Economic Analysis of Air Pollution Regulations: Boilers and Process Heaters

Final Report

Prepared for

John L. Sorrels
U.S. Environmental Protection Agency
Office of Air Quality Planning and Standards
Innovative Strategies and Economics Group
MD-15
Research Triangle Park, NC 27711

Prepared by

RTI
Health, Social, and Economics Research
Research Triangle Park, NC 27709

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Prepared by

Michael P. Gallaher
Alan C. O'Connor
Brooks M. Depro
RTI
Health, Social, and Economics Research
Research Triangle Park, NC 27709

This report contains portions of the economic impact analysis report that are related to the industry profile.

SECTION 2

BOILER AND PROCESS HEATER TECHNOLOGIES

The three categories of combustion devices affected under the proposed regulations are industrial, commercial, and institutional (ICI) boilers and process heaters. Although their primary function is to transfer heat generated from fuel combustion to materials used in the production process, the applications for boilers and process heaters are somewhat different. As a result, the primary industries using boilers may not be the same as those using process heaters. It is important to note that throughout this report the terms "boilers and process heaters," and "units" are synonymous with "ICI boilers and process heaters." Utility boilers primarily engaged in generating electricity are not covered by the NESHAP under analysis and are therefore excluded from this analysis.

Boilers are combustion devices used to produce steam or heat water. Steam is produced in boilers by heating water until it vaporizes. The steam is then channeled to applications within a facility or group of facilities via pipes. Steam is an important power and heating source for the U.S. economy. It is used in the preparation or manufacturing of many key products, such as paper, petroleum products, furniture, and chemicals. Steam is also used to heat buildings and to generate the majority of the electricity consumed in this country. There are literally thousands of boilers currently being used in the United States throughout a wide variety of industries.

Process heaters are primarily used as heat transfer units in which heat from fuel combustion is transferred to process fluids, although they may also be used to transfer heat to other nonfluid materials or to heat transfer materials for use in a process unit (not including generation of steam). Process heaters are generally used in heat transfer applications where boilers are inadequate. Often these are uses in which heat must be transferred at temperatures in excess of 90° to 204°C (200° to 400°F). Process heaters are used in the petroleum refining and petrochemical industries, with minor applications in the asphalt concrete, gypsum, iron and steel, and wood and forest products industries.

Since one of the main uses of boilers is to generate steam, some of the characteristics of steam are discussed in this section. This section also provides an overview of the various types of boiler and process heater characteristics and designs.

2.1 Characteristics of Steam

Steam, an odorless, invisible gas of vaporized water, may be interspersed with water droplets, which gives it a cloudy appearance. It is produced naturally when underground water is heated by volcanic processes and mechanically using boilers and other heating processes. When water is heated at atmospheric pressure, it remains in liquid form until its temperature exceeds 212°F, the boiling point of water. Additional heat does not raise the water's temperature but rather vaporizes the water, converting it into steam. However, if water is heated under pressure, such as in a boiler, the boiling point is higher than 212°F and more heat is required to generate steam. Once all the water has been vaporized into steam, the addition of heat causes the temperature and volume to increase. Steam's heating and work capabilities increase as it is produced under greater pressure coupled with higher temperatures. As steam escapes from the boiler, it can be directed through pipes to drive mechanical processes or to provide heat.

The steam used in most utility, industrial, and commercial applications is referred to as "clean steam." Clean steam encompasses steam purities ranging from pure, solid-free steam used in critical processes to filtered steam for less demanding applications. The various types of clean steam differ in steam purity and steam quality. Steam purity is a quantitative measure of contamination of steam caused by dissolved particles in the vapor or by tiny droplets of water that may remain in the steam. Steam quality is a measure of how much liquid water is mixed in with the dry steam (Fleming, 1992). Firms select the levels of steam quality and steam purity for their applications based on the sensitivity of their equipment to impurities, water droplet size, and condensation as well as the requirements for their production process. Using clean steam minimizes the risk of product contamination and prolongs equipment life. Although there are infinite possible levels of water purity and quality, the term "clean steam" generally refers to three basic types of steam:

- filtered steam—produced by filtering plant steam using high-efficiency filters. Filtered steam is generally of high steam quality because most large water droplets and other contaminants will be filtered out.

- clean steam—steam that is frequently produced from deionized and distilled water. Deionized and distilled water is free of dissolved solids and ions, which may corrode pipework.

- pure steam—similar to clean steam except that it is always produced from deionized and distilled water.

Steam applications can be categorized by the amount of pressure required: hot water, low pressure, and high pressure. Low pressure is 0 to 15 pounds per square inch (psi) and high pressure steam is above 15 psi (*Plant Engineering*, 1991). Hot water systems, which generate little steam, are primarily used for comfort applications, such as hot water for a building. Low pressure applications include process heat and space heating. High pressure steam applications are more frequently used in industrial and utility applications. Some high pressure applications require that the steam be superheated, a process which ensures that the steam is free of water droplets, to avoid damaging sensitive equipment.

Electric cogenerators, such as large factories and processing facilities, use steam to drive turbines to generate electricity. A conventional steam electric power plant burns fossil fuels (coal, gas, or oil) in a boiler, releasing heat that boils water and converts it into high-pressure steam (see Figure 2-1). The steam enters a turbine where it expands and pushes against blades to turn the generator shaft and create electric current. In this way, the thermal energy of steam becomes mechanical energy, which is converted into electricity. Steam used to drive turbines generates most of the electric power in the United States (TXU, 2000).

Industrial operations use steam to perform work such as powering complex machinery operations, in the same way that electric utilities use steam to rotate turbines. Textile mills, pulp and paper mills, and other manufacturing outfits are examples of facilities that use steam to run machinery. Steam also provides heat and pressure for manufacturing processes. Industrial establishments use steam to provide heat for drying or to heat and separate materials. For example, the paper industry uses steam to heat rollers that dry paper during the final stages of the production process. Petroleum refineries and chemical producers use steam to heat petroleum, raw materials, and other inputs to separate inputs into their constituent components or to facilitate chemical interactions. In addition to these applications, steam is employed in many other industrial processes, including textile production, wood working, furniture making, metal working, food preparation, and the manufacture of chemicals. Substitutes for using steam as process heat include electrical heating equipment, infrared, and other radiant drying techniques. Electricity may be used to power machinery, as well. However, switching from steam-powered to electricity-powered

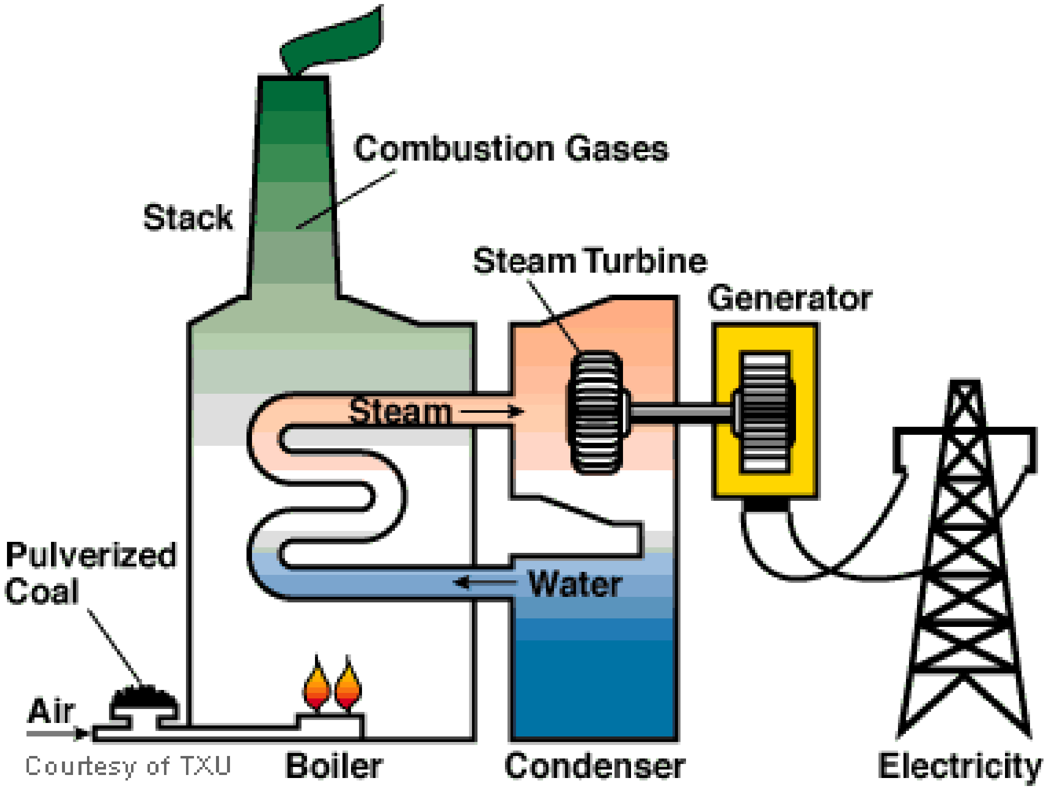


Figure 2-1. Generating Electricity: Steam Turbines

Source: Texas Utilities (TXU). 2000. "Generating Electricity: Steam Turbines." As obtained in September 2000. <http://www.txu.com/knowledge/energy_lib/generating01.html>.

machinery would require significant equipment retrofits or replacement.

Other steam applications include heating, sanitation, food processing and preparation, and cleaning. In addition to using boilers to heat water, factories, hospitals, government buildings, schools and other large buildings use boiler-generated steam to provide space heating. Substitutes for boilers in heating air and water include electrical water and space heaters; furnaces; and other heating, ventilation, and air conditioning equipment.

2.2 Fossil-Fuel Boiler Characterization

Section 2.2 discusses the different classes of fossil-fuel boilers, the most common heat transfer configurations, and the major design types. The discussion indicates the type(s) of fuel that each design can use to operate.

2.2.1 Industrial, Commercial, and Institutional Boilers

Industrial, commercial, and institutional boilers are primarily used for process heating, electrical or mechanical power generation, and/or space heating. Industrial boilers are used in all major industrial sectors but primarily by the paper products, chemical, food, and petroleum industries. It is estimated that the heat input capacity for these boilers is typically between 10 and 250 MMBtu/hr; however, larger industrial boilers do exist and are similar to utility boilers (EPA, 1997b). Commercial/institutional boilers are generally smaller than the industrial units, with heat input capacities generally below 10 MMBtu/hr. These units normally supply the steam and hot water for space heating in a wide range of locations, including wholesale and retail trade, office buildings, hotels, restaurants, hospitals, schools, museums, government buildings, and airports. Five hundred ninety-three of the 3,615 units potentially affected by the floor alternative for the proposed regulation are commercial/institutional units.

A boiler system includes the boiler itself, associated piping and valves, operation and safety controls, water treatment system, and peripheral equipment such as pollution control devices, economizers, or superheaters (*Plant Engineering*, 1991). Most boilers are made of steel, cast iron, or copper. The primary fuels used by boilers are coal, oil, and natural gas, but some use electricity, waste gases, or biomass.

Boilers may either be erected onsite (field-erected boilers) or assembled at a factory (packaged boilers). Packaged boilers are typically lower in initial cost and more simple to install. However, field-erected boilers may have lower operating costs, less maintenance, and greater flexibility because the furnace or convection pattern chosen to meet required steam pressure, capacity, and fuel specifications is tailored to the boiler's potential use (*Plant Engineering*, 1991). Applications requiring more than 100,000 pounds of steam per hour are usually equipped with a field-erected boiler.

2.2.2 Heat Transfer Configurations

The heat transfer configuration of a boiler refers to the method by which heat is transferred to the water. The four primary boiler configurations are watertube, firetube, cast iron, and tubeless. Most industrial users tend to rely on either watertube or firetube configurations.

In a watertube boiler, combustion heat is transferred to water flowing through tubes lining the furnace walls and boiler passes. The furnace watertubes absorb primarily radiative heat, while the watertubes in the boiler passes gain heat by convective heat transfer. These units have a wide range of heat input capacities (ICI units range from 0.4 to 1,500 MMBtu/hr) and can be either field erected or packaged.[1] Watertube boilers with heat input capacities greater than 200 MMBtu/hr are typically field erected.

Because firetube, cast iron, and tubeless heat transfer configurations typically have heat input capacities below 10 MMBtu/hr, they will not generally be covered by the proposed NESHAP. Therefore, this profile focuses on those boiler types that use watertube heat transfer configurations.

2.2.3 Major Design Types

This section summarizes the five major design types for fossil fuel industrial boilers that will be covered by the proposed NESHAP. It also discusses, where possible, the fuels used, capacity, and assembly method of each of these types of boilers.

2.2.3.1 Stoker-Fired Boilers (Coal)

These units use underfeed air to combust the coal char on a stationary grate, combined with one or more levels of overfire air introduced above the grate. There are three types of stoker units:

- spreader stokers,
- underfeed stokers, and
- overfeed stokers.

Stokers generally burn all types of coal, with the exception of overfeed stokers, which do not burn coking bituminous coals. Stokers can also burn other types of solid fuel, such as wood, wood waste, and bagasse. Spreader stokers are the most common of these boiler types and have heat input capacities that typically range from 5 to 550 MMBtu/hr. However, some of these boilers have capacities as high as 1,500 MMBtu/hr. Smaller stoker units (i.e., those with heat input capacities less than 100 MMBtu/hr) are generally packaged, while larger units are usually field erected.

2.2.3.2 Pulverized Coal Boilers (Coal)

Combustion in pulverized coal-fired units takes place almost entirely while the coal is suspended, unlike in stoker units in which the coal burns on a grate. Finely ground coal is typically mixed with primary combustion air and fed to the burner or burners, where it is ignited and mixed with secondary combustion air. Depending on the location of the burners and the direction of coal injection into the furnace, pulverized coal-fired boilers can be classified into three different firing types:

- single and opposed wall,
- tangential, and

- cyclone.

Of these types, wall and tangential configurations are the most common. These firing methods are described further in Sections 2.2.3.4 and 2.2.3.5.

2.2.3.3 Fluidized Bed Combustion (FBC) Boilers (Coal)

FBC is an integrated technology for reducing sulfur dioxide (SO_2) and NO_x emissions during the combustion of coal. In a typical FBC boiler, crushed coal and inert material (sand, silica, alumina, or ash) and/or a sorbent (limestone) are maintained in a highly turbulent suspended state by the upward flow of primary air from the windbox located directly below the combustion floor. This fluidized state provides a large amount of surface contact between the air and solid particles, which promotes uniform and efficient combustion at lower furnace temperatures than conventional coal-fired boilers. Once the hot gases leave the combustion chamber, they pass through the convective sections of the boiler, which are similar or identical to components used in conventional boilers.

For the FBCs currently in use in all sectors, coal is the primary fuel source, followed in descending order by biomass, coal waste, and municipal waste. The heat input capacities of all ICI FBC units generally range from 1.4 to 1,075 MMBtu/hr.

2.2.3.4 Tangentially Fired Boilers (Coal, Oil, Natural Gas)

The tangentially fired boiler is based on the concept of a single flame zone within the furnace. The fuel-air mixture projects from the four corners of the furnace along a line tangential to an imaginary cylinder located along the furnace centerline. As fuel and air are fed to the burners and the fuel is combusted, a rotating "fireball" is formed. Primarily because of their tangential firing pattern, which leads to larger flame volumes and flame interaction, uncontrolled tangentially fired boilers generally emit relatively lower NO_x than other uncontrolled boiler designs.

Utilities primarily use this type of boiler. Coal is the most common fuel used by these units. Tangentially fired boilers operated by utilities are typically larger than 400 MW, while industrial ones almost always have heat input capacities over 100 MMBtu/hr. In general, most units with heat input capacities over 100 MMBtu/hr are field erected.

2.2.3.5 Wall-fired Boilers (Coal, Oil, Natural Gas)

Wall-fired boilers are characterized by multiple individual burners located on a single wall or on opposing walls of the furnace. In contrast to tangentially fired boilers, each of the burners in a wall-fired boiler has a relatively distinct flame zone, and the burners in wall-fired boilers do not tilt. Superheated steam temperatures are instead controlled by excess air levels, heat input, flue gas recirculation, and/or steam attemperation (water spray). Depending on the design and location of the burners, wall-fired boilers are referred to as single wall or opposed wall.

Wall-fired boilers are used to burn coal, oil, or natural gas, and some designs feature multifuel capability. Almost all industrial wall-fired boilers have heat input capacities greater than 100 MMBtu/hr. Opposed-wall boilers in particular are usually much larger than 250 MMBtu/hr heat input capacity and are much more common in utility rather than in industrial operations. Because of their size, most wall-fired units are field erected. Field-erected watertube boilers strictly designed for oil firing are more compact than coal-fired boilers with the same heat input, because of the more rapid combustion characteristics of fuel oil. Field-erected watertube boilers fired by natural gas are even more compact because of the rapid combustion rate of the gaseous fuel, the low flame luminosity, and the ash-free content of natural gas.

2.3 Process Heater Characterization

Process heaters are heat transfer units in which heat from fuel combustion is transferred to materials used in a production process. The process fluid stream is heated primarily for one of two reasons: to raise the temperature for additional processing or to make chemical reactions occur. This section describes the different classes of process heaters and major design types.

2.3.1 Classes of Process Heaters

The universe of process heaters is divided into two categories:

- indirect-fired process heater—any process heater in which the combustion gases do not mix with or exhaust to the atmosphere from the same stack(s) or vent(s) with any gases emanating from the process or material being processed.
- direct-fired process heater—any process heater in which the combustion gases mix with and exhaust to the atmosphere from the same stack(s) or vent(s) with gases originating from the process or material being processed.

Indirect-fired units are used in situations where direct flame contact with the material being processed is undesirable because of problems with contamination and ignition of the process material. Direct-fired units are used where such problems are not an important factor. Emissions of indirect-fired units consist solely of the products of combustion (including those of incomplete combustion). On the other hand, direct-fired units will generate emissions consisting not only of the products of combustion, but also the process material(s). This means that the emissions from indirect-fired process heaters will be generic to the fuel in use and are common across industries while emissions from direct-fired process heaters are unique to a given process and may vary widely depending on the process material. Only indirect-fired process heaters are considered under this proposed regulation. Many direct-fired process heaters are being considered under separate MACT-development projects.

In addition to the distinction between direct- and indirect-fired heaters, process heaters may also be considered either heated feed or reaction feed. Heated feed process heaters are used to heat a process fluid stream before additional processing. These types of process heaters are used as preheaters for various operations in the petroleum refining industry such as distillation, catalytic cracking, hydroprocessing, and hydroconversion. In addition, heated feed process heaters are used widely in the chemical manufacturing industry as fired reactors (e.g., steam-hydrocarbon reformers and olefins pyrolysis furnaces), feed preheaters for nonfired reactors, reboilers for distillation operations, and heaters for heating transfer oils. Reaction feed process heaters are used to provide enough heat to cause chemical reactions to occur inside the tubes being heated. Many chemical reactions do not occur at room temperature and require the application of heat to the reactants to cause the reaction to take place. Applications include steam-hydrocarbon reformers used in ammonia and methanol manufacturing, pyrolysis furnaces used in ethylene manufacturing, and thermal cracking units used in refining operations.

2.3.2 Major Design Types

Process heaters may be designed and constructed in a number of ways, but most process heaters include burner(s), combustion chamber(s), and tubes that contain process fluids. Sections 2.3.2.1 through 2.3.2.4 describe combustion chambers setups, combustion air supply, tube configurations, and burners, respectively.

2.3.2.1 Combustion Chamber Set-Ups

Process heaters contain a radiant heat transfer area in the combustion chamber. This area heats the process fluid stream in the tubes by flame radiation. Equipment found in this area includes the burner(s) and the combustion chamber(s). Most heat transfer to the process fluid stream occurs here, but these tubes do not necessarily constitute a majority of the tubes in which the process fluid flows.

Most process heaters also use a convective heat transfer section to recover residual heat from the hot combustion gases by convective heat transfer to the process fluid stream. This section is located after the radiant heat transfer section and also contains tubes filled with process fluid. The first few rows of tubes in this section are called shield tubes and are subject to some radiant heat transfer. Typically, the process fluid flows through the convective section prior to entering the radiant section to preheat the process fluid stream. The temperature of the flue gas upon entering the convective section usually ranges from 800°C to 1,000°C (1,500°F to 2,000°F). Preheating in the convective section improves the efficiency of the process heater, particularly if the tube design includes fins or other extended surface areas. An extended tube surface area can improve efficiency by 10 percent. Extended tubes can reduce flue gas temperatures from 800°C to 1,000°C to (1,500°F to 2,000°F) to 120°C to 260°C (250°F to 500°F).

2.3.2.2 Combustion Air Supply

Air for combustion is supplied to the burners via either natural draft (ND) or mechanical draft (MD) systems. Natural draft heaters use ductwork systems to route air, usually at ambient conditions, to the burners. MD heaters use fans in the ductwork system to supply air, usually preheated, to the burners. The combustion air supply must have sufficient pressure to overcome the burner system pressure drops caused by ducting, burner registers, and dampers. The pressure inside the firebox is generally a slightly negative draft of approximately 49.8 to 125 Pascals (Pa) at the radiant-to-convective section transition point. The negative draft is achieved in ND systems via the stack effect and in MD systems via fans or blowers.

ND combustion air supply uses the stack effect to induce the flow of combustion air in the heater. The stack effect, or thermal buoyancy, is caused by the density difference between the hot flue gas in the stack and the significantly cooler ambient air surrounding the stack. Approximately 90 percent of all gas-fired heaters and 76 percent of all oil-fired heaters use ND combustion air supply (EPA, 1993).

There are three types of MD combustion air supply: forced draft, induced draft, and balanced draft. The draft types are named according to the position, relative to the combustion chamber, of the fans used to create the pressure difference in the process heater. All three types of MD heaters rely on the fans to supply combustion air and remove flue gas. In forced draft combustion air supply systems, the fan is located upstream from the combustion chamber, supplying combustion air to the burners. The air pressure supplied to the burners in a forced draft heater is typically in the range of 0.747 to 2.49 kilopascals (kPa). Though combustion air is supplied to the burners under positive pressure, the remainder of the process heater operates under negative pressure caused by the stack effect. In induced draft combustion air systems, the fan is located downstream of the combustion chamber, creating negative pressure inside the combustion chamber.

This negative pressure draws, or induces, combustion air into the burner registers. Balanced draft combustion air systems use fans placed both upstream and downstream (forced and induced draft) of the combustion chamber.

There are advantages and disadvantages for both ND and MD combustion air supply. One advantage to natural draft heaters is that they do not require the fans and equipment associated with MD combustion air supply. However, control over combustion air flow is not as precise in ND heaters as in MD heaters. MD heaters, unlike ND heaters, provide the option of using alternate sources of combustion oxygen, such as gas turbine exhaust. They also allow the use of combustion air preheat. Combustion air preheat has limited application in ND heaters due to the pressure drops associated with combustion air preheaters.

Combustion air preheaters are often used to increase the efficiency of MD process heaters. The maximum thermal efficiency obtainable with current air preheat equipment is

92 percent. Preheaters allow heat to be transferred to the combustion air from flue gas, steam, condensate, hydrocarbon, or other hot streams. The preheater increases the efficiency of the process heater because some of the thermal energy is reclaimed that would have been exhausted from the hot streams via cooling towers. If the thermal energy is from a hot stream other than the flue gas, the entire plant's efficiency is increased. The benefit of higher thermal efficiency is that less fuel is required to operate the heater.

2.3.2.3 Tube Configurations

The orientation of the tubes through which a process fluid stream flows is also taken into consideration when designing a process heater. The tubes in the convective section are oriented horizontally in most process heaters to allow cross-flow convection. However, the tubes in the radiant area may be oriented either horizontally or vertically. The orientation is chosen on a case-by-case basis according to the design specifications of the individual process heater. For example, the arbor, or wicket, type of heater is a specialty design to minimize the pressure drop across the tubes.

2.3.2.4 Burners

Many different types of burners are used in process heaters. Burner selection depends on several factors including process heat flux requirements, fuel type, and draft type. The burner chosen must provide a radiant heat distribution that is consistent with the configuration of the tubes carrying process fluid. Also, the number and location of the burner(s) depend on the process heater application.

Many burner flame shapes are possible, but the most common types are flat and conical. Flat flames are generally used in applications that require high temperatures such as ethylene pyrolysis furnaces, although some ethylene furnaces use conical flames to achieve uniform heat distribution. Long conical flames are used in cases where a uniform heat distribution is needed in the radiant section.

Fuel compatibility is also important in burner selection. Burners may be designed for combustion of oil, gas, or a gas/oil mixture. Gas-fired burners are simpler in operation and design than oil-fired burners and are classified as either premix or raw gas burners. In premix burners, 50 to 60 percent of the air necessary for combustion is mixed with the gas prior to combustion at the burner tip. This air is induced into the gas stream as the gas expands through orifices in the burner. The remainder of the air necessary for combustion is provided at the burner tip. Raw gas burners receive fuel gas without any premixed combustion air. Mixing occurs in the combustion zone at the burner tip.

Oil-fired burners are classified according to the method of fuel atomization used. Atomization is needed to increase the mixing of fuel and combustion air. Three types of fuel atomization commonly used are mechanical, air, and steam. Steam is the most widely used method because it is the most economical, provides the best flame control, and can handle the largest turndown ratios. Typical steam requirements are 0.07 to 0.16 kilogram (kg) steam/kg of oil.

Combination burners can burn 100 percent oil, 100 percent gas, or any combination of oil and gas. A burner with this capability generally has a single oil nozzle in the center of a group of gas nozzles. The air needed for combustion can be controlled separately in this type of burner. Another option is to base load the burners with one fuel and to add the other fuel to meet increases in load demand. Combination burners add flexibility to the process heater, especially when the composition of the fuel is variable.

The location and number of burners needed for a process heater are also determined on an individual basis. Burners can be located on the ceiling, walls, or floor of the combustion chamber. Floor- and wall-fired units are the most common burner types found in process heaters because they are both efficient and flexible. In particular, floor-mounted burners integrate well with the use of combustion air preheat, liquid fuels, and alternate sources of combustion oxygen such as turbine exhaust.

The number of burners in a heater can range from 1 to over 100. In the refinery industry, the average number of burners is estimated at 24 in ND heaters with an average design heat release of 69.4 million Btu per hour (MMBtu/hr). The average number of burners is estimated at 20 in MD heaters with ambient combustion air and an average design heat release of 103.6 MMBtu/hr. The average number of burners is estimated at 14 in MD heaters with combustion air preheat and an average design heat release of 135.4 MMBtu/hr. In general, the smaller the number of burners, the simpler the heater will be. However, multiple burners provide a more uniform temperature distribution.

SECTION 4
PROFILES OF AFFECTED INDUSTRIES

This section contains profiles of the major industries affected by the proposed MACT for boilers and process heaters. Included are profiles of the following industries:

- Textile Mill Products (SIC 22/NAICS 313)
- Lumber and Wood Products (SIC 24/NAICS 321)
- Furniture and Related Product Manufacturing (SIC 25/NAICS 337)
- Paper and Allied Products (SIC 26/NAICS 322)
- Medicinal Chemicals and Botanical Products and Pharmaceutical Preparations (SICs 2833, 2834/NAICS 32451)
- Industrial Organic Chemicals (SIC 2869/NAICS 3251)
- Electric Services (SIC 4911/NAICS 22111)

4.1 Textile Mill Products (SIC 22/NAICS 313)

The textile industry is one of the few industries found throughout the world, from the most industrialized countries to the poorest. This industry includes firms producing the following products: broadwoven fabric; weft, lace, and warp knit fabrics; carpets and rugs; spun yarn products; and man-made fibers. The United States has typically run a trade deficit in the textiles sector in recent years, importing about $1.3 billion more than was exported in 1995. Although trade has become an increasingly important part of this industry, trade in this segment is relatively small compared with trade in the downstream apparel segment. In 1996, the total value of shipments for the textile industry was $80,242 million.

4.2 Lumber and Wood Products (SIC 24/NAICS 321)

The lumber and wood products industry comprises a large number of establishments engaged in logging; operating sawmills and planing mills; and manufacturing structural wood panels, wooden containers, and other wood products. Table 4-1 lists the lumber and wood products markets that are likely to be affected by the proposed regulation on boilers.

Table 4-1. Lumber and Wood Products Markets Likely to Be Affected by the Regulation

SIC	NAICS	Description
2421	321113	Sawmills and Planing Mills, General
2434	33711	Wood Kitchen Cabinets
2449	32192	Wood Containers, N.E.C.
2491	32114	Wood Preserving
2493	321219	Reconstituted Wood Products
2499	321999	Wood Products, N.E.C.

Source: Industrial Combustion Coordinated Rulemaking (ICCR). 1998. Data/Information Submitted to the Coordinating Committee at the Final Meeting of the Industrial Combustion Coordinated Rulemaking Federal Advisory Committee. EPA Docket Numbers A-94-63, II-K-4b2 through -4b5. Research Triangle Park, North Carolina. September 16-17.

Most products are produced for the domestic market, but exports increasingly account for a larger proportion of sales (Haltmaier, 1998). The largest consumers of lumber and wood products are the remodeling and construction industries.

In 1996, the lumber and wood products industry's total value of shipments was $85,724.0 million. As seen in Table 4-2, shipment values increased steadily through the late 1980s before declining slightly through the early 1990s as new construction starts and furniture purchases declined (Haltmaier, 1998). Shipment values recovered, however, as the economy expanded in the mid-1990s.

4.2.1 Supply Side of the Industry

This section describes the lumber industry's production processes, output, costs of production, and capacity utilization.

4.2.1.1 Production Processes

Sawn lumber. Sawn lumber is softwood or hardwood trimmed at a sawmill for future uses in construction, flooring, furniture, or other markets. Softwoods, such as Douglas fir and spruce, are used for framing in residential or light-commercial construction. Hardwoods, such as maple and oak, are used in flooring, furniture, crating, and other applications.

Table 4-2. Value of Shipments for the Lumber and Wood Products Industry (SIC 24/NAICS 321), 1987–1996

Year	Value of Shipments (1992 $\$10^6$)
1987	85,383.4
1988	85,381.2
1989	85,656.8
1990	86,203.0
1991	81,666.0
1992	81,564.8
1993	74,379.6
1994	79,602.0
1995	87,574.6
1996	85,724.0

Sources: U.S. Department of Commerce, Bureau of the Census. 1996. *1992 Census of Manufactures, Subject Series: General Summary*. Washington, DC: Government Printing Office.

U.S. Department of Commerce, Bureau of the Census. 1990–1998. *Annual Survey of Manufactures [Multiple Years]*. Washington, DC: Government Printing Office.

Lumber is prepared at mills using a four-step process. First, logs are debarked and trimmed into cants, or partially finished lumber. The cants are then cut to specific lengths. Logs are generally kept wet during storage to prevent cracking and to keep them supple. However, after being cut, the boards undergo a drying process, either in open air or in a kiln, to reduce the moisture content. The drying process may take several months and varies according to the plant's climate and the process used. Finally, the lumber may be treated with a surface protectant to prevent sap stains and prepare it for export (EPA, 1995a).

Reconstituted wood products. Reconstituted wood products, such as particleboard, medium density fiberboard, hardboard, and oriented strandboard, are made from raw wood that is combined with resins and other additives and processed into boards. The size of the wood particles used varies from sawdust to strands of wood. Once combined, the ingredients are formed into a mat and then, at high temperatures, pressed into a board. A final finishing process prepares the boards for delivery.

Wood preserving. Wood is treated with preservative to protect it from mechanical, physical, and chemical influences (EPA, 1995a). Treatment agents are either water-based inorganics, such as copper arsenate (78 percent), or oil-borne organics, such as creosote (21 percent) (EPA, 1995a). Wood preservatives are usually applied using a pressure treatment process or a dipping tank. Producers achieve the best results when the lumber's moisture content is reduced to a point where the preservative can be easily soaked into the wood. Treated wood is then placed in a kiln or stacked in a low-humidity climate to dry.

4.2.1.2 Types of Output

The lumber and wood products industry produces essential inputs into the construction, remodeling, and furniture sectors. Lumber and reconstituted wood products are produced in an array of sizes and can be treated to enhance their value and shelf-life. These products are intermediate goods; they are purchased by other industries and incorporated into higher value-added products. In addition to sawmills, the lumber and wood products industry includes kitchen cabinets, wood containers, and other wooden products used for fabricating finished goods for immediate consumption.

4.2.1.3 Major By-Products and Co-Products

Shavings, sawdust, and wood chips are the principal co-products of sawn lumber. Paper mills and makers of reconstituted wood products frequently purchase this material as an input. By-products are limited to emissions from the drying process and from use of preservatives.

Very little solid waste is generated by reconstituted wood products manufacturing. Because the production process incorporates all parts of the sawn log, little is left over as waste. However, air emissions from dryers are a source of emissions.

Wood preserving results in two types of by-products: air emissions and process debris. As preservatives dry, either in a kiln or outside, they emit various chemicals into the air. At plants with dipping processes, wood chips, stones, and other debris build up in the dipping tank. The debris is routinely collected and disposed of.

4.2.1.4 Costs of Production

The costs of production for the wood products industry fluctuate with the demand for the industry's products. Most notably, the costs of production steadily declined during the early 1990s as recession stifled furniture purchases and new housing starts (see Table 4-3). Overall, employment in the lumber and wood products industry increased approximately 6 percent from 1987 to 1996. During this same period, payroll costs decreased 12 percent, indicating a decrease in average annual income per employee. New capital investment and costs of materials generally moved in tandem over the 10-year period, increasing from 1987 to 1990 and 1994 to 1996 and decreasing from 1991 to 1993.

4.2.1.5 Capacity Utilization

Full production capacity is broadly defined as the maximum level of production an establishment can obtain under normal operating conditions. The capacity utilization ratio is the ratio of the actual production level to the full production level. Table 4-4 presents the historical trends in capacity utilization for the lumber and wood products industry. The varying capacity utilization ratios reflect adjusting production levels and new production facilities going on- or off-line. The capacity utilization ratio for the industry in 1996 was 78; the average over the last 6 years was 79 percent.

4.2.2 Demand Side of the Industry

This section describes the demand side of the market, including product characteristics, the uses and consumers of the final products, organization of the industry, and markets and trends.

4.2.3 Product Characteristics

Lumber and wood products are valued both for their physical attributes and their relative low cost. Wood is available in varying degrees of durability, shades, and sizes and can be easily shaped. Lumber and wood products have long been the principal raw materials for the residential and light commercial construction industries, the remodeling industry, and the furniture industry.

Table 4-3. Inputs for the Lumber and Wood Products Industry (SIC 24/NAICS 321), 1987–1996

	Labor			
Year	Quantity (10^3)	Payroll (1992 $$10^6$)	Materials (1992 $$10^6$)	New Capital Investment (1992 $$10^6$)
1987	698.4	15,555.5	50,509.2	2,234.3
1988	702.4	15,800.0	51,341.0	2,099.4
1989	684.2	15,381.3	51,742.2	2,329.9
1990	677.7	15,612.9	53,369.0	2,315.3
1991	623.6	14,675.8	50,416.3	2,006.5
1992	655.8	13,881.8	48,570.0	1,760.1
1993	685.4	11,798.9	45,300.3	1,538.1
1994	718.5	12,212.5	48,535.6	1,956.8
1995	740.2	13,915.4	53,732.9	2,553.1
1996	738.7	13,933.7	52,450.1	2,659.9

Sources: U.S. Department of Commerce, Bureau of the Census. 1996. *1992 Census of Manufactures, Subject Series: General Summary*. Washington, DC: Government Printing Office.

U.S. Department of Commerce, Bureau of the Census. 1990–1998. *Annual Survey of Manufactures [Multiple Years]*. Washington, DC: Government Printing Office.

Table 4-4. Capacity Utilization Ratios for Lumber and Wood Products Industry, 1991–1996

1991	1992	1993	1994	1995	1996
78	80	81	80	77	78

Note: All values are percentages.

Source: U.S. Department of Commerce, Bureau of the Census. 1998. *Survey of Plant Capacity: 1996.* Washington, DC: Government Printing Office.

Wood is readily available because over one-third of the United States is forested. The ready supply of wood reduces its costs.

4.2.4 Uses and Consumers of Outputs

Lumber and wood products are used in a wide range of applications, including residential and noresidential construction; repair/remodeling and home improvement projects; manufactured housing; millwork and wood products; pulp, paper, and paperboard mills; toys and sporting goods; kitchen cabinets; crates and other wooden containers; office and household furniture; and motor homes and recreational vehicles (Haltmaier, 1998).

4.2.5 Organization of the Industry

In 1992, 33,878 companies produced lumber and wood products and operated 35,807 facilities, as shown in Table 4-5. By way of comparison, in 1987, 32,014 companies controlled 33,987 facilities. About two-thirds of all establishments have nine or fewer employees. Between 1987 and 1992, the number of facilities with nine or fewer employees increased more than 10 percent to 23,590. These facilities' share of the value of shipments increased about 18.3 percent. Although the number of establishments employing 100 to 249 people decreased during that time, that category's shipment value jumped nearly 40 percent. The remaining facility categories lost both facilities and value of shipment.

Market structure can affect the size and distribution of regulatory impacts. Concentration ratios are often used to evaluate the degree of competition in a market, with low concentration indicating the presence of a competitive market, and higher concentration suggesting less-competitive markets. Firms in less-concentrated industries are more likely to be price takers, while firms in more-concentrated industries are more likely to influence market prices. Typical measures include four- and eight-firm concentration ratios (CR4 and

Table 4-5. Size of Establishments and Value of Shipments for the Lumber and Wood Products Industry (SIC 24/NAICS 321)

Average Number of Employees in Establishment	1987 Number of Facilities	1987 Value of Shipments (1992 $$10^6$)	1992 Number of Facilities	1992 Value of Shipments (1992 $$10^6$)
1 to 4 employees	14,562	2,769.7	15,921	3,288.9
5 to 9 employees	6,702	4,264.4	7,669	5,030.4
10 to 19 employees	5,353	6,982.3	5,331	6,902.8
20 to 49 employees	4,160	28,551.3	3,924	26,964.9
50 to 99 employees	1,702	(D)	1,615	(D)
100 to 249 employees	1,190	24,583.3	1,082	34,051.4
250 to 499 employees	260	12,093.4	219	(D)
500 to 999 employees	47	3,907.9	39	3,331.4
1,000 to 2,499 employees	4	2,231.3	4	598.6
2,500 or more employees	2	(D)	3	1,396.4
Total	33,987	85,383.4	35,807	81,564.8

(D) = undisclosed

Sources: U.S. Department of Commerce, Bureau of the Census. 1991. *1987 Census of Manufactures, Subject Series: General Summary*. Washington, DC: Government Printing Office.

U.S. Department of Commerce, Bureau of the Census. 1996. *1992 Census of Manufactures, Subject Series: General Summary*. Washington, DC: Government Printing Office.

CR8) and Herfindahl-Hirschmann indices (HHI). The CR4 for lumber and wood products subsectors represented in the boilers inventory database ranges between 13 and 50, meaning that, in each subsector, the top firms' combined sales ranged from 13 to 50 percent of that respective subsector's total sales. The CR8 ranges from 47 to 66 (U.S. Department of Commerce, 1995d).

Although there is no objective criterion for determining market structure based on the values of concentration ratios, the 1992 Department of Justice's (DOJ's) Horizontal Merger Guidelines provide criteria for doing so based on HHIs. According to these criteria, industries with HHIs below 1,000 are considered unconcentrated (i.e., more competitive), those with HHIs between 1,000 and 1,800 are considered moderately concentrated (i.e., moderately competitive), and those with HHIs above 1,800 are considered highly concentrated (i.e., less competitive) (DOJ, 1992). Firms in less-concentrated industries are more likely to be price takers, while firms in more-concentrated industries are more likely to be able to influence market prices. The unconcentrated nature of the markets is also indicated by HHIs of 1,000 or less (DOJ, 1992). Table 4-6 presents various measures of market concentration for sectors within the lumber and wood products industry. All lumber and wood products industries are considered unconcentrated and competitive.

4.2.6 Markets and Trends

The U.S. market for lumber and wood products is maturing, and manufacturers are looking to enter other markets. Although 91 percent of the industry's products are consumed by the U.S. domestic market, the share of exports increases each year. Exports more than doubled in value from $3 billion in 1986 to $7.3 billion in 1996 (Haltmaier, 1998). The U.S. market grew only 2 percent between 1986 and 1996. American manufacturers are focusing on growing construction markets in Canada, Mexico, and the Pacific Rim, with products such as durable hardwood veneer products and reconstituted wood boards (EPA, 1995a).

4.3 Furniture and Related Product Manufacturing (SIC 25/NAICS 337)

More than 20,000 establishments in the United States produce furniture and furniture-related products. These establishments are located across the United States but are traditionally most concentrated in southern states, such as North Carolina, Mississippi, Alabama, and Tennessee. According to the "1997 Economic Census," these establishments employed more than 600,000 people and paid annual wages of nearly $15 billion. The overall industry-wide value of shipments was $63.9 billion that year (U.S. Department of Commerce, 2001).

This industry is in a state of change: rapid U.S. economic growth translated into vigorous sales of household and office furniture, but this trend is unlikely to continue as the U.S. economy cools after its record run. Adding to industry fluctuation is the merger of two large firms, Lay-Z-Boy and LADD Furniture. Although the industry includes a multitude of niche market players, it is really dominated by a few large companies that operate several subsidiaries, each with its own brand identity. It is unclear whether the merger between two key players in the market will compel other large manufacturers to pursue mergers and acquisitions.

Table 4-6. Measures of Market Concentration for Lumber and Wood Products Markets

SIC	Description	CR4	CR8	HHI	Number of Companies	Number of Facilities
2421	Saw Mills and Planing Mills	14	20	78	5,302	6004
2434	Wood Kitchen Cabinets	19	25	156	4,303	4323
2449	Wood Containers, N.E.C.	34	47	414	217	225
2491	Wood Preserving	17	28	152	408	486
2493	Reconstituted Wood Products	50	66	765	193	288
2499	Wood Products, N.E.C.	13	19	70	2,656	2754

Sources: U.S. Department of Commerce, Bureau of the Census. 1995d. *1992 Concentration Ratios in Manufacturing*. Washington, DC: Government Printing Office.

U.S. Department of Commerce, Bureau of the Census. 1996. *1992 Census of Manufactures, Subject Series: General Summary.* Washington, DC: Government Printing Office.

What is clear, however, is that large U.S. manufacturers will seek to leverage their brand identities into wider profit margins by operating direct sales establishments and co-branding. Manufacturers that are moving into retail and distribution include Bassett Furniture, Thomasville Furniture, Ethan Allen Interiors, and Drexel. Co-branding efforts are aimed at capitalizing on the combined power of two identities, such as the Thomas Kinkade Collection from Lay-Z-Boy and popular artist Thomas Kinkade and the Ernest Hemingway Collection from Thomasville. The overarching goal is to enhance margins and ward off invigorated competition from foreign companies that have used this strategy to capture U.S. market share, such as the Swedish manufacturer Ikea (Lemm, 2000).

U.S. imports of household furniture totaled nearly $7 billion in 1998. Between 1992 and 1998, furniture imports grew at an annualized rate of nearly 15 percent. Jamie Lemm, an analyst with the U.S. Department of Commerce's Office of Consumer Goods attributes this growth to changes in U.S. manufacturing and markets:

> A portion of [the] increase can be attributed to the labor-intensive furniture parts imported by U.S. manufacturers to enhance product lines, but the increase also signifies the growing importance of the U.S. market to foreign firms. While some U.S. manufacturers operate showrooms, galleries, and retail outlets in foreign markets, few sell internationally on a large scale. In 1998, U.S. furniture exports totaled $1.6 billion, accounting for only 6 percent of all U.S. product shipments.

4.4 Paper and Allied Products (SIC 26/NAICS 322)

The paper and allied products industry is one of the largest manufacturing industries in the United States. In 1996, the industry shipped nearly $150 billion in paper commodities. The industry produces a wide range of wood pulp, primary paper products, and paperboard products such as printing and writing papers, industrial papers, tissues, container board, and boxboard. The industry also includes manufacturers that "convert" primary paper and paperboard into finished products like envelopes, packaging, and shipping containers (EPA, 1995b). Paper and allied products industry subsectors that are likely to be affected by the proposed regulation are listed in Table 4-7.

Table 4-7. Paper and Allied Products Industry Markets Likely to Be Affected by Regulation

SIC	NAICS	Industry Description
2611	32211	Pulp Mills
2621	32212	Paper Mills
2676	322291	Sanitary Paper Products

Source: Industrial Combustion Coordinated Rulemaking (ICCR). 1998. Data/Information Submitted to the Coordinating Committee at the Final Meeting of the Industrial Combustion Coordinated Rulemaking Federal Advisory Committee. EPA Docket Numbers A-94-63, II-K-4b2 through -4b5. Research Triangle Park, North Carolina. September 16-17.

Table 4-8 lists the paper and allied products industry's value of shipments from 1987 to 1996. The industry's performance is tied to raw material prices, labor conditions, and worldwide inventories and demand (EPA, 1995b). Performance over the 10-year period was typical of most manufacturing industries. The industry expanded in the late 1980s, then contracted as demand tapered off as the industry suffered recessionary effects. In the two years after 1994, the industry's value of shipments increased 9.3 percent to $149.5 billion.

4.4.1 Supply Side of the Industry

4.4.1.1 Production Process

The manufacturing paper and allied products industry is capital- and resource-intensive, consuming large amounts of pulp wood and water in the manufacturing process. Approximately half of all paper and allied products establishments are integrated facilities, meaning that they produce both pulp and paper on-site. The remaining half produce only paper products; few facilities produce only pulp (EPA, 1995b).

The paper and paperboard manufacturing process can be divided into three general steps: pulp making, pulp processing, and paper/paperboard production. Paper and paperboard are manufactured using what is essentially the same process. The principal difference between the two products is that paperboard is thicker than paper's 0.3 mm.

Producers manufacture pulp mixtures by using chemicals, machines, or both to reduce raw material into small fibers. In the case of wood, the most common pulping material, chemical pulping actions release cellulose fibers by selectively destroying the chemical bonds that bind the fibers together (EPA, 1995b). Impurities are removed from the pulp, which then may be bleached to improve brightness. Only about 20 percent of pulp and paper mills practice bleaching (EPA, 1995b). The pulp may also be further processed to aid in the paper-making process.

During the paper-making stage, the pulp is strengthened and then converted into paper. Pulp can be combined with dyes, resins, filler materials, or other additives to better fulfill specifications for the final product. Next, the water is removed from the pulp, leaving the pulp on a wire or wire mesh conveyor. The fibers bond together as they are carried through heated presses and rollers. The paper is stored on large rolls before being shipped for conversion into another product, such as envelopes and boxes, or cut into paper sheets for immediate consumption.

4.4.1.2 Types of Output

The paper and allied products industry's output ranges from writing papers to containers and packaging. Paper products include printing and writing papers; paperboard boxes; corrugated and solid fiber boxes; fiber cans, drums, and similar products; sanitary food containers; building paper; packaging; bags; sanitary paper napkins; envelopes; stationary products; and other converted paper products.

Table 4-8. Value of Shipments for the Paper and Allied Products Industry (SIC 26/NAICS 322), 1987–1996

Year	Value of Shipments (1992 $\$10^6$)
1987	129,927.8
1988	136,829.4
1989	138,978.3
1990	136,175.7
1991	132,225.0
1992	133,200.7
1993	131,362.2
1994	136,879.9
1995	135,470.3
1996	149,517.1

Sources: U.S. Department of Commerce, Bureau of the Census. 1996. *1992 Census of Manufactures, Subject Series: General Summary*. Washington, DC: Government Printing Office.

U.S. Department of Commerce, Bureau of the Census. 1990–1998. *Annual Survey of Manufactures, [Multiple Years]*. Washington, DC: Government Printing Office.

4.4.1.3 Major By-Products and Co-Products

The paper and allied products industry is the largest user of industrial process water in the United States. In 1988, a typical mill used between 16,000 and 17,000 gallons of water per ton of paper produced. The equivalent amount of waste water discharged each day is about 16 million cubic meters (EPA, 1995b). Most facilities operate waste water treatment facilities on site to remove biological oxygen demand (BOD), total suspended solids (TSS), and other pollutants before discharging the water into a nearby waterway.

4.4.1.4 Costs of Production

Historical statistics for the costs of production for the paper and allied products industry are listed in Table 4-9. From 1987 to 1996, industry payroll generally ranged from approximately $19 to 20 billion. Employment peaked at 633,200 people in 1989 and declined slightly to 630,600 people by 1996. Materials costs averaged $74.4 billion a year and new capital investment averaged $8.3 billion a year.

4.4.1.5 Capacity Utilization

Table 4-10 presents the trend in capacity utilization for the paper and allied products industry. The varying capacities reflect adjusting production levels and new production facilities going on- or off-line. The average capacity utilization ratio for the paper and allied products industry between 1991 and 1996 was approximately 80, with capacity declining slightly in recent years.

Table 4-10. Capacity Utilization Ratios for the Paper and Allied Products Industry, 1991–1996

1991	1992	1993	1994	1995	1996
78	80	81	80	77	78

Note: All values are percentages.

Source: U.S. Department of Commerce, Bureau of the Census. 1998. *Survey of Plant Capacity: 1996.* Washington, DC: Government Printing Office.

Table 4-9. Inputs for the Paper and Allied Products Industry (SIC 26/NAICS 322), 1987–1996

Year	Labor: Quantity (10^3)	Labor: Payroll (1992 $$10^6$)	Materials (1992 $$10^6$)	New Capital Investment (1992 $$10^6$)
1987	611.1	20,098.6	70,040.6	6,857.5
1988	619.8	19,659.0	73,447.4	8,083.8
1989	633.2	19,493.1	75,132.5	10,092.9
1990	631.2	19,605.2	74,568.8	11,267.2
1991	624.7	19,856.3	72,602.5	9,353.9
1992	626.3	20,491.9	73,188.0	7,962.4
1993	626.3	20,602.6	73,062.6	7,265.2
1994	621.4	20,429.7	76,461.6	6,961.7
1995	629.2	18,784.3	79,968.6	7,056.8
1996	630.6	19,750.0	75,805.9	8,005.9

Sources: U.S. Department of Commerce, Bureau of the Census. 1996. *1992 Census of Manufactures, Subject Series: General Summery*. Washington, DC: Government Printing Office.

U.S. Department of Commerce, Bureau of the Census. 1990–1998. *Annual Survey of Manufactures [Multiple Years]*. Washington, DC: Government Printing Office.

4.4.2 Demand Side of the Industry

4.4.2.1 Product Characteristics

Paper is valued for its diversity in product types, applications, and low cost due to ready access to raw materials. Manufacturers produce papers of varying durabilities, textures, and colors. Consumers purchasing large quantities of papers may have papers tailored to their specification. Papers may be simple writing papers or newsprint for personal consumption and for the printing and publishing industry or durable for conversion into shipping cartons, drums, or sanitary boxes. Inputs in the paper production process are readily available in the United States because one-third of the country is forested, and facilities generally have ready access to waterways.

4.4.2.2 Uses and Consumers of Products

The paper and allied products industry is an integral part of the U.S. economy; nearly every industry and service sector relies on paper products for its personal, education, and business needs. Among a myriad of uses, papers are used for correspondence, printing and publishing, packing and storage, and sanitary purposes. Common applications are all manners of reading material, correspondence, sanitary containers, shipping cartons and drums, and miscellaneous packing materials.

4.4.3 Organization of the Industry

In 1992, 4,264 companies produced paper and allied products and operated 6,416 facilities. By way of comparison, 4,215 companies controlled 1,732 facilities in 1987. Although the number of small firms and facilities increased during those 5 years, the industry is dominated by high-volume, low-cost producers (Haltmaier, 1998). Even though they account for only 45 percent of all facilities, those with 50 or more employees contribute more than 93 percent of the industry's total value of shipments (see Table 4-11). (According to the Small Business Administration, those companies employing fewer than 500 employees are "small.")

For paper and allied products markets likely to be affected by the proposed boilers regulation, the CR4 ranged between 29 and 68 in 1992 (see Table 4-12). This means that, in each subsector, the top firms' combined sales ranged from 29 to 68 percent of their respective industry's total sales. For example, in the sanitary paper products industry, the CR4 ratios indicate that a few

Table 4-11. Size of Establishments and Value of Shipments for the Paper and Allied Products Industry (SIC 26/NAICS 322)

	1987		1992	
Number of Employees in Establishment	**Number of Facilities**	**Value of Shipments ($$10^6$)**	**Number of Facilities**	**Value of Shipments ($$10^6$)**
1 to 4 employees	729	640.6	786	216
4 to 9 employees	531	(D)	565	483
10 to 19 employees	888	1,563.4	816	1,456.5
20 to 49 employees	1,433	18,328.6	1,389	6,366.6
50 to 99 employees	1,018	(D)	1,088	12,811.5
100 to 249 employees	1,176	32,141.7	1,253	35,114.0
250 to 499 employees	308	24,221.1	298	22,281.2
500 to 999 employees	145	28,129.1	159	31,356.5
1,000 to 2,499 employees	63	24,903.1	62	23,115.4
2,500 or more employees	1	(D)		
Total	1,732	129,927.8	6,416	133,200.7

(D) = undisclosed

Sources: U.S. Department of Commerce, Bureau of the Census. 1990c. *1987 Census of Manufactures, Industry Series: Pulp, Paper, and Board Mills*. Washington, DC: Government Printing Office.

U.S. Department of Commerce, Bureau of the Census. 1995c. *1992 Census of Manufactures, Industry Series: Pulp, Paper, and Board Mills*. Washington, DC: Government Printing Office.

firms control 68 percent of the market. This sector's moderately concentrated nature is also indicated by its HHI of 1,451 (DOJ, 1992). The remaining two sectors' HHIs indicate that their respective markets are unconcentrated (i.e., competitive).

Table 4-12. Measurements of Market Concentration for Paper and Allied Products Markets

SIC	Description	CR 4	CR 8	HHI	Number of Companies	Number of Facilities
2611	Pulp Mills	48	75	858	29	45
2621	Paper Mills	29	49	392	127	280
2676	Sanitary Paper Products	68	82	1,451	80	150

Sources: U.S. Department of Commerce, Bureau of the Census. 1995d. *1992 Concentration Ratios in Manufacturing*. Washington, DC: Government Printing Office.

U.S. Department of Commerce, Bureau of the Census. 1995c. *1992 Census of Manufactures, Industry Series: Pulp, Paper, and Board Mills*. Washington, DC: Government Printing Office.

4.4.4 Markets and Trends

The Department of Commerce projects that shipments of paper and allied products will increase through 2002 by an annual average of 2.5 percent (Haltmaier, 1998). Because nearly all of the industry's products are consumer related, shipments will be most affected by the health of the U.S. and global economy. The United States is a key competitor in the international market for paper products and, after Canada, is the largest exporter of paper products. According to Haltmaier (1998), the largest paper and allied products exporters in the world are Canada (with 23 percent of the market), the United States (10 to 15 percent), Finland (8 percent), and Sweden (7 percent).

4.5 Medicinal Chemicals and Botanical Products and Pharmaceutical Preparations (SICs 2833, 2834/NAICS 32451)

The pharmaceutical preparations industry (SIC 2834/NAICS 32451) and the medicinal chemicals and botanical products industry (SIC 2833/NAICS 32451) are both primarily engaged in the research, development, manufacture, and/or processing of medicinal chemicals and pharmaceutical products. Apart from manufacturing drugs for human and veterinary consumption, the industries grind, grade, and mill botanical products that are inputs for other industries. Typically, most facilities cross over into both industries (EPA,

Table 4-13. Value of Shipments for the Medicinals and Botanicals and Pharmaceutical Preparations Industries, 1987–1996

Year	SIC 2833 Medicinals & Botanicals ($\$10^6$)	SIC 2834 Pharmaceutical Preparations ($\$10^6$)
1987	4,629.1	44,345.7
1988	5,375.4	46,399.1
1989	5,708.9	48,083.6
1990	5,535.8	49,718.0
1991	6,637.7	49,866.3
1992	6,438.5	50,417.9
1993	5,669.2	50,973.5
1994	5,774.7	53,144.7
1995	6,404.1	53,225.9
1996	7,952.8	55,103.6

Sources: U.S. Department of Commerce, Bureau of the Census. 1995a. *1992 Census of Manufactures, Industry Series: Drug Industry*. Washington, DC: Government Printing Office.

U.S. Department of Commerce, Bureau of the Census. 1990–1998. *Annual Survey of Manufactures [Multiple Years]*. Washington, DC: Government Printing Office.

1997a). Products include drugs, vitamins, herbal remedies, and production inputs, such as alkaloids and other active medicinal principals.

Table 4-13 presents both industries' value of shipments from 1987 to 1996. Medicinals and botanicals' performance during the late 1980s and early 1990s was mixed. However, shipments increased steadily from 1994 to 1996, increasing 37.7 percent as natural products such as herbs and vitamins became more popular (EPA, 1997a). Pharmaceutical preparations' shipments increased steadily over the 10-year period. From 1987 to 1996, the industry's shipments increased 24.3 percent to $55.1 billion in 1996.

4.5.1 Supply Side of the Industry

4.5.1.1 Production Processes

The medicinals and botanical products industry and the pharmaceutical preparations industry share similar production processes. Many products of the former are inputs in the latter's production process. There are three manufacturing stages: research and development, preparation of bulk ingredients, and formulation of the final product.

The research and development stage is a long process both to ensure the validity and benefit of the end product and to satisfy the requirements of stringent federal regulatory committees. (The pharmaceutical industry operates under strict oversight of the Food and Drug Administration [FDA].) Therefore, every stage in the development of new drugs is thoroughly documented and studied. After a new compound is discovered, it is subjected to numerous laboratory and animal tests. Results are presented to the FDA via applications that present and fully disclose all findings to date. As research and development proceeds, studies are gradually expanded to involve human trials of the new compound. Should FDA approve the compound, the new product is readied for mass production.

To ensure a uniform product, all ingredients are prepared in bulk using batch processes. Companies produce enough of each ingredient to satisfy projected sales demand (EPA, 1997a). Prior to production, all equipment is thoroughly cleaned, prepared, and validated to prevent any contaminants from entering the production cycle. Most ingredients are prepared by chemical synthesis, a method whereby primary ingredients undergo a complex series of processes, including many intermediate stages and chemical reactions in a step-by-step fashion (EPA, 1997a).

After the bulk materials are prepared, they are converted into a final usable form. Common forms include tablets, pills, liquids, creams, and ointments. Equipment used in this final stage is prepared in the same manner as that involved in the bulk preparation process. Clean and validated machinery is used to process and package the pharmaceuticals for shipment and consumption.

4.5.1.2 Types of Output

Both industries produce pharmaceutical and botanical products for end consumption and intermediate products for the industries' own applications. Products include vitamins, herbal remedies, and alkaloids. Prescription and over-the-counter drugs are produced in liquid, tablet, cream, and other forms.

4.5.1.3 Major By-Products and Co-Products

Both industries produce many by-products because of the large number of primary inputs and the extensive chemical processes involved. Wastes and emissions vary by the process employed, raw materials consumed, and equipment used. In general, emissions originate during drying and heating stages and during process water discharge. Emissions controls are in place pursuant to environmental regulations. Other wastes include used filters, spent raw materials, rejected product, and reaction residues (EPA, 1997a).

4.5.1.4 Costs of Production

Table 4-14 presents SIC 2833 industry's costs of production and employment statistics from 1987 to 1996. Employment was stable during the late 1980s before steadily growing in the 1990s. In 1987, medicinals and botanicals employed 11,600 people. By 1996, the industry employed 16,800, an increase of nearly 45 percent. Materials costs matched the increase in shipments over this same period. Industry growth also fed new capital investments, which averaged $191.2 million a year in the late 1980s and $515.6 million a year in the early to mid-1990s.

SIC 2834's costs of production and employment for 1987 to 1996 are presented in Table 4-15. The number of people employed by the industry ranged between 123,000 and 144,000; employment peaked in 1990 before declining by 21,000 jobs by the end of 1992. During this 10-year period, the cost of materials rose 42.1 percent. The increase is associated with increased product shipments and the development of new, more expensive medications (Haltmaier, 1998). New capital investment averaged $2.3 billion a year.

4.5.1.5 Capacity Utilization

Table 4-16 presents the trend in these ratios from 1991 to 1996 for both industries. The varying capacity ratios reflect adjusting production volumes and new production

Table 4-14. Inputs for Medicinal Chemicals and Botanical Products Industry (SIC 2833/NAICS 32451), 1987–1996

	Labor			
Year	Quantity (10^3)	Payroll ($\$10^6$)	Materials ($\$10^6$)	New Capital Investment ($\$10^6$)
1987	11.6	520.2	2,229.3	158.2
1988	11.3	494.4	2,658.8	194.9
1989	11.4	504.9	3,118.4	263.4
1990	10.9	476.4	2,902.4	218.9
1991	12.5	568.6	3,368.2	512.9
1992	13.0	587.1	3,245.9	550.5
1993	13.0	584.3	2,638.4	470.0
1994	13.9	572.6	2,755.2	480.3
1995	14.1	625.0	3,006.0	356.2
1996	16.8	752.1	3,793.9	752.1

Sources: U.S. Department of Commerce, Bureau of the Census. 1995a. *1992 Census of Manufactures, Industry Series: Drug Industry*. Washington, DC: Government Printing Office.

U.S. Department of Commerce, Bureau of the Census. 1990–1998. *Annual Survey of Manufactures, [Multiple Years]*. Washington, DC: Government Printing Office.

Table 4-16. Capacity Utilization Ratios for the Medicinal Chemicals and Botanical Products (SIC 2833/NAICS 32451) and Pharmaceutical Preparations (SIC 2834/NAICS 32451) Industries, 1991–1996

	1991	1992	1993	1994	1995	1996
SIC 2833/NAICS 32451	84	86	89	80	90	84
SIC 2834/NAICS 32451	76	74	70	67	63	67

Note: Capacity utilization ratio is the ratio of the actual production level to the full production level. All values are percentages.

Source: U.S. Department of Commerce, Bureau of the Census. 1998. *Survey of Plant Capacity: 1996*. Washington, DC: Government Printing Office.

Table 4-15. Inputs for the Pharmaceutical Preparations Industry (SIC 2834/NAICS 32451), 1987–1996

Year	Labor Quantity (10^3)	Labor Payroll ($\$10^6$)	Materials ($\$10^6$)	New Capital Investment ($\$10^6$)
1987	131.6	5,759.2	11,693.7	2,032.7
1988	133.4	5,447.2	12,634.8	2,234.0
1989	141.8	6,177.5	12,874.2	2,321.4
1990	143.8	6,223.9	13,237.6	2,035.3
1991	129.1	5,275.8	13,546.6	1,864.7
1992	122.8	4,949.4	13,542.5	2,450.0
1993	128.2	5,184.2	13,508.7	2,385.2
1994	134.2	5,368.4	13,526.1	2,531.9
1995	143.0	5,712.4	15,333.6	2,856.1
1996	136.9	5,547.3	16,611.1	2,317.0

Sources: U.S. Department of Commerce, Bureau of the Census. 1995a. *1992 Census of Manufactures, Industry Series: Drug Industry*. Washington, DC: Government Printing Office.

U.S. Department of Commerce, Bureau of the Census. 1990–1998. *Annual Survey of Manufactures, [Multiple Years]*. Washington, DC: Government Printing Office.

facilities and capacity going both on- and off-line. In 1996, the capacity utilization ratios for SICs 2833 and 2834 were 84 and 67, respectively.

4.5.2 Demand Side of the Industry

New product introductions and improvements on older medications by the drug industry have greatly improved the health and well-being of the U.S. population (Haltmaier, 1998). Products help alleviate or reduce physical, mental, and emotional ailments or reduce the severity of symptoms associated with disease, age, and degenerative conditions. Dietary supplements, such as vitamins and herbal remedies, ensure that consumers receive nutrients of which they may not ordinarily consume enough. Products are available in a range of dosage types, such as tablets and liquids.

Although prescription medications are increasingly distributed through third parties, such as hospitals and health maintenance organizations, the general population remains the end user of pharmaceutical products. As the average age of the U.S. population adjusts to reflect large numbers of older people, the variety and number of drugs consumed increases. An older population will generally consume more medications to maintain and improve quality of life (Haltmaier, 1998).

4.5.3 Organization of the Industry

In 1992, 208 companies produced medicinal chemicals and botanical products and operated 225 facilities (see Table 4-17). The number of companies and facilities in 1992 was the same as that of 1987, although shipment values increased almost 40 percent. The average facility employed more people in 1992 than in 1987. In fact, the number of facilities employing 50 or more people grew from 37 to 45. These facilities accounted for the lion's share of the industry's shipments. According to the Small Business Administration, companies in this SIC code are considered small if they employ fewer than 750 employees. It is unclear what percentage of the facilities listed in Table 4-17 are small companies.

In 1992, 585 companies manufactured pharmaceutical preparations and operated 691 facilities. By way of comparison, 640 companies operated 732 facilities in 1987. Although the number of facilities declined by 41, no particular category lost or gained an exceptional number of facilities. The biggest movement was in the five to nine employees category, which lost 35 facilities. In both years, facilities with more than 50 employees accounted for

Table 4-17. Size of Establishments and Value of Shipments for the Medicinal Chemicals and Botanical Products (SIC 2833/NAICS 32451) and Pharmaceutical Preparations (SIC 2834/NAICS 32451) Industries

Number of Employees in Establishment	1987 Number of Facilities	1987 Value of Shipments ($\$10^6$)	1992 Number of Facilities	1992 Value of Shipments ($\$10^6$)
SIC 2833/NAICS 32451				
1 to 4 employees	61	20.7	62	23.8
5 to 9 employees	34	38.6	42	58.3
10 to 19 employees	46	237.0	47	357.1
20 to 49 employees	47	287.3	29	182.0
50 to 99 employees	15	273.6	25	653.9
100 to 249 employees	12	520.6	10	5,163.4
250 to 499 employees	5	753.0	4	(D)
500 to 999 employees	4	2478.2	3	(D)
1,000 to 2,499 employees	1	(D)	3	(D)
Total	225	4629.1	225	6,438.5
SIC 2834/NAICS 32451				
1 to 4 employees	158	58.7	152	115.6
5 to 9 employees	108	178.8	73	105.4
10 to 19 employees	102	320.3	101	284.6
20 to 49 employees	117	932.5	110	815.7
50 to 99 employees	66	1231.0	65	1,966.8
100 to 249 employees	76	3596.0	77	2,912.4
250 to 499 employees	50	9239.7	56	11,394.6
500 to 999 employees	23	4946.9	30	10,077.7
1,000 to 2,499 employees	24	15,100.9	21	14,525.7
2,500 employees or more	8	8740.9	6	8,219.4
Total	732	44,345.7	691	50,417.9

at least 95 percent of the industry's shipments.

Table 4-18 presents the measures of market concentration for both industries. For the medicinals and botanicals industry, the CR4 was 76 in 1992, and the CR8 was 84 (U.S. Department of Commerce, 1995b). The highly concentrated nature of the market is further indicated by an HHI of 2,999 (DOJ, 1992). According to the Department of Justice's Horizontal Merger Guidelines, industries with HHIs above 1,800 are less competitive.

Table 4-18. Measures of Market Concentration for the Medicinal Chemicals and Botanical Products (SIC 2833/NAICS 32451) and Pharmaceutical Preparations (SIC 2834/NAICS 32451) Industries

SIC	NAICS	Industry	CR 4	CR 8	HHI	Number of Companies	Number of Facilities
2833	32451	Medicinal Chemicals and Botanical Products	76	84	2,999	208	225
2834	32451	Pharmaceutical Preparations	26	42	341	585	691

Sources: U.S. Department of Commerce, Bureau of the Census. 1995d. *1992 Concentration Ratios in Manufacturing*. Washington, DC: Government Printing Office.

U.S. Department of Commerce, Bureau of the Census. 1995a. *1992 Census of Manufactures, Industry Series: Drug Industry*. Washington, DC: Government Printing Office.

The pharmaceuticals preparations industry is less concentrated than the medicinal chemicals and botanical products industry. For SIC 2834, the CR4 and CR8 were 26 and 42, respectively, in 1992. The industry's HHI was 341, indicating a competitive market.

4.5.4 Markets and Trends

According to the Department of Commerce, global growth in the consumption of pharmaceuticals is projected to accelerate over the coming decade as populations in developed countries age and those in developing nations gain wider access to health care. Currently, the United States remains the largest market for drugs, medicinals, and botanicals and produces more new products than any other country (Haltmaier, 1998). But, nearly two-fifths of American producers' sales are generated abroad. Top markets for American exports are China, Canada, Mexico, Australia, and Japan. Most imports originate in Canada, Russia, Mexico, Trinidad and Tobago, and Norway.

4.6 Industrial Organic Chemicals Industry (SIC 2869/NAICS 3251)

The industrial organic chemicals (not elsewhere classified) industry (SIC 2869/NAICS 3251) produces organic chemicals for end-use applications and for inputs into numerous other chemical manufacturing industries. In nominal terms, it was the single largest segment of the $367 billion chemical and allied products industry (SIC 28) in 1996, accounting for approximately 17 percent of the industry's shipments.

All organic chemicals are, by definition, carbon-based and are divided into two general categories: commodity and specialty. Commodity chemical manufacturers compete on price and produce large volumes of staple chemicals using continuous manufacturing processes. Specialty chemicals cater to custom markets, using batch processes to produce a diverse range of chemicals. Specialty chemicals generally require more technical expertise and research and development than the more standardized commodity chemicals industry (EPA, 1995c). Consequently, specialty chemical manufacturers have a greater value added to their products. End products for all industrial organic chemical producers are as varied as synthetic perfumes, flavoring chemicals, glycerin, and plasticizers.

Table 4-19 presents the shipments of industrial organic chemicals from 1987 to 1996. In real terms, the industry's shipments rose in the late 1980s to a high of $54.9 billion before declining in the early 1990s as the U.S. economy went into recession. By the mid-1990s, the industry recovered, as product values reached record highs (Haltmaier, 1998). Between 1993 and 1996, the industry's shipments grew 7.3 percent to $57.7 billion.

4.6.1 Supply Side of the Industry

4.6.1.1 Production Processes

Processes used to manufacture industrial organic chemicals are as varied as the end-products themselves. There are thousands of possible ingredients and hundreds of processes. Therefore, the discussion that follows is a general description of the ingredients and stages involved in a typical manufacturing process.

Table 4-19. Value of Shipments for the Industrial Organic Chemicals, N.E.C. Industry (SIC 2869/NAICS 3251), 1987-1996

Year	Value of Shipments (1992 $\$10^6$)
1987	48,581.7
1988	53,434.7
1989	54,962.9
1990	53,238.8
1991	51,795.6
1992	54,254.2
1993	53,805.2
1994	57,357.1
1995	59,484.3
1996	57,743.3

Sources: U.S. Department of Commerce, Bureau of the Census. 1995b. *1992 Census of Manufactures, Industry Series: Industrial Organic Chemicals*. Washington, DC: Government Printing Office.

U.S. Department of Commerce, Bureau of the Census. 1990–1998. *Annual Survey of Manufactures, Multiple Years*. Washington, DC: Government Printing Office.

Essentially a set of ingredients (feedstocks) is combined in a series of reactions to produce end products and intermediates (EPA, 1995c). The typical chemical synthesis processes incorporate multiple feedstocks in a series of chemical reactions. Commodity chemicals are produced in a continuous reactor, and specialty chemicals are produced in batches. Specialty chemicals may undergo a series of reaction steps, as opposed to commodity chemicals' one continuous reaction because a finite amount of ingredients are prepared and used in the production process. Reactions usually take place at high temperatures, with one or two additional components being intermittently added. As the production advances, by-products are removed using separation, distillation, or refrigeration techniques. The final product may undergo a drying or pelletizing stage to form a more manageable substance.

Table 4-20. Inputs for the Industrial Organic Chemicals Industry (SIC 2869/NAICS 3251), 1987–1996

Year	Labor: Quantity (10^3)	Labor: Payroll (1992 $$10^6$)	Materials (1992 $$10^6$)	New Capital Investment (1992 $$10^6$)
1987	100.3	4,295.8	28,147.7	2,307.4
1988	97.1	4,045.1	29,492.8	2,996.5
1989	97.9	3,977.4	29,676.4	3,513.0
1990	100.3	4,144.6	29,579.2	4,085.5
1991	101.0	4,297.3	29,335.2	4,428.7
1992	100.1	4,504.2	31,860.6	4,216.6
1993	97.8	4,540.2	30,920.1	3,386.1
1994	89.8	4,476.5	33,267.4	2,942.8
1995	92.1	4,510.4	33,163.9	3,791.0
1996	100.3	5,144.8	36,068.9	4,794.7

Sources: U.S. Department of Commerce, Bureau of the Census. 1995b. *1992 Census of Manufactures*. Washington, DC: Government Printing Office.

U.S. Department of Commerce, Bureau of the Census. 1990–1998. *Annual Survey of Manufactures*. Washington, DC: Government Printing Office.

4.6.1.2 Types of Output

Miscellaneous industrial organic chemicals comprise nine general categories of products:

- aliphitic and other acyclic organic chemicals (ethylene); acetic, chloroaceptic, adipic, formic, oxalic, and tartaric acids and their metallic salts; chloral, formaldehyde, and methylamine;
- solvents (ethyl alcohol etc.); methanol; amyl, butyl, and ethyl acetates; ethers; acetone, carbon disulfide and chlorinated solvents;
- polyhydric alcohols (synthetic glycerin, etc.);
- synthetic perfume and flavoring materials (citral, methyl, oinone, etc.);
- rubber processing chemicals, both accelerators and antioxidants (cyclic and acyclic);
- cyclic and acyclic plasticizers (phosphoric acid, etc.);
- synthetic tanning agents;
- chemical warfare gases; and
- esters, amines, etc., of polyhydric alcohols and fatty and other acids.

4.6.1.3 Major By-Products and Co-Products

Co-products, by-products, and emissions vary according to the ingredients, processes, maintenance practices, and equipment used (EPA, 1997b). Frequently, residuals from the reaction process that are separated from the end product are resold or possibly reused in the manufacturing process. A by-product from one process may be another's input. The industry is strictly regulated because it emits chemicals through many types of media, including discharges to air, land, and water, and because of the volume and composition of these emissions.

4.6.1.4 Costs of Production

Of all the factors of production, employment in industrial organic chemicals fluctuated most often between 1987 and 1996 (see Table 4-20). During that time, employment fell 8.18 percent to 92,100, after a high of 101,000 in 1991. Most jobs lost were at the production level (Haltmaier, 1998). Facilities became far more computerized, incorporating advanced technologies into the production process. Even with the drop in employment, payroll was $200 million more in 1995 than in 1987. The cost of materials fluctuated between $29 and $36 billion for these years, and new capital investment averaged $3,646 million a year.

4.6.1.5 Capacity Utilization

Table 4-21 presents the trend in capacity utilization ratios from 1991 to 1996 for the industrial organic chemicals industry. The varying capacity utilization ratios reflect changes in production volumes and new production facilities and capacities going on- and off-line. The capacity utilization ratio for the industry averaged 85.3 over the 6-year period presented.

4.6.2 Demand Side of the Industry

Industrial organic chemicals are components of many chemical products. Most of the chemical sectors (classified under SIC 28) are downstream users of organic chemicals. These sectors either purchase commodity chemicals or enter into contracts with industrial organic chemical producers to obtain specialty chemicals. Consumers include inorganic chemicals (SIC 281), plastics and synthetics (SIC 282), drugs (283), soaps and cleaners (SIC 284), paints and allied products (SIC 286), and miscellaneous chemical products (SIC 289).

Table 4-21. Capacity Utilization Ratios for the Industrial Organic Chemicals Industry (SIC 2869/NAICS 3251), 1991–1996

	1991	1992	1993	1994	1995	1996
SIC 2869/NAICS 3251	86	81	91	89	84	84

Note: The capacity utilization ratio is the ratio of the actual production level to the full production level.

All values are percentages.

Source: U.S. Department of Commerce, Bureau of the Census. 1998. *Survey of Plant Capacity: 1996.* Washington, DC: Government Printing Office.

4.6.3 Organization of the Industry

Although the industry's value of shipments increased nearly 12 percent between 1987 and 1992, the number of facilities producing industrial organic chemicals only increased by 6 percent. Facilities with 100 or more employees continued to account for the majority of the industry's shipment values. For example, in 1992, 28 percent of all facilities had 100 or more employees (see Table 4-22), and these facilities produced 89 percent of the industry's shipment values. The average number of facilities per firm was 1.4 in both years. According to the Small Business Administration, an industrial organic chemicals company is considered small if the total number of employees does not exceed 500. It is unclear what percentage of facilities are owned by small businesses.

The industrial organic chemicals (not elsewhere classified) industry is unconcentrated and competitive. The CR4 was 29 and the CR8 43; the industry's HHI was 336.

4.6.4 Markets and Trends

The U.S. industrial organic chemical industry is expected to expand through 2002 at an annual rate of 1.4 percent (Haltmaier, 1998). U.S. producers face increasing competition domestically and abroad as chemical industries in developing nations gain market share and increase exports to the United States. American producers will, however, benefit from decreasing costs for raw materials and energy and productivity gains.

4.7 Electric Services (SIC 4911/NAICS 22111)

The ongoing process of deregulation of wholesale and retail electric markets is changing the structure of the electric power industry. Deregulation is leading to the functional unbundling of generation, transmission, and distribution and to competition in the generation segment of the industry. This profile provides background information on the U.S. electric power industry and discusses current industry characteristics and trends that will influence the future generation and consumption of electricity. It is important to note that through out this report the terms "boilers," "process heaters," and "units" are synonymous with "ICI boilers" and "process heaters." Boilers primarily engaged in the generation of electricity are not covered by the NESHAP under analysis and are therefore excluded from this analysis. Utility sources are not affected by this NESHAP except for a small number of nonfossil fuel units within this industry. Those units in this industry that are affected may be engaged in activities such as heating and mechanized work.

4.7.1 Electricity Production

Figure 4-1 illustrates the typical structure of the electric utility market. Even with the technological and regulatory changes in the 1970s and 1980s, at the beginning of the 1990s the structure of the electric utility industry could still be characterized in terms of generation, transmission, and distribution. Commercial and retail customers were in essence "captive," and rates and service quality were primarily determined by public utility commissions.

The majority of utilities are interconnected and belong to a regional power pool. Pooling arrangements enable facilities to coordinate the economic dispatch of generation facilities and manage transmission congestion. In addition, pooling diverse loads can increase load factors and decrease costs by sharing reserve capacity.

Table 4-22. Size of Establishments and Value of Shipments for the Industrial Organic Chemicals Industry (SIC 2869/NAICS 3251)

Number of Employees in Establishment	1987 Number of Facilities	1987 Value of Shipments (1992 $\$10^6$)	1992 Number of Facilities	1992 Value of Shipments (1992 $\$10^6$)
1 to 4 employees	97	552.8	100	102.6
5 to 9 employees	80	200.9	80	208.7
10 to 19 employees	91	484.7	97	533.9
20 to 49 employees	137	1,749.9	125	1,701.5
50 to 99 employees	99	2556.3	106	3,460.9
100 to 249 employees	110	10,361.2	111	8,855.9
250 to 499 employees	41	17,156.9	41	9,971.1
500 to 999 employees	27	9,615.5	30	13,755.0
1,000 to 2,499 employees	11	9,184.6	10	9,051.0
2,500 or more employees	6	7,156.9	5	6,613.5

Sources: U.S. Department of Commerce, Bureau of the Census. 1995b. *1992 Census of Manufactures, Industry Series: Industrial Organic Chemicals*. Washington, DC: Government Printing Office.

U.S. Department of Commerce, Bureau of the Census. 1990b. *1987 Census of Manufactures, Industry Series, Paints and Allied Products*. Washington, DC: Government Printing Office.

4.7.1.1 Generation

As shown in Table 4-23, coal-fired plants have historically accounted for the bulk of electricity generation in the United States. With abundant national coal reserves and advances in pollution abatement technology, such as advanced scrubbers for pulverized coal

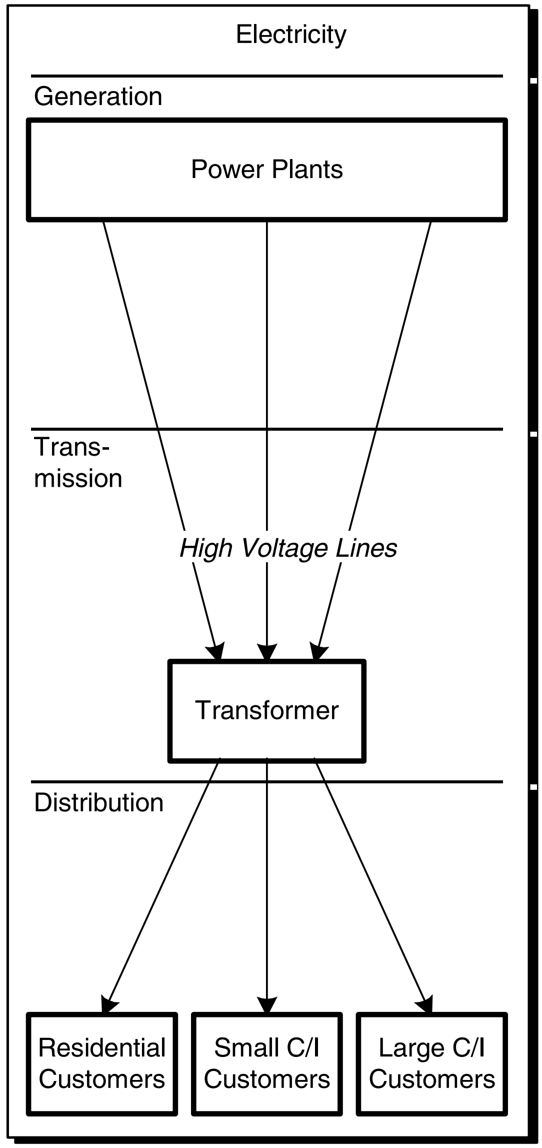


Figure 4-1. Traditional Electric Power Industry Structure

Table 4-23. Net Generation by Energy Source, 1995

Energy Source	Utility Generators (MWh)	Nonutility Generators (MWh)	Total (MWh)
Fossil fuels	2,021,064	287,696	2,308,760
Coal	1,652,914	63,440	
Natural gas	307,306	213,437	
Petroleum	60,844	3,957	
Nuclear	673,402	—	673,402
Hydroelectric	293,653	14,515	308,168
Renewable/other	6,409	98,295	104,704
Total	2,994,582	400,505	3,395,033

Sources: U.S. Department of Energy, Energy Information Administration. 1996. *Electric Power Annual, 1995*. Vol. 1. DOE/EIA-0348(95/1). Washington, DC: U.S. Department of Energy.

U.S. Department of Energy, Energy Information Administration. 1999b. *The Changing Structure of the Electric Power Industry 1999: Mergers and Other Corporate Combinations*. Washington, DC: U.S. Department of Energy.

and flue gas-desulfurization systems, coal will likely remain the fuel of choice for most existing generating facilities over the near term.

Natural gas accounts for approximately 10 percent of current generation capacity but is expected to grow; advances in natural gas exploration and extraction technologies and new coal gasification have contributed to the use of natural gas for power generation.

Nuclear plants and renewable energy sources (e.g., hydroelectric, solar, wind) provide approximately 20 percent and 10 percent of current generating capacity, respectively. However, there are no plans for new nuclear facilities to be constructed, and there is little additional growth forecasted in renewable energy.

4.7.1.2 Transmission

Transmission refers to high voltage lines used to link generators to substations where power is stepped down for local distribution. Transmission systems have been traditionally characterized as a collection of independently operated networks or grids interconnected by bulk transmission interfaces.

Within a well-defined service territory, the regulated utility has historically had responsibility for all aspects of developing, maintaining, and operating transmissions. These responsibilities included

- system planning and expanding,
- maintaining power quality and stability, and
- responding to failures.

Isolated systems were connected primarily to increase (and lower the cost of) power reliability. Most utilities maintained sufficient generating capacity to meet customer needs, and bulk transactions were initially used only to support extreme demands or equipment outages.

4.7.1.3 Distribution

Low-voltage distribution systems that deliver electricity to customers comprise integrated networks of smaller wires and substations that take the higher voltage and step it down to lower levels to match customers' needs.

The distribution system is the classic example of a natural monopoly because it is not practical to have more than one set of lines running through neighborhoods or from the curb to the house.

4.7.2 Cost of Production

Table 4-24 shows total industry expenditures by production activities. Generation accounts for approximately 75.6 percent of the cost of delivered electric power in 1996. Transmission and distribution accounted for 2.5 percent and 5.6 percent, respectively. Customer accounts and sales and administrative costs accounted for the remaining 16.3 percent of the cost of delivered power.

4.7.3 Organization of the Industry

Because the restructuring plans and time tables are made at the state level, the issues of asset ownership and control throughout the current supply chain in the electric power industry vary from state to state. However, the activities conducted throughout the supply chain are generally the same. This section focuses on the generation segment of the market because all the boilers affected by the regulation are involved in generation.

As part of deregulation, the transmission and distribution of electricity are being separated from the business of generating electricity, and a new competitive market in electricity generation is evolving. As power generators prepare for the competitive market, the share of electricity generation attributed to nonutilities and utilities is shifting.

Table 4-24. Total Expenditures in 1996 ($$10^3$)

Utility Ownership	Generation	Transmission	Distribution	Customer Accounts and Sales	Administration and General Expenses
Investor-owned	80,891,644	2,216,113	6,124,443	6,204,229	13,820,059
Publicly owned	12,495,324	840,931	1,017,646	486,195	1,360,111
Federal	3,685,719	327,443	1,435	55,536	443,809
Cooperatives	15,105,404	338,625	1,133,984	564,887	1,257,015
	112,178,091	3,723,112	8,277,508	7,310,847	16,880,994
	75.6%	2.5%	5.6%	4.9%	11.4%
	148,370,552				

Sources: U.S. Department of Energy, Energy Information Administration (EIA). 1998b. *Financial Statistics of Major Publicly Owned Electric Utilities, 1997*. Washington, DC: U.S. Department of Energy.

U.S. Department of Energy, Energy Information Administration (EIA). 1997. *Financial Statistics of Major U.S. Investor-Owned Electric Utilities, 1996*. Washington, DC: U.S. Department of Energy.

More than 7,000 electricity suppliers currently operate in the U.S. market. As shown in Table 4-25, approximately 42 percent of suppliers are utilities and 58 percent are nonutilities. Utilities include investor-owned, cooperatives, and municipal systems. Of the approximately 3,100 utilities operating in the United States, only about 700 generate electric power. The majority of utilities distribute electricity that they have purchased from power generators via their own distribution systems.

Utility and nonutility generators produced a total of 3,369 billion kWh in 1995. Although utilities generate the vast majority of electricity produced in the United States, nonutility generators are quickly eroding utilities' shares of the market. Nonutility generators include private entities that generate power for their own use or to sell to utilities or other end users. Between 1985 and 1995, nonutility generation increased from 98 billion kWh (3.8 percent of total generation) to 374 billion kWh (11.1 percent). Figure 4-2 illustrates this shift in the share of utility and nonutility generation.

Table 4-25. Number of Electricity Suppliers in 1999

Electricity Suppliers	Number	Percent
Utilities	3,124	42%
Investor-owned utilities	222	
Cooperatives	875	
Municipal systems	1,885	
Public power districts	73	
State projects	55	
Federal agencies	14	
Nonutilities	4,247	58%
Nonutilities (excluding EWGs)	4,103	
Exempt wholesale generators	144	
Total	7,371	100%

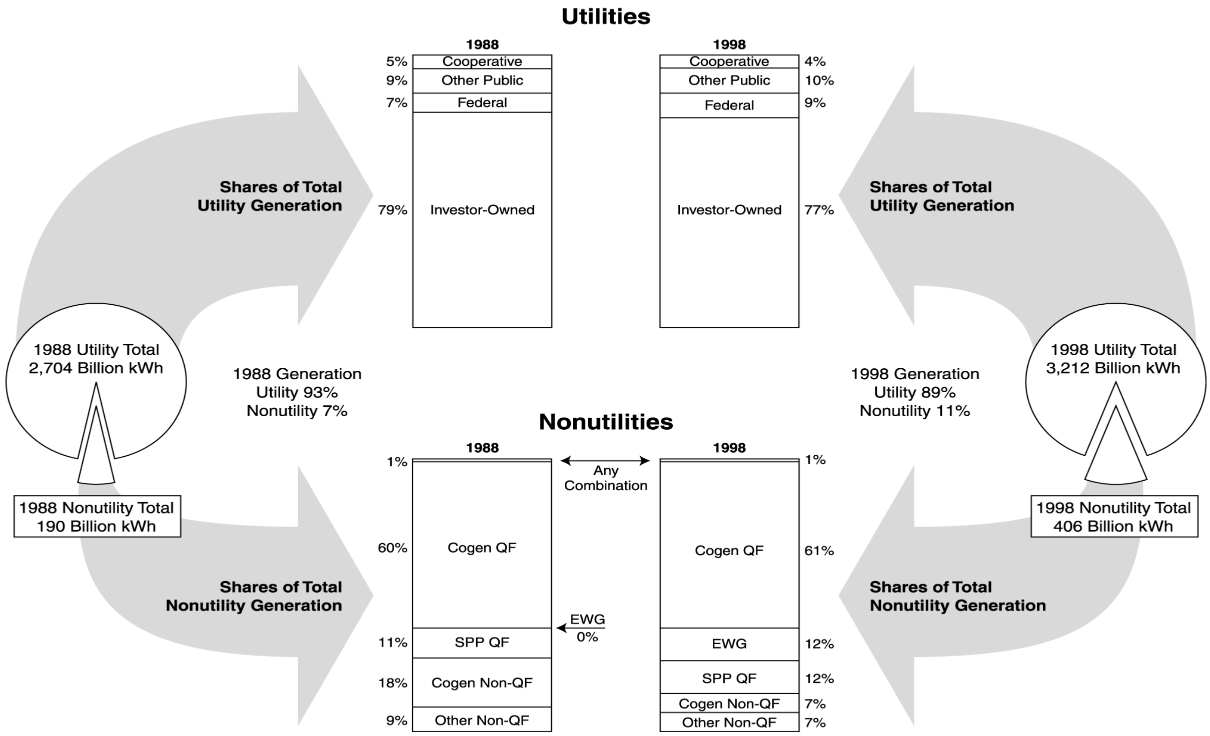
Source: U.S. Department of Energy, Energy Information Administration (EIA). 1999b. *The Changing Structure of the Electric Power Industry 1999: Mergers and Other Corporate Combinations*. Washington, DC: U.S. Department of Energy.

4.7.3.1 Utilities

There are four categories of utilities: investor-owned utilities (IOUs), publicly owned utilities, cooperative utilities, and federal utilities. Of the four, only IOUs always generate electricity.

IOUs are increasingly selling off generation assets to nonutilities or converting those assets into nonutilities (Haltmaier, 1998). To prepare for the competitive market, IOUs have been lowering their operating costs, merging, and diversifying into nonutility businesses.

In 1995, utilities generated 89 percent of electricity, a decrease from 96 percent in 1985. IOUs generate the majority of the electricity produced in the United States. IOUs are either individual corporations or a holding company, in which a parent company operates one or



[a] Includes facilities classified in more than one of the following FERC designated categories: cogenerator QF, small power producer QF, or exempt wholesale generator.
Cogen = Cogenerator.

EWG = Exempt wholesale generator.

Other Non-QF = Nocogenerator Non-QF.

QF = Qualifying facility.

SPP = Small power producer.

Note: Sum of components may not equal total due to independent rounding. Classes for nonutility generation are determined by the class of each generating unit.

Sources: **Utility data:** U.S. Department of Energy, Energy Information Administration (EIA). 1996. *Electric Power Annual 1995*. Volumes I and II. DOE/EIA-0348(95)/1. Washington, DC: U.S. Department of Energy; Table 8 (and previous issues); **1985 nonutility data:** Shares of generation estimated by EIA; total generation from Edison Electric Institute (EEI). 1998. *Statistical Yearbook of the Electric Utility Industry 1998*. November. Washington, DC; **1995 nonutility data:** U.S. Department of Energy, Energy Information Administration (EIA). 1996. *Electric Power Annual 1995*. Volumes I and II. DOE/EIA-0348(95)/1. Washington, DC: U.S. Department of Energy.

Figure 4-2. Utility and Nonutility Generation and Shares by Class, 1988 and 1998

more utilities integrated with one another. IOUs account for approximately three-quarters of utility generation, a percentage that held constant between 1985 and 1995.

Many states, municipalities, and other government organizations also own and operate utilities, although the majority do not generate electricity. Those that do generate electricity operate capacity to supply some or all of their customers' needs. They tend to be small, localized outfits and can be found in 47 states. These publicly owned utilities accounted for about one-tenth of utility generation in 1985 and 1995. In a deregulated market, these generators may be in direct competition with other utilities to service their market.

Rural electric cooperatives are formed and owned by groups of residents in rural areas to supply power to those areas. Cooperatives generally purchase from other utilities the energy that they sell to customers, but some generate their own power. Cooperatives only produced 5 percent of utility generation in 1985 and only 6 percent in 1995.

Utilities owned by the federal government accounted for about one-tenth of generation in both 1985 and 1995. The federal government operated a small number of large utilities in 1995 that supplied power to large industrial consumers or federal installations. The Tennessee Valley Authority is an example of a federal utility.

4.7.3.2 Nonutilities

Nonutilities are private entities that generate power for their own use or to sell to utilities or other establishments. Nonutilities are usually operated at mines and manufacturing facilities, such as chemical plants and paper mills, or are operated by electric and gas service companies (DOE, EIA, 1998a). More than 4,200 nonutilities operate in the United States.

4.7.4 Demand Side of the Industry

4.7.4.1 Electricity Consumption

This section analyzes the growth projections for electricity consumption as well as the price elasticity of demand for electricity. Growth in electricity consumption has traditionally paralleled gross domestic product growth. However, improved energy efficiency of electrical equipment, such as high-efficiency motors, has slowed demand growth over the past few decades. The magnitude of the relationship has been decreasing over time, from growth of 7 percent per year in the 1960s down to 1 percent in the 1980s. As a result, determining what the future growth will be is difficult, although it is expected to be positive (DOE, EIA, 1999a). Table 4-26 shows consumption by sector of the economy over the past 10 years. The table shows that since 1989 electricity sales have increased at least 10

Table 4-26. U.S. Electric Utility Retail Sales of Electricity by Sector, 1989 Through 1998 (10^6 kWh)

Period	Residential	Commercial	Industrial	Other[a]	All Sectors
1989	905,525	725,861	925,659	89,765	2,646,809
1990	924,019	751,027	945,522	91,988	2,712,555
1991	955,417	765,664	946,583	94,339	2,762,003
1992	935,939	761,271	972,714	93,442	2,763,365
1993	994,781	794,573	977,164	94,944	2,861,462
1994	1,008,482	820,269	1,007,981	97,830	2,934,563
1995	1,042,501	862,685	1,012,693	95,407	3,013,287
1996	1,082,491	887,425	1,030,356	97,539	3,097,810
1997	1,075,767	928,440	1,032,653	102,901	3,139,761
1998	1,124,004	948,904	1,047,346	99,868	3,220,121
Percentage change 1989–1998	19%	24%	12%	10%	18%

[a] Includes public street and highway lighting, other sales to public authorities, sales to railroads and railways, and interdepartmental sales.

Sources: U.S. Department of Energy, Energy Information Administration (EIA). 1999d. *Electric Power Annual 1998*. Volumes I and II. Washington, DC: U.S. Department of Energy.
U.S. Department of Energy, Energy Information Administration (EIA). 1996. *Electric Power Annual 1995*. Volumes I and II. Washington, DC: U.S. Department of Energy.

percent in all four sectors. The commercial sector has experienced the largest increase, followed by residential consumption.

In the future, residential demand is expected to be at the forefront of increased electricity consumption. Between 1997 and 2020, residential demand is expected to increase at 1.6 percent annually. Commercial growth in demand is expected to be approximately 1.4 percent, while industry is expected to increase demand by 1.1 percent (DOE, EIA, 1999a). Figure 4-3 shows the annual electricity sales by sector from 1970 with projections through 2020.

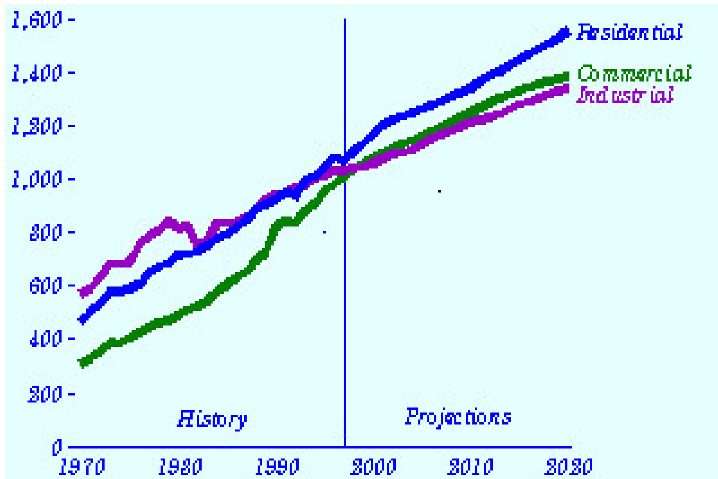


Figure 4-3. Annual Electricity Sales by Sector

The literature suggests that electricity consumption is relatively price inelastic. Consumers are generally unable or unwilling to forego a large amount of consumption as the price increases. Numerous studies have investigated the short-run elasticity of demand for electricity. Overall, the studies suggest that, for a 1 percent increase in the price of electricity, demand will decrease by 0.15 percent. However, as Table 4-27 shows, elasticities vary greatly, depending on the demand characteristics of end users and the price structure. Demand elasticities are estimated to range from a –0.05 percent elasticity of demand for a "flat rates" case (i.e., no time-of-use assumption) up to a –0.50 percent demand elasticity for a "high consumer response" case (DOE, EIA, 1999c).

4.7.4.2 Trends in the Electricity Market

Beginning in the latter part of the 19th century and continuing for about 100 years, the prevailing view of policymakers and the public was that the government should use its power to require or prescribe the economic behavior of "natural monopolies" such as electric utilities. The traditional argument is that it does not make economic sense for there to be more than one supplier—running two sets of wires from generating facilities to end users is more costly than one set. However, since monopoly supply is not generally regarded as likely to provide a socially

optimal allocation of resources, regulation of rates and other economic variables was seen as a necessary feature of the system.

Beginning in the 1970s, the public policy view shifted against traditional regulatory approaches and in favor of deregulation for many important industries including transportation, communications, finance, and energy. The major drivers for deregulation of electric power included the following:

- existence of rate differentials across regions offering the promise of benefits from more efficient use of existing generation resources if the power can be transmitted across larger geographic areas than was typical in the era of industry regulation;
- the erosion of economies of scale in generation with advances in combustion turbine technology;
- complexity of providing a regulated industry with the incentives to make socially efficient investment choices;
- difficulty of providing a responsive regulatory process that can quickly adjust rates and conditions of service in response to changing technological and market conditions; and
- complexity of monitoring utilities' cost of service and establishing cost-based rates for various customer classes that promote economic efficiency while at the same time addressing equity concerns of regulatory commissions.

Viewed from one perspective, not much changes in the electric industry with restructuring. The same functions are being performed, essentially the same resources are being used, and in a broad sense the same reliability criteria are being met. In other ways, the very nature of restructuring, the harnessing of competitive forces to perform a previously regulated function, changes almost everything. Each provider and each function become separate competitive entities that must be judged on their own.

This move to market-based provision of generation services is not matched on the transmission and distribution side. Network interactions on AC transmission systems have made it impossible to have separate transmission paths compete. Hence, transmission and distribution remain regulated. Transmission and generation heavily interact, however, and transmission congestion can prevent specific generation from getting to market. Transmission expansion planning becomes an open process with many interested parties. This open process, coupled with frequent public opposition to transmission expansion, slows transmission enhancement. The net result is greatly increased pressure on the transmission system.

Restructuring of the electric power industry could result in any one of several possible market structures. In fact, different parts of the country will probably use different structures, as the current trend indicates. The eventual structure may be dominated by a power exchange, bilateral contracts, or a combination. A strong Regional Transmission

Table 4-27. Key Parameters in the Cases

Case Name	Key Assumptions: Cost Reduction and Efficiency Improvements	Short-Run Elasticity of Demand (Percent)	Natural Gas Prices	Capacity Additions
AEO97 Reference Case	AEO97 Reference Case	—	AEO97 Reference Case	As needed to meet demand
No Competition	No change from 1995	—	AEO97 Reference Case	As needed to meet demand
Flat Rates (no time-of-use rates)	AEO97 Reference Case	–0.05	AEO97 Reference Case	As needed to meet demand
Moderate Consumer Response	AEO97 Reference Case	–0.15	AEO97 Reference Case	As needed to meet demand
High Consumer Response	AEO97 Reference Case	–0.50	AEO97 Reference Case	As needed to meet demand
High Efficiency	Increased cost savings and efficiencies	–0.15	AEO97 Reference Case	As needed to meet demand
No Capacity Additions	AEO97 Reference Case	–0.15	AEO97 Low Oil and Gas Supply Technology Case	Not allowed
High Gas Price	AEO97 Reference Case	–0.15	AEO97 High Oil and Gas Supply Technology Case	As needed to meet demand
Low Gas Price	AEO97 Reference Case	–0.15	AEO97 Reference Case	As needed to meet demand
High Value of Reliability	AEO97 Reference Case	–0.15	AEO97 Reference Case	As needed to meet demand
Half O&M	AEO97 Reference Case	–0.15	AEO97 Reference Case	As needed to meet demand
Intense Competition	AEO97 Reference Case	–0.15	AEO97 Reference Case	As needed to meet demand

— = not applicable.

Source: U.S. Department of Energy, Energy Information Administration (EIA), Office of Integrated Analysis and Forecasting. "Competitive Electricity Price Projections." <http://www.eia.doe.gov/oiaf/elepri97/chap3.html>. As obtained on November 15, 1999c.

Organization (RTO) may operate in the area, or a vertically integrated utility may continue to operate a control area. In any case, several important characteristics will change:

- Commercial provision of generation-based services (e.g., energy, regulation, load following, voltage control, contingency reserves, backup supply) will replace regulated service provision. This drastically changes how the service provider is assessed.
- Individual transactions will replace aggregated supply meeting aggregated demand. It will be necessary to continuously assess each individual's performance.
- Transaction sizes will shrink. Instead of dealing only in hundreds and thousands of MW, it will be necessary to accommodate transactions of a few MW and less.
- Supply flexibility will greatly increase. Instead of services coming from a fixed fleet of generators, service provision will change dynamically among many potential suppliers as market conditions change.

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