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Engineered Wood Journal is produced for and distributed free of charge to North American engineered wood product manufacturers; their equipment, product and service suppliers; and other industry stakeholders.

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About the Cover:
Plywood sheathing and wood I-joists comprised of OSB webs and LVL flanges are shown in abundance at a major Tacoma, Wash. public housing project. North American production of structural wood panels and engineered wood products rose last year. See story, page xx.

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Planning, Adapting, Innovating

It is both entertaining and instructive to hear old-timers tell stories about that heyday of the softwood plywood industry from, say, the mid-1950s into the 70s. Housing construction was on a tremendous growth path. Softwood plywood came to rule the sheathing market. Resource supplies were ample. Government over-regulation had not yet become the bane it is today. And lots of companies, both manufacturers and suppliers, were making lots of money.

Fast forwarding to today yields a substantially different picture for the structural wood panel and engineered wood products industry. There surely were problems and difficulties back in that “golden age” generation following World War II. But the business environment today—even discounting the present deep economic downturn—seems vastly more challenging and complex, with higher order strategic imperatives now to plan, adapt and innovate.

Planning, adapting and innovating are in various forms the subjects of separate articles in this issue of the Journal. Jonathan Bernstein, a business crisis management expert, writes about the ever-present risk to business operations and reputations of crises of one sort or another. “The basic steps of effective crisis communications are not difficult,” he notes, “but they require advance work in order to minimize damage.” He offers 10 easy but essential steps that should be part of crisis communications planning. With everything else crying out for attention, it is tempting to let crisis communications planning languish at the bottom of the to-do list. But as Bernstein argues, a little planning can go a long way in avoiding the worst when things go wrong. That article can be found on page xx.

The results of an EWTAs member business outlook survey, meanwhile (page xx), suggest that when times get tough, the tough adapt. As might be expected, a lot of that adaptation, according to the survey feedback, has revolved around tightening company belts. But the survey comments also underscore that many EWTAs members have dug deep to find creative ways to weather the protracted recession, including cultivating new markets, applying new technology, developing new products, and enhancing customer service. That bodes well both for them and their customers.

Finally, Scott Leavengood of Oregon State University and Timothy Anderson of Portland State University examine how what they call “balanced” companies seek to combine both quality and innovation, as opposed to viewing the two as mutually exclusive. “In many businesses today,” they write, “focus on quality as a competitive tool is being replaced by a focus on innovation. This is not to say that quality is now irrelevant but rather that is seen by many as ‘necessary but insufficient’ in today’s business environment.” Their article, on page xx, provides an insightful analysis of strategic motivations and business perspectives related to quality vs. innovation.

It may well be that in another generation or two future industry old-timers will look back on today with fond memories of how simple business survival and success was. But that seems difficult to imagine.

Our Thanks to Naylor

Since its inception some 12 years ago, this magazine has been published for APA/EWTAs by Naylor LLC, the Gainesville, Fla.-based company that provides print and online media services to approximately 500 associations in 85 industries.

The EWTAs Advisory Committee late last year approved a plan to produce the Journal in-house through independent contracts for advertising sales, design, printing and distribution services. That plan will take effect with this year’s fall issue.

Since this is the last issue Naylor will produce for us, we’d like to acknowledge and thank the Naylor staff for the excellent job it has done in supporting and producing the Engineered Wood Journal over the past several years, and for the gracious assistance Naylor is now providing during the transition to our in-house publishing program.

Jack Merry
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Panel and Engineered Wood Production Rose in 2010

U.S. and Canadian structural wood panel production totaled 26.2 billion square feet in 2010, up 1.9 billion feet, or 7.7 percent from 2009, according to yearend data released by APA.

Plywood production rose by approximately 700 million square feet while oriented strand board output increased 1.2 billion feet.

Among other engineered wood products, glulam timber, wood I-joists and laminated veneer lumber production rose 3.3, 23.9 and 25.7 percent, respectively, from 2009.

The improved production figures parallel a modest improvement in 2010 housing starts, which rose 6.1 percent to 587,600 units.

APA said early this year that it expects 2011 housing starts to rise to 675,000. That is lower than earlier estimates based on the expectation of continued high levels of unsold homes, high levels of mortgage delinquencies and foreclosures, declining house prices through at least the first half of the year, and little improvement in the unemployment rate.

Court Denies EPA Motion to Extend Adoption of Boiler MACT Rules

A U.S. District Court in January denied a request by the U.S. Environmental Protection Agency (EPA) to delay implementation of the Boiler MACT (Maximum Achievable Control Technology) rules by more than a year so that the agency could review and refine the rules’ requirements.

EPA had sought an extension that would have given the agency until April 2012 to adopt any such rules, and would have allowed another public comment period. The court, however, gave the agency only until Feb. 21 to adopt the rules.

The controversial industrial boiler air pollution rules have received widespread opposition and criticism from industry and from a growing number of members of congress whose states will be adversely affected. More than 115 House members and 40 senators signed letters urging EPA to make the final rules less onerous.

Gina McCarthy, EPA’s top air official, said at the time of the extension request last year that EPA believed the draft rules “were simply too tight…to be achievable.”

BCAP Final Rule Applauded by Industry

The Composite Panel Association (CPA), American Forest & Paper Association (AF&PA) and others in the industry applauded the Biomass Crop Assistance Program (BCAP) final rule adopted late last year by the U.S. Department of Agriculture.

The final rule, they say, properly addresses industry concerns that the initial proposal for matching payments would distort the market for woody biomass, diverting fiber supplies away from the forest products industry and thereby unintentionally jeopardizing the significant number of jobs and renewable energy produced by the industry.

“BCAP has morphed from a job-killing welfare program to one that now makes economic and environmental sense,” said CPA President Tom Julia. “It is now targeted to the production of new sources of woody biomass, rather than raiding established, viable markets for the wood fiber upon which a wide range of American industries rely,” he said.

U. of Illinois Enters into CornBoard License Agreement

The University of Illinois at Urbana-Champaign and Corn Board Manufacturing Inc. (CBMI), Frisco, Texas announced recently they have entered into a license agreement under which CBMI will utilize a corn-based structural composite technology developed and patented by University of Illinois inventors for the manufacture of a product labeled CornBoard™.

The product is a version of wood composite board that combines corn husks and stalks (commonly called corn stover) with a polymer matrix. The mixture is then laminated under heat and pressure. CBMI said it can produce CornBoard in varying densities for a variety of applications, including roof decking, flooring and wall sheathing, as well as for lawn furniture, kitchen cabinets and door cores.

CBMI was founded in 2009 by CEO Lange Segerstrom.

FSC to Continue as Sole LEED-Credit Certifier

U.S. Green Building Council (USGBC) members voted recently to continue allowing only lumber from forests certified by the Forest Stewardship Council (FSC) to receive credit under USGBC’s LEED (Leadership in Energy and Environmental Design) program.

The proposal to broaden approval of other forest certification organizations received a 55 percent approval vote versus 42 percent opposed. However, a two-thirds majority approval vote was required for passage.

LSU AgCenter Hosting New Industry Website

A new international forest products industry website built and hosted by the Louisiana Forest Products Development Center in the LSU AgCenter is now up and running.

The site, a joint program of a United Nations economic commission and the International Union of Forest Research Organizations, contains more than 1,000 documents available for downloading. “It is the most comprehensive repository in the world for information on major issues that impact global forest sectors,” said Rich Vlosky, director of the LSU AgCenter forest products unit.

The site is located at www.lncefaolufro.lsu.edu.

Third PELICE Slated for Early 2012

The third Panel & Engineered Lumber International Conference & Expo (PELICE) will be held February 29-March 2, 2012 at the Omni Hotel at CNN Center in Atlanta, Ga., event co-sponsor Panel World magazine has announced. Georgia Research Institute is the other co-sponsor.

The 2012 PELICE will again be immediately preceded by the second Bioenergy Fuels & Products Symposium & Expo. The most recent PELICE, held in 2010, featured 65 speakers and moderators on a range of topics, including resins and adhesives, emerging issues, energy and emissions. The expo portion of the event featured 60 equipment and supplier companies.
Dateline APA

Seven Companies Earn APA Safety Awards

Sixteen mills representing seven APA member companies received APA Safety and Health program awards during the APA annual meeting last fall in Tucson.

The winning companies included Anthony Forest Products Co.; Georgia-Pacific Wood Products, LLC; LP; Norbord; Rosboro; Shelton Lam and Deck; and Stark Truss Company, Inc. Norbord and Stark Truss earned Safest Company Awards in their respective categories, while LP earned the coveted Innovation in Safety Award.

A complete list of safety program winners and additional information on mill safety and health can be found in an expanded section of the APA website at www.apawood.org. Winners of the 2010 safety competition will be announced in a few weeks.

Energy Code Strategy in Development

An APA Board task group is working with staff to develop a detailed multi-year energy code strategy in response to the potentially negative impacts of the 2012 International Energy Conservation Code (IECC). Several proposals that passed during the IECC’s Final Action Hearings last October tend to encourage the increased use of foam sheathing in place of structural wood panel wall sheathing, and therefore pose a threat to structural panel volume use and market share.

The hearings underscored the need for a long-term building codes strategy that in addition to encompassing research and testing, traditional code advocacy efforts, and marketplace activities, better positions the industry to influence the highest levels of energy conservation policymaking.

The program is being funded by special contributions from both APA and non-member plywood and OSB sheathing manufacturers.

Raised Wood Floor Program Moving Forward With Help of Grant

The joint APA/Southern Forest Products Association (SFPA) raised wood floor promotion program along the Gulf Coast continues to make progress, thanks in part to a grant last year from the Binational Softwood Lumber Council.

The $750,000 grant is being used to fund joint APA/SFPA activities promoting the benefits of raised wood floor foundations to builders, designers and developers. It was the third such grant awarded the program by the Council. APA is contributing $350,000 in staff time and contributions, including $150,000 in funding from the U.S. Forest Service Forest Products Laboratory, while SFPA is contributing $300,000 in staff time and program dollars.

The program seeks to capture five percent of the concrete slab market share in each of three targeted market areas—Houston, Texas; Northern Fla.; and the region from Lake Charles, La. through coastal Alabama.

Annual Meeting and Info Fair Set for New Orleans

APA’s 73rd annual meeting, together again with the Info Fair supplier exhibition, will be held October 22-24 at the Roosevelt Hotel in New Orleans, La.

The landmark facility, which recently underwent a $145 million restoration, combines elegant guest rooms, historic dining, ample meeting spaces and proximity to New Orleans’ famous French Quarter entertainment.

More information will be sent soon to all APA and EWTA members and posted on the APA website.

G-P’s Price Receives Bronson Lewis Award

Dr. Eddie Price, director of technical services for building products at Georgia-Pacific Wood Products LLC, was awarded the Bronson J. Lewis Award during the general session of APA’s annual meeting in Tucson.

Named after former APA Executive Vice President Bronson Lewis, the award recognizes individuals for their leadership and outstanding contribution to the engineered wood products industry.

A former adjunct professor at Auburn University and quarter-century employee of Georgia-Pacific, Price “is perhaps best known as the guy in the industry to whom both longtime and younger professionals can go for counsel and advice on complicated technical, standards and other issues,” said APA Chairman Jeff Wagner in presenting the award.

Price has served as chairman, president or executive board member of numerous industry groups, committees and organizations, including the Forest Products Society, the Society of Wood Science and Technology, the APA Technical Services Advisory Committee, the APA Quality Services Advisory Committee, the Product Standard PS 1 Standing Committee, and AF&PA/American Wood Council technical committees, among others.
Green Verification Reports Now Available from APA

APA recently began offering Green Verification Reports to members wishing to report eligibility of their products for points under the National Green Building Standards, ICC 700-2008 and LEED 2009 for New Construction.

The reports list the criteria and points for which the selected products qualify, based on completion of a checklist and verification by APA technical staff. The program, developed in cooperation with a task group of the APA Marketing Advisory Committee, provides member manufacturers a new tool for educating customers about how the products can be used to earn points under green building programs.

More information on the fee-for-service program can be found in the members-only section of the APA website.

New Diaphragm Test Equipment Installed in APA Research Center

Equipment for full-scale diaphragm testing was recently installed at the APA Research Center in Tacoma, Wash.

The new test frame, which is capable of testing 24 x 24-foot floor or roof diaphragms, is being used for both product qualification and research to expand the use of wood structural panels, I-joists, structural composite lumber, and glulam in floor or roof systems.

A plan also is being considered to modify the equipment for testing full-scale shear walls up to 24 feet in height, such as those used in multiple-story or raised floor applications.

The APA Research Center laboratory is accredited as a testing organization by the International Accreditation Service (IAS), Standards Council of Canada (SCC), City of Los Angeles, and Florida Department of Community Affairs.

Carbon Challenge Design Winners Recognized at Builder Show

Damon Roby of True Design Studios in Jacksonville, Fla. and five other winners in the Carbon Challenge 2010 Florida Design Competition were recognized at the International Builders Show in Orlando in January.

The design competition is conducted in conjunction with the Raised Floor Living program, a cooperative promotion effort of APA and the Southern Forest Products Association to increase the use of raised wood floors along the Gulf Coast. Design entries are judged based on life cycle assessment (LCA), cost effectiveness, adherence to Florida architectural standards and other criteria.

In addition to a cash prize, Roby’s design is being evaluated under a comprehensive LCA study comparing the design in full wood-frame construction vs. construction on concrete slab with concrete block walls. The results of the study will be presented in a series of APA seminars throughout Florida this spring.

More information on the design program can be found at www.apawood.org/CarbonChallenge.
Supplier and Innovator Award Winners Recognized

From left to right: Terry Kerwood, EWTA; Rich Donnell, Panel World; Danny Gonzalez, Adalis; Jeff Wagner, APA chairman; Mike Crondahl, Westmill Industries, Ltd.; John Harrison, Willamette Valley Company; and Rodger Van Voorhis, Ventek, Inc.

Four companies were presented 2010 Supplier of the Year Awards by APA Chairman Jeff Wagner during the association’s annual meeting Chairman’s Dinner last fall in Tucson. The awards, based on quality, service and delivery as voted on by APA members, were presented in three categories, as follows:

• Ventek, Inc., Eugene, Ore., in the equipment and tooling category.
• Willamette Valley Company, Eugene, Ore., in the materials and supplies category.
• Adalis, Vancouver, Wash., and Panel World magazine, Montgomery, Ala., co-winners in the consulting and services category.
• Westmill Industries, Ltd., Aldergrove, B.C. also was presented the first-ever Innovation Award, which recognizes a new technology or product that has been in use for at least six months and been shown to provide a substantial benefit to users’ bottom lines. Westmill earned the award for its LightSORT™ green veneer moisture measurement technology.

At-Large Members Added to Advisory Committee

Three at-large members were nominated and elected to the EWTA Advisory Committee during the committee’s meeting in Tucson last October. They are R. J. Glover, dry end superintendent, Roseburg Forest Products; Allen Weaver, North American business manager for plywood and LVL, Momentive Performance Materials Inc.; and Dan Uskoski, vice president of sales, Metriguard Inc.

The at-large positions were created by the committee last March and can be filled by representatives of companies in any of the existing committee membership categories—equipment/tooling, materials/supplies, services/consulting, or APA member companies.

With the new additions, the committee now has 21 members, including 14 from EWTA member companies, five from APA member companies, one APA staff member, and EWTA Managing Director Terry Kerwood.

Adhesives Subcommittee Reconfirms Mission Value

The EWTA Adhesives Subcommittee agreed at its last meeting that the subcommittee continues to provide value to its constituent companies but should focus more intently on actionable tasks in the areas of codes and regulations, outside communication and green building issues.

The mission review, initiated by subcommittee Chairman Paul Pfeifer, Ashland Performance Materials, included a member survey that sought input on the proper role and activities of the subcommittee. The group was established in 2007 as a forum for review and discussion of wood composites industry adhesives issues and developments, and serves as an information clearinghouse between EWTA member adhesives companies and APA member manufacturers.

Advisory Committee Approves EWTA Journal Publishing Plan

The EWTA Advisory Committee has approved a recommendation to publish EWTA’s Engineered Wood Journal through in-house contracting with independent service providers, beginning with the fall 2011 issue.

The Journal is currently published under an agreement with Naylor LLC, an association magazine publishing company that provides advertising sales, graphic design, printing and mailing services. That agreement expires with this spring issue. A cost study conducted by EWTA staff indicated that the biannual trade magazine could generate substantially more association revenue through in-house management.

Arclin Facilities Gain FSC Chain of Custody Certification

Arclin, Inc. announced recently that its Portland, Ore. and Hayward, Wis. surfaces facilities have gained Forest Stewardship Council (FSC) chain of custody certification.

The certification now covers all of Arclin’s surfaces facilities, including its Tacoma, Wash. plant, which received certification in 2008. Arclin’s chain of custody certified overlays fall under its proprietary E-Gem™ designation.

Approximately 85 percent of the company’s overlay products will be available through the chain of custody for application in a variety of industries utilizing both decorative and industrial overlays, the company said.

Ashland-Sponsored Website Highlights Composite Applications

Sourcing of composite materials for building applications is now easier thanks to the introduction of CompositeBuild.com, a website that connects composite manufacturers with architects, engineers, designers and builders.

The new tool, sponsored by Ashland Performance Materials, is available for use by all composite building materials manufacturers. Fabricators of composite building materials or their distributors can be listed on the website free of charge.

The interactive design of the site allows visitors to move through a residential or commercial building to find areas of construction where composite materials are a good fit, a company announcement said.

UP Railroad Joins Environmental Management Initiative

Union Pacific Railroad has joined the Global Environmental Management Initiative (GEMI), an organization of leading companies dedicated to fostering
ewta news notes

Global Environmental, Health, Safety and Sustainability Excellence.

“GEMI’s mission of business helping business achieve environmental sustainability excellence aligns very well with Union Pacific's environmental management strategies and practices,” said Bob Grimalla, Union Pacific vice president for safety, security and environment. “We look forward to collaborating with GEMI members from other industries as we continue to improve our role as an environmentally responsible freight transportation leader,” he said.

Nicholson to Acquire Assets of Former Madill Company

Nicholson Manufacturing Ltd. announced recently it has signed a letter of intent with Modern Machinery Co. to acquire the assets of the former Madill Company. Modern purchased Madill out of bankruptcy in late 2008 and has been operating the business to provide parts and service support to Madill customers through the equipment dealer SMS in Canada and Modern Machinery in the United States. Under the terms of the agreement, Modern will transfer all intellectual property to Nicholson while Modern will continue as a distributor for Madill products in the U.S.

Nicholson will be reintroducing the former Madill equipment line for sale once the transaction closes, a Nicholson news release noted. Manufacturing of new Madill logging equipment will be conducted out of Nicholson’s manufacturing facility in Sidney, BC.

Momentive to Sell Adhesive Resins Business to Harima Chemicals

Momentive Specialty Chemicals Inc. announced it has signed a definitive agreement to sell its global Ink & Adhesive Resins (IAR) business to Tokyo-based Harima Chemicals Inc., a leading producer of pine-based products. Terms of the agreement were not disclosed.

The transaction, expected to close during the first quarter of this year, is subject to customary conditions, including government reviews. Harima will purchase the complete business, including 11 manufacturing facilities on five continents and the IAR global product portfolio, Momentive said in a news release.

It is anticipated that the IAR management team and approximately 650 global associates will join Harima at closing, the release said.

Route to Supply Chinese LVL Plant

Raute Corporation has finalized an agreement with Muling Kemian Wood Products Co., Ltd. in China to supply machinery and equipment valued at approximately EUR 15 million for production of structural laminated veneer lumber (LVL) at a facility in Muling, China. Delivery is scheduled for this summer and the mill will be commissioned in early 2012, Raute said.

The plant to be built will be the first in China to produce structural LVL meeting international quality specifications, the company said. The machinery and equipment will have an annual rated LVL capacity of approximately 60,000 cubic meters.

Bio-Reaction Assets Acquired by Met-Pro Corporation

Met-Pro Corporation, a Harleysville, Pa.-based global provider of product recovery, pollution control and fluid handling solutions, announced it has acquired substantially all of the assets, including the patents and technology, of Bio-Reaction Industries LLC, Tualatin, Ore., a pioneer in air pollution control systems utilizing biological technology to eliminate volatile organic compounds, hazardous air pollutants and odors.

“The acquisition of these assets significantly enhances Met-Pro’s competitive position in both the municipal and industrial global markets,” said Met-Pro Chairman and CEO Raymond De Hont. Terms of the transaction were not disclosed.

BASF Develops Social Media Newsroom

BASF reported it has launched a new online information service for journalists, bloggers and brand fans. The company's Social Media Newsroom (www.newsroom.basf.com) bundles all Web 2.0 information about the company on an easy-to-navigate central platform.

Visitors can comment on, rate or recommend content. The newsroom also offers content subscriptions via RSS (Really Simple Syndication), allowing interested users to receive the very latest information about BASF. The aim of the service, the company said, is to strengthen dialogue on BASF topics online through integration with social media channels, such as Twitter and Facebook.

“This extension of our traditional news section takes into account the huge increase in the use of social media,” said BASF Vice President of Corporate Communications Anke Schmidt.
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Moire than half of the respondents to an EWTA member business outlook survey believe their company’s wood-related business will improve this year, although nearly 75 percent indicated they also expect their company’s wood-related employment level in 2011 to remain the same as last year.

The web-based survey, sent to all members of the association late last year, generated a roughly 35 percent response rate. Fifty-two percent of respondents were in the equipment/tooling category, followed by 35 percent materials and supplies, 10 percent services and consulting, and 3 percent media members. Sixty-one percent of the responding companies are based in the U.S., 25 percent in Canada, and 16 percent in Europe.

Only 10 percent of respondents said they expect their business prospects this year will worsen, although more than a third indicated their business likely will remain the same. Together with 52 percent projecting improvement this year, the numbers compare favorably with last year, which only 39 percent of respondents said improved over 2009. Sixty-one percent indicated their 2010 business worsened or remained the same compared with the previous year.

Just three percent of those surveyed said they expect their company’s wood-related business employment to decline this year, compared with nearly one-third who indicated their company experienced layoffs in 2010.

Of several factors offered in the survey as very important, important or unimportant to business recovery or expansion this year, an overwhelming 87 percent indicated the state of the U.S. housing market is very important. Nearly half of respondents answered that government economic policy (48 percent) and government regulation (47 percent) also are very important to recovery or expansion. Other factors receiving “very important” responses were marketplace competition (29 percent), international exchange rates or trade policies (29 percent), raw material prices or supply (26 percent), and transportation costs (16 percent). No respondents cited labor issues as “very important,” although nearly half (45 percent) rated labor issues as important.

Respondents also were invited to cite other factors important to their business recovery or expansion. Economic considerations, including the employment rate, resolution of the banking crisis, interest rates, international recovery, ease of obtaining home loans, and maintaining the Bush era tax rates (since signed into law), were among those cited. Marketplace factors also were frequently cited as important. Among those were the state of the commercial construction market, imports, exports, consumer appreciation of the sustainability of wood products, and marketplace competition.

Several respondents cited actions of their own companies as important to their business health, including product innovation, developing lower cost technologies, maintaining low debt to equity ratio, consolidation of operations, and privatization.

Among the survey questions was: “What has your company done to adapt to the economic slowdown?” Not surprisingly, most answered that employee layoffs, reducing overhead expenses and other cost-cutting measures have been a key response strategy.

Many also said, however, that they have been proactive in seeking to develop new technologies, products or markets. “We are actively pursuing new product
What has your company done to adapt to the economic slowdown?

- Develop new products to create interest in brand, lay off employees, shut down production plants and consolidate manufacturing.
- We are actively pursuing new product innovations that will reduce costs and save the industry significant dollars.
- Other markets and new product variations.
- Downsized and consolidated operations to lower operating costs.
- Continuous development and applied new technology providing improved operational efficiencies for each mill operation.
- Restrict spending and wait it out.
- Reduced number of employees, developed new products.
- Broader market focus, worked less appealing projects, worked harder and longer, and tightened belts.
- We are now very lean. We will have to find different ways to serve the market.
- Tried to find new markets and looked at acquisitions.
- Expand into other markets (Biomass). We had job cuts in 2009. However, market conditions caused forest companies to consider us for opportunities that we were not given in a good market, as we are better able to supply customers on a cost savings basis.
- Reduce operating costs, reduce profit margins to increase sales volume.
- Laid off employees and worked the existing ones longer hours.
- Reviewed budget and made necessary adjustments.
- Right size for the industry.
- We have focused on areas in addition to wood products and are doing quite well in those areas. These areas are growing and so has our business.
- Ten percent staff reduction, austerity actions and delays in capital spending.
- Significant reduction in staffing over the past two years, reduced discretionary spending, reduced travel and overhead, implementing automation.
- We got leaner, reduced some overhead and provided more value to our customers.
- We have not hired replacements for retiring personnel. Also, some office staff has been laid off.

Jack Merry is editor of the Engineered Wood Journal. He can be reached at jack.merry@apawood.org.
A Message from the Managing Director

We are pleased to present as part of this spring issue of the Engineered Wood Journal the second annual EWTA Membership Directory.

We have been fortunate over the past year to have had a stable membership. However, there have been a few membership changes, with a handful of companies resigning, several new members joining, and some member companies changing hands. This latest directory reflects those changes.

Publication of the directory is among a number of EWTA tools and activities designed to help advance networking opportunities and information exchange between engineered wood product manufacturers and their EWTA suppliers. We trust you will find it useful.

I would like to thank the many journal advertisers who make both the magazine and this directory possible, and to cordially invite readers who supply the industry but are not members to join us. The benefits of membership are outlined below.

Terry Kerwood
Managing Director

Who We Are

The Engineered Wood Technology Association (EWTA) is a related nonprofit organization of APA—The Engineered Wood Association, the leading North American association of engineered wood product manufacturers. EWTA activities include sponsorship of research projects of benefit to the engineered wood products industry; management of the annual Info Fair supplier exhibition held in conjunction with the APA annual meeting; sponsorship of forums, meetings and networking events; publication of the Engineered Wood Journal; and other information transfer efforts.

All APA members are automatically members of EWTA. In addition, associate membership is open to industry suppliers of equipment, materials and services required by engineered wood product manufacturers.

EWTA is governed by the APA Board of Trustees and by an industry Advisory Committee comprised of APA and associate member company representatives. The advisory committee identifies, plans, authorizes and funds activities and programs.

More information about EWTA can be found at www.engineeredwood.org.

Membership Benefits

Membership in EWTA provides “strength through connections”—invaluable networking and information transfer links between and among engineered wood product manufacturers and their product, equipment and service providers.

EWTA membership benefits include:

• Member products and services directory.
• Annual meeting and other event sponsorship opportunities.
• Supplier awards program recognition.
• Opportunities to exchange information with other EWTA members, APA members and APA staff via an EWTA advisory and subcommittee structure.
• Access to APA’s staff of quality, technical, market research, market communications, field services and other expert professionals.
• Opportunities to support, participate in and receive the results of important industry technical and market research projects.
• Access to APA laboratory and research resources in support of APA member-driven project and service requests.

Who Should Join

Any supplier of products, equipment or services to the engineered wood products industry will benefit from membership in EWTA. Examples of EWTA member products and services include:

Lathes ■ Dryers ■ Conveyors ■ Presses ■ Chargers ■ Lay-up lines ■ Blenders ■ Clippers ■ Sanders ■ Embossing equipment ■ Stacking systems ■ Materials handling ■ Log processing ■ Environmental control equipment ■ Quality control and grading systems ■ Pollution control technology ■ Adhesives ■ Overlay and surfacing treatments ■ Veneer sales ■ Lubricants ■ Release agents ■ Machinery parts and service ■ Plant design and engineering ■ Mill optimization consulting services ■ Packaging ■ Strapping systems ■ Trademarking and labeling ■ Measurement equipment ■ Spark detection and fire suppression systems ■ Assembly systems ■ Preservative treatments ■ Electrical engineering ■ Management consulting ■ Employment services ■ Training ■ Safety equipment and services ■ Recycling equipment

The annual cost of EWTA membership is just $1,200. For more information about the benefits of membership and a membership application, contact Terry Kerwood, Managing Director, 253-620-7237, terry.kerwood@apawood.org.

View this issue and past issues of the Engineered Wood Journal online anytime at www.naylornetwork.com/ewa-nxt.
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Canadian Wood Products is the only national magazine in Canada devoted exclusively to the wood processing market, including panel, engineered wood and remanufacturing. CWP reaches over 7,000 audited readers in Canada and the U.S. in six issues per year.
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CARMANAH Design and Manufacturing Inc. (CARMANAH) of Vancouver, BC is a world leader in the design and manufacture of production equipment for the engineered wood panel industry.
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Casey Industrial has provided process installation services for over 50 years to the forest products sector. We self-perform the major trades, work nationwide, and have experience with all major technology providers supporting APA members. Richard James - Vice President, Forest Products Division
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Evergreen is a multi-discipline (mechanical, electrical, civil, structural, and environmental) engineering services company. Our services range from planning and feasibility studies through detailed engineering, as well as construction management, maintenance and process consulting, start-up, and commissioning support. Our wood products experience includes OSB, LVL, I-joint, particleboard, MDF, hardboard, WPC, pulp & paper, lumber, plywood, chemical and resin plants.
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ENGINEERED WOOD JOURNAL | 2011 MEMBERSHIP DIRECTORY

2011 Membership Directory
Panel World / Hatton-Brown Publishers, Inc.
Panel World’s spring directory explores six issues per year, with emphasis on mill project startup articles. Product coverage includes softwood and hardwood plywood and veneer, oriented strand board, medium density fiberboard, particleboard and other composite boards and engineered wood products. Hatton-Brown publishes magazines for the forest products industry, of which Panel World is one.

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Hatton-Brown Publishing, Inc.
Hatton-Brown publishes magazines for the forest products industry, of which Panel World is one.

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Top Wood Jobs
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TSI
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TTS, Inc.
Established in 1988. Forest products development and testing. Consulting in products and process development, training and process improvement.

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Venango Machine Company, Inc.

Venango Machine and our sister company, Custom Engineering, are the complete platen services provider to the forest products industry. We provide new platens for every make of press in the industry for the manufacturing of all board products. Our product line includes small specialty platens for lab applications, intermediate sized platens for particle board, OSB, and LVL in both multiple platen and continuous processes. Venango Machine also provides a complete platen-refurbishing program that includes flow and pressure testing, weld repair and re-machining to original specifications. Our technicians are also available to provide assistance in platen change outs and in-press weld repair. Please contact us for all your platen requirements.

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In many businesses today, focus on quality as a competitive tool is being replaced by a focus on innovation. This is not to say that quality is now irrelevant but rather that it is now seen by many as “necessary but insufficient” in today’s business environment. Therefore, the task facing managers is how to achieve innovation performance in addition to quality performance.

To answer this question, U.S. West Coast wood products manufacturers were surveyed about their quality management practices and performance with respect to both quality and innovation. Survey results were analyzed to identify two categories of high-performing firms: those achieving primarily quality outcomes and those achieving both quality and innovation outcomes. Executives from firms in each category were interviewed to provide detail on the management practices used by the companies. The interviews were examined to identify similarities and differences in practices between the two categories of firms.

While most would agree that quality will always be critical to competitiveness, innovation continues to grow in importance as a key element of competitive strategy. Therefore, a challenge facing organizations is determining how to integrate the two—how to manage for both quality and innovation.

But first, is it even feasible to integrate quality and innovation? Are these complementary or competing objectives? The answer to this, at least in part, will depend on a company’s approach to quality management. And of course, there is no “one-size-fits-all” approach to quality management.

Varying Approaches to Quality Management
Companies vary in their emphasis on numerous aspects of quality management. Some of the key areas of differences include:

• Emphasis on “hard” vs. “soft” tools/factors. Hard factors include analytical tools, such as statistical process control (SPC), designed experiments, acceptance sampling, etc. Soft factors are more human resource oriented, such as teamwork, employee involvement and empowerment, customer relationship management, etc.

• “Narrow” vs. “wide” scope of implementation, i.e., whether quality management is focused primarily on plant floor operations or in non-manufacturing areas, such as sales and marketing, purchasing, customer service, product design, etc.

• “Internal” vs. “external” focus. Internal focus emphasizes the company’s operations and is primarily centered on process improvement. External focus emphasizes customers and other stakeholders.

It seems reasonable to expect that differences in approach to quality management will also lead to differences in results. With respect to innovation, what are the tradeoffs in how a company chooses to emphasize hard vs. soft factors, scope of implementation, etc.?
Quality and Innovation Tradeoffs

Quality and innovation have traditionally been seen as competing rather than complementary goals. For example, some have argued that quality management focuses on incremental improvement and satisfying existing customers whereas innovation management emphasizes breakthrough improvements in products and processes and focusing on acquiring new customers. Or as one group of researchers stated, “Quality is doing things better; innovation is doing things differently.”

Numerous researchers have explored relationships between quality management, innovation, and company performance. In general, the results have shown positive linkages, such as a supporting role for quality in the management of innovation, indications that quality lays the foundation for innovation, and that quality management significantly and positively impacts both quality and innovation performance.

However, the missing link is detail on which quality management practices are related to quality and innovation performance. That is, managers need more detail to determine how to adapt their quality management practices to achieve innovation performance in addition to quality performance. The objectives of this study were to identify such “best management practices” in order to be able to assist wood products companies to improve innovation performance.

The task facing managers is how to achieve innovation performance in addition to quality performance.

Study Approach

The target group for the study included wood products manufacturers (primary, secondary, and composites) in Oregon, California, and Washington. Companies were surveyed regarding their emphasis on quality management practices and performance with respect to both quality and innovation. In-person interviews were then conducted with two broad categories of firms—those effectively achieving quality but not innovation performance (“quality-oriented” firms) and companies that were effectively achieving both quality and innovation (“balanced” firms). Interview responses were examined to identify similarities and differences in quality management practices. Interviews were conducted at four companies—two quality-oriented and two balanced firms.

Results

It was clear that the firms’ fundamental views on innovation differed. Balanced firms (again, those firms focused on both quality and innovation performance) discussed their new product development efforts as a means to improve product quality. Similarly, balanced firms discussed process innovation as a means to produce more consistent products (one form of quality).

By contrast, quality-oriented firms viewed innovation primarily as “technology” rather than as a means to another goal. For example, interviewees made statements such as “we focus on people over technology” and “technology is wonderful… when it’s proven.”

Overall, many of the management practices were similar in balanced vs. quality-oriented firms. However, there were a few areas of difference. Examples of statements made by interviewees that demonstrate differences between firms are shown in the nearby table.

Key Areas of Differences between Balanced and Quality-Oriented Firms

The results can be summarized as follows:

• Balanced firms were more proactive, forward-thinking and amenable to taking risk. This was particularly the case with customer focus where balanced firms made significant efforts, and took a fair amount of risk, to obtain new customers.

• Quality-oriented firms were reactive, focused on meeting present needs and risk-averse. While it was clear that these companies also focused on their customers, the primary focus was on existing customers rather than in pursuing new customers.

Much of the differences related to customer focus practices can be summarized as “proactive vs. reactive.” For example, balanced firms demonstrated their efforts to proactively focus on customer convenience. Both of the balanced firms had websites whereas neither quality-oriented firm had a website. While this alone may say little about the firms, it is their apparent views of the purpose or function of a website that helps shed light on the differences.

Both quality-oriented firms stated that they did not have a website since they did not have the capacity to take on new business (at

<table>
<thead>
<tr>
<th>Strategic Planning</th>
<th>Balanced</th>
<th>“We focus on facility development, what services and products to provide, market development, developing strategic partnerships with clients,…financial planning, business control procedures.”</th>
<th>Quality-Oriented</th>
<th>“Well, to try and survive we just cut costs everywhere we can.”</th>
</tr>
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<tbody>
<tr>
<td>Information &amp; Analysis (benchmarking)</td>
<td>Balanced</td>
<td>“We try and benchmark our uptime for a… complex industrial process. We compare very well. We’re running around 98.5% of total available time in a day… So we’ve got a really good technology and we find ways to keep it running continually.”</td>
<td>Quality-Oriented</td>
<td>“I don’t care what my competitors do. I don’t look at them. I don’t think about them. Fifteen years ago I did. And that was a mistake. I think that you do what you do and you run hard.”</td>
</tr>
<tr>
<td>Customer Focus</td>
<td>Balanced</td>
<td>“If we saw sticks in the air [a new home being built]… we could stop by, measure it up…and as long as we’d get their contact information then we could do the bid. And we’d do a set of drawings.” “Our main customers, we try to get them out here once a year and let them tour the facility.”</td>
<td>Quality-Oriented</td>
<td>[responses to question about measuring customer satisfaction] “Word gets back quickly.” “It’s real simple – if they keep buying from you, they’re satisfied.”</td>
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least prior to the recession). Therefore, the quality-oriented firms appeared to view the purpose of a website as primarily focused on attracting new customers. Of course, balanced firms also viewed their websites as a means to attract new customers. However, balanced firms’ websites also allowed existing customers to download documents such as architectural drawings, to see videos of the firm’s processes, to contact with company personnel outside normal business hours, etc.

Also within the area of “customer convenience” is the practice of developing standardized product lines. Balanced firms talked about how they had recently developed standard product lines. Of course, such standardization is common practice in that it helps streamline production and lower costs. Viewed from the company’s point of view, it is difficult to make a case that such practices provide convenience to the customer. However, both balanced firms discussed how such standardization made it easier for their customers to specify and order products.

**Conclusions**

It is important to recognize here that the quality-oriented firms in the study had not missed the boat with regards to innovation. These companies made it clear that they deliberately chose not to pursue innovation. Hence, a prerequisite for any recommendations based on this study is that a firm must first have innovation as part of its competitive strategy.

Findings from this study suggest that managers desiring to adapt their current quality management practices to achieve both quality and innovation performance should:

1. Change how the firm views innovation—from seeing innovation as simply technology to viewing it as a means to achieve other goals, such as quality and profitability
2. Work to alter the company culture such that it is more amenable to risk, forward-thinking, and being proactive. For example:
   - Engage in strategic planning that goes beyond cost-cutting; seek to identify longer-term trends that may impact the firm and how the company might respond.
   - Benchmark competitors. Much can be learned about best practices from firms within and beyond a firm’s industry sector.
   - Proactively focus on customers. This is perhaps the most significant difference between the balanced and quality-oriented firms. Managers should work to ensure their company takes the initiative to identify, communicate and respond to the needs of current as well as potential customers. One specific area of focus is customer convenience via the company website and standardized product lines.

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**Crisis:** Any situation that is threatening or could threaten to harm people or property, seriously interrupt business, damage reputation or negatively impact share value.

Every organization is vulnerable to crises. The days of playing ostrich are gone. You can play, but your stakeholders will not be understanding or forgiving because they’ve watched what happened with Bridgestone/Firestone, Bill Clinton, Arthur Andersen, Enron, Worldcom, 9-11, the Asian tsunami disaster, Hurricane Katrina, Virginia Tech and BP.

If you don’t prepare, you will take more damage. And when I look at existing “crisis management” plans while conducting a “crisis document audit,” what I often find is a failure to address the many communications issues related to crisis/disaster response. Organizations do not understand that without adequate communications:

- **Operational response will break down.**
- **Stakeholders (internal and external) will not know what is happening and quickly be confused, angry, and negatively reactive.**
- **The organization will be perceived as inept, at best, and criminally negligent, at worst.**

The basic steps of effective crisis communications are not difficult, but they require advance work in order to minimize damage. The slower the response, the more damage is incurred. So if you’re serious about crisis preparedness and response, read and implement these 10 steps of crisis communications, the first seven of which can and should be undertaken before any crisis occurs.

**1. Identify Your Crisis Communications Team**

A small team of senior executives should be identified to serve as your organization’s Crisis Communications Team. Ideally, the team will be led by the organization’s CEO, with the firm’s top public relations executive and legal counsel as his or her chief advisers. If your in-house PR executive does not have sufficient crisis communications expertise, he or she may choose to retain an agency or independent consultant with that specialty.

Other team members should be the heads of major organization divisions, to include finance, personnel and operations.

Let me say a word about legal counsel. Sometimes during a crisis, a natural conflict arises between the recommendations of the organization’s legal counsel on the one hand, and those of the public relations counsel on the other. While it may be legally prudent not to say anything, this kind of reaction can land the organization in public relations “hot water” that is potentially as damaging or even more damaging than any financial or legal ramifications.

Fortunately, more and more legal advisers are becoming aware of this fact and are working in close cooperation with public relations counsel. The importance of this understanding cannot be overstated. Arthur Anderson lost its case and went out of business due to the judgment rendered by the court of public opinion, not the judgment of a court of law.

**2. Identify Spokespersons**

Within each team, there should be individuals who are the only ones authorized to speak for the organization in times of crisis. The CEO should be one of those spokespersons, but not necessarily the primary spokesperson. The fact is that some chief executives are brilliant business people but not very effective in-person communicators. The decision about who should speak is made after a crisis breaks, but the pool of potential spokespersons should be identified and trained in advance.

Not only are spokespersons needed for media communications, but for all types and forms of communications, internal and external, including on-camera, at a public meeting, at employee meetings, etc. You really don’t want to be making decisions about so many different types of spokespersons while “under fire.”

**3. Spokesperson Training**

Two typical quotes from well-intentioned organization executives summarize the reason why your spokespersons should receive professional training in how to speak to the media:

- “I talked to that nice reporter for over an hour and he didn’t use the most important news about my organization.”
- “I’ve done a lot of public speaking. I won’t have any trouble at that public hearing.”

Regarding the first example, there are a good number of people interviewed by CBS’ “60 Minutes” or ABC’s “20/20” who thought they knew how to talk to the press. In the second case, most executives who have attended a hostile public hearing have gone home wishing they had been wearing a pair of Depends.

All stakeholders, internal and external, are just as capable of misunderstanding or misinterpreting information about your organization as the media, and it’s your responsibility to minimize the chance of that
happening. Spokesperson training teaches you to be prepared, to be ready to respond in a way that optimizes the response of all stakeholders.

4. Establish Notification Systems

Remember when the only way to reach someone quickly was by a single phone or fax number, assuming they were there to receive either?

Today, we have to have—immediately at hand—the means to reach our internal and external stakeholders using multiple modalities. Many of us have several phone numbers, more than one email address, and can receive SMS (text) messages or faxes. Instant Messenger programs, either public or proprietary, are also very popular for business and personal use. We can even send audio and video messages via email. Depending on how “techie” we choose to be, all of this type of communication, and more, can be received on or sent by a single device!

It is absolutely essential, pre-crisis, to establish notification systems that will allow you to rapidly reach your stakeholders using multiple modalities. The Virginia Tech catastrophe, where email was the sole means of alerting students initially, proves that using any single modality can make a crisis worse.

Some of us may be on email constantly, others not so. Some of us receive our cell phone calls or messages quickly, some not. If you use more than one modality to reach your stakeholders, the chances are much greater that the message will go through. For a long time, those of us in crisis management relied on the old-fashioned “phone tree” and teams of callers to track people down. But today there is technology that can be set up to automatically start contacting all stakeholders in your pre-established database and keep trying to reach them until they confirm that the message has been received.

5. Identify and Know Your Stakeholders

Who are the internal and external stakeholders that matter to your organization? I consider employees to be your most important audience, because every employee is a PR representative and crisis manager for your organization whether you want them to be or not! But ultimately, all stakeholders will be talking about you to others not on your contact list, so it’s up to you to ensure that they receive the messages you would like them to repeat elsewhere.

6. Anticipate Crises

If you’re being proactive and preparing for crises, gather your Crisis Communications Team for brainstorming sessions on all the potential crises which can occur at your organization. There are at least two immediate benefits to this exercise:

- You may realize that some of the situations are preventable by simply modifying existing methods of operation.
- You can begin to think about possible responses, about best case/worst case scenarios, etc. Better now than when under the pressure of an actual crisis.

In some cases, of course, you know that a crisis will occur because you’re planning to create it, e.g., to lay off employees, or to make a major acquisition. Then, you can proceed with steps 8 to 10 below, even before the crisis occurs.

7. Develop Holding Statements

While full message development must await the outbreak of an actual crisis, “holding statements”—messages designed for use immediately after a crisis breaks—can be developed in advance to be used for a wide variety of scenarios to which the organization is perceived to be vulnerable, based on the assessment you conducted.
in Step 6 of this process. An example of holding statements by a hotel chain with properties hit by a natural disaster—before the organization headquarters has any hard factual information—might be:

• “We have implemented our crisis response plan, which places the highest priority on the health and safety of our guests and staff.”

• “Our hearts and minds are with those who are in harm’s way, and we hope that they are well.”

• “We will be supplying additional information when it is available and posting it on our website.”

The organization’s Crisis Communications Team should regularly review holding statements to determine if they require revision and/or whether statements for other scenarios should be developed.

8. Assess the Crisis Situation

Reacting without adequate information is a classic “shoot first and ask questions afterwards” situation in which you could be the primary victim. But if you’ve done all of the above first, it’s a “simple” matter of having the Crisis Communications Team on the receiving end of information coming in from your communications “tree,” ensuring that the right type of information is being provided so that you can proceed with determining the appropriate response.

Assessing the crisis situation is, therefore, the first crisis communications step you can’t take in advance. But if you haven’t prepared in advance, your reaction will be delayed by the time it takes your in-house staff or quickly-hired consultants to run through steps 1 to 7. Furthermore, a hastily created crisis communications strategy and team are never as efficient as those planned and rehearsed in advance.

9. Identify Key Messages

With holding statements available as a starting point, the Crisis Communications Team must continue developing the crisis-specific messages required for any given situation. The team already knows, categorically, what type of information its stakeholders are looking for. What should those stakeholders know about this crisis? Keep it simple. Have no more than three main messages for all stakeholders and, as necessary, some audience-specific messages for individual groups of stakeholders.

10. Riding Out the Storm

No matter what the nature of a crisis, no matter whether it’s good news or bad, no matter how carefully you’ve prepared and responded, some of your stakeholders are not going to react the way you want them to. This can be immensely frustrating. What do you do?

• Take a deep breath.

• Take an objective look at the reaction(s) in question. Is it your fault, or their unique interpretation?

• Decide if another communication to those stakeholders is likely to change their impression for the better.

• Decide if another communication to those stakeholders could make the situation worse.

• If, after considering these factors, you think it’s still worth more communication, then take your best shot!

A hastily created crisis communications strategy and team are never as efficient as those planned and rehearsed in advance.

Choose to be part of the prepared minority. Your stakeholders will appreciate it!

Jonathan Bernstein is president of Bernstein Crisis Management, Inc. in Sierra Madre, California (www.bernsteincrisismanagement.com). He can be reached at jonathan@bernsteincrisismanagement.com.
Upcoming Events

APRIL
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MAY
1-3 Composite Panel Association Spring Meeting, Scottsdale, Ariz., www.pbmdf.com
4-6 NAWLA annual conference and regional meeting, Portland, Ore., www.nawla.org
11 PricewaterhouseCoopers Annual Global Forest & Paper Industry Convention, Vancouver, BC.
12-14 American Institute of Architects Annual Convention and Design Exposition, New Orleans, La., www.aia.org
16-18 11th annual International Conference on Wood & Biofiber Plastic Composites, Madison, Wis., www.forestprod.org

JUNE
19-21 Forest Products Society 65th International Convention, Portland, Ore., www.forestprod.org
22 Society of Wood Science & Technology International Convention, Portland, Ore., www.swst.org

JULY
20-24 Southeastern Lumber Manufacturers Association Annual Conference, Amelia Island, Fla., www.sima.org

AUGUST
9-10 Southern Forest Products Association Annual Meeting, Atlanta, Ga., www.sfpa.org
11-12 SFPA Forest Products Machinery & Equipment EXPO, Atlanta, Ga., www.sfpaexpo.org

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