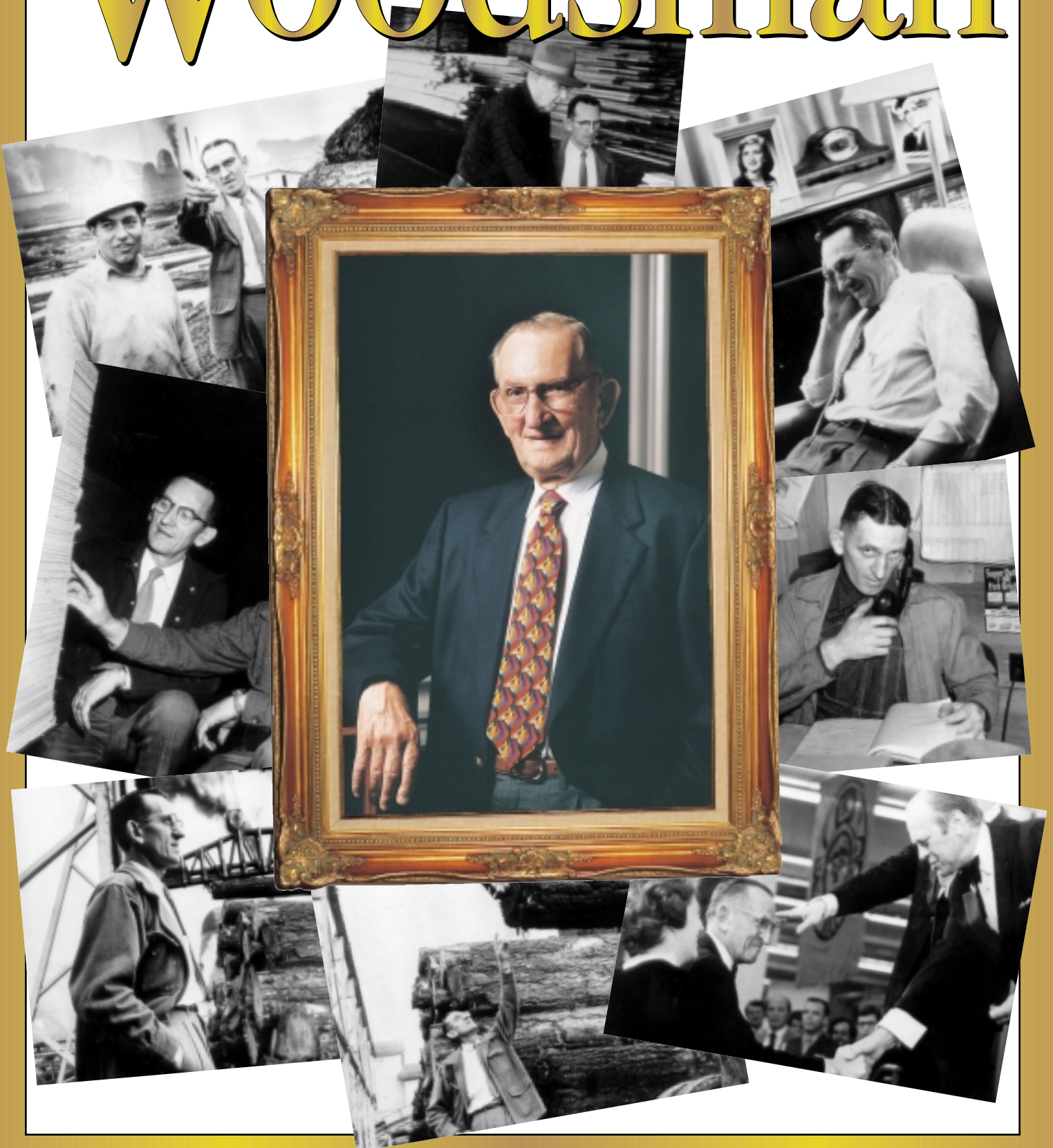
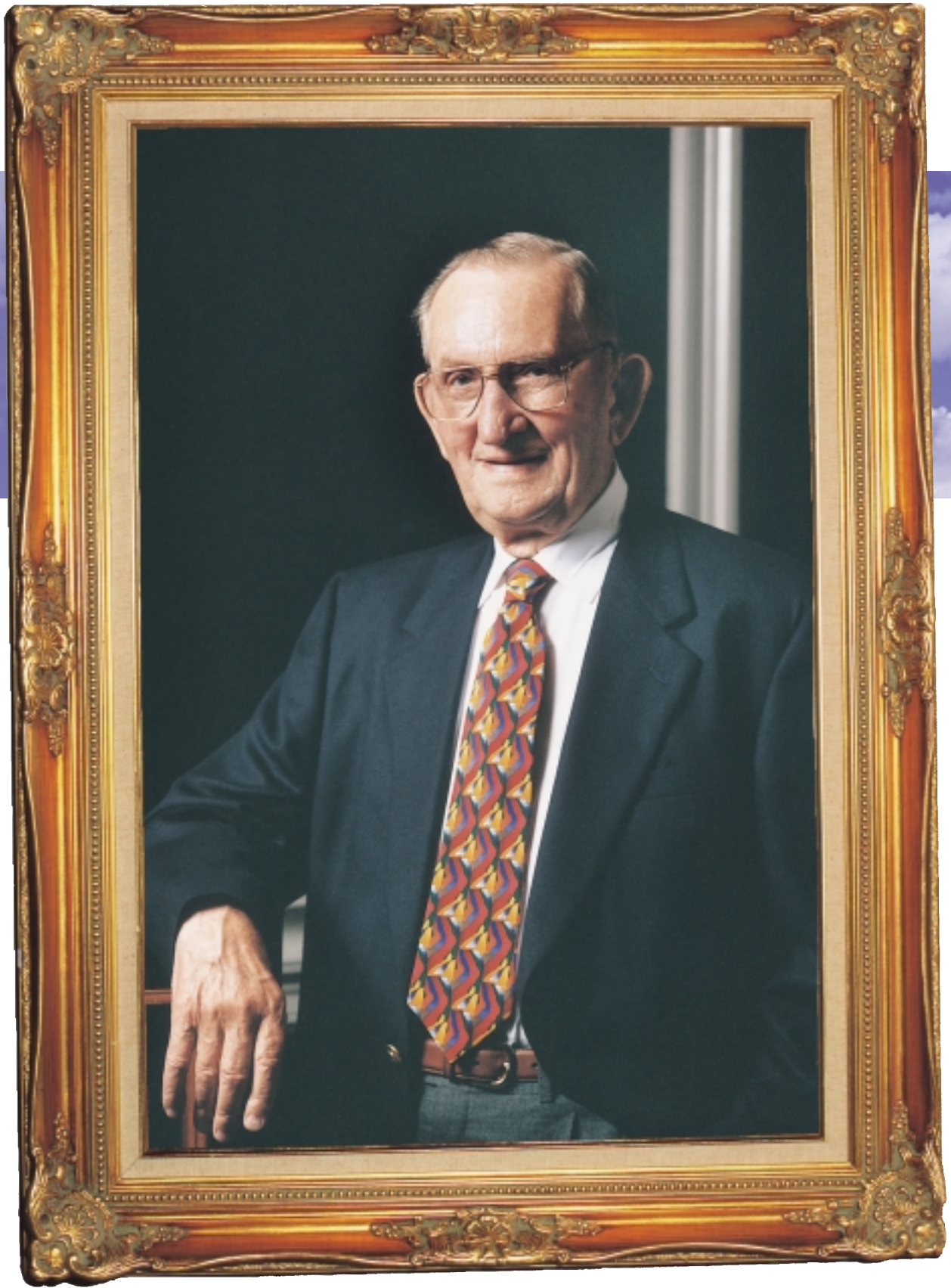


ROSEBURG Woodsmen

special edition





Kenneth W. Ford
August 4, 1908 — February 8, 1997

“Therefore, today I say ‘good-bye’ to my friend, Kenneth, knowing that he used his time to work and in so doing, he made the world a better place to live for the rest of us.”

- Harry A. Merlo

**“THERE’S NO ELEVATOR
TO SUCCESS;
YOU HAVE TO TAKE
THE STAIRS.”**

- Kenneth Ford



It is often said, “No man ever dies wishing he had spent more time at work.” Kenneth Ford may be the exception to that homily. His lifetime of hard work bore extraordinary fruit: the nation’s largest family-held wood products company and one of Oregon’s largest charitable foundations. His flourishing company, Roseburg Forest Products, has the most integrated manufacturing facilities in the world, produces a broader mix of products than any other forest products company, and has timber holdings to sustain itself well into the 21st century. All from a gentleman who would rather have a wrench in his hand than a fountain pen. A man who would rather be on the head-rig than in the boardroom. How can we not revere a man who knew his business, his huge business, from the ground up?



Left: 1920's photo of a timber worker preparing to climb and tree top a large Douglas Fir

Middle: Timber workers load a log for transport in this 1926 photo

Right: The timbers loaded on this truck were en route to Roseburg for the construction of the new mill on Dixonville Road in 1929

Roseburg Forest Products Was His Life...



ime management is a concept Mr. Ford understood and practiced better than anyone.

He believed every week begins with 168 hours, subtract sleep and personal maintenance time, allow for a good honest day's work, and an individual still has over five hours every day to do what he might choose—hours for relaxation, sports, reading, or leisure.

Everyone who knew him talks about Mr. Ford's work ethic. His philosophy, though he never practiced it, was to balance work and play. "Remember that good, honest work is the way your goals become reality. There's no elevator to success; you have to take the stairs."

John Bozich, owner of Capitol Plywood, Sacramento, California, has been purchasing products from Roseburg for years. He states, "I've been in business since 1957 and know how tough it is to survive. I'm telling you, the most important ingredient

is integrity. I've seen many companies come and go, but Roseburg Forest Products is a true industry leader, led by the master of all leaders, Kenneth Ford."

Mr. Ford told Cal Fanus, retired Riddle plant manager, "What I do, Cal, is I work. I don't do anything else. I don't have a social life to speak of. I don't read, can't drive a nail in straight. I work. That's what I do." That's what he did for over 70 years. He worked long, hard hours.

Over and over one hears, he was the first to get to work and the last to leave. If a problem in a mill was keeping him awake at night, it wasn't uncommon for him to get up and tackle the problem right then. If something was going on at one of his mills, Mr. Ford was there. An employee would show up at 4 a.m. to begin installing a new piece of mill equipment, and Kenneth would be there guiding and directing the operations.

Mr. Ford was a dynamic individual that made things happen. When he was present, his wisdom and energy ignited any project the Company might be working on. If he asked one of the employees to do something, they had the resources of the whole Company behind them... and a clear understanding that the work was due now or yesterday!

Ron Parker, CEO of Hampton Affiliates and former RFP Chief Financial Officer, said, "For Kenneth, work was play. He would often work seven days a week, long hours each day, as recently as last year. Several years ago, I was with him in Anderson, California, on a day when the temperature exceeded 110 degrees. He spent the better part of that day in the plant's boiler room where the temperature must have been over 120 degrees. It was only after he saw his co-workers looking

I don't have a social life to speak of. I don't read, can't drive a nail in straight. I work. That's what I do.

- Kenneth Ford



Left: In the early years Kenneth (with his back to us) spent most of his long days with the crew

Middle: This 1929 photo shows Kenneth, proud owner of this new truck

Right: 9000 ft. Douglas Fir log for delivery to Roseburg Sawmill

pale and ready to pass out that he agreed to go down to the office to finish their discussion. He had promised to swing by the office at the end of that day to pick up someone returning to Roseburg with us. As usual, the rest of us were at the airport at the designated time, but Kenneth was still working. When he finally did arrive, he had forgotten the other passenger. I saw how physically exhausted he was and immediately started out the door to go back to the office. Kenneth refused to let me go. He insisted that it was his responsibility, and that he would return in the heat to retrieve the passenger. Kenneth Ford never let someone else do any part of his job.”

Kenneth realized a flaw in his character was the inability to relax and play. He loved to work. It was his work that enabled so many others to play.

Astute Businessman...



Kenneth Ford created history. His “dream” began in 1936 with one sawmill located on

Diamond Lake Blvd. just east of Roseburg, Oregon. He patched together enough salvaged equipment to build a sawmill that employed 25 workers. He had a one-room office but spent most of his long days with the crew, working as head salesman, logger, mill superintendent, and sometimes cook and waiter in the logging camp. From the start, Mr. Ford looked out for his workers, paying them before he paid himself and pouring profits back into the business.

Early evidence of his long vision includes the purchase of county timber lands that had been repossessed.

Early evidence of his long vision includes the purchase of county timberlands that had been repossessed. Whenever it was possible, he bought as much as he could afford. The lumber market exploded in the post World War II housing boom, and Roseburg Lumber Co. took off. In 1953, when it became evident to him that plywood manufacturing was a growing market and that Roseburg could get more value out of it, Ford built his first plywood plant.

When a new mill was built or a manufacturer designed a new piece of equipment, he would go to research what they had done. He was always expanding his knowledge. It was very common for him to return and build the same thing, only more efficiently. His mechanical genius served him well as he re-engineered equipment to create superior quality, less costly products. Manufacturers often sold Kenneth a piece of equipment, only to find he had modified it to work more efficiently. He was so precise, sometimes he had his engineers move machinery a half inch. He knew just where he wanted things, and he was always correct.

According to Jim Pratt, retired RFP plywood manager, Mr. Ford’s genius was his ability to take someone else’s idea and make it better. His mills are full of examples—



Top: Kenneth posed for this early 1920's portrait
Middle: Kenneth examines logs being unloaded by crane at Dillard
Bottom: Kenneth knew how to think and plan for the future

“and,” Pratt said, “if it cost more money, that wasn’t significant, as long as the company could afford it.” Ford’s argument was that the increased cost was insignificant when you considered the volume of pieces that went through the machine.

Pratt recalled Mr. Ford’s sense of humor. One time, urging regular weekend maintenance for lathes, so high speed they tend to self-destruct, he compared the lathes to high-performance race cars and said teams had to learn to “change the engines after every race.”

“One of the things about Kenneth,” Pratt said, “he was always open to new technology, some of which he only understood on a philosophical level. For example, he never quite believed that a software program might be worth more than the computer hardware to run it.”

He worked hard, and people admired his consistency. He was good at what he did and just kept at it. Mr. Ford recognized that his customers wanted consistent quality and on-time shipment. He insisted on quality control so that every time a customer receives an RFP shipment, they get what they expect, a superior quality product.

to plan for the future, how to boldly take action.

He said many times, ‘I never think; I just go to work every day,’ but he did think, and he forced those around him to do the same. He once gave advice on how to think: be realistic; be objective—look at the facts and don’t get blinded by emotions. Use the facts; know everything there is to know.

“Let’s be brutally honest.” Those were words managers heard often. Kenneth Ford was always tough but fair. “See me” written in broad red felt pen was his favorite written expression, and meant the

recipient would be in for some probing questions. In a typical meeting, the management team would discuss a current problem and come up with a good solution. “Kenneth would look at them funny and say, ‘You people aren’t thinking. You’re only thinking about today. It’s not good enough. We’ve got to think 20 years into the future.’ Then he’d get up and leave. He

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might come back the next day or the next week. He’d ask some more questions. Talk to other people. He’d go out into the mill and stop the supervisor or one of the workers and ask them questions. He asked questions all the time. He might ask someone working a machine what was wrong with it, how it could be better. He’d walk up to someone else and say, ‘Why are you doing that?’

John Pearl, a retired employee, was an extremely talented engineer who admired Mr. Ford. He would find out what Kenneth wanted and spend hours designing it. Kenneth would take one look at it, shake his head, and say, “John, you must be drunk; you don’t know what you’re doing,” then he’d mark up the drawing in red ink.

Thinker...



What was Kenneth Ford’s greatest strength? Hard work alone would not found and build the legendary Ford empire. Kenneth Ford knew how to think, how

THE GROWTH OF THE FORD EMPIRE

-
- Jan 1936 - Roseburg Lumber Co., Founded by Kenneth Ford
 - Apr 1945 - Roseburg Lumber Co., Incorporated
 - Jan 1946 - Purchases Douglas County Timber
 - Jan 1946 - Sawmill 1 Starts at Dillard
 - May 1952 - Plywood 1 starts at Dillard
 - Jan 1956 - Dixonville (Douglas Veneer) starts
 - Feb 1956 - Plywood 2 starts at Dillard
 - Jan 1958 - Plywood 5 (Coquille) purchased
 - Mar 1961 - Plywood 6 (Coquille) starts
 - Jun 1962 - Carlyn Panel Plant Starts
 - Jan 1963 - Purchased Ford Industries
 - Mar 1965 - Particleboard Line 1 Starts
 - Apr 1965 - Purchased Riddle Veneer
 - Oct 1965 - Purchased Winchester Plywood
 - Jan 1967 - Purchased Colonial Leasing
 - Apr 1967 - Douglas Veneer merges with Douglas Fir Plywood
 - Aug 1967 - Plywood 3 Purchased
 - Aug 1967 - Purchased Timber from National Plywood
 - Nov 1967 - Ford Products starts in San Jose, California
 - Jan 1968 - Chip Facility Built
 - Apr 1968 - Carlyn Panel merges into Douglas Fir Plywood
 - Oct 1968 - Riddle Veneer merges into Roseburg Lumber Co.
 - Apr 1969 - National Plywood merges into Douglas Fir Plywood
 - Mar 1970 - Plywood 4 Starts
 - Dec 1970 - Douglas Fir Plywood merges into Roseburg Lumber Co.
 - Feb 1971 - Purchased Doors, Inc. (Mt View, CA)
 - Jan 1972 - Truck Shop Built
 - Jan 1972 - Particleboard Line 2 Starts
 - Apr 1972 - Purchased Sawmill 2 from Dillard Lumber Co.
 - Mar 1973 - Ford Products moved to Dillard
 - Mar 1973 - Ford Products merged into Roseburg Lumber Co.
 - Feb 1974 - White City Oregon Log Yard Starts
 - Mar 1974 - Goshen Oregon Chipper Starts
 - Mar 1974 - RLC Fibre, Domestic International Sales Corp. Founded
 - Mar 1974 - Dillard Lumber Co. merges into Roseburg Lumber Co.
 - Mar 1974 - Doors, Inc merges into Roseburg Lumber Co.
 - Jun 1974 - North Bend Oregon Chipper Starts
 - Jul 1974 - Sawmill 4 Purchased
 - Feb 1977 - Dillard Small Log Mill Completed
 - Nov 1977 - Dillard Large Log Mill Completed
 - Sep 1979 - Purchased Kimberly Clark Land
 - Apr 1981 - Purchased Cal Builders
 - Dec 1982 - Ford Industries Renamed to KWF Industries
 - Dec 1982 - Weed California Veneer Starts
 - May 1984 - Melamine Plant Starts at Dillard
 - Mar 1985 - Roseburg Forest Products Founded
 - Mar 1985 - Roseburg Forest Products Purchased Assets from Roseburg Lumber Co.
 - Mar 1985 - RLC Industries Founded
 - Mar 1985 - Roseburg Resources Founded
 - Mar 1985 - Roseburg Resources Owns Kimberly Clark & Oregon Timber
 - Mar 1986 - RLC Fibre Foreign Sales Corp. Founded
 - Dec 1986 - Noca Timber Founded
 - Dec 1986 - Noca Timber Purchases Walker Timberland
 - Dec 1986 - Purchased Paul Bunyan Lumber Sawmill 4 (Anderson, CA)
 - Dec 1986 - Paul Bunyan Lumber merges into Roseburg Forest Products
 - Mar 1988 - Diamond Lands Purchased from James Goldsmith
 - Apr 1996 - Purchased IP Timberlands, Changed IP Timberlands Name to Smith River Lands

FROM HUMBLE BEGINNINGS... TO RESPECTED LEADER



Kenneth Ford built his one mill operation, located in Dillard, Oregon, into a totally integrated, state-of-the-art forest products manufacturing and processing facility.



Left: This 1959 photo shows Kenneth speaking with an employee at the Dillard log dump
 Middle: Kenneth oversees and continued to envision ways to improve and streamline production
 Right: This 1940's photo captured Kenneth at work in his office

Mr. Ford brought a new engineer to the plant in Riddle, Oregon. They had a new bark hog down in a hole 12 to 15 feet deep, with six or seven inches of oily water in the bottom. Kenneth wore high working man's shoes, always did. The engineer wore a tie and dress shoes but followed Kenneth down the ladder into the pit and stood in the greasy water, while Kenneth told him all about the mill. He passed Kenneth's test.

Mr. Ford worked hard until he died. On managers' desks throughout the corporate headquarters lie pieces of paper with Kenneth Ford's bold red marks—corrections, drawings, notes. A memo from Vice President of Sales Lyle Thompson to Kenneth bears words familiar to RFP managers: "See me" penned again in his traditional red ink.

Kenneth Ford has long been widely recognized as a leader in the wood products industry. The World Forestry Center, in 1996, presented him the first Harry A. Merlo Award for his lifelong commitment to sustainable forestry, providing affordable building products to the world. "He was certainly one of our pioneers," said Jim Geisinger, president of the Northwest

Forestry Association. "He created an empire unlike any we'll probably ever know again." (Oregonian Feb. 9, 1997).

The forest products industry requires vision. Mr. Ford took huge risks in purchasing timberlands—some when no one else wanted them or would commit to the price. Most recently, the Company purchased enough timberlands to sustain itself

well into the 21st century. As a result, Mr. Ford has been able to supply his mills from his own lands when other producers, dependent upon federal timber sales, have shut down. Roseburg's sound environmental practices have led the field in using efficient forest management principles to improve forestry and timber utilization.

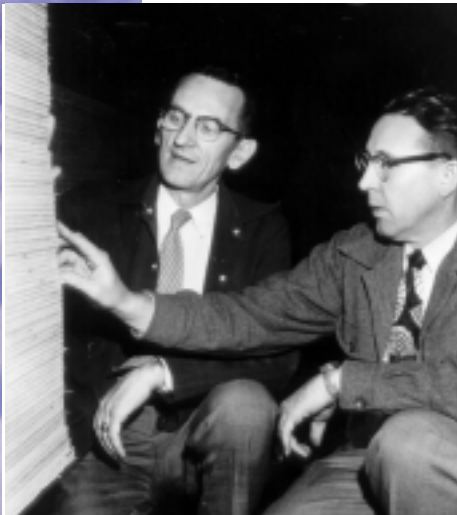
The World Forestry Center presented him the first Harry A. Merlo Award for his lifelong commitment to sustainable forestry.

Kenneth Ford Modest Man...



People were in awe of Mr. Ford and looked up to him. He never made you feel uncomfortable or intimidated, nor did he expect you to be assertive or aggressive, rushing to shake his hand or to impress him.

Lee Williams, a former RFP foreman, recalled the prosperity of the post war years. He asked Mr. Ford, "Why do you continue working so hard when you don't



Top: Kenneth seeking input from his employees on ways to make production more efficient
 Middle: Kenneth instituted a quality control program that ensured Roseburg's products were unmatched
 Bottom: This 1959 photo shows Kenneth relaxing at home

have to? Why don't you sell out, relax, buy yourself a yacht and go fishing?"

Kenneth replied, "I love my work. It's all I know and, besides, I don't think I would like fishing."

Kenneth did not seek money. It came to him, because he never lost sight of his vision of building the most modern and efficient mills in the world. He knew that if he focused on this concept, the Company would produce superior products at a competitive price. Harry A. Merlo stated in Mr. Ford's eulogy, "He wanted to build, and he wanted to create jobs."

Kenneth Ford was a shy man, uncomfortable in a crowd and uneasy around people he didn't know. He was a modest and humble man, born into a working-class family on Aug. 4, 1908, in Asotin, Washington, just across the Snake River from Lewiston, Idaho. Mr. Ford worked hard and his work paid off, but personal wealth never mattered to him. He had simple tastes: McDonald's chicken filet sandwich, safety shoes with steel toes, and an unpretentious lifestyle.

Kenneth Ford was self-effacing. Jerry Bruce, a very close personal friend, says about Ford, "Kenneth's view of himself was that he was an average person who loved what he did. He told me, 'I can't remember anything, and I don't get anything done.' All he did was build a company—one of the largest privately held in the United States, employing thousands of people—and founded The Ford Family Foundation, giving away millions of dollars a year to deserving organizations and people. He had an immense capacity to remember and knew in detail what was going on, right down to the purchase of a new company pickup."

Visionary...



Kenneth Ford had a remarkable ability to focus on the future, both in his business and in his foundation.

"Kenneth's greatest strength," Jim Pratt said, "was his ability to forecast what was going to happen in the future. Something I heard him say many times was, 'I don't know when this'll happen, but it will.' He was uncanny."

Just before the energy crisis, the state was forcing industry to shut down wigwam burners (which meant piling waste on the land). Pratt, pollution officer at the time, remembers Kenneth Ford barking, "Don't those people understand what's gonna happen? There'll be such an energy shortage in a couple of years that it'll all take care of itself." RFP built a big boiler plant at Dillard to turn their waste

"All he did was build one of the largest privately held companies in the U.S., employing thousands of people..."

- Jerry Bruce

into energy and contracted to buy their competitors' bark.

In another example of Mr. Ford's foresight, Pratt recalls, "Kenneth saw that the price of logs would rise in the late 70's. He spent time and money on new equipment. He spent every dime on new technology (some not yet proven) to get optimum use of resources. Over the last 35 years, we've increased the yield from a log by almost 60 percent."

In the mid 60's, Kenneth recognized the opportunity to sell wood chips to the Japanese paper industry. He was one of the first pioneers to venture into this untested market. But as he had done so many times

in the past, he saw the potential and began preparing Roseburg for this new found opportunity. In short order, he built the largest and most efficient wood chip exporting facilities in the United States, located in Coos Bay, Oregon. He knew if he supplied the Japanese with a steady supply of wood chips that had consistent quality, he could position the company as a major supplier. At the very first meeting between Kenneth and OJI Paper Company of Japan, it was clear to the owners of OJI, that Kenneth was a man of integrity. That meeting culminated into a 30 year business partnership that exemplifies what can develop between two companies with high business standards. To this day, Roseburg is still a major supplier of wood chips to many of the paper mills in Japan.

“He built an empire essentially with nothing and, even up to the time of his death, was always looking thirty years into the future. That long expectation, that long period of vision, I think, separates him from other leaders in business today.”
—Ron Parker

The list of The Ford Family Foundation charities is long, but often recipients would not know the identity of the donor.

Philanthropist...

He was as compassionate a man as I've ever known,” Ron Parker said, “and a lot of people don't know that side of him. He essentially has built up everything over his entire lifetime for the purpose of now doing charitable work. I think he sought to do this early on. He saw that the fruits of his efforts, over his long career, would be to leave

behind a legacy of good works for generations to come.”

The Ford Family Foundation...



any who knew Kenneth Ford well, believe The Ford Family Foundation to be the fullest expression of his personality. Jerry Bruce states, “If you want a true portrait of the man, look where he put his money: the foundation.”

Mr. Ford had tremendous sympathy for the least in our society—people struggling, poor, homeless... especially children. Tell him about a child with no winter coat, no shoes, and Kenneth's true emotions would be revealed. ‘You do something,’ he'd say. ‘Go fix it.’ The Ford Foundation was set up many years ago to help the men, women, and children in the communities in which

the Company does business. The list of The Ford Family Foundation charities is long (see page 13), but often recipients would not know the identity of the donor. For example, after the foundation committed \$500,000 towards the construction of a new library in Douglas County, Jerry Bruce asked Mr. Ford if he should or could tell anyone, including the media or the fund raiser, where the money was coming from. Bruce said, “He looked at me with a smile and said, ‘Jerry, do you think we need to advertise?’ Kenneth didn't think you should tell anyone what you were doing to help others.”

Kenneth Ford was not only a brilliant



Top: This 1961 photo show Kenneth enjoying an afternoon at home
Middle: Kenneth hard at work solving problems
Bottom: Governor Kitzhaber presents Kenneth with an award for his continued support of education through the Ford Scholars Program



Left: Kenneth presents his son, Allyn, with the scholastic honor for 8th grade
 Middle: A "This Is Your Life" tribute for Kenneth in 1961 gathered family and friends from around the country
 Right: Kenneth receiving cuff links from President Ford

businessman; he was also a generous philanthropist. The Ford Family Foundation has concentrated on making lives better for people everywhere. Often Ford's gifts focused on children, both in education and in recreation.

Ford Foundation Scholar Program...



In later years, a good bit of Kenneth Ford's work was devoted to the Ford Scholars

Program, established to help individuals that are less fortunate advance their education. The foundation pays up to 90% of room and board, tuition, and books for each scholar.

Mr. Ford was intimately involved in the program since its inception. In fact, he personally developed the criteria for the candidates. He looked for individuals who might not be able to attend college without financial help. Many schol-

ars, in fact, are the first in their family to attend college.

It was very important to Mr. Ford that the scholarship program involve more than giving money. He felt it important for the program to provide additional support. Every quarter, he sent each scholar a letter listing questions that would be good to think about or presenting an approach

The Ford Scholars, in turn, pass on Kenneth Ford's legacy of community service and work ethic.

based on his experiences over the years. He took special delight in seeing more than 100 new Ford Scholars enter the Ford Scholars program each year, knowing upon successfully completing their higher education, they would be better prepared to enter their communities, imbued with Mr. Ford's drive to make the world a better place for all. The scholars, in turn, pass on Kenneth Ford's legacy of community service and work ethic.

Charles Walker, former president of Linfield College, directs the Ford Scholars Program. He described Kenneth Ford as a humble person who would tend to minimize his own knowledge or understanding, when, "in fact, he was an unusually intelligent person." Mr. Ford involved himself in every level of the scholars program. He reviewed applications, attended functions, even joined groups and sat on the floor in discussions. "If someone said, 'Write this down,'" Walker said, "he'd pull out a spiral pad and do it."

Walker found Mr. Ford to be a wonderful person. "He was," Walker said, "able to engage in discussions with many people and, in listening, make up his own

FORD FAMILY FOUNDATIONS HELPING HANDS

EXAMPLES OF THE FORD FAMILY FOUNDATION CARING

- The Ford Family Center at Umpqua Community College
- The majority of the funding for the new Douglas County Library
- Major funding for the new addition of the Douglas County YMCA
- Computers for all of the schools in Douglas County...from grade schools through the high school level.
- The new lighting system for Umpqua Community College
- A major amount of funding for the bleachers at Roseburg High School
- Provided for the re-facing of the Roseburg Police Department building
- Facilities for the Parent Relief Nursery
- Facilities for Safe Haven, a facility for young women with little or no means to support themselves
- \$3 million for the building of the new wing at the Doernbecher Children's Hospital
- Donations to the Community Cancer Center
- Seed money and continued funding for Douglas Community Hospital
- Funds for renovation of the lighting and sound systems of the music and theater departments, as well as upgrading the computer systems, and remodeling of the Student Center and administrative offices at the College of the Siskiyous in Weed, CA
- Generous donations to the United Way throughout the years
- Support for the Oregon Museum of Science and Industry and funding of a new facility
- Yearly support to the Oregon Independent College Foundation, which helps fund Oregon's private colleges
- Support of the Salvation Army
- Funding for the Roseburg Battered Person's Advocacy and the Confidence Clinic
- College scholarships in 1997-98 for 660 full-time students in Oregon and California



Left: Kenneth receiving the Mulrooney Award from Barney Blondal
 Middle: Kenneth poses in 1996 in front of a loaded railroad car
 Right: Ted Whitlock from Plywood Company of Fort Worth, Inc. and Kenneth



mind. He had an uncanny ability to raise similar questions with different people and gain multiple perspectives on his topic.”

Marija Kovacevic , a Ford Scholar, describes Mr. Ford’s attendance at the Ford Scholar conferences every summer, “He participated fully, joked and acted like a grandpa, very caring and interested in what each of us was doing.” Like other Ford Scholars, Kovacevic learned from Mr. Ford. “His humility helps me to be humble and understand the joy in giving to others.”

Karie Praszek, a Ford Scholar now in her first year of medical school at Oregon Health Sciences University, describes Mr. Ford as unpretentious, totally genuine, someone who didn’t throw words around. “What came out of his mouth was full—simple words with big impact. Mr. Ford’s words carried great energy, a heartfelt passion.”

Mr. Ford’s message to the scholars was: “If you have hope and courage, you will build a good society.”

The program has been extremely successful, with over 600 full time students attending college during the 1997 school

year. The scholars themselves are truly special individuals. Hand picked by Mr. Ford, they have been extraordinarily successful. Of hundreds involved, not one has dropped out. The group GPA is better than 3.4.

“What came out of his mouth was full, simple words with big impact. His words carried great energy, a heartfelt passion.”
 - Karie Praszek

The Future is Clear for Roseburg Forest Products...



Roseburg Forest Products truly is a manifestation of Kenneth Ford. His leadership

qualities and business philosophies are finely ingrained in every supervisor and manager working for Roseburg. “There is not a company operating today that functions as close to its founder’s personality as Roseburg,” Tim Leybold, CFO, Roseburg Forest Products.

In fact, Allyn Ford, President and CEO, is much like his father, exercising strong leadership, vision, and business skills that will guide Roseburg into the future.

Allyn understood his father’s vision at an early age and has spent the last 30 years working very closely with Kenneth, setting the pace for the company.

Lyle Thompson states, "Allyn has a clear understanding of the industry and this Company's strengths. He is committed to customer service and has the ability to get things accomplished. Though we will all miss working with Kenneth, I have a deep respect for Allyn's leadership abilities and am excited about the course he has set for this Company."

Allyn Ford has been instrumental in securing the future of Roseburg, with his decision to purchase nearly 200,000 additional acres of timberland in 1996, upgrade the plywood production facilities, build a new sawmill, and expand Melamine production.

Allyn Ford states, "Roseburg Forest Products is a very unique organization. It is family-owned, allowing us to control our own destiny. Our management team will continue to operate this company in the tradition that made it what it is, yet we will implement positive changes when

"Kenneth had a long-term plan for this Company, and I intend to see his vision completed."

- Allyn Ford

needed. Kenneth had a long-term plan for this Company, and I intend to see his vision completed."

Kenneth and the members of his family provided for a smooth and efficient



Above: Allyn Ford, President and CEO of Roseburg Forest Products

transition of Roseburg Forest Products, with complete ownership remaining with the Ford family. Allyn Ford is strongly committed to ensuring the company continues to grow and serve its customers with integrity.



Kenneth Ford was always compassionate, yet clear about how important it is for individuals to be themselves—and be self-disciplined, responsible, passionate in their lives and in what they are doing. He did what he thought he should be doing. He felt everyone else should do the same. His greatest gift to all may have been his ability to identify men and women of potential and inspire them to go forth as he has done.

"People have been so good to me that I want to give back to them. This company, the timber industry, my friends and family, and the employees are the ones who will carry on when I am gone. You are now the torch bearers, and you must understand your responsibility to mankind."

-Kenneth Ford

As in the passing of every admired leader, all who were touched by Kenneth Ford will mourn the loss of this great man. However, he leaves behind a legacy that will live on, as the people who knew and worked with him continue in his footsteps. †

ROSEBURG

FOREST PRODUCTS

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