



**American
Forest & Paper
Association**

BETTER PRACTICES
BETTER PLANET **2030**
SUSTAINABLE PRODUCTS FOR A SUSTAINABLE FUTURE

Master Digital Content: A Data Driven and Accessible Approach

Stacie Manger

Director, Digital and UX Strategy

Forest Products Industry Economic Impact



Employs about

925,000

people and supports more than

2 million

indirect jobs throughout the
supply chain.



\$350 Billion

products manufactured annually



Invested nearly

\$7 Billion

in manufacturing infrastructure (2019-2025)
to continue the best use of recycled fiber in
our products.

What Makes Good Content and Websites?



Accessible
Structure



Audience



Relevance

The Starting Point on Effective and Engaging Content

1 What is our goal?

2 Who are we trying to reach?

3 What do they care about?

4 What is the best format?

Eyetracking: The Science Behind How People Read Online

F Pattern

Canon
THE ORIGINAL PRINTING
ONAL OFFICE

Tigers in Crisis

Promoting the Fight of Endangered Tigers and the Efforts to Save Them

Home **The Tigers** The Tiger's Story Tiger Experiences Tigers in Crisis News The Tiger Channel Searching for Tigers About

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What you need
What you want

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Special pages
Personalize My Page
Page Information
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Click Here

Eye-tracking by Nielsen Norman Group nngroup.com

Spotted Pattern

WIKIPEDIA
the free encyclopedia

Mikhail Baryshnikov

From Wikipedia, the free encyclopedia

This article is about the ballet dancer. For the Russian athlete, see Alexander Baryshnikov.

Mikhail Mikhaïlovitch Baryshnikov (Russian: Михаи́л Миха́йлович Барышников; born January 27, 1948) is a Russian-born American dancer, choreographer, and actor.

After a promising start in the Soviet Union at Leningrad, Mikhail Baryshnikov emigrated to Canada in 1974 for more opportunities in western dance. After performing with many companies, he joined the New York City Ballet as a principal dancer in 1980. During his tenure with the company, he has danced with the American Ballet Theatre, where he also became artistic director.

After his departure from the company, he has worked in film, television, and stage. He has also worked in choreography, directing and performing in numerous productions, including several of his own. His success as a choreographer has led to several awards, including the National Medal of Arts and the Kennedy Center Honors. He has also worked in film, television, and stage.

In 1997, he received a nomination for the Academy Award for Best Supporting Actor and a Golden Globe nomination for his work as "Yul Kropotkin" in the film The Turning Point. He also had a significant role in the last season of the television series Star Trek: Voyager and in the movie White Signs with Gregory Hines.

1. Early life
2. Childhood in Leningrad
3. Training with the American Ballet Theatre
4. Principal dancer with the New York City Ballet
5. On stage as a dancer
6. Ballet director of the American Ballet Theatre
7. Director of the United States
8. Choreographer
9. Film and television
10. On stage as an actor
11. Personal life
12. Performing as a dancer
13. Awards
14. Bibliography
15.1 Film Appearances
16.2 Film Choreographer
17.3 Television Appearances
18. See also
19. External links
20. References

Early life (edit)

Mikhail Mikhaïlovitch Baryshnikov was born in Leningrad, Soviet Union, now Latvia. His parents were Russian: Alexander (an entrepreneur, later Kirovskiy) and Nikolai Baryshnikov (an engineer). Baryshnikov began his ballet studies in Leningrad in 1960, at the age of 12, in the Leningrad Choreographic School. He studied with a variety of teachers, including the principal teacher of the "Kirov International Ballet Competition," the principal company teacher, which was then called the "New York City Ballet," during the "Thaw" (see also below).

Recognizing Mikhail Baryshnikov's talent, in particular the strength of his stage presence and quality of the classical technique, several Soviet choreographers, including Oleg Vinogradov, Alexander Sergeev, Igor Shkolnikov, and Leonid Yakobson, encouraged him to leave the Soviet Union and pursue a career in the West, which was then called the "New York City Ballet," during the "Thaw" (see also below).

Defection to Canada (edit)

On June 25, 1974, while on tour in Canada with the Leningrad Ballet, Mikhail Baryshnikov defected, reportedly pulling a plank in Toronto, and joined the Royal Winnipeg Ballet. He also announced to the dance world he would not go back to the USSR. He later stated that he was not an American citizen but he had registered his defection during his 1975 tour of London. His first theatrical performance after coming out of temporary seclusion in Canada was with the National Ballet of Canada in LaSalle. The first work on the Canadian stage was "The Nutcracker" in December 1975; he and his dance partner Natalia Makhalina featured prominently in an episode of the BBC television series Arena.

Principal dancer with the American Ballet Theatre (edit)

From 1974 to 1979, Mikhail Baryshnikov was a principal dancer with the American Ballet Theatre (ABT), where he partnered with Cecily O'Hara.

Principal dancer with the New York City Ballet (edit)

Mikhail Baryshnikov performed with the New York City Ballet as a principal dancer for 15 months from 1979 to 1979.

On July 6, 1979, he made his debut with George Balanchine's and Lincoln Kirstein's company at Saratoga Springs, appearing as Prince in Coppélia. On Oct. 12, 1979, he Baryshnikov danced the role of the Prince in M. Balanchine's ballet, "La Sonnambula" with the City Ballet at the Kennedy Center in Washington.

Eye-tracking by Nielsen Norman Group nngroup.com NN/g

Layer-Cake Pattern

YAMAHA

Water Pump

Your water pump is responsible for keeping your engine cool. It's a simple system that works very well. Cooling water is drawn in through the intake grates on your lower unit, up to and through a rubber impeller keyed to the drive shaft on top of the lower unit, and pumped up into the powerhead of your outboard. There it circulates and eventually exits back down through the propeller to help keep it cool from the outboard's exhaust. A telltale hole emits a small, visible stream of water after it has passed through the powerhead, to help indicate that cooling water is flowing.

Tip: If water should stop flowing from the telltale hole on your outboard, or if the stream becomes weak, carefully check the outlet tubing for obstructions. Mud daubers and other insects love to call these places home, especially during periods of restricted storage.

Tip: Not all outboards will emit waterflow from the telltale hole at all speeds, keep when operating normally. Once RPM increases a bit, however, you should see it. If you don't, keep a close watch on your temperature gauge and listen for a warning horn. Additionally, Yamaha outboards have an RPM reduction mode (a 40% most brands) which will slow the engine RPM if an overheat condition is detected.

Time without use can lead to the impeller "taking a set", or becoming permanently

Eye-tracking by Nielsen Norman Group nngroup.com NN/g

Source: Nielsen Norman Group

Reduce Cognitive Load to Improve Usability

- » Features
- » News
- » Statistics
- » Blog
- » Resources

Blog Category

- » 2014
- » 2015
- » 2016
- » 2017
- » 2018
- » 2019
- » 2020
- » Father's Day
- » Mother's Day

Contributing to the Circular Economy: The Paper and Wood Products Industry

Aug 15, 2019

By Jerry Schwartz, Senior Director, Energy and Environmental Policy

The paper and wood products industry uses renewable and recyclable resources to manufacture products that makes people's lives better. Printing-writing papers, paper-based packaging, pulp, tissue and wood products play significant roles in everyday life by meeting needs for information, product protection, hygiene, housing and more. The manufacture of our industry's products is customer and market driven

As the global population grows and impacts production and consumption, increasing circularity in our economy would build resilience, generate new business opportunities and provide economic, environmental and social benefits.

The paper and wood products industry's efforts to promote sustainable forest management, do more with less in the manufacturing process and recover products for recycling form the foundation of our contributions to the circular economy.

We regenerate the renewable resources we use to maintain balance in the environment. U.S. forest cover has expanded over the past 40 years due to continued demand for paper and wood products, which creates incentives to plant and grow trees. Our industry also regenerates and reuses pulping chemicals when recovering energy from black liquor.

To reduce waste and pollution, we are continually at work to optimize design and maximize efficient use of resources in all areas of our manufacturing processes.

In this context, design refers to products as well as the equipment and manufacturing processes used to make them. For example, using less materials to make products and improving products' recyclability. We also develop new bio-based products, including liners and enhancements to existing products, to reduce and replace fossil fuel-derived materials. Updates to equipment and manufacturing processes ensure less energy is used to make products

Maximizing efficient use of resources refers to improving the fiber yield (i.e. using every part of the tree), using renewable, carbon-neutral biomass, reusing and recycling water in the manufacturing process, producing renewable energy on-site in lieu of purchasing energy, reducing and optimizing the use of non-renewable resources, providing manufacturing residuals and byproducts for other uses, etc.

At paper and wood products' end-of-life, we support improved recycling infrastructure and encourage recycling best practices so that our industry can reuse paper that is recovered for recycling to make new products. At the same time, innovative product design is helping to ensure more paper and wood products are accepted for recycling. Technology improvements and innovations in recycling processes allow our mills to recover more fiber from used paper products.

What is the Environmental Impact of the Paper Industry?

Paper products and packaging are part of our daily lives. From tissues and paper towels to the absorbent pulp in diapers to cardboard boxes to boxes that package medicine and food.

Paper production requires resources like wood, recycled paper, water and energy. Here in the U.S., the paper industry is working hard to find ways to **make production and our products more sustainable**.

We answered some common questions about the U.S. paper industry and its environmental impact. Dive in to explore how our industry is committed to sustainable manufacturing practices.

Does the U.S. Paper Industry Contribute to Deforestation?



No. The U.S. pulp and paper industry is **not linked to global deforestation and forest degradation**.

U.S. forests are strong and stable. More than 1 billion trees are **replanted in the U.S. each year**.

The U.S. paper industry is a responsible steward of our planet's resources. We have a long history of sustainable forest management and innovation.

Our industry uses trees from working forests. These forests are continuously replanted, ensuring a healthy balance for the future.

[EXPLORE HOW WORKING FORESTS STORE CARBON](#)

[LEARN MORE ABOUT WORKING FORESTS](#)

The Fundamentals to Writing for the Web

SIMPLIFY

Plain, Clear, Concise Language

Chunking

Lower the Reading Level

Headlines & CTAs Stand Alone

Repetition

Plain, Clear and Concise Language – Even for Experts

INDUSTRY TERM

Corrugated



SIMPLIFIED

Cardboard

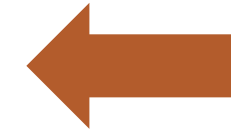
Recovery
Rate



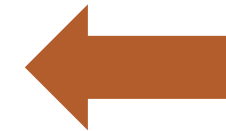
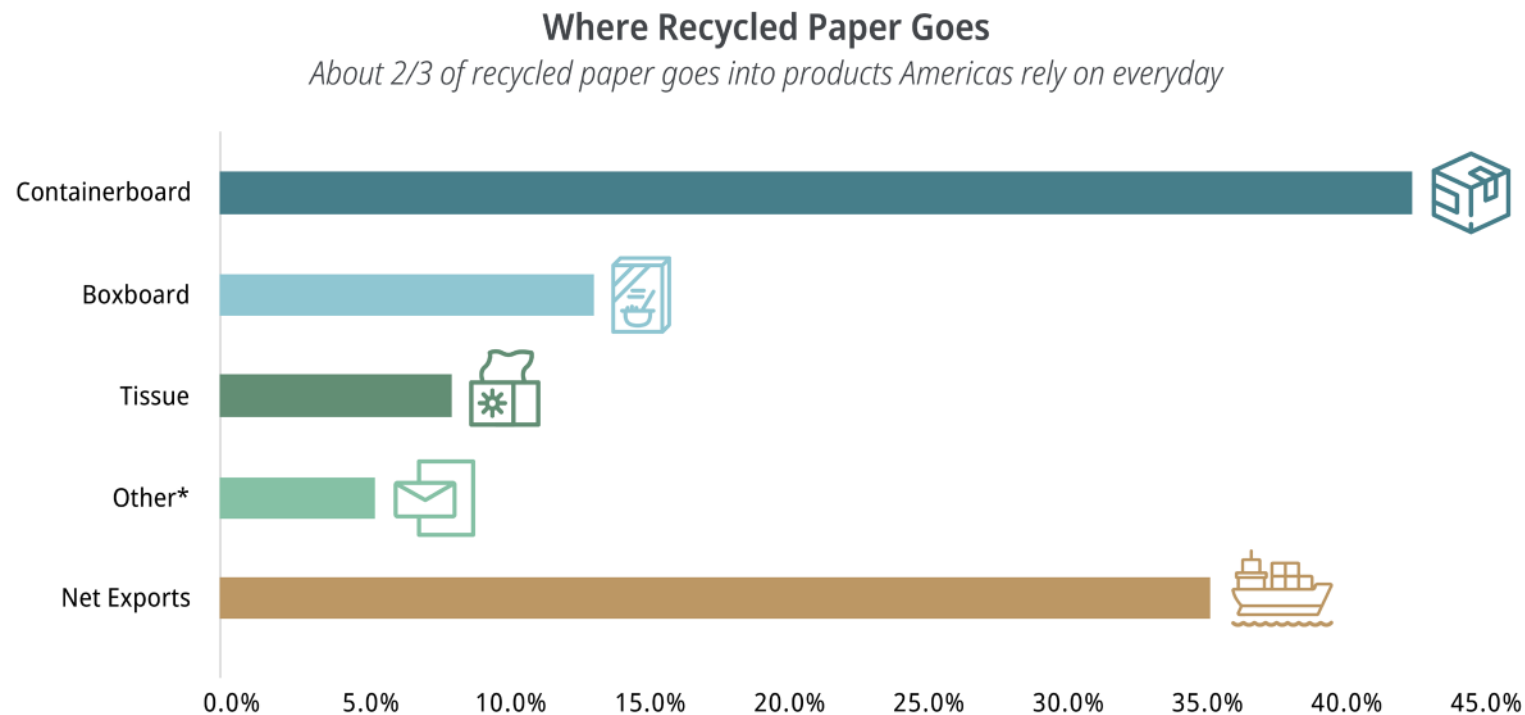
Recycling
Rate

Adding Visual Cues and Written Explanations

The materials in your recycling bin are taken to a materials recovery facility (MRF). **That's where your recyclables are sorted.**



This sentence



The icons

When Text Is Not Chunked, It's Hard to Skim



TopLine

An Executive News Summary for AF&PA Members



BROUGHT TO YOU BY — AF&PA

It's true. Pizza boxes are recyclable.

We're setting the record straight. Pizza boxes are recyclable. Grease and cheese are not an issue. Get the facts at PaperRecycles.org.

Pizza Box Messaging Sets Records

During [America Recycles Week](#), the American Forest & Paper Association sponsored a Waste Dive email blast and newsletter highlighting the recyclability of pizza boxes and our industry's investment in U.S. manufacturing capacity. The email blast and newsletter sponsorship set Waste Dive records for 2020 and overall, as one of the publication's top performers of the year. The newsletter sponsorship set a new record for most clicks, and [the email blast](#) was one of the year's top five in terms of engagement. Many local municipalities, federal agencies and top waste haulers got the facts on pizza boxes [on our website](#), as well. ([Stacie Manger](#), 202-463-5162)

China Ban on Solid Waste Imports Set to Take Effect January 1, 2021

On November 25, the Chinese Ministry of Ecology and Environment announced details about the country's upcoming ban on materials it classifies as "solid waste," which includes recovered fiber. The ban will take effect January 1, 2021. An unofficial English translation is available [here](#) from the Institute of Scrap Recycling Industries (ISRI).

The total ban is the culmination of "National Sword" policies introduced in 2017 to phase out the import of solid waste and has been anticipated by the industry for some time. Since 2017, AF&PA has responded to the disruption created by China's National Sword program. AF&PA supports free and fair trade in products and raw materials, and we believe China's ban on imports of recovered paper violates the World Trade Organization (WTO) Agreement on Technical Barriers to Trade and other WTO rules. AF&PA has filed multiple rounds of comments with WTO, the Chinese government and the U.S. Trade Representative (USTR). Most recently, in response to a Federal Register notice, in September AF&PA submitted [comments](#) to USTR on China's reported plan to ban all imports of "solid waste." USTR and the U.S. Embassy in Beijing

Transportation

AF&PA advocates for investments and policies that will ease congestion on roads and create safer, stronger highways. We support updating the antiquated weight limits on the interstate so that truck traffic can be reduced in a safe and efficient manner. An increase in the maximum allowable weight of six-axle semi-trailers is an effective and safe way to increase truck productivity and America's freight capacity. Technology improvements and stronger roads and bridges make it safe for each truck to carry more freight. It would also mitigate the current transportation capacity shortage that inhibits moving raw materials to mills and products to customers.

Rail customers are not receiving reliable rail service at reasonable rates. Nearly one-third of forest products facilities have access to only one rail carrier. The railroad industry has an obligation to serve its customers and the nation's freight rail needs, but many see their monopoly status as an opportunity to charge excessive rates while providing poor service.

Chunked Text Supports Scanning and Helps Users Remember

“

The U.S. pulp and paper industry is not linked to global deforestation and forest degradation.

HEIDI BROCK, PRESIDENT & CEO



AF&PA Advocates for Clarity on European Union Deforestation-free Regulation Requirements

Quick Take: AF&PA President and CEO Heidi Brock praised bipartisan Senate efforts urging United States Trade Representative, Ambassador Katherine Tai, to engage with the European Union on challenges posed by the E.U. Deforestation-free Regulation (EUDR).

Dive Deeper: EUDR poses significant compliance issues for our industry. It also creates obstacles to trade. The rule:

- Requires companies to prove the origin of certain agricultural commodities and products. The requirement includes wood and wood products.
- Companies must demonstrate that these products do not originate from deforested land.
- They also must prove that their products have not contributed to forest degradation after 2020.

Why it Matters: The U.S. pulp and paper industry is not a contributor to global deforestation or forest degradation. EUDR puts costly and burdensome reporting requirements on our industry.

What's Next: This rule will be effective on December 30, 2024. We will continue our efforts to address the challenges of EUDR.

Keys to Chunking

1. Short sentences
2. Short paragraphs
3. Use white space

Is the Paper Industry a Responsible and Sustainable Manufacturer?

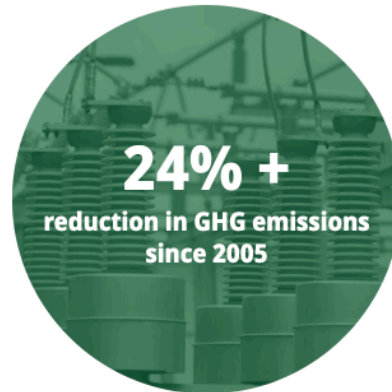
Yes! The U.S. paper industry is a crucial part of the climate solution.

We took early, voluntary action to reduce greenhouse gas (GHG) emissions. Since 2005, AF&PA members have **reduced GHG emissions by more than 24%**. And they've committed to **reducing GHG emissions by 50% by 2030!**

We've also **improved our energy efficiency by more than 13% since 2005**. This is largely due to the increased use of renewable energy like biomass.

As part of our **2030 sustainability goals**, we're advancing a circular value chain through the production of renewable and recyclable products.

That includes **increasing the percentage** of our products that are **recyclable or compostable**. We're also increasing the use of secondary materials like recycled paper and wood leftovers.



Lowering the Reading Level Benefits Your Audience

Avg. U.S. Reading Level

6th - 7th Grade

AF&PA's Goal

8th - 9th Grade

How to Lower the Reading Level

1. Shorten sentences
2. Front load sentences
3. Remove unnecessary words and phrases
4. Bullet lists
5. Simplify words

Shorten and Front Load Sentences for Easy Reading

Grade 11
Long
Hard to read

At paper mills across the country, recycled paper is used to make essential products millions of people rely on every day.

Grade 6
Concise
Easy to read

U.S. paper mills use recycled paper to make essential products.

Headlines Need to Stand Alone

Old Headline

Holiday Recycling Done Right

Spotlight in Brief: 2020
Sustainability Award Winner for
Innovation in Sustainability

Rewritten

How to Recycle Paper During the
Holiday Season

WestRock Wins Award for
Innovative Packaging Solution

Calls to Action Need to Be Descriptive

Avoid

- Learn More
- Click **HERE** to download
- To view the document, click here
- To share, click here

Preferred

- Explore Our 2030 Sustainability Goals
- Download the document
- Share our social post
- Watch the video

Repeating Key Facts and Messaging is Helpful

Avg. Business Days in 1 Year

250 - 260

REPEAT. REPEAT. REPEAT.

The Fundamentals to Visual Content Design

Headers

Bolding

Bulleted Lists

Images Serve a Purpose

Using numerals and %

Headers, Lists and Bolding Draw Eyes Down

JULY 17, 2024 | UPDATE IN BRIEF

Why Does the Price of Stamps Keep Increasing?

On July 14, 2024, **the price of a first-class stamp increased** from \$.68 to \$.73. This is the **6th rate hike** since 2021. Postal rates are climbing **faster than inflation**.

But why? We explain why United States Postal Service (USPS) postal rates went up and what higher postal rates mean for the paper industry.

Breaking Down the USPS “Delivering for America Plan”

The Delivering for America Plan (DFA) was published in March of 2021 by Postmaster General Louis DeJoy. The **goals for the plan** were to:

- Achieve financial stability;
- Improve postal service; and
- Reorganize key networks like delivery and processing.

It is important to note: As these goals were developed, **stakeholder input was not solicited** from those who rely on USPS – like the paper industry.

Understanding the Postal Service Reform Act of 2022

The bipartisan **Postal Service Reform Act** was signed into law in 2022, **giving USPS \$50 billion in relief** of financial obligations and budget deficits. The legislation aimed to:

- Increase financial stability for USPS;
- Increase transparency;
- Improve postal service; and Keep U.S. mail as a competitive option.

One of the provisions was mandating 6-day-a-week delivery for mail. However, the **bill did not address postal rate uncertainty**.

Are Postage Rate Increases Helping USPS?

The short answer is no. Through the DFA, USPS increased postage rates to help address financial challenges. **Since 2021, postage rates have increased a record 6 times**. In fact, postal rates have risen faster than inflation!

Images and Graphics are Necessary and Deliberate

How is Paper Pulp Made?



Image credit: Domtar

The pulping process starts with what kind of input material is being used.

When using wood, the main goal of pulp production is to **separate the cellulose fibers from the lignin**. **Cellulose fiber** is the **structural backbone** of paper products. **Lignin is a natural glue-like substance** that holds the cellulose together.

Softwoods, like pine, and hardwoods like oak or ash are both used to make pulp. **Softwood pulp has longer fibers** and is used for products **that need strength**, like cardboard— what the industry refers to as containerboard, — or paper grocery bags.

Hardwood pulp has shorter, fatter fibers that add bulk to products. They also **make something softer**. This makes it good for things like toilet paper and paper towels.

When using **recycled paper**, papers that are recovered for reuse are **mixed in a giant blender called a repulper**. This helps separate the fibers so they can be washed, screened and turned into something new.

The U.S. Pulp and Paper Industry Does Not Contribute to Global Deforestation and Forest Degradation



The ROI on Developing Accessible Content

25%

**OF PEOPLE IN THE U.S. HAVE
A DISABILITY**

DISABILITY CAN AFFECT

Vision

Remembering

Communicating

Movement

Learning

Mental Health

Thinking

Hearing

Social Relationships



Common Website Accessibility Mistakes

1 Missing Alt Text

2 Poor Color Contrast

3 Links lack descriptive text

4 Empty links

Is Investing in Simplified Digital Content Worth It?

Quantitative

- Website visits from our key audiences on priority content
- 36% increase in visibility
- 183% increase in CTR
- 37% increase in organic traffic
- 900+ keywords ranked in positions 1-10

Qualitative

- Positive feedback from key audiences, both subject matter experts and non experts

Resources, Resources, Resources!

- Hemingway App
- Nielsen Norman Group
 - Eye Tracking, How People Read Online, Writing for the Web
- Accessibility Research

Scan the QR code or use
https://linktr.ee/afandpa_manger



How to Follow AF&PA and Stay in Touch



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SUSTAINABLE PRODUCTS FOR A SUSTAINABLE FUTURE



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