science Technology, Inc.™ (for a leading edge employee involvement strategy called "The Behavioral Accident Prevention Process®"). This process was first initiated at Chester, expanded to Kane in 1997 and just recently implemented in Klamath Falls.

Philosophically, in each of the processes, the theme is the same: safe behavior results in fewer work place accidents. Operating area employees become more responsible for their own safe behavior by being involved in the development of "critical behavior inventories" to address the unique nature of their own work force and environment. Education, observation, and commitment from both management and work force are the primary ingredients.

Each location selects a facilitator by vote of his or her peers. Steering committees are then created, consisting primarily of plant personnel – a member from management generally will be invited to join the committee. However, the process belongs to the "wage-roll" employees who are "uniquely qualified to identify system barriers to safety performance. Management's role is to remove the identified barriers."

I'd like to recognize our current facilitators:

■ In Chester, it's **STEAM (Safety Through Education Action Motivation)** Mike Ingle current facilitator, soon to pass the baton to Denelle Woods.

■ In Kane, **SHARP (Stopping Hazards and Accidents with Responsible Personnel)** Carol McMahon, Facilitator

■ In Klamath Falls is **ARMOR (Awakening Responses through Means of Observations & Reasoning)**, Elizabeth Schill, facilitator

There is *Total Commitment* by the owners and managers to this process.

We monitor formal reports from the respective facilitators and review progress at each Board of Directors meeting. While the financial investment in the BAPP® is *significant* (given consultants' fees, full time commitment of facilitators, and time away from jobs by observers) *The payback to all of us comes from reduced injuries.*

That, coupled with improved communication and teamwork, is immeasurably beneficial to the entire corporate family.

Best wishes to all for a nice summer and fall. I guess we are now being told to prepare for La Niña or some such thing, as if we didn't have enough to deal with already.

Warmest Regards,

Jim Quinn
President / CEO

"The payback
...comes from
reduced injuries...
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Wood Tidbits

“We need to be proud of what we do (meaning being employed in the wood products industry). We have nothing to be ashamed of, our jobs are vital to an economy much greater than that of Kane, Chester, Lakeview, Klamath Falls or our Builders Supply retail yards.”

“On the average, everyone uses the equivalent of a tree, 18 inches in diameter – 100 foot tall, every year. That’s 80 cubic feet.”

“Wood products make up 47% of all industrial raw materials manufactured in the U.S., yet uses only 4% of the energy needed to manufacture these industrial materials.”

“About 1/3 of the United States –

737 million acres – is forested.”

“There is 30% more timber volume per acre in the U.S. than in 1952.”

“To grow a pound of wood, a typical healthy tree uses nearly a pound and a half of carbon dioxide and gives off more than a pound of oxygen. The process reverses itself in an old forest with more wood decaying than growing. For every pound of wood decaying, a pound of oxygen is used and nearly one-and-one-half pounds of carbon dioxide is released into the air.”

Anonymous quotes from the Hardwood Barker, June 1998

Interesting Web Sites

- **Behavioral Science Technology**
PRIVATE HREF="" MACROBUTTON
HtmlResAnchor www.bscitech.com
- **The Collins Companies**
PRIVATE HREF="" MACROBUTTON
HtmlResAnchor www.CollinsWood.com
- **Environmental Home Center**
PRIVATE HREF="" MACROBUTTON
HtmlResAnchor www.enviresource.com
- **The Freeman Corporation**
PRIVATE HREF="" MACROBUTTON
HtmlResAnchor www.freemancorp.com
- **The Joinery**
PRIVATE HREF="" MACROBUTTON
HtmlResAnchor www.thejoinery.com

- **The Natural Step**
www.naturalstep.org
- **Scientific Certification System**
PRIVATE HREF="" MACROBUTTON
HtmlResAnchor www.scs1.com
- **Temperate Forest Foundation**
PRIVATE HREF="" MACROBUTTON
HtmlResAnchor www.forestinfo.org
- **Thomas Moser**
PRIVATE HREF="" MACROBUTTON
HtmlResAnchor www.thosmoser.com

*Web site information provided by
The Temperate Forest Foundation*

Product Innovation Study

The objective of this study is to create a reliable process to assist our manufacturing and sales organizations in identifying and successfully introducing new products and services that increase our value to customers. Value to a customer creates an opportunity to increase profitability.

Here are some highlights on developing value to our customers:

- The best place to look for new product ideas is in your customer’s place of business. Put yourself in your customer’s shoes!
- We’ve got a great place to start. Customers, employees, suppliers, and many others have contributed ideas and given us a solid base to build on.

■ Develop a plan! Don’t take off running until you know where you want to go and what you expect when you get there. Companies most successful at introducing new products create a plan for the types of products and services they choose to concentrate on. Planning offers control and direction and promotes success!

■ Be patient! This is not a short-term fix and we need to understand that new product developmental efforts take time.

■ Change is required! A shared sense of urgency is necessary to succeed.

The opportunities are exciting and the future can be bright!

Chuck Smith
Collins Products LLC

Glue Laminating Line

In September 1997, the Hardboard Plant in Klamath Falls submitted an Expenditure Request (ER) for capital to install a glue laminating line. The project consisted of constructing a new building, a glue laminating line with two vacuum infeeds, a roll coater (to apply glue), a cold press, and conveying equipment. The building ties together the Coating area to the rough stock storage warehouse where the glue laminating line is located. The laminating was justified on producing only 4/4 and 5/4 trim products, which will eventually be ripped to various widths. The equipment was engineered to handle multiple widths (4 or 5 feet) and lengths (6 to 16 feet) which will enable us to



make products other than hardboard trim.

The first product ran through the laminating line the 3rd week of May and has been operating ever since. Our employees were instrumental in the installation and startup of the new line. This group accepted the challenge and worked as a team through project completion.

Installation of this line and entry into trim manufacturing create the opportunities for Hardboard to diversify itself from being a 100% exterior siding manufacturer, thereby reducing the impact on our business from competitive siding products. Producing a higher value product and diversification of our product lines ultimately create a better return for Collins Products.

Mike Negrevski
Collins Products LLC



Sustainable Resource Development

Setzer Resource Products, Sacramento, California, has been in the wood products business in Northern California since the 1930's. Today they operate two reman plants, in Sacramento and Oroville. Collins Pine, Chester supplied Setzer with pine molding, shop and cutting grade commons for many years. Recently, Collins Products began purchasing shavings and dried hogged wood from Setzer's Oroville operation.

Setzer has 15,000 acres of timberland and manages an additional 10,000 acres within trucking distance of Chester.

At our urging, Setzer recently underwent the independent third party certification process and will soon be Forest Stewardship Council (FSC) certified. FSC is the global entity that oversees third party certification. All of the Collins timber properties are FSC certified.

The Setzer affiliation brings to Collins Pine Company, and specifically Collins Chester, annual access to an additional 4mmbf of certified timber. This timber will be processed through the Chester sawmill. Those sawn products that fit Setzer's needs will then be sold to them at market prices. Products not meeting their needs can be marketed by Collins into certified markets. Certified shavings and dried hogged wood from both our mill and theirs will be used to produce certified particleboard at Klamath Falls.

We will continue to work at developing alliances with others that share our common values and vision of sustainability.

Larry Potts
Collins Pine Company

Personnel Perspectives

from Human Resources

The Hood to Coast Run

is on Aug 28th and 29th. The race begins at the Timberline Lodge on Mt. Hood and ends at Seaside, Oregon. Start time is 5:45pm on the 28th. We are hoping to finish by 7pm on the 29th. The Collins Products Runnin' Rockchucks team members are:

Steve Metz
Dean Morris
Charles Vashaw
Chuck Smith
Jim Sargent
Kenneth Patzke
Bill Kopp
Ed Gentry
Marvin Dykstra
Sharna Clark
Mike Igou
Eric Poppe

Drivers are
Rick Hanson and
Carrie Muller.

One leg of the course takes us past the Collins Companies corporate offices on Front Avenue. Steve Metz will be running this leg early Saturday morning.

The Collins Companies is an exciting place to be these days. Lots of things going on in many different categories and locations plus more reasons to be proud of who we are and what we represent:

■ **STEAM (Safety Through Education Action Motivation)** – The Chester folks received high marks for their presentations at the 1998 BST™ Users conference in Texas, so much so that they've been invited to give their presentation, "Observation Accountability For All Personnel," again at the 1999 Users Conference. Congratulations to ALL of our presenters: Mike Ingle, Denelle Woods, Marcy DeGroft, Jerry Lorton, Craig Wisner, and Paul Korhuniak

■ **SHARP (Stopping Hazards and Accidents with Responsible Personnel)** – Kane's implementation is well underway and facing some of the more difficult challenges in coaching and observation. They are ON TRACK and meeting those challenges with resolve and we applaud their efforts. Some SHARP observers visited a Willamette Industries pulp and paper plant in May, learning about their "SAFE" process, another BST™ user. One of the most important and valuable pieces of BAPP® is the communication and networking among users.

■ **CollinsWood Award Program** – Lee Richardson reports we have about 60 contestants!

■ **CAPA-Awards (Corporate Award for Positive Action)**– Second quarter award goes to the Hardboard Plant for "Performance and Safety during shutdown."

■ **Certification** – ALL of "Collins" forests

■ **The rumor** of the Portland office moving must now be dispelled. Although we were in negotiations to do so, things did not work out so we are looking at alternatives for more space here in the Riviera Plaza.

"Information by itself has no value; it's how you USE that information that adds value."

Anonymous

PEOPLE:

New in Portland

Nick Falatovich, *Traffic Manager*

Joel DeClark, *Accountant*

(Van Han's replacement)

Trina LeBrasseur *(aka Berger – recently married!!)*

In Lakeview

Ken Kendrick passed his Registered Professional Forester test on the first try
Carl Bolstad joins the Forestry staff

In Chester

Darlene Raine joins the accounting staff
Jay Francis was promoted to Managing Forester

In Klamath Falls

Nolan Schoo leaves us to return to Idaho
Jewel Haskins retires from Human Resources
Brenda Green leaves us to "travel" with her husband

The Collins
Companies
Core Values:



Stewardship



Integrity



Quality



Effectiveness