

<p>Educational Background</p> <p>Early career at Moss Adams</p>	<p>TS: I received my Bachelor's in accounting, business at Oregon State University. And as kind of a quasi education, as part of the accounting program, I went to work for a CPA program, Moss Adams, for a few years and received my CPA license. So that's, you know, quasi education I suppose [chuckles].</p>
	<p>SL: That was after your time at OSU (Oregon State)?</p> <p>TS: After that time, yes.</p> <p>SL: Okay. And then what led you to a career at Rodgers?</p>
<p>Career change to Rodgers Instruments</p>	<p>TS: Um ---- I think, mostly I wanted to get, because I had been in public accounting for a few years, I wanted to get something that was, I guess, more in the manufacturing side of things. And I have always been interested in music, so actually being able to combine all of those things into one career was appealing to me. It was appealing because you had the music aspect as well as the building of things that people get to play and enjoy. I was also doing the accounting and finance stuff that I enjoy.</p> <p>SL: And how did you make your connections here?</p> <p>TS: Oh, here at Rodgers?</p> <p>SL: Yeah.</p> <p>TS: Actually there was a person that I went to college with who was working here on a temporary basis. And at the same time they were looking for an accounting manager. And he put in a good word for me at that time because I was interviewing for the position. And that's how I came to start here.</p>

SL: Nice. So what was the transition like for you from working at...you said, Moss Adams was the first place you worked [Narrator nods], to here? What were some of the differences in the companies?

TS: Well, one of them is that you are in one place all the time when you're here versus when you're at Moss Adams, you're working in audit and tax, so you are typically going out to other clients and other businesses. Which has its advantages too, but you also do a fair amount of travel. So not having to travel as much was appealing to me. [Laughter]. Not so much to some people, but for me it was a plus.

And, I'm sorry, the question again? I answered everything there?

SL: Umm, yeah. I was kind of just trying to get at how working at Rodgers differs from your previous work.

TS: Oh, OK. Yeah, the travel and just being a part of different businesses obviously has its advantage. But you also get to have more of a family environment here versus auditing where you are typically working with different people all the time. That has its advantages and disadvantages too, but it's like 'I belong to this company, but what is this?' I go in and I go to my desk every couple of weeks for, you know, once a week or something. And that this is where I work, but I'm hardly ever here type of thing [Referring to Moss Adams].

SL: So the ability to make connections?

TS: Yeah.

SL: In the pre-interview you also mentioned that the working environment was something that stood out to you from your early days

Early days at
Rodgers

<p>Company Culture</p>	<p>of working at Rodgers. Can you say a little bit more about that?</p> <p>TS: From that standpoint, I had just started out with the company and I was, uh...every year we would give service awards for the number of years people had been here at the company. It's usually every five years that someone would get an award. And I was just amazed. The people that were getting twenty year awards looked like they were barely in their thirties. So that kind of stood out to me: that, ok this is a company where people enjoy working at because they have been here for a long time. So that told me a lot about the company...just by the number of people that had been here for so long. Which I think is not so typical these days to find people that have been at a company for ten, twenty, thirty years. I mean we have a couple people that have been here over thirty years!</p> <p>SL: Wow. And why do you think people stay so long?</p> <p>TS: I don't know. It just has a nice family type of culture to it. Yeah.</p> <p>SL: That's great. So what makes Rodgers unique as an employer?</p> <p>TS: Hmm. [Narrator gestures to tape recorder. Recorder is turned off. Narrator asks more about the question and discusses ways to answer.]</p> <p>[End of File B]</p>
<p>File C 0:00-7:56</p>	<p>SL: Okay, I'm going to back up for a second and go back to the culture. You said when you first came here it was kind of a tight knit community and people stayed a long time.</p> <p>TS: Right.</p>

<p>Company Culture</p>	<p>SL: How has this changed over time, if at all? Or has it stayed pretty consistent?</p> <p>TS: Yeah, I would say it has stayed pretty consistent. I mean, unfortunately, like a lot of companies these days and over the years, we have had to have some cut backs as well. So we are certainly fewer in number than we were a number of years ago. But there still are quite a few people here that have been here for quite some time. And there are probably a handful of marriages within the [laughs] small number of employees that we have as well. So that makes it even a little more family like. [Laughter].</p> <p>SL: So people spend time outside of work together?</p> <p>TS: Yes.</p> <p>SL: Nice. Can you think of anything else that stands out about your early days of working at Rodgers?</p> <p>TS: Just that it was a satisfying place to work and a good group of people to work with. I think people seem to have the mentality of working with each other as opposed to 'I work for this person' or 'this person works for me'. We are all working together for a common goal.</p> <p>SL: And you have been here since 1989, is that right?</p> <p>TS: Yes.</p> <p>SL: Okay. So 23 years now?</p>
<p>First day of</p>	<p>TS: Yeah, in August. The first day that I started was in this building. My</p>

<p>work</p>	<p>first day they were like, 'here are your boxes on your desk and un-box all this stuff and get to work' [laughter]. And so I was right out here [points outside door] unpacking boxes the first day I started work [Laughter].</p> <p>SL: So this is the same building as when you first started?</p> <p>TS: Yes. Right.</p> <p>SL: Have you expanded at all?</p> <p>TS: No, this was the last edition that was completed in 1989 when Rolland Corporation had bought us. They had bought us the year before.</p> <p>SL: Okay. Can you talk a little bit about your career development since you have been here? The different roles you've had and positions.</p> <p>TS: Oh, okay. Just at Rodgers here?</p> <p>SL: Yeah, just at Rodgers.</p> <p>TS: Just at Rodgers.....</p> <p>SL: Yeah.</p>
<p>Career Development at Rodgers</p>	<p>TS: I started out here as Accounting Manager. And then between 1989 and now.... Or a few years ago I was promoted. But I was promoted to Assistant Controller along the way, Controller, and then just a few years ago, to Senior Vice President and Chief Financial Officer.</p> <p>SL: And what is a Controller?</p>

TS: Mostly handling the accounting aspect of things.

SL: Okay.

TS: So making sure your financials are done correctly. And that your taxes are done right and all that. And the CFO position is related but it usually involves more responsibilities within the finance area.

SL: Okay. And how has the company supported your development or advancement in your career?

TS: Um, just continuing to...because of my...I still retain my CPA license even though I don't practice as a CPA. So just my continuing education that I have to have each year. I gotta have forty hours of continuing education every year. And the company has been supportive in that terrain.

SL: Alright. Do they... is it common for people to get promoted within the company? Do they try to hire within?

TS: We try to hire within and yes, there are some promotions there. Being a smaller company the opportunities aren't quite as large as what we'd like to see. And certain positions are more difficult to fulfill internally. But I got a great example in my area, the accounting area. We had someone that was working on the floor in the manufacturing area and she was also taking some accounting classes over at PCC. So she had a desire to do something a little different. And we had something open up in accounts payable and now she's our, um...Kathy Watson's our Senior Accountant now.

SL: Oh!

<p>Influential professional relationships</p>	<p>TS: [Laughs]. Yeah.</p> <p>SL: Wow! So she could totally switch careers in the same organization!</p> <p>TS: Yeah. Right.</p> <p>SL: That's nice. Oh!</p> <p>And have you had any...Have there been any influential professional relationships that stand out to you?</p> <p>TS: There's been several. And certainly the founder of Roland Corporation, Mr. Kakehashi. Ikutaro Kakehashi. And Kaz Tanaka, who is the current president of Roland. They've been, you know, very supportive of Rodgers. Their vision and leadership for not only Rodgers but for the Roland Group, the Rolland Corporation, has been influential in my growth here at the company.</p> <p>More here on site, because they [people just mentioned] are usually in Japan and we only see them once in a while, are people like Dennis Houlihan and Lloyd Robins, Dewey Kuhn, and Mark Malbon have either been here or have been working for, our parent company at one time and sister company now, Roland Corporation, for Dennis Houlihan and Mark Malbon. And then Mr. Kuhn and Mr. Robins have been President here. So just their leadership and mentoring over the years have been influential in my development.</p>
<p>Relationship to Rolland Corpotation</p>	<p>SL: Good. Can you talk a little bit more about the relationship between Rolland and Rodgers?</p> <p>TS: Yes. Um...just a little bit of background...I think it must have been</p>

back in the 1960's, or something like that or maybe early 1970's, Mr. Kakehashi actually built an organ in Japan. But he figured that there wasn't a big market for organs in Japan since it's not predominantly a Christian nation [Laughter]. So then he developed the company of Roland. And he made that a very successful company. And it continues to be. But then when he had the money to do so, he bought an organ company. So he bought Rodgers in 1988. And, um...I'm sorry, I'm drawing a blank on your question.

SL: Oh, I was just asking you to talk a little bit about the relationship between Rodgers and Roland.

TS: Oh, yes. I'm sorry. Yeah.

SL: No worries.

TS: And so...Over the years they have helped us with the technology aspect of things and with investments in the company. As well as guidance and leadership in the music industry itself. There are just a lot of different aspects that they are able to help us out with since they are a much larger company and have many more engineers than we do. They are able to help us out technologically more than what we'd be able to do on our own. And they continue to be as supportive today as when they first bought us over twenty years ago.

SL: That's great!

TS: Yeah.

7:57-11:32

SL: So I'm just going to back up to you again. And this might, [laughs] feel like I'm putting you on the spot. But what do you feel like your

<p>Narrator's projects and contributions</p>	<p>most important contribution to Rodgers has been?</p> <p>TS: Well I hope I have given, especially in this day and age, I hope I have given good service and integrity to the accounting and finance area. When you hear about all these other companies that have had lots of problems, I pride myself that we have not had any issues in that particular area. Some projects that I have been involved in, that have taken lots of time and lots of effort are: bringing on new ERP systems, or CRN systems.</p> <p>SL: What are those?</p> <p>TS: Enterprise Resource Planning. Which essentially is your company software that records all the transactions throughout the company. All your inventory, all your sales. All your, you know, this and that. Any transactions that go through the company that have any financial bearing. And your bills. Paying your employees. Things like that. It keeps track of all that. [Laughs].</p> <p>SL: So you brought those on board?</p> <p>TS: Yes. With a number of people's help around here. I helped with leading the effort.</p> <p>SL: Okay, Great. Now, I'm going to ask you some specific questions just about Rodgers. Can you say a little bit of what you know about Rodgers origins? How the company started.</p>
<p>Rodger's Origins</p>	<p>TS: [Reviewing printed timeline he brought with him]. Well, the company actually started as an offshoot back in 1988. Tektronix was inviting the engineers to come up with new products.</p>

SL: 1988?

TS: Excuse me, 1958. [Laughter].

SL: Okay. [Laughter and some joking banter between interviewer and narrator about the mistake].

TS: 1958. I'm Sorry, yes.

SL: No worries.

TS: Then Rodgers Jenkins and Fred Tinker presented plans to make a classic organ. Tektronix board said no. But president Howard Vollum, I think that's how it's pronounced, a theater organ enthusiast, and Jack Murdock personally helped get the business started. Beyond that are you talking about the changes in ownership [....?]?

SL: Just curious about what you know about how it started....is that kind of the extent of your knowledge?

TS: That's kind of the origin of the starting of the business, yes.

SL: Maybe it's just common knowledge around here, but how have you come to know about the history of the organization? Have there been stories told? Are there people who worked here back then that are still involved?

TS: Yeah, there are not too many of those. Fred Tinker, one of the founders here, is very active over at Beaverton Christian Church, I think. But he retired ten or so years ago, or something like that, so some of the stories from the very beginning are probably not talked about all

	<p>that often.</p> <p>SL: Right.</p> <p>TS: Really, so it's just some of those [....?] documents really give some of that history.</p>
<p>11:33-17:13</p> <p>Research and Development</p> <p>Innovations</p> <p>MIDI/Digital Sound</p>	<p>SL: Okay. Can you talk about what the role of research and Development is at Rodgers?</p> <p>TS: Um...wow. It's the life blood of the company. And, you know, some people might wonder with such an old instrument how much technology do you really have to [laughs] develop on something like that. But just the sound generation itself is a very subjective type of thing. So we pride ourselves in being the most authentic digital organ company that makes organs today. And a lot of that comes from the technology that comes from our engineers here at Rodgers as well as from engineers at the Rolland Corporation.</p> <p>SL: Can you talk about some of those technological advancements? Or innovations that you guys have been....</p> <p>TS: From the beginning? Or just more recently?</p> <p>SL: Talk about the ones, I would say from the time that you've worked here. That you can remember and that stand out to you as being the most influential.</p> <p>TS: Okay. Well, I'd say some of those are...um...back in 1987 Rodgers was the first to introduce MIDI into church organs.</p>

Voice Palette	<p>SL: And what is a MIDI?</p> <p>TS: It is a musical...I'm not sure what the...maybe its Musical Instrument Digital Interface. So it allows two musical instruments to talk to each other.</p> <p>SL: Oh, okay.</p> <p>TS: And you can, for example, from the organ you might be able to play a key board that's sitting over there [points across the room] and use the sounds of things that are on it. Whereas with sequencers and other types of devices you can't. So it's more of the electronic exchange of information.</p> <p>I think some of the other ones...Rodgers was first to use memory cards and sound sequences in their organs. Rodgers introduced the Voice Palette, for stops, for built in alternatives to Voices. When I say Voices, I mean the sound that the organ is making. They refer to it as a Voice.</p> <p>SL: Oh, okay.</p> <p>TS: So, one sound will come out when you hit a key. But if you use one of the Voice Palettes or another sound behind it, you can get a different sound using the same control within that.</p> <p>SL: Oh, okay.</p> <p>TS: So that was something that we introduced.</p> <p>SL: Interesting.</p>
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SSE Chip	<p>TS: And then probably more recently, the new 500 series. Or actually the model 578 organ. Rodgers was the first organ built with the Rolland revolutionary SSE chip and sound engine technology.</p> <p>SL: And what is that?</p> <p>TS: It's essentially...it makes the the controls within the organ and the sounds of it more authentic. And because like I said since sound is so subjective. We actually have pipes down in our showroom. And our organs can be hooked up to pipes as well. Although we predominantly, sell digital organs. If you were to play the organ with pipes up there and you had someone turned around, probably over 95% of the people, if not more, would not be able to tell whether you're playing the pipe organ or if you're playing the digital sound that comes out of the speakers.</p> <p>SL: Oh, wow! That's amazing.</p>
Digital versus Pipe Sound	<p>TS: Yeah. Well these are some of the technology innovations that we, that our engineers work on to try and make it sound as authentic as possible. And even the pipe organ itself doesn't have, you know, just a perfect sound. It has its own <i>unique</i> sound. And so even trying to emulate some of those imperfections, so to speak, depending on the sound purist [laughter]. Whether it sounds better if you don't do that versus this is what a pipe organ sounds like. Most people want it to sound like a pipe organ, even if it isn't. And our advantage there is that it's much less expensive to recreate it digitally than to have to buy expensive pipes and to get all those extra sounds. But you can have combinations of them as well. So, if someone had a pipe organ in their church and they wanted to replace it, we could replace it with one of our consoles. Hook it up to that and then also add the speakers, so they could have additional sounds as well as what they are used to. Plus, the</p>

	<p>pipes look very nice usually in the church, and they don't want to remove them.</p> <p>SL: Right. Right.</p> <p>TS: They like to be able to utilize those and give some additional sounds as well.</p>
<p>17:14- 21:12</p> <p>Organ sound plus craftsmanship</p>	<p>SL: So did you say that Rodgers was the first organ company to go digital?</p> <p>TS: I wouldn't say we were the first to go digital. It's more of, um, let's see-----[looks at print out he has of Rodgers innovations]---we did build one of the first digital organs, but I don't believe it was the first digital organ ever.</p> <p>SL: Okay. But you guys had made some advancements in the digital...</p> <p>TS: Yes. We feel that sound is our advantage when we are competing with our competitors as well as, you know, just the look of the console shell and all of that. Because even in our woodworking area...I think there are certain innovations that those guys comes up with too, just beyond just the engineering that happens on the sound of things. It's just the way that things look when they are put together, so there are some pretty neat things that those guys do too.</p> <p>SL: Oh, interesting.</p> <p>TS: Yeah.</p>

Environmental Compliance	<p>SL: So, it's kind of melding technology and woodwork as well?</p> <p>TS: Yeah. Which Oregon is the perfect place for that [Laughter].</p> <p>SL: Right, exactly. Interesting. I have read some stuff about the environmental aspects of Rodgers and I was wondering if you could tell me more about the decision to comply with the EU's (European Union) restriction on hazardous substances?</p> <p>TS: Oh, ROHS?</p> <p>SL: Yeah.</p> <p>TS: Yeah, right. Well this was an initiative that Rodgers took on as well as the Rolland Group in complying with those because we obviously still wanted to sell our products over there. But also to try to be green in our approach to the way that we build these things. So we had to remove the lead from the solders that we make circuit boards from. And all those types of changes within the company to try and support those efforts.</p> <p>I think another one that's currently being worked in is called CARB. And that's out of California. California Air and...I don't remember what it stands for, but essentially there is supposed to be a federal initiative that is based on CARB that is going to be coming out. So we have to be very careful about the substances we put in there if we sell something in California right now.</p> <p>But that's going to be done on a federal level. So it's something similar to ROHS. Lots of countries are starting to do these things these days. It's difficult to try and keep up with all of them, because, you know, we</p>
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	<p>all want to try and keep hazardous substances out of our environment and all that, but there is a price that comes along with that too. So you gotta balance all of this out.</p> <p>SL: Yeah. So are you guys ROHS compliant everywhere or just for your organs that go to the EU?</p> <p>TS: No, we changed over everything. We took the lowest common denominator and decided that we're just going to make everything ROHS compliant.</p> <p>SL: Okay.</p> <p>TS: Yeah.</p> <p>SL: Great. And this is sort of a hypothetical question. But how do you think organs, in general, and the organ industry would be different without some of the technological innovations that have been provided by Rodgers? If at all.</p> <p>TS: Oh----I'm sure there's some [Laughter]. I'm trying to....um, I don't know if you want to pause that for a moment?</p> <p>SL: Oh, yeah. Sure.</p> <p>[Turn off recorder. Narrator asked about the question how to answer it. He is unsure but thinks Duane Kuhn would be a better source. I told him he could just say that and that would be fine.]</p> <p>[End of File C]</p>
<p>File D 0:00-3:09</p>	<p>TS: So I think when you interview Dewey, he'll have a better perspective on that side of it since he concentrates on the sales side of the business.</p>

SL: Okay. And is he the engineer too? Did I, is that...

TS: No, he's the...he started out here as our director of...or Vice President of sales. And now he's President of the company.

SL: Okay. Do you know if any of, and you might not know the answer to this either, but do you know if any of the technology that has been produced here is used by other organ companies?

TS: No.

SL: No? Okay.

TS: We're propriety within that. Although, I believe we share some things with Rolland Corporation. Back and forth, depending on what types of products that they're building.

SL: Okay. So that makes you competitive in your field, right?

TS: Yes, I think so. [Laughter]. I hope so.

SL: Can you talk about some of the non-tech ways that Rodgers has influenced or contributed to the industry?

TS: Non-tech ways?

SL: Some things I was thinking of...When I was looking at the website, I noticed that you guys do some support for organ education.

TS: Oh, yes.

SL: And the establishment of some competition? Is that right?

TS: Yes. Last year we started the...in fact they've got the first round, I think of the organ competition. They do it in Kutztown, Pennsylvania. This is the second year they are doing it. So yeah, we host an organ competition. That's one thing that Dewey's been very adamant about. Because of the low number of organists throughout the United States and probably elsewhere, he feels we need to do something in that regard. So that's certainly an effort that we've been working on hard as far as trying to set up some key board labs, so that students can learn how to use the organ. Because it is, especially the larger one is very intimidating for people to play. And I have found over the years that a lot of those buttons on there are actually little shortcuts that you might see on your computer, but they don't appear to be shortcuts if you're just looking at the thing. [Laughter]. It just looks like a lot of controls on there. [Laughter].

But certainly, yes, the keyboard labs and well as the organ competitions. And last year, the winner of the competition played at our dealer meeting. I think we have used him in a few other endeavors too. And I think there are a lot more people who have tried out for the competition this year, so we are really excited about that.

SL: Nice.

TS: And we go through a judging system, listening to the recordings. First to start off, to qualify people. Then we have some actual live performances that are conducted to come up with the winner.

SL: Nice.

	<p>TS: Yeah.</p> <p>SL: Sounds exciting.</p> <p>TS: Yeah. [Laughter].</p>
3:10-8:39	<p>SL: Overall what do you think has been the most significant contribution of Rodgers?</p> <p>TS: Contribution to?</p> <p>SL: To the industry. It's a pretty broad question and you may have mentioned it already, but what do you think has been the most significant? Or even just to the products that you produce since they don't go outside of Rodgers?</p> <p>TS: Yeah, our main goal is to produce products that are for the enjoyment of people that enjoy music as well as the worship service that people attend, wherever they worship.</p> <p>SL: Are churches your biggest consumer?</p> <p>TS: Yeah, probably the end customer. Most of our distribution nationally is done through dealers or distributors.</p> <p>SL: Oh, okay.</p> <p>TS: So they usually have the direct contact with churches and homeowners and so on and so forth. But yeah, we are predominantly...our major customer certainly is the church market.</p>

SL: Okay. And you guys are...how big is your market? I know it's not just in the U.S.?

TS: Yeah, in fact that's another competitive advantage that we have with the Roland corporation. They have joint ventures throughout the world, so we are able to get into a number of other countries that we would have a hard time getting into without the help of Roland Corporation. So that helps us out in selling more products around the world.

SL: Great. Can you talk a little bit about how Rodgers has changed during the twenty plus years that you have worked here? Or maybe some of the most significant changes that you've noticed?

TS: Well, I think like a lot of companies we have had to try and do more with less.

SL: Mmm Hmm. Because of the economy?

TS: Yeah, because of the economy. And technology has certainly helped us out with a lot of those types of things but we are still building a physical product so you can only go so far in some of the technological things that you have here. But certainly we've tried to work smarter about what we are doing. And----and just trying to make the product as dynamic as possible at a competitive price. You know, we're not trying to be the cheapest organ builder, we're trying to be the best.

SL: Right.

TS: And one of our slogans in the past was: we want to be the best not the biggest. So hopefully the other one follows but our focus more is on

being the best and most innovative organ company out there.

SL: So has the company grown since you're been here or has it stayed pretty much the same size?

TS: Well that kind of depends on what you mean by growth. I mean, as far as the sales are concerned, I would say we certainly have our challenges in that area. And we are starting to see, over the last few years, some pick up in the export markets.

SL: Okay.

TS: But, you know, the sad fact, and this gets into some of the... maybe it's questions later on as far as some of our challenges. One of our challenges is there are a lot of churches that are not using the organ in their worship service.

SL: Oh...

TS: So we've got, you know, a big paradigm shift there in the overall church market itself. Since it is our biggest customer, end customer. So we've tried to come out with other products that are a little more versatile, not quite as intimidating, and still serve those markets. So I would say growth wise, we are, you know...the organ market is a very mature market. It's not...it's not growing. It's not like people are going out and wanting to buy an organ. There are i-pads and stuff these days. [Laughter].

SL: Right. [Laughter]. Give em a little organ on an i-pad.

TS: Yeah, we wish [laughs]. But, certainly there's room for growth there. And we think there's, you know, people that certainly would

	<p>enjoy doing those things. But some of it's whether churches are using the organs. Whether they want to spend their money on even a piano or something in their living room versus, 'oh I want to buy a big screen TV.' And so, you know, those types of things are competing somewhat against how you spend your discretionary time on things. And so it's always a challenge to do that. But we are trying to address some of those with different instruments as well as branching out into more of the export markets as well.</p>
<p>8:40-12:13</p>	<p>SL: Okay. So what are churches...do you have any idea what churches are using now if they are moving away from organs?</p> <p>TS: There's certainly been some churches that have moved totally away but we've also seen a little bit of a shift over the last few years where they are kind of rethinking that. It's like 'oh, we're missing something in our worship service.'</p> <p>SL: Oh...</p> <p>TS: I mean I even noticed it in my church when our organ wasn't working. For six months or so, the worship just seemed different.</p> <p>You know, just with the piano. And I'm not knocking the piano, because it's a very good instrument too, but there's place for different styles of things and you don't have to just choose one. You can have various things. But to say we don't want to use it at all because its, um----it's very useful in a number of settings.</p> <p>SL: Right. And it's kind of classic too.</p> <p>TS: Right!</p>

SL: It's what people know and what they're used to even.

TS: Yeah, and I think even people, maybe that don't think that much about the organ probably...usually if they are getting married, they usually like to have a nice organ playing the wedding march and all of that. So that's hard to replicate. Yeah.

SL: Yeah. So what... And you've kind of eluded to, and I don't know that much about organs, but you've kind of eluded to changes in the actual architecture of the organ?

TS: Mmm Hmm.

SL: So some are more intimidating, and I take that to mean that they are like much bigger.

TS: [says something....? and laughs].

SL: And are you guys making smaller ones too then...that are more portable, for different spaces?

TS: Yes. Within the Rodgers brand, the 500 series that we came out with is probably the smallest organ that we produce under that name. But we also, with help from Rolland, have the Roland Classic product line as well as Atelier. So those are geared more toward being smaller instruments. Some of them are portable. Some are not.

SL: Mmm, okay.

TS: Some are for more of a professional setting. Some are more for a home setting. In fact, I was just speaking to someone today and one of

	<p>the instruments that's currently out is the new Atelier the Atelier line. And currently Lady Gaga has one of them [laughs]. It's one of the instruments that she's touring with.</p> <p>SL: [Laughs]. Really?</p> <p>TS: Yeah. [Laughter].</p> <p>SL: She could give you some publicity.</p> <p>TS: Yeah, that's some of the versatility that we're, you know, trying to [...?]. There's quite a difference between her and your typical church groups, so...[Laughs].</p> <p>SL: Right [Laughs].</p> <p>TS: So like I said, that's one of the things we are trying to branch out into. You know, instruments that are more versatile in the way people want to worship. Because you can use all those instruments if you want to play more contemporary types of sounds on the Rolland Classic or the Atelier organ or something like that at your church, if you are not as classically or traditionally inclined....for you worship.</p> <p>SL: Right. Interesting.</p>
12:14-15:33	<p>SL: So I'm going to move into some questions about Washington County now.</p> <p>TS: Okay.</p> <p>SL: I was wondering if you could talk a little bit about the relationship Rodgers has to the larger community?</p>

TS: Well, we belong to the Hillsboro Chamber of Commerce. We have been involved with them for a number of years here. And so we kind of participate in making the community better there. For a number of years we've participated in the air show. It's right next to us here [points behind building]. And along with that, since we have a fair amount of empty space in the back of the property here, we usually let the volunteers for the air show park in the space there. We just made donations to the Oregon Food bank. We've been trying to help out in that regard as well as volunteering, giving food, and giving some extra money. So those are some of the things within the area that we've been involved with.

SL: Okay. And what about the area supports business? We know that this is a high tech cluster in Washington County, and I'm wondering if you have any ideas about what about Washington county supports that....or specifically, does Washington County, in any way support Rodgers that you can think of?

TS: Um...I don't know about directly. I think just...certainly with all of the types of businesses that are in the area. I don't think there's any direct thing that we have. But just the fact that we're in the Silicon Forest gives us, maybe, access to some of the electronics. Although I think they are available just about anywhere. But we're closer to where some of the stuff is being built, as well as, obviously the wood products that are done in this area too. Because that's a very important feature of our product as well. So nothing directly that I can think of other than those and just the location itself I think lends directly to that.

SL: Okay. And do you live in Washington County?

TS: Yes, in Beaverton.

	<p>SL: In Beaverton, okay. Have you lived here since you started working here? When did you move to Washington County?</p> <p>TS: I moved here in, um, yeah, 1989. I started working here in 1989. [Laughs].</p> <p>SL: [Laughs]. So did you move here for this job?</p> <p>TS: Uh...kind of. I'm not sure which one came first [laughter]. I was living over in Milwaukee and Portland when I first moved up here from Oregon State. And then I started working here in August of 1989. I got married in August of, or December of 1989. So those things kind of coincided within the same year, [laughs].</p> <p>SL: Lots of big changes [Laughter].</p> <p>TS: [Laughs] So I'm not sure if it was my wife or the business. A little bit of both, I suppose.</p>
15:34-20:07	<p>SL: What stands out from, about the area from when you first moved here?</p> <p>TS: Um---well I'm not sure if I should say this or not but the first thing that comes to mind for me is the traffic [Laughs].</p> <p>SL: Yeah?</p> <p>TS: I'm not trying to be negative at all, but certainly the fact that you've got large manufacturers down the street from you on a one or a two lane street makes it hard to get out of the parking lot here [laughs].</p> <p>SL: Right, right.</p>

TS: So, that's, you know, maybe I shouldn't even say that.

SL: No, I think that's....

TS: [Laughs] but it's something that's real for me because I have to commute to Beaverton. I started staying here later and later and later and later just to try and miss some of the traffic. But I was here until like seven o'clock in order to do that. So I started coming in earlier and leaving a little bit earlier and working from home to try and compensate for that. So that's certainly something that...Living only about twelve miles away or something like that and it takes me thirty to forty five minutes to get home [laughs].

SL: Wow. And has it been like that since you first moved here?

TS: No, when I first moved here it was only about twenty minutes, pretty much either way.

SL: So as it's grown?

TS: Yeah, there's just more and more traffic and traffic lights and so on and so forth. You know, like I said, maybe I shouldn't say that part of it but it's certainly a reality for me. I'm sure there's something on the positive side I should be saying here or thinking about here.

SL: You can say whatever...

TS: Yeah, I mean certainly from the growth standpoint, I mean, that's another...But the positive side of that, is that I guess the area is growing and people are, um.... Because of all that, people are employed, for the most part. Certainly, there are people still looking for work, but you've

got more housing, and cars, and people that have jobs. So that's probably the positive aspect of the increased traffic... People want to be here. And there is a reason to be here.

SL: Mmm Hmm. Well, I think it makes sense... As a place grows there's more traffic, and with the high tech industry cluster.

TS: Yeah.

SL: And so along with the traffic, have you noticed any other changes in the landscape since you've been here, in the twenty years?

TS: Umm-----Not too much. I mean, certainly there's been businesses... I think when I first started here, I don't know that Intel had any plants here other than Hawthorne Farms, I think it is. And then Jones Farm came on, I think it was. And then Ronler Acres came on with that. And now they are doing a big expansion over there. So certainly those, as well as the other companies that have come into the area with Solar World and with Genentech, which I think is down the street here as well.

So there has certainly been a lot of good companies that have come into the area, which I think is good for Washington County. And I think Washington County, or whoever has been involved in all of that, whether it's been Hillsboro or Washington County, has done a good job of trying to attract those kinds of things.

SL: Mmmm Hmmm. Mmmm Hmmm.

TS: And, uh, I think we're better as a community because of it. Yeah.

	<p>SL: So what do you like about living in Washington County?</p> <p>TS: Um---I don't know, I just like Oregon, in general. Including Washington County. All my kids live here and my grandkids. So that's one of the things near and dear to my heart. And from that standpoint, it's just friends and family and all that. My church and all of that are within Washington County.</p> <p>SL: Hmm. Wow, everybody stayed, uh?</p> <p>TS: Yeah, so far! [Laughter].</p> <p>SL: Wow, that's awesome. How many kids do you have?</p> <p>TS: Three kids. One's still in the house, in fact he's going to Portland State right now.</p> <p>SL: Oh wow, nice.</p> <p>TS: He's majoring in electrical engineering. I've got three kids and then two granddaughters.</p> <p>SL: That's exciting.</p> <p>TS: Yeah.</p>
20:08-22:43	<p>SL: When do you first remember hearing the term Silicon Forest?</p> <p>TS: Mmmm-----not too long after I... it had probably been in the early 1990's, I think.</p>

SL: And do you, this is kind of an abstract questions, but do you remember what that time was like? What was that era like?

TS: Um---I think just hearing about new companies coming into the area. I believe it was, um, the Dawson Creek [sound of airplane in background] part. I think you really could not even tell that much when I first moved out here. And I think it was bought by, bought and developed by somebody's retirement account. Whether it was Tektronix retirement account, or somebody's [laughs]. Some retirement investors developed that area with the thought of bringing companies in there that are on the high tech end of things. And so they had some vision in that area, I think to do that.

So seeing the development in that area over the years has been interesting to see. But I think there's been, there's been some visionaries, I'm not sure who they are, but within the community here, that have kind of fostered that and worked toward doing that. It just didn't happen on its own.

SL: Right, right. And Tek downsized in the late 1980's, I think it was, and a lot of startups came from that as well, right?

TS: Right.

SL: So did that kind of propel the growth of....

TS: Mmmm, I'm not sure if it was that or if it was more of all of the internet stuff that happened in the 1990's. You know, with the tech boom of the late 1990's, it really got some things started there. And certainly there were some companies here prior to that that had been around the area.

	<p>SL: So then what about when the dot com bubble burst? Did you notice any changes then?</p> <p>TS: Probably just...</p> <p>SL: I mean it may not have affected you specifically...</p> <p>TS: Yeah, I think it affected us just from the overall market itself.</p> <p>SL: Right.</p> <p>TS: Umm...I mean I know a number of companies were struggling during that time, obviously. But nothing directly, no.</p>
<p>22:44-26:28</p> <p>Response to economic downturns</p>	<p>SL: Through the years there have been multiple recessions. How has Rodgers typically responded to those economic downturns?</p> <p>TS: Well, as far as a response we have to look at the business and where the sales are coming from and all that. So it's all hinging upon what your sales are doing. Typically we tend to be laggard, as far as recessions go, because we have a very long sales cycle. And so usually....Once somebody says, 'oh yeah, the recession started back here' we're usually at least a year or so beyond that because usually people are accumulating, the churches or whoever, are accumulating their monies over time. And so even if there is a recession, typically it's like, 'well, okay we have the monies to buy this and so we are going to go ahead and buy it because we've been working on this for the last couple of years.'</p> <p>SL: Oh, interesting.</p>

TS: Yeah. But on the flip side, we're not leading that effort either so when they say there's recovery, we're not always recovering....

SL: Oh, right.

TS:as quickly. When some companies might say that, 'okay, people are willing to spend more of their discretionary income now', buying an organ's usually not on the top of the list of their discretionary spending.

SL: Right. [Laughter].

TS: Or giving to churches...an awful lot of money that comes for churches is given by people. So, it's all hinging upon how generous people are with their monies. And when they are not making money... You know, it's one thing to maybe be in a recession and still have your job and maybe be making the same...you're wondering about the future, so you wonder about how much you should give at that point. Versus, 'okay, I don't have a job. I don't have anything to give.'

SL: And in Washington County, and the tech industry here, with the growth of it, what do you think has been the impact on the broader economy? Just with this county?

TS: Umm---boy---- I don't think it's be even half of it's size if it was not for all the tech industry here.

SL: Yeah.

Tech industry
impact on
broader
economy in

TS: I mean there are so many businesses around this area that are indirectly affected by the companies that move here. Whether it's the housing, restaurants, grocery stores, any kind of business. They are

<p>county</p>	<p>supporting the people that are in this area. And typically, I think in many companies, it's a pretty good wage that tech companies pay. So that certainly helps.</p> <p>SL: Employment.</p> <p>TS: Yeah.</p> <p>SL: And how has the community at large reacted to the growth of the tech industry?</p> <p>TS: I've not heard anything negative. I'm sure there are some people that, there's always somebody that doesn't like what's going on. But I think certainly the majority, easily, would think it's a positive thing for the area.</p> <p>SL: So it's pretty supported?</p> <p>TS: Yeah. I would think so.</p>
<p>26:29-32:12</p> <p>Silicon Forest. Why Washington County?</p>	<p>SL: So this is my last question. And it's kind of a broad one too. What are your thoughts, or perceptions, about why Silicon Forest developed in Washington County?</p> <p>TS: Why Silicon Forest did? Or why Rodgers did?</p> <p>SL: Yeah, Why Silicon Forest. Like some people think...some researchers, when looking at other high tech industry clusters, assume different things, like proximity to a prominent university...</p> <p>TS: Oh...</p>

SL: ...and we don't have that here in Washington County. So we're curious about why Washington County? Why do you think it developed here?

TS: Umm----I don't know. That's a good questions. [Laughter]. But my guess-----would be, and maybe, you know----my guess, I guess it would be----companies like Tektronix being in the area. Some of the innovative mentality that they've had over the years has caused lots of other companies to be created, including Rodgers. I know there's a lot but I can't name what they are. I know that there are a number of companies in the area that came out of that, so my guess would be that Tektronix had a lot to do with that whole build up of Silicon Forest in this area. And because, maybe, there are more technical people. I'm not sure if there are more technical people here than other places, but certainly the mentality and wanting to grow those types of businesses in this area seemed appealing.

And I think the whole community is just a nice place to live. If most people can get past the rain [laughter], I think the rest of it is great. And I personally like the cooler weather myself [laughs].

SL: Yeah, yeah. Me too.

TS: But, yeah, Tektronix is what I'd have to say probably helped foster that.

SL: So it served as like an incubator for all these other companies?

TS: Yeah, yeah. Exactly. That's a good word for it. Beyond that, I don't have really any knowledge. That's just my sense from being in the area.

SL: Yeah. That makes a lot of sense. And I guess my other thought on that is if there is anything about the county that promotes tech businesses to come in? Like taxes? Anything with infrastructure that you know of?

TS: Yeah, I'm not sure exactly how that works but I know there certainly has been either county or state incentives for high tech companies to come in where they waive their property taxes for a number of years in order to get people hired. And to get people hired means they have to get a place to live and so on and so forth.

SL: Yeah.

TS: So I think they certainly try to, as a number of states have, court these companies. And try and make a case that this is a good place to build your new plant.

SL: Mmm Hmm. And have you guys benefited from anything like that?

TS: No, not directly. Probably the only thing we have benefited from is some of the energy type things. Changing over the florescent lighting and things like that that I think has been sponsored by PGE or Oregon. But I don't think that it's directly a Washington County program. But we haven't been doing much building for a number of years so there's not too much for us to bring to the table as far as asking for incentives. [Laughs].

SL: Right, right. Yeah, you guys, it seemed like you have remained relatively stable in size and what not.

TS: Right.

	<p>SL: Okay. Well those are all of the questions that I had. Is there anything else that you'd like to add?</p> <p>TS: Well I certainly appreciate this opportunity to give some of the history of Rodgers and Washington County. I think this is a good thing to be doing, to put this out there to the public as far as what some of the companies in the area have been doing. And some of the history of what's been going on here because if you don't take the opportunity to record that, somehow it just gets lost along the years. And I'm sure there are things that I haven't mentioned because I haven't been here since 1958 or 1960. [Laughter]. So I don't know all of the history of the company but certainly it's good to make some record of it.</p> <p>SL: Yeah, definitely. And to document changes over time because Washington County is so built up right now and it would be hard to realize, without stories and people's experiences, that at one point it didn't look like it does today.</p> <p>TS: Yeah! Right.</p> <p>SL: So this is really interesting. Well, thank you so much for doing this with us.</p> <p>TS: Mmm Hmm. Thank you, Sandy.</p> <p>[Interview Ends]</p> <p>[End of File D]</p>
<p>File E 0:00-4:47</p>	<p>[Tour of showroom. Not very audible].</p> <p>[End of File E]</p>

