



In the Moore Branch fire, flame lengths were as high as 100 feet above the trees.

Wildfire season one for the record books

Just as a horrific fire season in the West was ending, Texas took its turn in the hot seat when wildfires broke out over portions of the state in late August and early September. Hit particularly hard over the Labor Day holiday were forestlands in East Texas. The state and Temple-Inland Forest (TIF) will long remember the 2000 fire season as one of the most destructive on record.

According to Manager, Plantation Forest Operations, Mike Hudson, the total of company acreage affected to varying extent by fire was up to 10,000 acres, with another 5,000 acres expected to be confirmed during ground checks as lost. Company forests in Anderson, Nacogdoches, Newton, Hardin and Trinity Counties in Texas and Beauregard, Allen and Rapides Parishes in Louisiana all experienced significant damage.

Because drought has been the norm for three of the past four years, fuels were dry and abundant, making fire conditions in nearly two-thirds of Texas extremely dangerous.

Compounding difficulties in containing the blazes were low humidity conditions, uncommon to Texas although typical in the West. Some of the same methods used in the West, like water drops from helicopters and fire retardant drops from air tankers, helped efforts to contain the Texas fires.

According to the Texas Forest Service, fires burning under these conditions burn with such high intensity that they are difficult to control and can burn for weeks rather than days. Based on data received from samplings provided by state voluntary fire departments, approximately 630,000 acres have burned in the state since the beginning of the year.

One of the largest fires, the Moore Branch Fire in Newton County, Texas, began on September 1, 2000, reaching its most dangerous peak on September 5, burning more than 9,800 acres in a single day. Crews of Temple-Inland Forest employees donned protective gear, fought back



Forest Development Administrator Frank Hyatt (second from left), joins Billy Lee Richard and Kasey Rose of the Boise, Idaho Smokejumpers and Olean Bean of the Texas Forest Service in a debriefing session on the history of the Moore Branch Fire and the events of September 5, a day in which the fire traveled more than 3 miles and destroyed 9,800 acres in Newton County, Texas.

the flames by constructing fire lanes, and were instrumental in helping protect private lands and homes threatened in the area.

The company's salvage operations began in earnest immediately after the two major fires in Newton and Nacogdoches Counties were contained.

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OUR BUSINESS

by Jim DeCosmo

Recently named vice president for Temple-Inland Forest Products Corporation's forestland holdings in Texas, Louisiana, Georgia and Alabama, Jim DeCosmo talks about the issues important to the management, development and future growth of the company's forest resources.

InTouch: *Your management philosophy has been described as "...achieving operating objectives and building a learning organization." What does this specifically mean for Temple-Inland Forest?*

The greatest strength a company needs to thrive and prosper in an ever-changing business climate is the ability of its people to grow as individuals, and together as an organization. This is the essence of a learning organization.

Alignment means continuing the process of building a learning organization by leveraging our strengths and successes by increasing organizational knowledge and recognizing how each part of the company complements the other. This can then be harnessed for the development of a cohesive foundation for a truly stellar organization and help unleash the company's total capacity to innovate.

Properly aligning the Forest Group and its wealth of forest resources with all the other parts of the company means first fully aligning the company's purpose directly to the needs of the customer. This ensures we meet customers' expectations with the products needed today, and are prepared to rapidly adapt to the changing market demands of tomorrow.

When we think of a company's

organization and structure, the first thing that typically comes to mind is the boxes, lines, titles and reporting relationships that define and give order to its functions and processes. Although these give direction and purpose to the on-going customer focus of the company, these common constructs of corporate life inhibit an organization's full capacity for achieving maximum performance and success.

Achieving increased understanding and appreciation for the dependencies and interrelationships between groups, functions and teams begins with people. This is not a separate department; it is everybody, communicating all the time and everywhere.

The essential keys for bringing higher levels of alliance and achievement are communications, open dialogue, growing knowledge and expanded patterns of thinking that stretch our capacity for making things happen in the white space between the boxes.

An example of how the company can build greater alignment between groups and between people was demonstrated this past summer at the company's Forest Summit. Groups representing the East and West Forest operating areas spent two days together reviewing silvicultural plans, strategies and processes. There was more discussion, networking and trading of success stories than is



Jim DeCosmo
Vice President, Forest Products Corporation

typically generated in months of telephone calls, e-mails and memoranda. It became obvious that there was a considerable amount of natural excitement and energy generated in coming together. Consequently, there was lots of learning going on.

InTouch: *What are the goals and plans for building a learning organization within the Forest Group?*

First, we must help everyone understand how systems thinking, mental models and personal mastery apply to their jobs. The terms can be intimidating; but understanding what they mean and how they apply to our work will help move us forward as a learning organization.

We recently held a systems thinking workshop for the Forest Group leadership. One of the first things we did was play the Beer Game. No, this was not a beer tasting party, but rather we organized as teams

Temple to lease Fortra Fiber-Cement L.L.C. manufacturing operations to James Hardie Building Products, Inc.

Temple-Inland Forest Products Corporation has entered into a long-term agreement to lease the Fortra Fiber-Cement L.L.C. venture's fiber cement manufacturing operation in Waxahachie, Texas, to James Hardie Building Products, Inc.

As a result of the transaction and the anticipated loss on the disposition of the equipment that will not be utilized by James Hardie in its production process, Temple-Inland Inc. recognized an after-tax special charge of approximately \$9 million, or \$0.18 per share, in the third quarter 2000. Temple-Inland incurred approximately \$13 million of

operating losses in the first nine months of 2000.

Kenneth M. Jastrow, II, chairman and chief executive officer of Temple-Inland Inc., said "This operation did not meet our return hurdles, and we concluded that it is in the best interest of our shareholders to exit the business. This transaction will eliminate the ongoing operating loss from this operation and will enable us to continue our focus on strategic initiatives to grow our core businesses and improve shareholder returns."

CARE program launched

involved in a beer manufacturing and distribution system. After playing the game for about 30 minutes, each player was so focused on meeting orders and managing their own function that the entire system was pushed out of balance. Everyone agreed that if all the players would have communicated and paid more attention to customer needs, the entire system would have operated more smoothly, avoiding wild, sporadic swings.

Since the session, the group has continued to build upon these lessons applying them to our systems. Through such interactions, terms like systems thinking and mental models become very real. Direct application becomes possible because the group more clearly understands their relationship to the customer and to their work.

InTouch: What benefits to achieving operating goals will ISO 14001 Certification of the company's 2.2 million acres of forestlands bring?

Certifying that our forest operations environmental management system is consistent with the ISO 14001 standard will help demonstrate the company's commitment to its stewardship obligations and assure customers of the environmental integrity of the products made from wood from Temple-Inland lands.

The company also expects to realize many other significant and direct benefits from its participation. ISO is already bringing improved processes, flows and communications across all departments and functions of the Forest Group. It is also building a stronger alignment within the entire business.

ISO certification will bring larger benefits from the effective communications tool it provides both internally to our people and externally to our customers. We have an exciting story to tell about our forest stewardship successes. ISO is an important part of that story.

The inaugural issue of the CARE newsletter will soon be delivered to customers as part of the company's CARE program, communicating Temple's stewardship message and success to customers and others important to our business. Distribution of the newsletter follows the mailing of a Digital Customer Kit to Temple's customers. Other parts of the program include an internal Forestry Information and Resources guide available on Temple's Intranet site, print advertising and an Internet site. The Internet site, **Templeforest.com**, will be formally introduced the beginning of 2001.

The CARE acronym stands for Commitment, Action, Responsibility and Environment. It recognizes that responsible forestry is not simply the growth and management of trees, it is sustainable economic and environmental development of forest resources. CARE manifests Temple's commitment to this balance between ecology, sustainability and productive value – for this generation and those to come.

ISO 14001 Certification to assure environmental integrity of Temple forest products

An integral part of the CARE Program is updating Temple's customers about progress in achieving ISO 14001 Certification for the company's Environmental Management System (EMS) for its 2.2 million acres of forestlands. The ISO 14001 standards provide a framework for environmental management, measurement, evaluation and auditing, and provide a commitment to customers that the wood products they purchase from Temple come from responsibly managed forests.

Besides representing the company's pledge of protecting its renewable forest resources today, Temple's participation in



Pictured at a recent ISO work session is the core team responsible for coordinating the development of the Forest ISO 14001 environmental management system: left to right, Samuel W. Breyfogle, Manager, Forest Practices and Principles, GA/AL; Ron Gresham, Manager, Forest Development, Western Operations; Pat Miller, Environmental Services Manager; Thomas D. Burr, Manager, Water and Remediation Programs; J. King, Harvest Manager, Eastern Operations; Jay Sargent, Director, Fiber Allocation/Harvest, Western Operations; and Bill Goodrum, Manager, Forest Practices and Principles and project manager for the ISO effort. Not pictured is Brian Gowin, Manager, Forest Environmental Issues.

this process is a promise to seek constant improvement in its stewardship.

"With its primary focus on continuous improvement, using ISO 14001 in combination with our SFISM program at Temple-Inland Forest will help bring constant improvement to our environmental performance levels," said Manager of Forestry Practices and Principles, Bill Goodrum.

Following an aggressive schedule, approximately 50 percent of the tasks necessary to be eligible for ISO 14001 Certification have been completed.

Goodrum said, "One way we have been able to accelerate the process has been through the use of directed work sessions involving all levels of the organization, including field staff. This has resulted in greater creative input and better decision-making in the development of a quality environmental program that is improving our management practices on the ground."

Goodrum noted that thorough training in ISO awareness will be given to the entire Forest Group, followed by job-specific training to ensure practices in the company's harvesting, regeneration, site preparation, planting, wildlife management, and other operations match planned environmental protections.

"This will be critical in properly implementing the new EMS by the end of the year," he said.

After the EMS has been in operation for a minimum of three months, an independent third party audit will be conducted, leading to verification of the company's SFISM program and ISO 14001 Certification by mid-year 2001.

Using an increment borer, Procurement Administrator Stephen McInnis determines the ages of trees in a tract near Jasper, Texas.



CUSTOMER PROFILE



Jose Covas, Shipping/Finishing Manager for the El Dorado, AR Del-T L. L. C. plant, scans MDF product being prepared for shipment to c

Temple's e-business takes off 24/7

Making life easier for customers 24/7, the user-friendly online *UpDate* customer service system is interacting with customers around the clock.

A full-fledged member of Temple's customer service team, *UpDate* is supporting the company's mission of industry-leading customer service by supplying the accurate information on order status, inventories and pricing at all hours of the day. Pulling its data from the company's Order to Cash System, *UpDate* offers real-time product availability, helping customers manage their inventory more efficiently.

Systems Analyst and Project Manager for the system, Mike Day, said, "The service was designed around what customers said they wanted in an online service. Our goal was to provide a comprehensive level of information, while making the system fast and convenient to use. We will be continuously adding services and functionality and customizing to customer preferences."

Since the system's program upgrade in the last quarter of 1999, use of the system has jumped by more than 50 percent, Day said.

Vice President, Building Products Sales, Brenda Elliott, said, "Business-to-business e-commerce is a learning experience for us and our customers. We continue our commitment to looking for ways to enhance our system and improve our service. *UpDate* is our first project enabling customers to have information available 24 hours a day, seven days a week at their convenience. As we move down the 'E Highway', on-line order entry, invoicing, payment transactions, etc. will all be a part of the service that we can provide. We believe in giving customers choices of how they want to do business."

CUSTOMER TESTIMONIALS

JOEL TIGETT

One customer whose use of *UpDate* has become a daily habit is Joel Tigett, president of Wood Protection Company, a lumber treating business supplying independent lumberyards within a 100-mile radius of Houston.

Tigett finds *UpDate* fits in well with the way he works. The best times for clicking his way onto the site, he said, is early in the morning on business days and again on Sundays. His daily routine includes checking the availability of product and picking out the items he needs for his daily order from Temple.

"As compared to the old fashioned way of doing business, with phone calls back and forth all day, this service cuts out hours of work for me and it is unbelievably easy to use," said Tigett.

Tigett also likes the order checking service. "It helps keep our orders organized and complements our in-house paperwork."



DONNA LANKFORD

Southern Yellow Pine Buyer, Donna Lankford, of Hope Lumber & Supply Company, a company involved in building material contractor sales located in Broken Arrow, OK, has been using *UpDate* for about 18 months. She buys for 12 lumberyards throughout Texas and Oklahoma, and logs onto *UpDate* first thing in the morning and four to five times a day to check availability of product and prices.

"Some of the yards I buy for are small, so I need to combine and mix loads consisting of different grades and dimensions. Using *UpDate* allows me to do lots of my homework before I get on the phone and do my ordering," Lankford said.



JEFF LEHR

In the office or on the road, *UpDate* is proving itself a reliable business companion. Jeff Lehr, chief executive officer of MDF Moulding & Millwork LLC, depends on *UpDate* to keep a handle on all his business details with Temple while he is out of the office, which these days is often. Lehr is in the midst of relocating his business from Las Vegas, New Mexico, to Idabel, OK. The newly purchased 45,000-square-foot facility will house his moulding and trim manufacturing company, shipping to distributors primarily in Texas, Kansas, Oklahoma, New York, Wisconsin and Michigan.

Lehr uses the order checking, scheduling, product availability and invoice services extensively for all his purchases of Temple MDF. "Because I can access the *UpDate* site wherever I am, I no longer have to check with my office endlessly throughout the day. *UpDate* is a valuable management tool and gives me a good view of what is happening in our business with Temple. The system tells me what is on order, ready for shipment, and what is paid and unpaid.

"Our Accounts Payable people also use the *UpDate* system to double-check our internal paperwork," he added. "Soon our company will need a system like this for our customers. Using Temple's system has been like going to school on how to do a business-to-business customer service site," said Lehr.



DEBRA FEDERSPIEL

Relying on *UpDate's* accuracy and easy-to-use format, Debra Federspiel, senior account executive in the Commodities Group at Do It Best Corporation, a member-owned hardware distribution cooperative supplying 4,400 stores worldwide, is another daily user of the system.

Responsible for buying wallboard, insulation, roofing, siding and sheathing for stores in Texas and New Mexico, Federspiel said, "Temple has a great group of people, and the *UpDate* system is a fantastic interface with customers. They did a wonderful job designing the site; no one else has anything close." She continued, "The system is a great asset to me and it's easy, even for someone that's not the most skillful in computer and Internet use."



Fiber, tomers.

Grateful Newton County landowner praises courageous TIF firefighters

Dell Miller, along with many others whose family lands in Newton County, Texas, were threatened by fires reaching fierce levels the first week of September, came to rely on Temple as a good neighbor in a time of tremendous crisis.

Below are excerpts from Mrs. Miller's letter.

13 September 2000

Dear Mr. Gresham,

As a most grateful Newton County landowner, please accept my and my family's sincere and heartfelt thanks for your and Temple employees' help in saving our land during last week's fire. Dr. Miller acquired the land during World War II and with a GI loan after the war, so you see we have invested a lifetime caring for it. ...Without your God-sent help, we would have seen it all go up in smoke.

I am aware that Temple made the tremendous and dangerous effort to help save them. Mr. Jack Vandergriff, our forester said the fire lanes saved us. He also said he certainly would not have wanted to be the operator plowing the lines. Someone in your company was doing it, and I'll probably never know who. But please extend our sincere thanks and gratitude to everyone involved. I'm sure we are not the only non-Temple people you helped with your valiant efforts.

"I am 82 years old, and Tom Brokow has written that our generation was the greatest, but he's never met Temple firefighters!"

Dell Miller – Jasper, Texas

Crisis brings out the best or the worst in people, and it certainly brought out the best in youall. I've really let the world know in no uncertain terms that I'm glad to have Temple as a neighbor.

Good feelings and God bless each who helped.



Some of Temple's finest firefighters. Putting aside company and personal duties, more than 120 employees of Temple-Inland Forest worked courageously for more than 8,500 hours to help suppress wildfires that broke out over parts of Texas and Louisiana in September. According to Operations Manager, Plantation Forest Michael Hudson, "This was serious and dangerous work. The impressive efforts of these employees in protecting both company and private lands are greatly appreciated. Without their diligence, our losses and those of the affected communities could have been much higher."

Top Photo

Kneeling: Timothy Gill, Jasper; Andy Hiegel, Silsbee; Allison Moss, Diboll; Luke Corum, Jasper
Second Row: Ray Davis, Silsbee; Jonathan Grace, Diboll; Robert Wilson, Jasper; Steve Milauskas, Diboll; Jim Stringer, Silsbee
Third Row: Ray Meleton, Jasper; David Grant, Jasper; Steve Haverin, Silsbee; Tim Cunningham, Jasper

Bottom Photo

Kneeling: Randy Collins, Diboll; Cody McBride, Jasper
Second Row: Gary Brock, Diboll; Kirk Butler, Jasper; Keith Williams, Jasper; David Shows, Silsbee
Third Row: From the Jasper, Texas, Forest office are Charles Morton; Buddy Pate; Rodney Fox; Richard Nichols; and Stephen McInnis.



An aerial view of the devastation caused by fires reaching temperatures as high as 1000° F, leaving virtually nothing behind on lands once occupied by productive forests.

Continued from page 1

Wildfire season one for the record books

Manager of Wood Procurement and Harvest Operations, Jim Brody, said, "The company's salvage operations are focused on efficiently harvesting merchantable wood. Our primary goals are ensuring that maximum value for salvaged wood is realized, damaged areas are protected from insect infestation, and rapid regeneration of the forest is made possible."

Hudson said, "The company is committed to the prompt reforestation of all of its burned lands. However, because the level of damage was so severe in some areas, intensive site preparation treatments will be necessary, including clearing numerous stems. This could delay planting in these areas until our 2001/2002 planting season."

Photos provided by Karen Wattenmaker Photography, courtesy of the Texas Forest Service.



SPEC SHEET

Monroeville Particleboard Operation

Location: Rose Drive, Monroeville, Alabama 36461 (334) 575-4876

The 46-acre, 208,000 square foot Monroeville Particleboard Operation is located on an 88-acre site.

Products Manufactured: Industrial grade particleboard, marketed as TemStock™, which is used primarily in kitchen cabinets, countertops, ready-to-assemble furniture, office furniture and store fixtures.

Plant Capacity: The plant is capable of producing 150 million square feet of 3/4-inch based board annually.

Year Opened: 1974



Temple Monroeville Particleboard Operation management staff pictured above are: left to right, Cathy Cleiland, Human Resources Manager; Cliff Farish, Safety Manager; Jerry Jones, Production Manager; Rod Chandler, CPI Manager; Bob Boyer, Finishing Superintendent; Chris Cumbie, General Supervisor; Mark Cox, Maintenance Manager; and Joe Pridgen, Plant Manager.

Site Seeing on the TIFPC Intranet



TIFPC Environmental

The Environmental Affairs Intranet site provides an essential business resource for accessing the company's environmental strategies, goals, policies, expectations and progress. The site provides news and information about evolving industry, regulatory and technical trends. It outlines company strategies for sustainable development and environmental performance in the areas of forest, chemical, air, water and waste. The site also contains links to requirements and guidance on environmental management.

Using the Environmental Affairs Intranet site to access the newly created Environmental Information Management Systems (TEIMS) is Russell Hill, Site Environmental Coordinator at Diboll Fiber Products. He is joined by (standing, left to right), Greg Stacey, Senior Group Environmental Coordinator, Fiber Products, who helped develop the system, and Bryan Rider, Computer Systems Engineer, who provided programming for the system. The system is helping Temple's environmental staff maintain accurate, company-wide environmental records and reports in formats useful in management decision-making.

Contents of this site include:

Awards: Lists environmental and conservation honors and awards.

Calendar: Lists national and regional environmental association meetings, conferences and training events.

TEIMS—Temple Environmental Information Management Systems: A secure and restricted access site, this location includes an interactive calendar used by Environmental Affairs staff, Environmental site contacts, and Operations and plant management and Legal staff to plan or view day-to-day, site-specific environmental activities.

Environmental Management Systems (EMS): ISO 14000 Series of EMS Standards; TIFPC Environmental Policy and Guidance Manual; and Forest, Wallboard, MDF, Fiber Products, Particleboard and Solid Wood EMS Manuals.

News Archives: Archive of articles on various environmental topics and issues.

Organization: Organization Charts, Staff and Contacts at Environmental Affairs and at the Panel Products and Solid Wood Operations; Audit Teams and Schedules.

Policies, Goals and Reports: Temple-Inland Inc. Environmental Policy; Endangered Species Manual; Environmental and Forestry Principles Audit Protocol; TIFPC Annual Environmental Goals and Objectives; American Forest and Paper Association's Environmental Principles; and Environmental Metrics for Environmental Annual Report.

Strategic Issues: Includes briefings and updates on broad-based and ongoing governmental and regulatory issues impacting the company's environmental strategies, activities and performance.

Resources: Includes links to environmental, trade and industry organizations; governmental agencies; environmental regulations; and sources for environmental research documents and databases.



PEOPLE ON THE MOVE

Promotions

Temple-Inland Forest Products

Corporate: Steven N. Burnette, *Desktop Specialist*; Jon D. Carswell, *Accountant*; Allen J. Foster, *Desktop Specialist*; William H. Quillin, *Application Sys. Analyst*; Rosa E. Sosa, *Lead Analyst*

Temple

Mktg., Credit & Transportation:

Susan L. Childers, *Customer Communications Mgr.*; Michael T. Dorman, *Product Manager-Solid Wood*; Gary D. Martz, *Regional Sales Manager*; Thelma J. McCann, *Executive Secretary*; Renea V. Schott, *Assistant Credit Manager*; Leslie E. Stubblefield, *Senior Product Coordinator-Gypsum*; Brannon C. Ward, *Assistant Product Manager-MDF*

Diboll: Christy D. Conner, *Group Environmental Coord.*; Melissa McCall, *Buyer*; Veronica R. Salazar, *Buyer's Assistant*; Kimberly S. Watson, *Cost Accountant*

Diboll Lumber/Fingerjointing: Wiley S. Quarles, *Technical Director*

Fletcher: Brian K. Barrick, *Operations Analyst*; Mary J. Dees, *Senior Accounting Clerk*; Michael H. Moore, *Technical Service Manager-Gypsum*

Mt. Jewett MDF: Robert E. Lupole, *Supervisor - Mechanical Systems*

Mt. Jewett Particleboard: Gerald P. Brown, *Supv.-Laminatg. & Value Added*; R. Joseph Orlandi, *Safety Coordinator*

SW Louisiana: Bryan S. Felts, *Dry End Superintendent*

Temple-Inland Forest:

Steve L. Busby, *Supervisor-Timber Purchase*; James M. DeCosmo, *Vice President, Forest*; Anthony J. Folsom, *Operations Technician*; Gaylon D. Hames, *Outside Sales Forester*; Ray Hand, *Outside Sales Forester*; Thomas A. Holloway Jr., *Natural Stand Manager*; Rayburn J. Hooks, *Operations Technician*; Sandra L. Lee, *Accounting Assistant*

New Hires

Temple-Inland Forest Products

Corporate: Sylvia A. Batts, *Secretary*; Maureen R. Hafernik, *Accountant*; Andrew D. Hammond, *Desktop Specialist*; Robin R. Johnson, *Desktop Specialist*; Robert H. Moser, *Jet Pilot*; Dana L. Sackett, *Secretary*; Annette R. Villarreal, *Help Desk Coordinator*; Beverly H. Williams, *Staff Analyst*; Flint A. Williams, *Desktop Specialist*

Temple

Mktg., Credit & Transportation:

Jana L. Mooney, *Secretary*; John Q. Tri, *Account Manager*; Emily S. Watts, *Sales Trainee*; Alan H. Zeedyk, *Account Manager*

Clarion: Tina M. Banner, *Administrative Technician*

Del-Tin Fiber LLC: Bonnie K. Craig, *Cost Accountant*; Richard S. Ryan, *Controller*; Jason A. Timmons, *Process Engineer*

Diboll: Bill Reynolds, *Computer Engineer*

Diboll Lumber/Fingerjointing: Jimmy W. Morgan, *Process Engineer*; Sammy E. Sjolander, *Systems Engineer*

Mt. Jewett MDF: Todd D. Breindel, *Environmental Coordinator*; Gary T. Schatz, *Safety Coordinator*

Rome Lumber: Paulette Knowles, *Safety Coordinator*

Thomson: Sonya B. Ware, *CPI Engineer*

Temple-Inland Forest:

James D. Clevenger, *Application Prog./Analyst*; Nicholas G. Muir, *Clonal Forestry Manager*; Charles J. Portwood, *Operations Mgr., Hardwood Resources*; Charles T. Stiff, *Biometrician*

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Cathy Dickerson
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