



PLAINTIFF'S EXHIBIT

BIR-1024

Memo To: R. C. Maloof

From: W. C. Kinsey *WCK*

Subject: SHREVEPORT QUALITY

Date: August 17, 1984

It appears that quality problems at Shreveport have become of epidemic proportion and may currently be a mirror image of Norwood's pre-October 1983 status in the marketplace. CBF is publishing a report on quality discussions which occurred August 15, during the Sales Meeting. Frank is publishing a memo outlining how we quickly correct the major quality problems.

Bill McClung will not be in East Walpole on August 20 as scheduled for 1985 planning purposes. The quality issue takes priority. If we don't get this quality issue corrected immediately, we will not need a 1985 plan for Shreveport.

Poor product quality surfaced several months ago but, nothing much has been accomplished to improve it. Rather, many have stated that without the new filled coating system, we cannot do much.

We will not wait for the filled coating system. We will address the corrective actions in Frank's memo with a high sense of urgency.

The task force arriving in Shreveport the week of August 20 will initially address commodity products with emphasis on improving blends, reducing various types of shading problems, address the handling, dimension problems, etc.

In addition, we must address the A-80 quality problem. We currently market what I would classify as a moderate grade "second". Packaging is the pits; registration is unacceptable, asphalt globs on the face of the shingle and we are only a few months away from delamination problems. Frank has authorization to spend \$60K to correct the packaging. In addition, Dick, I suggest we consider slowing down the combiner until we get proper registration of the components. There is absolutely no sense in seeing how fast we can produce a non-salable product.

During the August Shreveport Operations Review, we will spend considerable time on product quality including observing the combiner operation.

THE FOLLOWING NEEDS TO BE ANSWERED IMMEDIATELY:

Do we shut the plant down indefinitely until we are assured that we can and will consistently produce a quality product? Upon your return, call Frank in Shreveport to discuss. Let me know your recommendations ASAP.

BIRD 014392

MEMO. DIRECTOR QUALITY
AUGUST 17, 1984
PAGE TWO

Meanwhile Kent, we must take caution on what we say to our selling organization. We can ill afford to obsolete our 17M ton inventory. You and I should discuss this issue ASAP.

WCK/gl

cc: B. Carlson ✓
K. Colvin
C. Fletcher
B. McClung
E. Mongold
F. Ryan
D. Suva
F. Wood
J. Zilfi