

The Tamarack

 **Champion**
BONNER, MONTANA

JANUARY 1997

*Happy
New
Year!*



MANAGER'S MESSAGE



It is hard to believe that another year has passed and 1992 is here with all the opportunities and challenges of a new year. I believe the turmoil we weathered during 1991 has prepared and positioned Bonner to maximize our opportunities when the business cycle turns, as I believe it surely will do during 1992. We must all renew and refocus our commitment to our operational core values of safety, participation, customer service, product quality and cost effective productivity if we are to be successful. Our safety performance for 1991 showed a substantial improvement over 1990 as we experienced a forty-four percent improvement in our days away from work lost workday incident rate. While our improvement is good, we still have much to do to reach our ultimate target of no lost time accidents. Safety is a shared responsibility and everyone must be concerned with their own safety as well as the safety of their fellow employees. There is no acceptable reason or justification for anyone to become injured on the job. Working safely will allow us the opportunity to more fully enjoy the fruit of our labor while making us a more effective competitor in the market place.

I believe the establishment of the new joint union/management complex team is a positive step and commitment toward improving and facilitating the change effort at Bonner. Gerry Slingsby and I are members of this team and we both look forward to the challenges this team will face as we move participative management forward at Bonner in 1992. We look forward to employee support of this team and the PM process as we progress through the year. We have done well with the process to date, we expect to improve as we move toward the future. We must continue to improve our customer service product quality in 1992. We must focus not only on our external customers, those who purchase our finished products, but also our internal customers,

those who receive a product in the manufacturing process within the plant. Top quality by each manufacturing step in the plant will enable us to meet the quality and service required by our external customer. Satisfying internal customers will insure our ability to satisfy our external customers. We must continue to improve in 1992 to enhance a competitive advantage. It will require everyone's best efforts. . . I am confident we will be successful.

Finally, there are several employees who will be leaving Bonner during January. They all have been loyal, dedicated, and productive employees whose efforts have greatly contributed to Bonner's success. I wish to personally thank each of them for their service and many contributions to Champion and particularly Bonner. We will miss everyone, but our best wishes go with each of them as they leave Champion and begin their next careers or enjoy the fruits of retirement, whichever the case may be. Again, thank you, good luck, and best wishes. . . You will be missed by your friends at Champion.



RECOGNIZING PROGRESS MADE IN 1991

By Tom N. Breum

Reflecting back on 1991, we need to concentrate on the positives that have taken place. Too often we spend our time dwelling on distasteful happenings and speculating on our future, and we fail to recognize the good solid progress that has been made.

Our industry is in a major transition and has been for some time. However, I believe we are well-positioned to take advantage of the future.

The forecasted timber availability is in concert with our planned plywood production level. Hopefully we will see, early in 1992, a successful conclusion of a Montana Wilderness Bill passed in Congress, which would allow for more orderly future planning.

Planned or actual mill closures on the coast and in Canada have sparked markets due to product availability. The plain fact of the matter is our industry is not going away. Rather, the survivors of this transition will enjoy relatively good market periods, and we want to be a major player in this environment.

We have, in the past, been considered a quality product producer. However, since we entered into the export market field, we have all learned a great deal more about the need

for the highest quality product attainable. This quality attitude not only has allowed us to ship to the U.K., Europe, Canada, and Denmark, but has opened some additional doors domestically, most notably in industrial markets where product quality demands are higher, as are product prices. We can see in the mill as well as hear from our customers, that the quality level of our commodity products has improved also.

There have been many factors leading the change in attitude towards product quality. We have been exposed to the intra-mill department quality concept. There has been attendance at Competitive Advantage Workshops and Customer Driven Quality Workshops. I would submit the greatest impact has come from the PM process. Through the transition team to the area teams and task teams, active thought and communication has led us to question our process and seek improvements.

Regardless of what comes in 1992, we must continue to build on and improve what was started in early 1991. Making a high quality product is substantially more economical and much more efficient than the alternative.

IN THIS ISSUE:

January 1992



S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Recognizing Progress Made

In 1992	Page 3
Safety Coaches	Page 5
United Way Campaign	Page 6
Stakeholders Meeting	Page 7
Team Updates	Pages 8-9
Timberland News	Page 18
The Early Days At Bonner ..	Page 19

SAFETY

Loss Prevention Accident/ Incident Report November 1991

By Jim Connelly

Bonner experienced 18 recordable accident/incidents, 1 of which was lost time and 5 were restricted work activity.

Plywood experienced the only lost time accident, which was a sprained ankle. They also experienced 3 restricted work activity incidents. Their lost time rate remains good when compared to this date last year, 2.8 vs. 5.9. The Log Yard/Processor had a very good month with no recordable accident/incidents. The Lumber Department had another good month with no lost time accidents, their 11th consecutive month. They experienced 1 accident that resulted in restricted work activity. Central Services also experienced 1 accident that resulted in restricted work activity.

Our Bonner Complex lost workday rate remains good at 2.5 vs. 4.5 this date last year. Our OSHA rate (lost workday and restricted

work activity) continues to remain high at a rate of 12.5. Our year end goals are 3.5 on lost workdays and 10.5 on OSHA.

	Total Cases	Lost Workday	Restrict Activity	Lost Work Day Rate	OSHA Rate
Central Services	21	3	5	5.5	14.6
Log Yard/Processor	5	2	0	4.6	4.6
Lumber	27	0	10	0	9.2
Plywood	97	9	41	2.8	15.6
Nurses Station	46	—	—	—	—
Bonner Total	196	14	56	2.5	12.5

Plywood Dryer Day Shift Crew Celebrates One Year Without A Lost Time Accident

By John Abel and Brenda Indreland

Plywood dryer day shift supervisor **Brenda Indreland** and her crew enjoyed a lucky Friday the 13th pizza party in December. The occasion was to mark having completed one year without a lost-time accident. Brenda and **John Abel**, the safety representative, would like to thank the crew for a job well done.

Safety is the most important part of our job and that comes first. We are now starting on our second year and want to remind everyone to act safe, think safe, and be safe.

Once again, thank you for a job well done!



Plywood dryer day shift crew has a pizza party to celebrate their achievement of one year without a lost time accident.

SAFETY COACHES

By Adrian Hoyer

The Safety Coaches have been busy since their initial training in September. The twelve individuals have formed two groups to improve their efforts.

One group of six has been honing their skills as trainers. We are planning on giving this training to approximately 100 individuals during the new year. Four practice sessions have been given and plans are to begin full scale training in January, with plant managers going through the first session. The purpose of this training is to improve the quality of our safety meetings here at Bonner.

The remaining coaches have begun the equally important task of developing a resource library of safety related material. The resource center is currently being set up in the South Gate Trailer. We are looking for a more central location and would like

suggestions and offers if anyone knows of a better place. It is our intent to develop a complete library of literature, movies, tapes, hand outs, and outlines of safety meetings. We are working on plans to staff this library on a part-time basis during each shift, to supply more support to safety meeting leaders.

All of the coaches have been attending safety meetings throughout the complex. This is being done now and will continue occasionally from now on. We are doing this in an effort to determine the effectiveness of our training. It is our hope that everyone will notice the safety meetings getting more informative and more productive.

We wish to thank all of you who contributed old Champion tapes for our training sessions. We will continue to collect these tapes and use them throughout the complex.

Your safety coaching staff wishes everyone a Happy and very Safe New Year.

A SPECIAL THANK YOU

We want to thank everyone so very much for the fund raiser's raffle, which included rifle and mountain bike donated by **Local 3038** and **Champion**. The cribbage boards donated by **Dick Anthony**, all the volunteers who sold raffle tickets, **Mike Burch** for the art prints donation, and for the money collected from the Christmas tree wreaths. I've probably missed thanking some of you because there have been so many of you that have done so much for us that I can't even keep track anymore. At any rate, thank you all so much.

Your kindness, generosity, and support have been a constant help to our family. We are deeply touched by your help and will always remember what you have done for us.

Our daughter is halfway through her treatment. She receives Chemotherapy once a month and has begun a seven week radiation treatment to her leg. She is doing fairly well and will return to Seattle in December for x-rays, scans, and a general post surgery check up. Treatment should be completed in June.

Again, Thank You All So Very Much!

*God Bless You All,
Preston Ricci & Family*

UNITED WAY CAMPAIGN

On behalf of **United Way** and its thirty-one agencies, **Kim Ridge** and I want to thank each and every one of you for your generous response and continued support in making this year's campaign such a tremendous success.

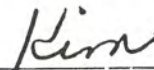
Our employee contribution pledge to this year's fund-raising campaign was **\$40,022.00**. This is the highest amount ever pledged by the employees. This amount will be matched by the Company, for a total contribution of **\$80,044.00** from the Bonner Complex.

Again as always, you have demonstrated your community spirit by helping those in our Missoula Community who use the services of a United Way Agency.

Again, thank you from everyone represented by the United Way for making agency programs successful and rewarding for the community of Missoula County.



Jim Connelly
Campaign Executive
United Way of Missoula County



Kim Ridge
Campaign Executive
United Way of Missoula County



Kim Ridge, United Way Campaign Executive, makes a presentation to employees in the Lumber Department.

Stakeholders Meeting

By Deb Moravec

On November 26th, a Bonner Complex Stakeholders meeting took place. The focus of the meeting was the change effort (PM) at the Bonner Complex. The meeting required active participation from members of: Union E-Board, Transition Teams, Area Teams, Timberlands, and Management.

TOPICS OF DISCUSSION

1. *What is the cost/benefit of the change effort until now?*

The Stakeholders broke up into six groups to discuss this topic. Each group consisted of a good cross section of the Bonner Complex.

In summary, the Stakeholders believed it is difficult to quantify cost versus benefit of the change effort. Some benefits are visible and quantifiable:

- More flexible work force in Lumber - - job families.
- Improved Communications.
- Education/Training - - team buildings, problem solving skills, etc.
- Improved quality and production.
- Inner and inter-departmental cooperation.
- Employees able to be involved in the decision making process.

2. *Should we continue with the change effort?*

The consensus from the groups was that we need to continue with the change effort.

3. *If we want to continue with the change effort, do we want a Complex Joint Team?*

The Stakeholders agreed to form a Complex Joint Team consisting of 5 Union representatives and 5 Management representatives.

The consensus was that this team will be an asset to the overall process itself.

4. *If we want a Complex Joint Team, what should their purpose be?*

This team's function/purpose will be:

- Developing a common philosophy - - vision, and goal(s) for the Bonner Complex change process.
- Keeping the process on track.
- Provide guidance, leadership, etc.

5. *Issues and concerns that we need to talk about here today.*

Some of the issues and concerns discussed were:

- At this time there is no new investment capital available.
- Purchases or PM projects that are over \$2000



The Bonner Complex Stakeholders focus on the change effort (PM).



The Bonner Complex Stakeholders

Active participation from members of: Union E-Board, Transition Teams, Area Teams, Timberlands, and Management.

will have to go through a review process.

- The Montana Champion holdings are to be sold as an on going business and Timberlands won't be sold separately.
- As of January 1st, the change process costs will be expensed from each location's bottom line.
- Commitment to the change process can be measured in three arenas:
 1. Behavior(s)
 2. Time
 3. Money
- We will be internalizing the change process, with the guidance and expertise of our Internal Consultant. The Internal Consultant will spend a certain number of days each month working with Teams and Facilitators.
- Champion and the Union supports the Burns and Baucus Wilderness Bill.
- The Log Yard is presently receiving between 140-170 loads of logs per day. We need about 125 loads a day to keep the Studmill and Plywood Plant going. We are building up the logs in the yard for spring break-up, and to get us through break-up we'd like to have approximately 20-25 million feet of logs in the yard.

There were concerns and negativity expressed around past change process practices, and behaviors. But the positive aspects of what has happened at Bonner, due to the change process, outweighed the negative. With the renewed commitment to the process from the Stakeholders — Union and Management — with the formation of a Complex Joint Team, the meeting was productive; and the outcome of the Stakeholders meeting will benefit everyone at the Bonner Complex!

THANK YOU

The Tamarack Editorial Committee would like to take this opportunity to thank everyone who contributed to making the *Tamarack Newsletter* interesting and informative in 1991. Your information, articles, pictures, and suggestions have been very useful.

We look forward to working with each and every one of you in 1992. *Have A Safe And Happy New Year!!*



NEWS FROM THE LOG PROCESSOR TRANSITION TEAM

The Log Processing Transition and Department Teams would like to congratulate **Mike Behner** for a job well done on finishing the Millwright Training Program. Upon completion of the training, Mike was promoted to a Millwright II status on swing shift.

In an effort to continue the participative learning process, three members of Department 02 attended a quality seminar in Spokane, Washington sponsored by Ponderay Newsprint and Northwest Alloys.

Steve Erhart, Bonner accountant, recently presented a monthly Profit and Loss Statement clarifying questions revolving around budget items in the Log Processing Department.



Dick Shimer, Raw Material/Mill Services Manager, presents Mike Behner, Millwright II/Log Processor, with a certificate for completing the Millwright Training Program.

THE ROLLING STOCK TASK TEAM

A Rolling Stock Task Team was formed in November to begin the process of developing new strategies and objectives in regards to the company rolling stock. Members of this team are: **Richard Hiatt, Art Bailey, Les Hallford, Ron Sanguins, Curt Wilber, and Tom Hilmo.**

The members of this team plan on meeting weekly to begin improving communications between the mechanics and operators and to develop a new operator report system.



The Rolling Stock Task Team (l to r): Richard Hiatt, Art Bailey, Les Hallford, Ron Sanguins, Curt Wilber, and Tom Hilmo (standing).

TEAM UPDATES *From The Facilitators*

Lumber:

- Transition Team is working on process concerns such as training, quality, etc.
- Studmill Area Team is working on area issues and concerns. Also, communications between the Studmill and Central Facilities; the Studmill and Log Processor.
- Planer Area Team is currently working on the dust problem at the Trim Saw.

Plywood:

- Transition Team is working on C.D.Q. (Customer Driven Quality) process focus.
- Green End Area Team is in the process of prioritizing 4 different projects to work on. Also, they are working on replacing **John Maricelli**; John was selected by the Union to be a member of the Transition Team.
- Dryer Area Team is working on several projects: Eliminating ink stain on face veneer to decrease resand in the Finish End; they are gathering input and information from the Stakeholders on the dust problem that is being created from the Automatic Feeders on No. 3 and No. 4 Dryers. Also, the team is working with 2 new team members — **Brenda Indreland** and **Greg Nordhus**.
- Glue Room Area Team has been meeting

with the Dryer crews to communicate to them the problems that biased core, poor quality veneer, etc., can cause in the Glue Room. They are working on education, emergency procedures, and precautionary measures concerning the spreader rolls.

- Finish End Area Team is currently working on improvements to the Sander outfeed and the Stroke Sander.
- Maintenance Area Team is talking to our vendors about new technology and turn around time. They are working on reorganizing their parts and tool room.
- Green Veneer Task Force is working on the presentation of their project proposal on stacking and the rotation of the green veneer.
- Smoking Task Force is coordinating the implementation of the new Smoking Policy for the Plywood Plant.
- Core Waste Task Force is working on a method of eliminating core waste on the catwalk and stairways.

Processor & Log Yard:

- Log Processing Transition Team is focusing on log quality and improving communications.

FELLOW CHAMPION EMPLOYEES SHARE THEIR NEW YEAR'S RESOLUTIONS



ALICE YEAGER
 (Lumber Department Operator in End-Dogger Family — Day Shift)
"I would like to quit smoking."



BILL DISHMAN
 (Log Processor Front-End Loader Operator — Day Shift)
"I plan on taking my kids fishing more often."



TIM DANIEL
 (Facilitator)
"I will try to spend more time investing in those things that are most important to me, primarily my commitment to my wife and children, reinforcing that they are special to me. Also, to my job and co-workers, my church, and Rangers (Scouting Program). Finally, to remember to pull the trigger when I get a big bull elk in my scope."

(Continued on Page 11)

(New Year's Resolutions. . .Continued from Page 10)



BOB SCHMIDT
(Plywood Dry End Forklift Driver — Graveyard Shift)
"Plan on going to Hawaii next Christmas to see members of my family."



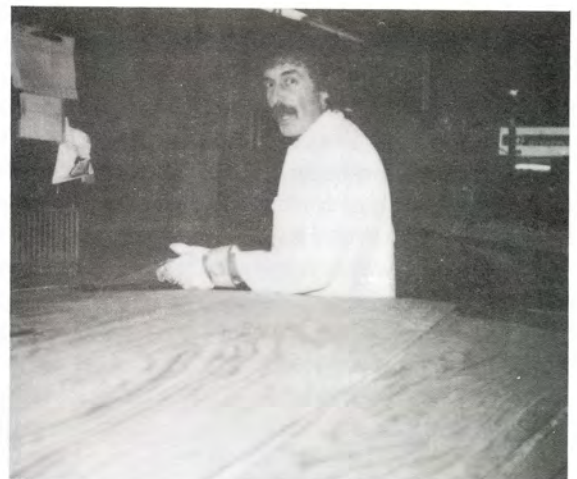
JOE ZITO
(Central Services Millwright — Day Shift)
"I want to improve my attitude."



RON ANDERSON
(Warehouseman — Swing Shift)
"I plan on giving people better car deals, if possible."



KEITH INGRAHAM
(Plywood Plugger Operator — Graveyard Shift)
"I hope to win the lottery and quit working."



LARRY SCHMILL

(Champion Employee & Search And Rescue Member)

By Larry Schneider

Meet Larry Schmill, a Champion employee for the past 18 years and a volunteer Search and Rescue member. Larry (an oiler for many years before becoming a millwright) and his wife of 18 years, **Cassy**, have two children, **Lester** (16 years old) and **Jenny** (14 years old). They live on 5 acres located 18 miles west of the Champion mill. Larry has several hobbies which include: hunting, fishing, water skiing, and riding his horses (which has sometimes turned into Search and Rescue work).

Larry is an 11-year member of the Missoula County Sheriff's Search and Rescue. He spent 1 year as a general member, 5 years as a Lieutenant, 5 years as Assistant Chief, and is currently Chief of Search and Rescue.

Some of the highlights that Larry remembers from being involved in Search and rescue are seeing a big weary smile when you find a lost person and you ask them, "Are you the one that we are looking for?" There are things that are not so nice (such as recovering victims who don't survive), but you put that aside and go on to more positive things.

Larry has over 400 hours of time involved in Search and Rescue work this year. Time spent for on-going training, searches, and upgrading equipment. This does not include the endless hours on the telephone. Even with this many hours, Larry stressed, "It is a team effort that makes it all come together. Sometimes, all these hours seem to run together (when you work at the mill for 8 hours and get called out on a search all night, or search all night and work all day), but it's all worth while when you see that person with the big weary grin."

Why does he do it? "Because I enjoy helping people. One time I watched a young girl almost drown and not knowing or being able to do anything about it, and also having to save my own son from a possible drowning, I realized that with proper training and organization that I could help other people in need. After talking to **Pete Christianson** (another longtime member of Search and Rescue and fellow Champion employee), I joined Search and Rescue. **What does he get in return?** "I just get a feeling of happiness in knowing that I am a member of a team that is there for people to turn to in their time of need. Also, to have someone come up to me on the street and smile and ask if I remember them from the time that I rescued them."

Search and Rescue receives no state, county, or city money and is solely funded by their annual auction and raffle. So, keep **March 28th** open and watch and listen for the time and place of this year's auction. Larry would like to thank Champion International Corporation and all of their employees for their support in the past and their continued support in the future.



TIM SAYLES

(Champion Volunteer)

By Alan Wagner

Tim Sayles, Stacker Family in the Lumber Department, is quite active in fire suppression and medical emergencies in Missoula and the surrounding areas. He has been a volunteer fireman for 20 years with the Missoula Rural Fire Association and Missoula County Fire Protection Association. He is an emergency medical technician, ambulance attendant driver, and is trained in heart defibrillation, mountain rescue and rappelling, and has attended a Missoula County Fire Protection Association Mass Casualty Workshop.

Tim has attended several specialized schools to enhance his knowledge of fire fighting and medical emergencies. Some of the schools he attended are: the University of Montana, Missoula Vo-Tech, Missoula County High School Adult and Continuing Education, National Fire Academy Fire/Arson Investigation (Emmitsburg, MD), and Explosives Recognition and Investigation (Idaho State University). He has had rope rescue training, wildfire and structural fire training, hazardous materials training, and has attended several schools and workshops on fire and medical emergencies.

He has conducted classes in Emergency Medical Technician training, Cardio Pulmonary Resuscitation, conducted safety training and fire safety training for fellow employees at Bonner, assisted in training first responders, and training the Missoula County Arson Task Force team. He is also a member of the Customer Driven Quality team that gave the presentation on quality at the Lumber Department team building sessions.

Tim and his wife, **Sherry**, have been married for 15 years and have 2 sons: **Todd**, 14; and **Erin**, 10. He graduated from Sentinel High School and has worked at Bonner for 17 years.



The following article comes from *Forbes Magazine*. Bob Brewer suggests that everyone would be interested in learning what the article has to say. Please be sure to read the entire article, from front to back.

FOREST PRODUCTS

Forbes Magazine

December 9, 1991

Spare that tree!

This year is the centennial of the National Forest System. Its custodian, the U.S. Forest Service, manages 191 million acres of national forest and rangeland. That's equal to Texas and Louisiana combined.

When founded, the Forest Service was intended to be a model of good government in the old progressive model of benevolent despotism—rule by the enlightened according to scientific principles. It would be pleasant to report that the experiment has been a success. It hasn't been. It has turned out just about like any other organization where decisions are made by bureaucratic entrepreneurs. Socialism by any other name is still socialism and still doesn't work.

Yet this is big business. Under the Forest Service's control are marketable assets estimated to be worth over \$50 billion, and its revenues from timber sales last year were some \$1.4 billion. Profits? According to Oak Grove, Ore.'s well-known forest economist Randal O'Toole, money-losing timber sales cost U.S. taxpayers nearly \$400 million last year alone.

What's wrong? Why can't the taxpayer at least break even on a resource of this quality? The problem is that, outside of the Pacific Northwest and the Deep South, most of the national forests are poorly suited for timber harvesting. Forest Service timber sales in Alaska, the Rocky Mountains, the Appalachian and Ozark Mountains, the Midwest and New England often amount to far less than the cost of simply arranging the sales. Essentially, forests that are warm, wet and low subsidize those in the Rockies that are cold, dry and high.

So why log the inefficient forests? The answer makes sense only in a bureaucracy: The inefficient logging continues because the local supervisors need the money. The Forest Service's budget, \$3.6 billion last year, gets most of its money from selling timber on land it manages (over \$1.4 billion; the taxpayer kicks in \$1.7 billion). The numbers would be far different if business-like accounting methods were used, but they are not.

Timber sales are clearly the chief source of revenues, but the way the forests are managed, there is no true cost accounting. Under a series of laws passed between 1916 and 1976, forest managers are allowed to spend a share of timber receipts on forest management; the more timber they cut, the more money they get to keep.

The most important of these laws is the Knutson-Vandenberg Act, passed in 1930 to provide funding for reforestation. In 1976 Congress expanded the law to let managers use timber receipts on wildlife, recreation,

watershed and other forest improvements.

The incentive, clearly, is to cut. A key flaw in the Knutson-Vandenberg Act is that it allows the USFS to keep a nearly unlimited percentage of gross revenues from timber sales, and does not require forest managers to return the full economic costs of timber sales to the Treasury. When the act was passed, the cost to taxpayers of arranging these sales averaged 50 cents per thousand board feet. At that time the Forest Service wrote rules requiring managers to return at least that amount to the U.S. Treasury.

Since then, inflation has driven the cost of timber sales up to \$50 per thousand board feet. But Forest Service managers are still required to return only 50 cents per thousand to the Treasury. It's almost as if General Motors' Chevrolet division were allowed to buy cars from General Motors at 1930s prices, sell them at 1991 prices, and keep the difference.

Here's an example. In 1990 the Caribou National Forest in southeastern Idaho spent over \$300,000 arranging timber sales and over \$100,000 building roads to the timber sites—all of the money came out of taxpayers' pockets. The Caribou forest's managers collected \$814,000 from timber purchasers. But of this amount, only \$757 made it back to the U.S. Treasury; the rest was kept within the Forest Service's budget.

To open its often remote forests to logging, the Forest Service has become the world's largest socialized road-building company. Of the 47,000 full-time workers on the Forest Service payroll, fewer than half are foresters. The second-largest professional group consists of engineers who oversee almost 342,000 miles of logging roads that the Service has pushed into some of the world's most beautiful wilderness areas. The U.S. Interstate High System, by contrast, is some 50,000 miles. By the year 2040 the Forest Service plans to build another 262,000 miles of new roads, and rebuild 319,000 miles of existing roads—at an estimated cost of \$15 billion in today's dollars. The total mileage would go to the moon and back and then circle the earth four times.

Remember: The cost of this road construction is not factored into the cost of the timber the Forest Service auctions off. In other words, the Forest Service subsidizes logging operations by providing logging companies free access, with increasingly expensive roads built on more remote and steep mountain slopes, to reach increasingly poor-quality timber. Nor are the indirect costs of ravaging the environment included.

(Continued on Page 14)

(Spare that tree. . .Continued from Page 13)

I have worked in the woods as both a logger and professor of forestry, and I've cut timber on road right-of-ways. It is necessary to strip a road of its trees and then remove vast quantities of earth in order to make the cuts, fills and switchbacks, and to install drainage pipes and culverts. Disturbing soil, sand and rock destroys the network of vegetation that holds the soil in place, making the area prone to erosion. Massive erosion and siltation from USFS roads adversely affect trout and salmon fisheries, farmers' and ranchers' irrigation systems and the general quality of water. Efforts to reduce erosion are often expensive.

Private firms build roads to lower standards—especially if they have to pay the full cost. To log publicly owned forests, the USFS classifies land as “commercial forest” if it produces 20 or more cubic feet of wood fiber per acre per year. The standard for private firms is typically three to five times that. As a consequence of the incentives this low standard provides, the Forest Service consistently underinvests in its most productive sites, and overinvests in moneylosing, environmentally fragile areas.

In the northern Rockies some of America's finest trout and salmon rivers have been severely damaged by more than 10 feet of siltation from Forest Service road building and logging in the mid-1960s. As the timber at lower elevations and in easily accessible valleys is harvested, the Forest Service builds its roads farther into the backcountry and on higher and steeper slopes. Generally, the steeper the slope, the greater the danger of landslides, slumps, sloughs and earth flows from logging and road-building activities—all in the name of increasing revenues from timber sales.

This increased road access effectively displaces many wildlife species. Although the Forest Service claims to close roads except when they're used for management or logging, they usually do so by placing a green steel gate across the road. Often this is a symbolic action, offering a challenge to four-wheel drive enthusiasts and providing no significant impediment to motorcycles, snowmobiles and all-terrain vehicles.

The roads and logging activities have also displaced trails. For example, in the 1940s the U.S. National Forest had 144,000 miles of trails. Today there are only 114,000 miles. This has occurred despite the fact that the number of backpackers and other recreationists using the forests has increased from some 6 million per year to more than 200 million. Backpackers, however, contribute little to Forest Service budgets.

Little wonder it costs the Forest Service much more to harvest timber than it costs private forestry owners.

For an idea of the high cost and destructive potential of the Forest Service system, consider the decision a few years ago by California's Sequoia National Forest managers to clear-cut in its giant sequoia groves, where many trees are over 20 feet in diameter, over 200 feet tall and over 2,000 years old. To provide funds for prescribed burning, Forest Service officials decided to sell

all of the timber in the heart of their sequoia groves except for the sequoia trees that were over 8 feet in diameter. Other species of trees that mingled with the sequoia—ponderosa pine, sugar pine, incense-cedar and white fir, many of them giants in their own right—were all cut down and removed.

The USFS called this practice “sequoia grove enhancement.” But according to forest ecologists, a more accurate term would be “sequoia grove destruction.” A lawsuit filed by local environmentalists stopped the destruction, but not before the agency had logged several groves.

In essence, then, taxpayers are subsidizing environmentally destructive behavior that no private timber company or landowner could afford.

It is important to note that the bureaucrats who act in this manner are neither evil nor stupid. They are simply responding to the incentives put in place for them. The political logic of below-cost timber sales is straightforward. National forests are situated in 43 states and in many congressional districts. In these districts, logging and road building directly provide jobs and income to the local communities.

To enhance its budget and its goodwill with congressmen, the Forest Service provides a timber-cutting program in virtually every national forest, regardless of efficiency considerations. Many senators and representatives find it in their interest to vote for expanding Forest Service road building, logging and timber management. Score of communities have become dependent upon the Forest Service's subsidized logging.

The Gallatin National Forest is near Bozeman, Mont. There, recreation provides more than 16 jobs for every one job produced by the timber industry, which employs only 2% of the local work force. Yet there are plans for a massive road-building project in the Gallatin Forest to maintain 71 timber-related jobs. Little attention is given to the impact upon 1,170 workers in the recreation industry whose jobs are partially dependent upon a relatively pristine environment.

One the other hand, most recreational activities produce no budgetary reward for managers because Congress permits fee collection only for developed campgrounds.

What is to be done to stop the Forest Service's destruction of the forests? Many of America's environmentalists support a coercive, command-and-control approach to environmental management. But this is merely applying stronger doses of a medicine that clearly does not work.

There is a better way. We should auction commercially viable forests to private parties that will manage them better and will not build roads and other facilities that cannot justify their cost. The best managers of commercial timberlands are private investors with long time horizons, such as pension funds and insurance companies. Successful bidders would have to accept constraints on herbicide and pesticide use, restric-

(Continued on Page 15)

(Spare that tree. . .Continued from Page 14)

tions on the cutting of old growth timber, recreational easements and protective buffers along watercourses.

Environmentalists often decry private timber companies as environmental plunderers. Yet as the Forest Service shows, it is the logic of bureaucracy that leads to waste and plunder. Unlike the U.S. Forest Service, private firms cannot force taxpayers to subsidize their operations. Those that lose money on timber sales will go bankrupt. The U.S. Forest Service, like any state-owned company, cannot go bankrupt.

Private companies manage their land for marketable products. If a private company owns marginal timberland that is de facto wilderness, it is normally in its interest to leave it alone, or transfer it to a conservation group such as the Nature Conservancy and take a tax deduction. Alternatively, the company may manage it for recreation; this may not be as profitable as logging, but it is more profitable than logging at a loss.

A good example of how private management can benefit wildlife and timber management involves part of the Champion International forestlands of western Washington. In the late 1970s, Champion and the Washington Department of Wildlife began a cooperative management program to increase the quality of their forestlands for deer. Champion limited the size of its new clear-cuts and distributed them across the forest to maintain deer habitat potential.

Initially, the forest management activities did not produce the desired effect. There was an explosion of the deer population, resulting in widespread damage to conifer seedlings. And because of high deer densities, the reproductive rates of does declined and survival of fawns was low.

The public blamed Champion's clear-cutting for the decline. In response to this criticism, the Washington Department of Wildlife agreed to alter the management of the deer herd on Champion lands by designing special hunting seasons to reduce the deer population. This in turn lessened the deer damage to seedlings and allowed increased fawn survival.

In 1987, Champion began a fee-access program. Hunters were charged a modest fee for the right to hunt on Champion lands. Not only was the response of hunters greater than expected, but nearly one-third of the access permits in the first two years were purchased by mushroom and berry pickers, hikers, mountain bikers, fishermen and others.

In 1988, the Champion tree farm had the highest hunter success rate of any forestlands in the state. And for Champion, the deer were converted from an impediment to forest management to an economic resource.

Environmentalists recognize the present system is unsatisfactory. Now they should make a leap of the imagination and see that management by the state is the real problem.

Champion Intermountain Federal Credit Union Annual Membership Meeting

THE ANNUAL MEETING:

Will be a dinner meeting at the **Sizzler Restaurant on February 15, 1992**. The price will be \$4.00 per member. (The balance is paid by the Credit Union.)

HURRY FOR TICKETS:

TICKETS ARE LIMITED TO THE FIRST 100 MEMBERS. They go on sale **January 15th**. Tickets cannot be reserved, but the cost of the tickets can be deducted from your account by telephone request. The tickets will be mailed to you.

TIME:

Sign in will begin at 5:30 p.m. and dinner will start at 6:00 p.m. The business meeting will begin at 7:15 p.m. Members are welcome and urged to attend the business meeting if they do not wish to attend the dinner.

ATTENDANCE PRIZES:

Members attending the dinner will be eligible for cash and other prizes.



Champion Intermountain Federal Credit Union Board of Directors

Front row (l to r): George Hummel (Vice President), Jeff Webber (Chief Executive Officer).

Back row (l to r): Tom Hilmo, Kim Kadlec (Principal Financial Officer), Pam Dunn and Larry Schneider (Secretary), Mona Goldbar (not pictured).

EMPLOYEE PROFILE

MY NAME IS:

Ken McMillan

NUMBER OF YEARS WITH CHAMPION:

25 Years

MARITAL STATUS:

Married to Maxine for 39 years.

CHILDREN:

Two, Tracy and Mark

GRANDCHILDREN:

Misty (age 5-1/2), Jacob (age 2-1/2), Rachel (age 1 month)

I FIND MY WORK REWARDING BECAUSE:

It is challenging

FAVORITE TIME OF THE DAY:

The morning

LEAST FAVORITE HOUSEHOLD CHORE:

Gardening

IF I WON THE LOTTERY I WOULD:

Invest it

FAVORITE GET-AWAY PLACE:

Sula, Montana

I LIKE TO READ:

History

MY GOALS ARE:

Trying to make our operation profitable

FAVORITE SPORT:

Fishing

FAVORITE HOLIDAY:

Christmas

AN IDEAL VACATION WOULD BE:

A fishing trip

IF THERE WERE MORE THAN 24 HOURS IN A DAY, I WOULD SPEND THE EXTRA TIME:

Sleeping

OUTSIDE ACTIVITIES:

Church, Boy Scouts, Masonic Lodge, Order of Eastern Star, fishing, hunting



Ken McMillan

FAVORITE ANIMAL:

Bear

SOMETHING I WOULD LIKE TO LEARN MORE ABOUT IN THE FUTURE:

Computers

FAVORITE SONG:

Moon River

FAVORITE FOOD:

Chicken

ONE WORD THAT BEST DESCRIBES ME:

Happy

HOBBIES:

Watch fob collecting, fishing, and collecting old bottles

WHAT MAKES ME HAPPY:

Grandchildren

WHAT I FIND CHALLENGING:

My work

EMPLOYEE PROFILE

MY NAME IS:

Tom Blake

BORN:

January 20, 1953 in Missoula, MT

JOB TITLE:

Facilitator

**NUMBER OF YEARS
WITH CHAMPION:**

16 years

MARITAL STATUS:

Married to Tracy for 7-1/2 years

CHILDREN:

Chelsea (age 2)

LAST GOAL ACCOMPLISHED:

Completed building a doghouse for "Rusty"

HOBBIES:

Woodworking, hunting, and fishing

MY WORST HABIT:

Procrastinating

I'M COMPULSIVE ABOUT:

Drinking Coca-Cola

MY FRIENDS LIKE ME BECAUSE:

I'm easy to get along with and
I have a good sense of humor

**FAVORITE PLACE OUTSIDE OF
MONTANA:**

Granada, Spain

**ONE PERSON THAT GIVES ME GOOD
ADVISE AND WHOM I LEARN A LOT
FROM IS:**

My wife Tracy

**IF I COULD BE ANYONE IN
THE WORLD FOR ONE DAY,
I WOULD BE:**

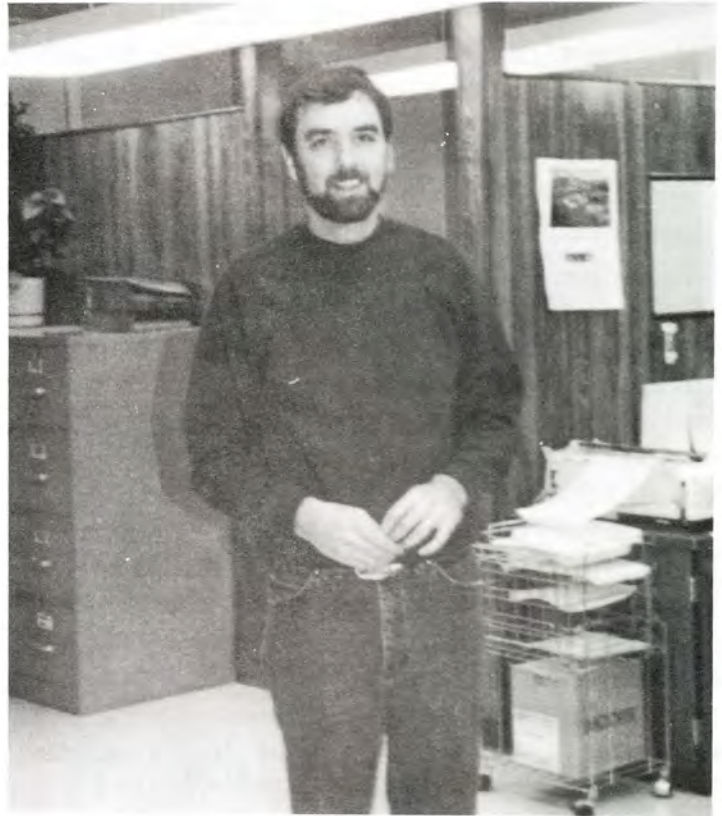
Donald Trump

**WORKING WITH PEOPLE
HAS MADE ME:**

Realize how important each and every
one of us really is

**THE WORD THAT BEST
DESCRIBES ME:**

Ambitious



Tom Blake

BEST ASSET:

Ability to think and reason

**I HAVE RECEIVED GREAT
GRATIFICATION FROM:**

Seeing a project being
completed successfully

BEST ADVISE I EVER GAVE:

Don't get involved in other
people's personal affairs

MY FAVORITE RESTAURANT IS:

The Mustard Seed

MY BEST HABIT IS:

Making sure all of the laundry and household
chores are completed before Sunday evening

ONE THING I CAN'T STAND:

Foot dragging when results are needed

MY VERY FAVORITE JOB WAS:

Building my family home

TIMBERLAND NEWS

What Is Happening On Bonner Mountain?

Champion foresters and contractors have been busy this fall and winter on Bonner Mountain constructing roads and conducting timber harvesting operations in selected stands. If you look east at Bonner Mountain from the mill yard, you will be able to see some of the newly constructed roads which will be used in the near future to allow cable logging of some of the steeper ground above the mill. On these visual slopes, our plans are to use silvicultural systems such as the shelterwood and selection systems which leave a variety of various size class trees to maintain a pleasing visual appearance.

Some of the gentler ground on Bonner Mountain has been tractor logged this winter by Champion's contractor **Buck Morris** who has done an outstanding job of protecting the leave trees in this harvest block. Over the next few years, you will be able to watch our contractors at work, similar to our stand management activities on the Hellgate Face.

In past years, we have received many questions from local residents and our own employees as to why we allowed so many trees to die on Bonner Mountain without salvage logging these stands. The answer was simply that we did not have the necessary road access and the very high cost helicopter option was too expensive to use on the size and quality of

timber found on Bonner Mountain.

In addition, when you helicopter log an area, the experience of Champion foresters is that all subsequent management activities may be precluded or made considerably more expensive. These forest management activities are the reduction of the fire hazard after the logging operation, preparing the site for natural regeneration or planting, the tree planting activity itself, removing excess trees in thinning operations or providing the on the ground access to deal with fires, insects and disease attack. Helicopter logging is now used by Champion on our own lands only in special situations where costs are not prohibited, such as high value ponderosa pine stands and where the forest management activities described above are not adversely effected or prohibited.

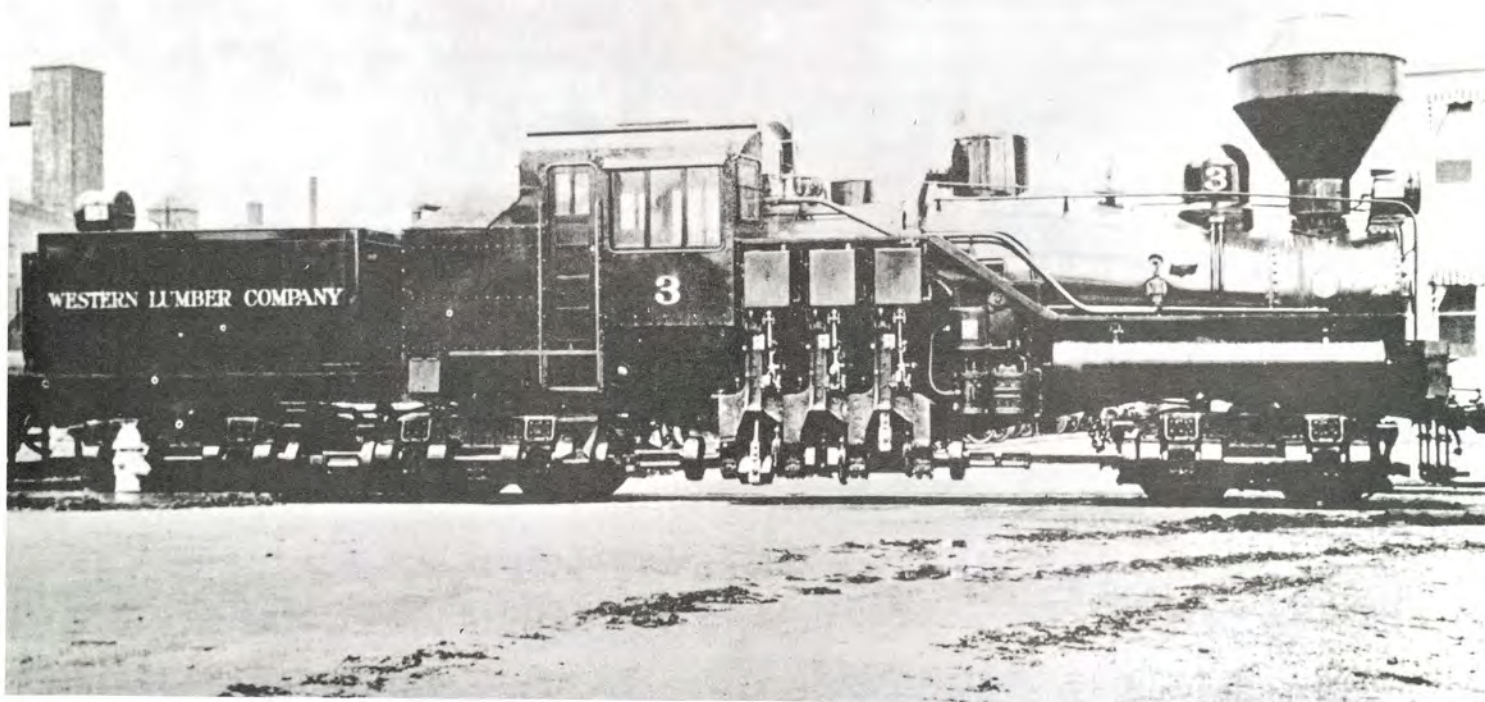
If you have more specific questions about our logging activities on Bonner Mountain or on other Champion lands around the Bonner area, please feel free to call the **Missoula Timberlands** office at **258-2614**. If a forester is not available, leave your name and number and we will get back to you as soon as possible.

Andy Lukes

District Operations Manager
Clark Fork District



THE EARLY DAYS AT BONNER



SHAY ENGINE No. 7

By Glenn Smith

Pictured above is the old Shay that sat in the park just east of the Lumber Department parking lot. This old log hauler originally belonged to the **Western Lumber Company** in Milltown. The B.F.P.A. Building was the office for the Western Lumber Company. If you are ever inside of this building, stop and look at the safe. Painted on the door of this safe is the name of the Western Lumber Company, similar to the one shown on the side of this Shay.

This engine was built by the **Willamette Iron and Steel Works** of Portland, Oregon in June of 1923, and was officially called No. 7. The old **Anaconda Company** acquired this engine in 1929 and operated it until the late 1940's. At this time, it was retired and sat idle for about 6 years, becoming a fond memory to all who remembered it. In the summer of 1954, this old engine was restored and it and the Bonner townsite basked in the glitter of

Hollywood, when **Republic Pictures** arrived to film their new movie "TIMBERJACK". This was a **Herbert J. Yates** production, starring movie greats: **Sterling Hayden**, **Vera Ralston**, **Chill Wills**, **Adolf Menjou**, **Hogy Carmichael**, and **Howard Petrie**. Some of the characters portrayed were **Swiftwater Tilton**, **Jingles**, and **Axe Handle Ole**.

After the completion of this movie, old No. 7 was retired and moved to the park east of the Lumber Department parking lot where it stood as a reminder of past logging days. When the sawmill was remodeled, old No. 7 was loaded onto a special semi-truck and all 100 tons of engine and fuel tender was hauled to **Fort Missoula**, requiring two trips and special moving permits.

The old Shay is now recoupled to some **Russell Logging Cars**, and shows a fine example of early day logging equipment.

WINTER SAFETY TIPS

DRIVE DEFENSIVELY:

Reduce your speed and adjust to changing road conditions. Give yourself more time to slow down, brake and turn safely.

ALWAYS WEAR YOUR SEAT BELT:

Less than 1% of auto accidents involve fire or submersion. A belt keeps you conscious and in control, allowing you to escape.

You are 25 times more likely to be killed if you are beltless and thrown from the car.

DO NOT DRINK AND DRIVE:

A can of beer has the same alcohol content - and the same effect - as a glass of wine or a mixed drink.

Drinking coffee or exercise **WILL NOT SOBER ANYONE**. Only time will do that.

1 drink in 1/2 hr. = impaired judgement

3 drinks in 1-1/2 hr. = impaired coordination.

5 drinks in 2-1/2 hrs. = impaired vision.

So, be alert for the person who drinks and drives. Watch for erratic driving-weaving, driving too fast or too slow, etc.

Keep well away from any suspicious driver so that you stay out of danger.

Report the vehicle to the police. Provide the license number and/or a description of the vehicle.

BE PREPARED FOR AN EMERGENCY:

Carry emergency supplies in the car/trunk. These include:

shovel	matches
booster cables	flares
flashlight	blanket
tow chain	scraper
first aid kit	sand

If you have to make an emergency stop:

Turn on the flashers and light flares.

Signal for help. Raise the hood and tie a colored cloth to the antenna.

Stay with your vehicle — don't wander around.

WEE

CHAMPIONS



THERESA ROSEMARIE FAUSETT

Parents: **Albertine & Doug Fausett**

Date of Birth: October 29, 1991 at 8:58 a.m.

Weight: 8 lbs, 6-1/2 ozs.

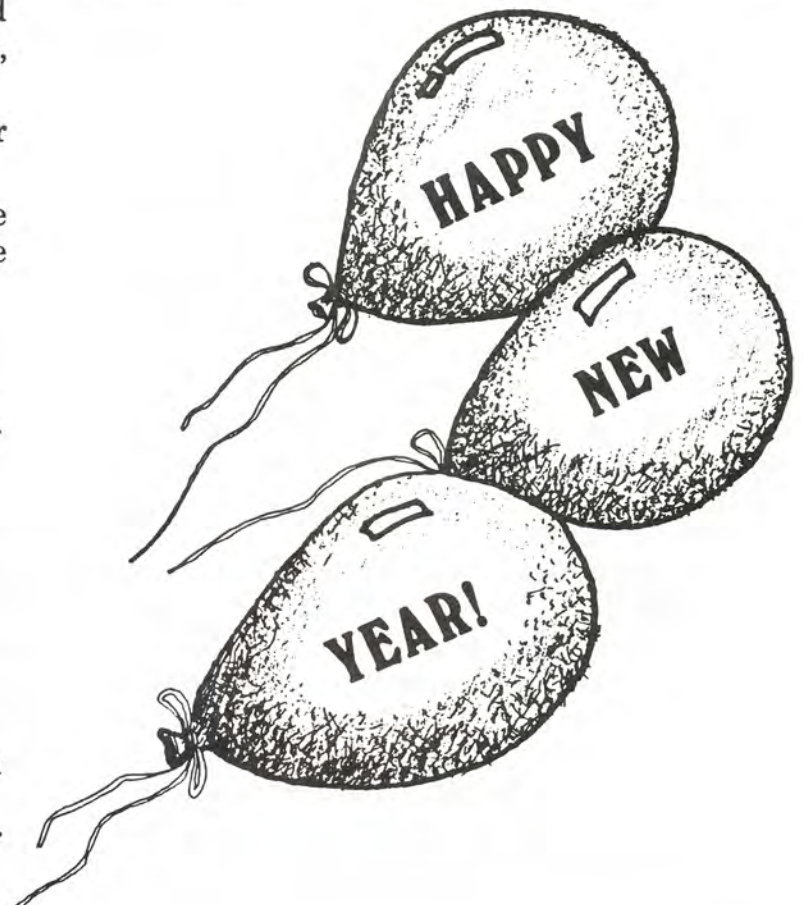
Length: 20 inches

Employee's Job Title: Doug works at Bucking

No. 1 — Log Processor

Spouse's Job: Housewife

Other: Theresa has five brothers and three sisters to love and care for her





“HOT SHOTS”

JANUARY HEALTH BULLETIN

By Champion Nursing Department

“I’ve got a cold.”

“I’ve got a touch of the flu.”

“I must have a virus.”

“Got to be some bug to cause this.”

We’re sure most of you have used or heard those statements these past few weeks. No matter how it is said, being sick is not one of life’s greater joys. It is, however, a fact of life. But what do you do once you get sick? And how can you tell what you do have? And how can you prevent yourself from getting sick? We hope to answer these questions in this bulletin.

First, the word “*virus*” probably applies to anyone who has had a runny nose, congested sinuses, low grade fever, generally feeling achy, tired, and has a poor appetite. There are over 200 different viruses that affect man and each one can make everyone react differently.

The RHINOVIRUS is the one that affects most of us — this is the “*Common Cold*.” The symptoms are the ones described above and might include some chest congestion and cough. The term “*flu*” is just another way to say viral caused respiratory or intestinal infection.

OK, so you have a cold, flu, or virus — all the same really. So now what? First, this old adage applies, “*A cold treated takes 7 days to leave the body. Untreated it takes a week.*” NOTHING can cure you. The body will heal itself as long as you get plenty of rest, fluids, and good nutrition. What CAN help you feel a little better are the over-the-counter cold remedies. These allay some of the SYMPTOMS — they are not a cure and will not make the cold go away faster.

DECONGESTANTS relieve that runny nose, clogged sinuses, and watery eyes. Side effects of these medications can vary but the

most common are drowsiness, dry mouth, and dizziness.

EXPECTORANTS are used for that dry cough. This medication will loosen up mucous in the lungs making it easier to rid yourself of the secretions that cause the cough. It should also make it easier to breathe.

COUGH SUPPRESSANTS are exactly what it says — they stifle that nagging hack that keeps most of us awake at night. Most cough medicines now combine both expectorant and suppressant, a neat trick and very helpful for the sufferer.

ANALGESIC means pain relief. It’s either Tylenol (acetaminophen) or Aspirin. So if you are allergic to aspirin, be sure to check the label carefully — also if you have ulcers or a bleeding disorder, it is advisable to avoid aspirin containing medications. The aspirin or tylenol also reduces the fever.

The best one to buy? One that treats the symptoms you have with the least side effects. The best remedy is as mentioned — rest, fluids, and proper nutrition (foods and fluids high in Vitamin C and protein are recommended and believe it or not, chicken soup is high in both! So MOM might have been right!)

Prevention? Colds are *extremely* contagious. It can be transmitted through a sneeze, cough, and even by hands. So cover your nose and mouth when sneezing, use disposable tissues, wash your hands frequently, and STAY AWAY from people when ill. How contagious the flu is can be seen in the rate a family living together all come down with it within two weeks of initial onset of symptoms in one member.

So when working and ill, or working with someone who is ill, speak mouth to ear to avoid catching the bug.

(Continued on Page 22)

(Hot Shots. . .Continued from Page 21)

Finally, some words of caution:

1. Infections are caused by bacteria. **VIRAL INFECTIONS** are caused by one of the 200 viruses. Bacteria caused infections need antibiotics **BUT VIRAL CAUSED INFECTIONS ARE DIFFERENT AND NEED TO BE DIAGNOSED BY A DOCTOR.** Taking that old prescription of antibiotics in your medicine cabinet will do **NOTHING** to help rid yourself of the symptoms since it is not a bacteria that caused the problem, but a virus — which are not in the least bit affected by penicillin, erythromycin, etc., etc. The only thing antibiotics will accomplish when taken if ill with a virus is make you resistant to the drug when you'll need it to fight off a real infection. So don't waste your time on those medications.

2. **ALWAYS** read instructions when taking over the counter medications. Also be sure to follow them in regards to dose especially — side effects are seen most commonly in people who overdose the drug hoping to alleviate the

misery they are feeling.

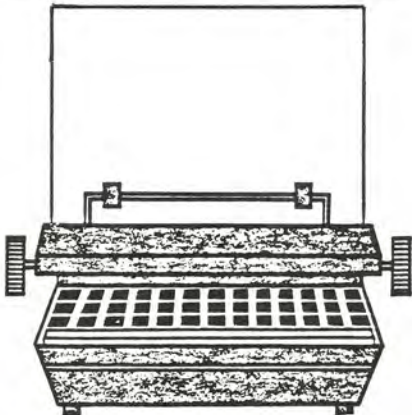
3. If you have asthma, high blood pressure, thyroid problems, or are on other prescribed medications, call your doctor before taking any other medications. The side effects of combining cold remedies and medications can be fatal.

4. The very young and elderly need to be evaluated by a doctor before giving cold remedies. The doses may be way too high for them and again, the side effects are dangerous.

5. If your symptoms (especially a cough), do not get better after one week of onset, seek professional medical assistance.

6. Vitamin C is not a cure for the cold. There is some medical evidence that it **MIGHT** make the symptoms less severe, but if taken in extremely large quantities the body loses quite a bit of B vitamins, so take moderate doses (500-1000mg/day).

Stop by with any questions or concerns, and we hope you weather this season's bugs!



CORRESPONDENTS

We are currently looking for several staff correspondents for the *Tamarack*. We are looking for people who can interview employees, gather information, take photos, and/or write articles for the *Tamarack* on a monthly or bi-monthly schedule.

If you are interested in working with a team of correspondents to produce an interesting, informative monthly newsletter, please call a member of the *Tamarack Editorial Committee*.

TAMARACK EDITORIAL COMMITTEE

Ed Roberts	Ext. 2108	Larry Schneider	Ext. 2337
Sue Hogan	2214	Mel Lockridge	2231
Karen Carter	2206	Jim Bentley	2611
Alan Wagner	2259	Tom Hilmo	2285
Deb Moravec	2212	Glenn Smith	2259



Champion International Corporation

December 9, 1991

To All Champion Employees:

Recently, the company decided to move ahead with the construction of No. 35 machine at our Courtland mill. It had been delayed back in March as part of the company's overall effort to conserve cash during this prolonged recession. I want to be sure everyone understands why we're proceeding with this project at a time when business continues to be poor and when so much other capital spending has been postponed.

The answer is that the four existing paper machines and pulp dryer at Courtland don't have sufficient capacity to utilize the full production of our new fiberline. That's what No. 35 is designed to do. Once it's in place, it will enable us to generate about 25 percent more revenue at Courtland, both by converting lower-value market pulp into higher value uncoated free-sheet paper and by adding substantial new paper production to the system. The return on the company's investment will be maximized as soon as the machine is up and running at plan levels.

Originally, the new paper machine was to have started up soon after the pulp mill expansion was completed. The machine itself has already been manufactured by Beloit and awaits installation. The sooner we start it up, the better.

The project is now moving forward under the overall direction of executive vice president Dick Olson. Tom Vogt is project manager, and Carl Wright is leading the cross-functional team effort at the mill.

No. 35 is one of three major capital projects currently receiving priority in terms of capital dollars. The other two are: the Canton modernization, and the Sheldon deinking project. All are slated for completion by year-end 1993.

Sincerely,

HAPPY

NEW YEAR

WHAT'S SO SPECIAL ABOUT

JANUARY?

January Observances:

Human Resources Month
March of Dimes Birth Defects Prevention Month
National Fiber Focus Month
National Hobby Month
National Oatmeal Month
National Soup Month

JANUARY is named for the Roman god of gates, Janus, who wore two faces—one peering to the past, the other to the future.

- **National Volunteer Blood Donor Month: January, 1992.** How many times do you get the chance to save someone's life? Next time you hear the call for blood donors, be a lifesaver by giving a pint of blood. In giving, you also learn your blood type and whether—based on the presence or absence of the Rh factor—you are positive or negative. Out of 100 people:

36 will be O positive	8 will be B positive
6 will be O negative	2 will be B negative
38 will be A positive	3-4 will be AB positive
6 will be A negative	0-1 will be AB negative

- **New Year's Dishonor List: January 1, 1992.** On this first day of the first month of the year, the Unicorn Hunters of Lake Superior, Michigan, ask you to pledge to banish hackneyed expressions from the Queen's English, to wit: *Conspicuous by his absence / Explore every avenue / Powers that be.*
- **Martin Luther King, Jr.'s Birthday Observance: January 20, 1992.** American civil rights leader, minister, and Nobel Peace Prize recipient, Martin Luther King, Jr., was born in Atlanta, GA, on January 15, 1929. He preached nonviolence as the way to achieve social, political, and economic equality for African Americans. He was killed by an assassin's bullet in 1968. The third Monday in January is dedicated to his memory.

**MARCH
OF DIMES
MONTH**

This newsletter is the monthly publication of ALL Champion/Bonner Operations employees and their families. Your suggestions and articles are welcomed and encouraged.

The Tamarack Editorial Committee



Champion

Champion International Corporation
P.O. BOX 1007
BONNER, MONTANA 59823-1007

"An Equal Opportunity Employer M/F/H/V"

BULK RATE
U.S. POSTAGE
PAID
MISSOULA, MT
PERMIT NO. 74

GLENN M SMITH
RT 1 BOX 149
CLINTON, MT 59825