



OPEN QUARTERLY MEETING SCHEDULE

May 1-3, 2018

**Hilton Garden Inn Nashville
Downtown/Convention Center**

305 Korean Veterans Boulevard
Nashville, Tennessee 37201
615-251-3013

Date	Time	Meeting/Event	Location	Fee
Tuesday, May 1	6–9 pm	Tuesday Group Dinner Meet in the Hilton Garden Inn Lobby at 6 pm if you would like to walk with the group to the restaurant. Reservations are at 6:30 pm.	Trattoria Il Mulino 144 5th Ave S Nashville, TN 37203	\$100*
Wednesday, May 2	7-7:30 am	Breakfast	SoBro Meeting Room	N/A
	7:30-9 am	CM Roundtable	Gulch/12 South Meeting Room	N/A
	9:15-10:15 am	QC Committee	Gulch/12 South Meeting Room	N/A
	10:30-11:30 am	Marketing Committee	Gulch/12 South Meeting Room	N/A
	11:30 am - 12:15 pm	Lunch	Gulch/12 South Meeting Room	N/A
	12:30-2 pm	Educational Presentation Given by Kent Pagel	Gulch/12 South Meeting Room	N/A
	2:15 -3:30 pm	Focus Groups Developing Materials for Successful Plant Tours (SoBro Meeting Room) SBCA In-Plant Basic Training Review & Development (Gulch/12 South Meeting Rooms)		N/A

*Approximate cost shown. Attendees will be invoiced after the meeting.

Date	Time	Meeting/Event	Location	Fee
Wednesday, May 2	3:45-5 pm	<p align="center">Opportunities for Subcommittee/Working Group Meetings</p>	As Scheduled	N/A
	5:30-9 pm	<p align="center">Group Dinner</p> <p>Meet in the Hilton Garden Inn Lobby at 5:30 pm if you would like to share rides with the group to the restaurant. Reservations are at 6 pm.</p>	<p align="center">Top Golf 500 Cowan St Nashville, TN</p>	<p align="center">\$100* for dinner & Top Golf</p>
Thursday, May 3	9 am-12 pm	<p align="center">SBCA Board Meeting</p> <p align="center">All are welcome!</p> <p>Breakfast will be served at 8:30 am.</p>	Gulch/12 South Meeting Room	N/A

***Approximate cost shown. Attendees will be invoiced after the meeting.**

QUALITY CONTROL COMMITTEE MEETING AGENDA

Wednesday, May 2, 2018
9:15 – 10:15 am

Hilton Garden Inn
Gulch/12 South Meeting Room
Nashville, TN

Committee Purpose:

To implement, maintain, and continually improve an in-plant quality management program for trusses and wall panels.

Background

1. SBCA Mission Statement (**APPENDIX A**)
2. Antitrust Law & Conflict of Interest Policies (**APPENDIX B**)
3. Actions of a Committee Requiring a Motion (**APPENDIX C**)
4. SBCA Structure (**APPENDIX D**)
5. Roles and Responsibilities of SBCA Committees (**APPENDIX E**)

Meeting Agenda

1. **Call to Order** – Scott Ward, QC Committee Chair
QC Committee Members: Scott Ward (Chair), Dallas Austin, Dan Holland, Jess Lohse, David Motter, Rick Parrino, Jeff Smith
2. **Introductions, Sign-in Sheet and Opening Remarks** – Scott Ward
3. **Review and Approve Minutes of March 2018 QC Committee Meeting (see EXHIBIT 1)** – Scott Ward
4. **Review Agenda** – Scott Ward
 - a. Are there other key issues we should place on the agenda or remove from the agenda?
5. **Certification Update** – Scott Ward and Staff
 - a. **SBCA QC Participation Update** - Staff
 - i. Q1 data reviews ongoing
 - ii. Potentially two plants still using hardcopy SBCA QC. All others use the online version.
6. **Revision of TPI 1 Chapter 3 In-Plant QC** – Scott Ward and Staff
 - a. Recap of April 5 GC meeting – Kirk Grundahl
 - i) Takeaways from meeting
 - ii) Capital Area GC, Framer and CM task group work
 - b. Overview of Current QC Testing Status – Kirk Grundahl
 - i) Goal and objective of this work

- ii) Testing
 - (a) Raw video footage available to members
- iii) Overview of findings
- iv) Development of Easy Button with our Subcommittee
 - (a) Jack Dermer, Scott Ward, Steve Stroder and Texas Chapter Beta Sites
- c. Revamp of TPI 1 Chapter 3 In-plant Truss QC Guidelines

7. Member Assistance Needed re: 3rd Party QA Business to a TPI/SBCRI Program – Scott Ward and Staff

- a. Question 1 – Chapter help with TPI/SBCRI QA Program Development
 - i) Can chapter members encourage everyone in the chapter to work with TPI/SBCRI staff to use the TPI/SBCRI program and provide us feedback as we seek to streamline the QC/QA process?
 - ii) The key is to be using our program and providing feedback as we evolve.
 - iii) It would be great to have members and chapters get involved now and be able to take advantage of the changes/evolution taking place.
- b. Question 2 – TPI member help with TPI/SBCRI QA Program Development

- i) Key TPI member risk management support:

3.1.2 Requirements.

Metal-plate-connected wood Trusses shall meet the minimum manufacturing quality requirements specified in Chapter 3 of this Standard, so that design assumptions are met.

- (a)
- (b) TPI members should be complying with ANSI/TPI 1, which is adopted into law via the building code.
- ii) The IRC and IBC say the following:

R104.4 Inspections

The building official shall make the required inspections, or the building official shall have the authority to accept reports of inspection by approved agencies or individuals. Reports of such inspections shall be in writing and be certified by a responsible officer of such approved agency or by the responsible individual. The building official is authorized to engage such expert opinion as deemed necessary to report upon unusual technical issues that arise, subject to the approval of the appointing authority.

- (a)

R104.7 Department Records

The *building official* shall keep official records of applications received, *permits* and certificates issued, fees collected, reports of **inspection**, and notices and orders issued. Such records shall be retained in the official records for the period required for the retention of public records.

(b)

R106.1.2 Manufacturer's Installation Instructions

Manufacturer's installation instructions, as required by this code, shall be available on the job site at the time of **inspection**.

(c)

R109.2 Inspection Agencies

The *building official* is authorized to accept reports of *approved* agencies, provided such agencies satisfy the requirements as to qualifications and reliability.

(d)

iii) Questions:

- (a) Is it in TPI member's best interest to be actively involved in the QC process so that the customer support work that TPI members are doing helps both CMs and each TPI member in the context of the information?
 - If yes, how will TPI members actively support their customer's involvement in our industry 3rd party inspection program?
- (b) TPI member customer growth goals to be set for advance the best interests of our collective industry efforts in the context of ANSI/TPI 1 and the IBC/IRC.

8. Old Business – Scott Ward

9. New Business – Scott Ward

10. Adjournment – Scott Ward

QC COMMITTEE MEETING MINUTES
Thursday, March 8, 2018
Wesley Chapel, Florida

Call to Order

Scott Ward, QC Committee Chair, called the meeting to order at 8:02 am. Introductions were made around the room and the SBCA Anti-Trust Statement was circulated and signed by all meeting attendees, thereby acknowledging the SBCA anti-trust policies in effect.

Attendance

Component Manufacturers in Attendance: Tom Christensen, Jack Dermer, Josh Dermer, Larry Dix, Barry Dixon, Jim Finkenhoefer, Gene Frogale, Joe Hikel, Paul Johnson, Keith Kylmala, Jess Lohse, Joseph Maez, Dave Motter, Tim Noonan, Rick Parrino, Justin Richardson, Jeff Smith, Steve Strom, Scott Ward, Javan Yoder

Associate Members & Suppliers in Attendance: John Branstetter, Steve Cabler, Mike Callahan, Mike Cassidy, Nelson Frazee, Justin Klett, Kevin Kraft, Michael Martz, Scott Miller, Shawn Overholtzer, Scott Reichensperger, Ken Shifflett, Steve Shrader, Cory St. Clair

Legal Counsel: Kent Pagel

SBCA Staff: Ryan Dexter, Kirk Grundahl, Suzi Grundahl, Trish Kutz and Evan Protexter

Review and Approve Minutes of March 2017 QC Meeting

Motion to approve the March 2017 QC Meeting minutes. Motion to approve by Dave Motter. Second by Jess Lohse. Motion passed unanimously.

SBCA QC Participation Update

Staff provided a quick overview of the program. As of February 12, there are 100 QC certified truss plants, with 14 plants working through re-certification. For SBCA QC (Wall Panel), there is one certified plant. In 2017, SBCA QC (CFSC), went online and has one certified plant.

In-Plant QC and 3rd Party QA Transition Update

Mike Cassidy gave an update on the SBCA/TPI transition as it relates to the TPI Quality Assurance program. SBCA staff elaborated on how in-plant QC and third party QC is going to be administered by SBCA. Issues relating to connectors, equipment, etc. will remain part of TPI's role.

Steve Cabler asked how this has been communicated to customers. Staff explained it is currently being discussed at a high level. In the short-term, customers should not experience any change.

Urgent Need for Revision of TPI 1 Chapter 3 In-Plant QC – Scott Ward and Staff

Staff gave an overview of pending litigation and industry customer demands relating to plate embedment and the corresponding need for TPI 1 Chapter 3 to be rewritten on account as to how Chapter 3 is not performance based and focuses on issues more applicable to the connector manufacturers rather than component manufacturers. SBCRI may be performing testing as well to assist with this issue.

Jack Dermer gave a recap of the February meeting with CMs in Houston to review what they are doing for QC.

Kenny Shifflett gave background on a recent general contractor communication in the market. Joe Hikel pointed out that the only rules the general contractors know how to play by is the rules they have been given. Staff offered to sit down with Kenny and his group to discuss the concerns of the general contractors and come up with solutions/checklist to send with his trusses or Jobsite Package to help them restore confidence in the QC process. This needs to be a joint effort and it is important that we work together to avoid any unintended consequences. General contractors need to understand the whole system and not just look at one part of the system.

Joe Hikel pointed out that lumber dimension variation is a problem. Staff gave the definition of shrinkage or expansion from dry size and mentioned that lumber companies don't have a standard they are held to.

Adjournment

Motion to adjourn. Motion by Joe Hikel. Second by Rick Parrino. Motion passed unanimously.

The meeting adjourned at 9:26 am.

/tk

MARKETING COMMITTEE MEETING AGENDA

Wednesday, May 2, 2018
10:30 – 11:30 am

Hilton Garden Inn
Gulch/12 South Meeting Room
Nashville, TN

Committee Purpose

The committee will promote the use of engineered floor, wall, and roof structural components in residential and commercial projects.

Background

1. SBCA Mission Statement (**APPENDIX A**)
2. Antitrust Law & Conflict of Interest Policies (**APPENDIX B**)
3. Actions of a Committee Requiring a Motion (**APPENDIX C**)
4. SBCA Structure (**APPENDIX D**)
5. Roles and Responsibilities of SBCA Committees (**APPENDIX E**)

Meeting Agenda

1. **Call to Order** –Greg Griggs, Marketing Committee Chair
Marketing Committee Members: Greg Griggs (Chair), Mike Callahan, Tom Christensen, Greg Dahlstrom, Jared Dix, Larry Dix, Barry Dixon, Joe Halteman, Darryl Hooper, Dustin Johnson, Kevin Kraft, Jess Lohse, Mike Martz, Gregg Renner, Justin Richardson, Wes Robbins, Michael Ruede, Michael Schwitter, Chris Scott, Ken Shifflett, Steve Shrader, Scott Ward, Cory St. Clair, Javan Yoder
2. **Introductions and Opening Remarks** – Greg Griggs
3. **Review and Approve Minutes of March 2018 Meeting and April 2018 Teleconference (EXHIBIT 1)** – Greg Griggs
4. **Review Agenda** – Greg Griggs
 - a. Are there other key issues we should place on the agenda or remove from the agenda?
5. **Stick Frame vs Components Market Research Beta Site: Report from Subcommittee** – Darryl Hooper, Scott Ward and TJ Jerke
 - a. Mission is to gather field intel to define key builder/framer pushback that are excuses to use stick framing versus trusses. The goal of the initial work is to:
 - i. Gather intelligence, define objections and generate solutions to overcome them
 - ii. Then implement new sales approach(es), try/fail/succeed, learn
 - b. Multi-prong approach:

- i. Local custom home market – working with a builder that has agreed to allow Southern Components to componentize one of their plans and give them a truss package to put up and then interview them about the process.
 - ii. Large production home builders in the area (DSLID, DR Horton) – converting one of these will provide a lot of exposure in the market
- c. Next steps for beta test

6. Best Way to Frame Promotion – Greg Griggs and Molly Butz

- a. Create artwork for members to use for general promotion of SBCA resources at bestwaytoframe.com. Goal is to measure effectiveness of market outreach.
 - i. Business cards for CM salespeople to distribute to specifiers, leave at lumber counters, include in jobsite packages, hand out at local HBA meetings, etc.
 - Artwork made available to members to include on back of their own company cards.
 - ii. Jpegs to include on layouts and in email signatures.
 - iii. QR codes?
- b. Also provide standard language and links based on needs for members to include:
 - i. In their email messages
 - ii. On their websites, social media, etc.
- c. Beyond this – we will continue to vet and create topical libraries from all information available to us and promote in:
 - i. Industry news
 - ii. SBCA social media
 - iii. With member social media beta sites
- d. Create a member beta site task group to try out concepts and measure effectiveness.
 - i. Example successes will generate step-by-step emails/letters to members and articles for all members to use to replicate success, which we will continue to measure

7. Component Marketing Toolbox – Greg Griggs and Mindy Caldwell

- a. Per committee direction sbcindustry.com/toolbox (and linked from SBCA home page) is live and available to all to use.
- b. Promotion of these resources:
 - i. May issue of *SBC Magazine* (Editor's Message)
 - ii. Ongoing in SBC Industry News
 - iii. Tie into members awareness of bestwaytoframe campaign and promotion
 - iv. Develop webinars as part of SBCA webinar series
- c. Subcommittee to review calculator

8. Social Media Promotion – Greg Griggs and Molly Butz

- a. Members provide staff with projects, etc. to share on the SBCA accounts for other members to share more widely.

- b. Members share SBCA posts in their social media posts
- c. YouTube exposure for SBCRI

9. Internal Marketing Priorities

- a. Electronic Jobsite Package system
- b. Development of a new Learning Management System for delivery of online training courses (e.g., TTT);
- c. Development of a new ecommerce system for purchasing products, services and educational programs
- d. SBCA weekly webinar series
- e. Ongoing review and continued improvement of SBCA's website

10. Old Business – Greg Griggs

11. New Business – Greg Griggs

- a. Any New Marketing Issues or Policies for the Committee to Address?

12. Adjournment – Greg Griggs

MARKETING COMMITTEE MEETING MINUTES

March 7, 2018

Wesley Chapel, Florida

Committee Purpose

The committee will promote the use of engineered floor, wall, and roof structural components in residential and commercial projects.

Call to Order

Jess Lohse (for Greg Griggs, Marketing Committee Chair) called the meeting to order at 9:47 am. He passed around the antitrust and conflict of interest policy and introductions were made around the room.

Attendance

Component Manufacturers: Tom Christensen, Greg Dahlstrom, Jared Dix, Barry Dixon, Dave Green, Roger Helgeson, Josh Hendrickson, Joe Hikel, Ryan Hikel, Paul Johnson, Jess Lohse, Dave Motter, Justin Richardson, Mike Ruede, Steven Spradlin, Steve Stroder, Jason Walsh, Jason Ward, Scott Ward, Chad Weber, Travis White, Javan Yoder

Associate Members & Suppliers: John Branstetter, Steve Cabler, Mike Callahan, Mike Cassidy, Harvel Crumley, Eric Eversgerd, Nelson Frazee, Joe Halteman, Bill Heine, Doug Hill, Justin Klett, Mike Kozlowski, Kevin Kraft, Mike Martz, Scott McDonald, Mike McIntosh, Scott Miller, Shawn Overholtzer, Wes Robbins, Mike Ruede Jr., Michael Schwitter, Chris Scott, Ken Shifflett, Steve Shrader, Tony Sierra, Cory St. Clair, Todd Synder, Mike Wisnefski, Randy Yost

Staff: Molly Butz, Mindy Caldwell, Ryan Dexter, Kirk Grundahl, Suzi Grundahl, Evan Protexter

Review and Approve Minutes of July 2017 Marketing Committee Meeting

Jess asked for a motion to approve the minutes. **Motion by Mike Ruede. Second by Joe Hikel. Motion to approve the minutes was passed.**

Review Committee Responsibilities and Project Flow

Jess went over the chart created by the officers in January to better explain how the different committees work together to take an idea from its inception to its completion/promotion. This led into a discussion about the division between an internal and external marketing focus in the coming year to create marketing subcommittees to focus on each distinct mission.

Mike Ruede suggested splitting external marketing into two parts: helping the member market and allowing staff to market externally. Historically the approach has been for staff to focus on creating tools/programs to facilitate a CM to do marketing for their individual company, so as to avoid components becoming viewed as a commodity (like what APA has done with OSB). A discussion followed whether this approach should be changed in the future to allow for staff to

build a more national awareness of this industry's products. Staff addressed this issue as a tipping point. In the past it has not been the goal of staff to brand SBCA over and above individual companies. Staff was tasked with providing CMs with tools to build their own brand in the market. The question is: What does this group want to do so that staff can understand what it needs to support?

Additional discussion included the role of salespeople in the market place and the need for them to reach out to architects and engineers to get the word out at that level. Should co-branding with plate suppliers be pursued? The group agreed that this isn't an either/or issue – we should consider doing all of the above, but need to consider how can we look at individual cases of specific market needs (such as roof trusses in Louisiana). We also need to look at ways to reaching specifiers in specific markets. Steve Stroder suggested that SBCA should consider marketing the industry in a general way like "Got Milk?" or "What's for dinner?" It was pointed out that this is different than any other approach SBCA has undertaken in the past and can be an expensive approach.

Ken Shifflet discussed the importance of cycle time for his customers and the profitability implications. They are looking for solutions to reduce cycle times. The industry is poised to move toward more manufactured components to make things faster, quicker and easier on the jobsite. Today's framers are really specialized and true "carpenters" are becoming a thing of the past. This is where full componentization is coming into play. Ken also relayed information about his conversation with Brian Cates about how SBCA can better get in front of specifiers. Brian will be a great resource as he does work up and down the east coast. He sees the value in components because local CMs have marketed to him directly. Brian wants to start working with specifiers/owners/framers to create more standard details for installation for example.

Tom Christianson suggested using Brian for a testimonial to promote him to his peers in the industry. Steven Spradlin suggested that anywhere an engineer is involved, it's easy to get into the conversation. Residential construction is a different story; where an engineer is not involved, it's harder to get into the conversation early on.

Joe Hikel asked who do we have to get this message out to? Steven said that we have to get certain markets over this perception that trusses are more expensive. He pointed out that this perception is because of lumber yard take-offs, which only include 60-80% of what is required.

Paul Johnson pointed out that building officials can also be a barrier because they red tag trusses in many areas.

Steve pointed out that the current labor crisis has everyone looking for an answer and SBCA could provide a national message that components are the answer. This message coming from a national trade association has more credibility.

Barry said that solving the framing labor issue will result in the need for more designers and automation and will make the production process more professional. There will be challenges in capital investments in technology in the future. Mike said they had to change their whole mentality – this is not a job, it's a career – and they show new employees the path and possibilities.

Barry brought up Katterra as an example of where the industry is going.

Joe asked if there has been any sign of change in some of the more traditional stick frame markets and pointed out that we can leverage SBCA messaging through NFC members that

components are better. Jason Walsh recommended that this can't be an article – it has to be video. People aren't reading any more.

Mike suggested that the target is organizations that design, control, inspect and seal our products. The goal needs to be to fix the design issues before it gets to the CMs.

Barry indicated that the real problem is that our industry needs to help the market build the houses more easily. He posed the question whether market share is really an SBCA issue.

Mike asked why a large builder will use components in one market but not another? Steve suggested that the framers are the reason but this is changing because of the labor constraints on the framing side.

Kirk suggested we should approach the large builders in states where they aren't using trusses. We need to understand what we need to be promoting to these larger builders – what are their savings? We ultimately need to reach framers that are refusing to use trusses.

Jess suggested continuing this promotional conversation on a teleconference and then doing a focus group in Nashville.

Mike McIntosh pointed out the need for a multi-faceted campaign to approach the market in a variety of ways. Joe Hikel pointed out that this may be an issue on which we need to hire an agency to consult on the best approach.

Steven asked for a place to have new details uploaded and approved and then be available to download to engineers. Tom said that this is working for them on LinkedIn. Kirk pointed out that there is a topical library on standard details. Ken and Brian Cates have worked on standard details as well. Design/build is the catch phrase for Ken. CMs are already sharing details between engineers to make things easier and more constructible.

Strategies for External Market Development

The discussion moved to the Component Marketing (CM) Toolbox. Jess asked about the barriers to use. Barry and Greg suggested that these assets should just be available to use. This industry isn't traditionally good at marketing, so we should make this as easy as possible. If SBCA is promoting these assets to members to use at no cost it will be more likely they will get used.

Mike and Barry suggested that these assets should be available at no cost.

Mike motioned to make the assets of the toolbox, including the calculator, free to everyone. Greg seconded. Motion was passed without opposition.

The calculator will need to be adjusted to make it easier to use and make sure the poor input in/poor output doesn't cause problems. It was also suggested that we include an option to print the results. A subcommittee should be formed to evaluate what changes are made to the calculator to make this freeware.

Kirk pointed out that this change implies a policy adjustment. In the past we've not been a dues-driven organization. These changes could impact dues downstream.

A brief conversation followed covering the possibility of future Framing the American Dream Projects, development of *SBC Magazine* feature articles that promote the creative use of

structural building components, as well as Topical Library Development. It was agreed that the Topical Library resource needs to be promoted more to specifiers, including more photos to use for this purpose.

Internal Marketing Priorities

The meeting concluded with a short overview of the current tools and programs internal to SBCA that will be promoted to members, including the Electronic Jobsite Package system; development of a new Learning Management System for delivery of online training courses (e.g., TTT); development of a new ecommerce system for purchasing products, services and educational programs; the new weekly webinar series; and the ongoing review and continued improvement of SBCA's website, on which the group reviewed a recent update of the home page and navigation.

Old Business

There was no old business.

New Business

There was no new business.

Adjournment

Jess entertained a motion to adjourn. **Mike Ruede motioned to adjourn. Paul Johnson seconded. Meeting adjourned at 11:13 am.**

/mc

MARKETING COMMITTEE TELECONFERENCE MINUTES

Thursday, April 12, 2018
2:00 – 3:00 pm Central

Call to Order & Attendance

Marketing Committee Chair Greg Griggs called the meeting to order at 2:02 pm and welcomed everyone to the call.

Committee Members in Attendance: Greg Griggs (Chair), Tom Christensen, Greg Dahlstrom, Jared Dix, Larry Dix, Joe Halteman, Jess Lohse, Mike Martz, Gregg Renner, Justin Richardson, Chris Scott, Ken Shifflett, Steve Shrader, Scott Ward, Javan Yoder

Staff in Attendance: Molly Butz, Mindy Caldwell, Kirk Grundahl, Suzi Grundahl, TJ Jerke, Laura Soderlund

Stick Frame vs Components Market Research Beta Site

On behalf of the subcommittee, TJ reported that Darryl Hooper is doing research around the Shreveport area (builder/framers) to get a good idea of how we can approach the market. They are gathering the reasons components are not being used. The local custom home market is claiming their houses are too complex to truss. Darryl found a builder who has agreed to allow Southern Components to componentize one of their plans and give them a truss package to put up and then interview them about the process. Momentum is building and a clearer timeline will be determined in the near future.

Greg asked about the larger builders in the market. If we can get an in with one of these (DSL D or D.R. Horton) and get them to use trusses, it will get a lot of exposure. Right now is about intelligence collection and developing a game plan. Scott Ward explained that there are two phases to this. They jumped on the local custom home market right away and will also pursue the production home market, specifically DSL D and DR Horton.

Ken Shifflett suggested looking for a turnkey framer to work with instead of approaching the builder directly, then the framer could be the salesperson to the builder on behalf of the CM. Scott explained that in LA and TX, non-engineered states, it's all based on price – turnkey framers are not as plentiful as it's not as cost effective. There is no cost savings on the labor side of things.

Larry Dix asked about the overall cost for the project and how it fits into the need to fund the QC plate embedment issue. Scott agreed the QC is top priority and his company will try to absorb as much cost as possible in this project in his market to keep association costs to a minimum.

Kirk discussed testing stick vs. truss and that we need to understand the pushback on trusses before we do testing.

Greg Griggs asked Gregg Renner to comment on the topic of stick framing vs. roof trusses. Gregg addressed the various dynamics that come into play and how they differ from one market to another. He shared MiTek's research regarding the macro level reasons why builders are

pushing back on trusses. (He explained that the data is based on a survey of a diverse group of builders that build less than 100 homes per year, as they best represent the perception in the marketplace. Production builders were excluded.):

- Roof Stick Framing vs. Roof Trusses:
 - When asked why they use stick framing over roof trusses:
 - 55% stated stick framing is *a better solution for complex custom homes*.
 - 50% stated stick framing is *capable of higher-quality construction*, significantly higher than the previous year (41%).
 - 42% stated stick framing *is what is familiar and predominant in my market*.
 - 40% stated *most framers prefer stick framing packages in my primary market*.
 - 38% stated *labor costs for stick framers are low*.
 - When asked to rank the reasons, stick framing is *a better solution for complex custom homes* was still the most important.
- Wall Stick Framing vs. Wall Panels:
 - When asked why they use stick framing over wall panels:
 - 56% stated stick framing is *a better solution for complex custom homes*.
 - 49% stated stick framing *is what is familiar and predominant in my market*.
 - 44% stated *labor costs for stick framers are lower than truss framing*.
 - 24% stated *framers in my market do not understand or support wall panels*.
 - 22% stated *I use whatever the framer provides*.
 - When asked to rank the reasons, the order of ranked importance did not change.

Staff will work with Gregg to digest this information into an industry news article to share with the industry.

The group agreed that this project will move forward and if there are budget implications in the future, they will be addressed and approved by this group. Gregg said if there is interest in targeting additional markets, MiTek is happy to help.

Ken suggested working with a builder that is more open to change and willing to buy in to help push the process along. Tom Christensen brought up the pushback issue of how quickly lumber can be delivered to a jobsite versus trusses. In his market they battle unprepared framers who do not plan far enough ahead to order trusses.

Kirk wrapped up the topic that this beta site will be used to gather data. If one or two builders are converted, word of mouth will follow. He opened the door to any additional objections or ideas downstream.

Best Way to Frame Promotion

Staff led a discussion on how to drive the market to resources SBCA has created in a measurable way by further discussing Ken Shifflett's idea of handing out a card that directs them to a web portal (bestwaytoframe.com) to lay the foundation that SBCA has information on a wide variety of topics. Discussion opened up to how we can best roll this out in a measurable way to determine what is most effective and promote where success is experienced.

Greg discussed the different avenues for this: handout to specifiers, leaving cards at BFS lumber counters, include in jobsite packages (staple to drawing or layout), handout at local HBA meetings. Ken is planning to put the SBCA information on the back of their business cards. Larry suggested adding it to their layouts like they do with their logo. Tom suggested including the jpeg in email signatures with links to the website.

Component Marketing Toolbox

Staff gave an update on the status of the [CM Toolbox](#), which is now available to everyone for use, as well as what is planned to promote these resources (industry news, *SBC Magazine*, etc.).

A subcommittee needs to be created to review the calculator before that is also made available more widely. Members should [contact Mindy](#) if they are interested in participating.

Tom suggested adding a sample customer testimonial release form to help CMs navigate this aspect of marketing.

Ken asked how many CM salespeople know about the many resources available from SBCA. What kind of campaign can we do internally so that our members are on the same page with regard to what is available to use in the market? Larry suggested pulling this together with the [bestwaytoframe](#) campaign to get everything into the salespeople's hands. Testimonials from members who have had success will be most effective for reaching other members.

Ken suggested adding CM Toolbox promotion to Framing News so this information reaches framers. Greg Dahlstrom suggested covering these topics as part of the ongoing webinar series.

Social Media Promotion

Staff updated the group on how social media is being used on a national level. We will also be doing more to help our members with best practices on how to utilize social media, especially as CM Toolbox assets are being made available and [bestwaytoframe](#) takes shape.

Molly also asked for more content from members to post on SBCA's social media sources because this is the kind of content that really gets people's attention and gets shared widely, which benefits everyone. Greg reminded everyone to use their drones. Ken said they fly a drone over every job they do. If we can get more footage of complex roofs to share with stick builders that will help with conversion.

Greg Dahlstrom suggested getting people who have a following on YouTube to come into SBCRI to generate more excitement and interest in the industry in general. Kirk suggested starting with the current QC testing that is underway.

Old Business

No old business.

New Business

No new business.

Adjournment

Greg Griggs entertained a motion to adjourn. **Motion by Tom Christensen, second by Larry Dix. Motion carried.** Greg thanked everyone for attending and adjourned the meeting at 3:05 pm.

/mc

**FOCUS GROUP:
Developing Materials for Successful Plant Tours**

Wednesday, May 2, 2018
2:15 – 3:30 pm

**Hilton Garden Inn
SoBro Meeting Room**
Nashville, TN

Purpose:

Gather component manufacturer input about what information and resources they would like made available to them to, more easily, plan and host plant tours.

Background

1. SBCA Mission Statement (**APPENDIX A**)
2. Antitrust Law & Conflict of Interest Policies (**APPENDIX B**)

Focus Group Agenda

1. Introductions, Sign-in Sheet and Opening Remarks – Staff
2. Benefits of providing a plant tour
3. Why CMs don't give plant tours
4. Overview of current plant tour resources
5. Review draft plant tour resources:
 - a. Toolkit
 - b. Talking Points
 - c. Sample Agenda
 - d. Checklist
 - e. Icebreakers
 - f. Invite letter and phone script
6. Other resources

**FOCUS GROUP:
SBCA In-Plant Basic Training**

Wednesday, May 2, 2018
2:15 – 3:30 pm

**Hilton Garden Inn
Gulch/12 South Meeting Room
Nashville, TN**

Purpose:

Capture component manufacturer feedback about how to efficiently and effectively train new production employees.

Background

1. SBCA Mission Statement (**APPENDIX A**)
2. Antitrust Law & Conflict of Interest Policies (**APPENDIX B**)

Focus Group Agenda

1. **Introductions, Sign-in Sheet and Opening Remarks – Staff**
2. **Review current production training curriculum**
3. **Discuss current method(s) for deploying content**
 - a. Articulate modules
 - b. Binder
 - c. Quizzes
4. **Compare two different methods for presenting modules/videos**
 - a. Articulate presentation
 - b. Modified video presentation
5. **Gather ideas for modifying/upgrade the program to make it easy and effective for a variety of implementations**
6. **Discuss how best to obtain current photos and videos that represent real-world component manufacturing scenarios**

BOARD MEETING AGENDA

Thursday, May 3, 2018

9:00 am – 12:00 pm

Hilton Garden Inn
Gulch/12 South Meeting Room
Nashville, TN

Background

1. SBCA Mission Statement (**APPENDIX A**)
2. Antitrust Law & Conflict of Interest Policies (**APPENDIX B**)
3. Actions of a Committee Requiring a Motion (**APPENDIX C**)
4. SBCA Structure (**APPENDIX D**)
5. Roles and Responsibilities of SBCA Committees (**APPENDIX E**)
6. Responsibilities of SBCA's Board of Directors (**APPENDIX F**)
7. *SBC Magazine* Advertisers (**APPENDIX G**)

Meeting Agenda

1. **Call to Order** – Jim Finkenhofer 9:00 am
 - a. **Introductions, Sign-in Sheet, Opening Remarks and Recognition of Meeting Sponsors** – Jim Finkenhofer
 - b. **Review and Approve Minutes of March 2018 (EXHIBIT 1)** – Jim Finkenhofer
 - c. **Review Agenda: Changes Needed or Additional Industry Issues/Discussion Topics to Add?** – Jim Finkenhofer
2. **Treasurer's Report** –Greg Griggs 9:05 am
 - a. Budget Critical Management
 - i. 2018 Year-to-Date Financials/Operations Report
 - b. Treasurer Financial Policy Recommendations (if any)
 - c. Staff's Management Recommendations (if any)
 - d. Approve Treasurer's Report
3. **Nominating Committee Report** – Jack Dermer 9:15 am
4. **BCMC Report** – Javan Yoder and Scott McDonald 9:25 am
5. **SBC Magazine Update** – Staff 9:35 am
6. **Overview of Current Industry Topics** – Jim Finkenhofer and Staff 9:45 am
7. **Industry Supplier Updates** 10:15 am
 - a. Thoughts from attendees representing truss plate, connector and cold-formed steel supplying industries
 - i. Alpine & Alpine/TrusSteel
 - ii. Eagle Metal

- iii. MiTek, MiTek/Aegis & USP
- iv. Simpson Strong-Tie
- b. TPI Update – Michael Schwitter & Mike Cassidy
- c. Thoughts from attendees representing lumber and EWP supplying industries
 - i. John Branstetter
 - ii. Rodney Cox
- d. Input from other suppliers in attendance
- e. Raw material supply chain issues or trends affecting component manufacturers?
- 8. Committee Updates** 10:45 am
 - a. Advocacy (Rick Parrino)
 - b. Emerging Leaders (Steve Stroder)
 - c. Executive (Jim Finkenhofer)
 - d. IT (Staff for Greg Dahlstrom)
 - e. Management (Jeff Taake)
 - f. Marketing (Greg Griggs)
 - g. Membership (Gene Frogale)
 - h. QC (Scott Ward)
 - i. Safety (Jason Ward)
- 9. National Framers Council Update** – Staff for Ken Shifflett 11:40 am
- 10. Old Business** – Jim Finkenhofer 11:50 am
- 11. New Business** – Jim Finkenhofer 11:55 am

BOARD MEETING MINUTES
Thursday, March 8, 2018
Tampa, FL

Opening Remarks

Jim Finkenhoefer opened the meeting at 10:01 am. Introductions were made around the room and the SBCA Antitrust Statement was circulated and signed by all meeting attendees, thereby acknowledging the SBCA antitrust policies in effect. The sponsors were also acknowledged and thanked.

Attendance

Board Members in Attendance: Dallas Austin, John Branstetter, Tom Christensen for Taft Ketchum, Greg Dahlstrom for Eric James, Jack Dermer, Larry Dix, Barry Dixon, Jim Finkenhoefer, Gene Frogale, Dave Green, Roger Helgeson, Josh Hendrickson, Joe Hikel, Paul Johnson for Greg Griggs, Kevin Kraft for Michael Schwitter, Jess Lohse, Joseph Maez, Dave Motter, Tim Noonan, Shawn Overholtzer for April Burt, Rick Parrino, Justin Richardson, Michael Ruede, Ken Shifflett, Steve Shrader, Jeff Smith, Steve Stroder, Steve Strom, Jeff Taake, Scott Ward, Javan Yoder

Other CMs in Attendance: Josh Dermer, Jared Dix, Jason Hikel, Ryan Hikel, John Holland, Keith Kymala, Rhonda Leppert, Jason Walsh, Jason Ward, Chad Weber, Travis White

Other Suppliers in Attendance: Steve Cabler, Mike Cassidy, Eric Eversgerd, Joe Halteman, Bill Heine, Doug Hill, Mike Kozlowski, Michael Martz, Scott McDonald, Scott Miller, Scott Reichensperger, Chris Scott, Tony Sierra, Cory St. Clair, Mike Wisnefski

Legal Counsel: Kent Pagel

SBCA Staff: Molly Butz, Mindy Caldwell, Ryan Dexter, Suzi Grundahl, Kirk Grundahl, TJ Jerke, Trish Kutz, Evan Protexter, Sean Shields, Jill Zimmerman

Past Meeting Minutes

Motion to approve the Board meeting minutes from October 2017. Motion by Scott Ward. Second by Steve Stroder. Motion passed unanimously.

Plant Tour

As a follow-up to the plant tour that had taken place the day before, Steve Shrader gave a quick overview of the work Larry Zhou's company does with specialty trusses and the group reviewed images of some of the projects recently completed.

Treasurer's Report

On behalf of Greg Griggs, Jim Finkenhoefer and staff provided the Board with an overview of the SBCA profit and loss statement and budget projections for the year. The 2018 annual budget has returned to approximately 2005 levels. The losses that were occurred from 2007 to 2010 have now been paid back. In addition, the three large balance sheet items that had been carried over several years – lumber design value advocacy work, fire testing and Framing the American Dream – were paid off last year.

For 2018, revenues are anticipated to remain relatively flat compared to 2017's actual performance. On the expense side, there will be some significant investments in a content management system for all online training. There will furthermore need to be investment in the online catalog or publications, as well as efforts to update training programs. There will also be significant investment

this upcoming year in QC, safety and bracing.

Dave Motter requested video be set up for any future QC testing so that members could participate.

It was further reported that SBCRI ended up breaking even in 2017. Activity continues to be strong so it is anticipated revenue will be higher in 2018. BCMC will continue to contribute positively to the bottom line as well.

Motion to approve the Treasurer's Report. Motion by Tom Christensen. Second by Paul Johnson. Motion passed unanimously.

BCMC Update

Javan Yoder and Scott McDonald reported that this year's show in Milwaukee will have the theme: "Crafting Connections, Building Success." Currently, five more exhibitors have signed up compared to this date in 2017, with an additional 3000 square feet of show floor under contract. There are number of sponsors that have stepped up already for the various events as well. Greg Dahlstrom with the programs subcommittee is pulling together a great line-up of education sessions including incentives programs, selling value not wood, Designer DNA, and lean manufacturing. Mike Kozlowski invited everyone to bring more staff to BCMC to benefit from all the learning opportunities. The schedule has some significant changes, so everyone was encouraged to look closely at the new schedule.

SBC Magazine Update

Staff thanked program advertisers for their loyalty and indicated their support has allowed the magazine to continue to grow. From an editorial perspective, we are interested in covering workforce development best practices, plant tours with anyone other than customers, and projects that feature conversions from stick framing to components (this can include wall panels, as well as roof trusses and floor trusses).

Industry Supplier Updates

Truss Plate Manufacturers

On behalf of ITW/Alpine, Kevin Kraft said they are anticipating President Trump will be announcing steel tariffs shortly. There is a lot of concern over what this will do to steel costs, so it is likely the plate companies will be doing what they can do to hedge against the tariffs. U.S. steel announced it will be adding capacity. There are also questions about whether Canada and Mexico will be included in that tariff. If they aren't, the impact will be reduced.

Kevin said that despite what is going on with steel and wood, the housing market is very strong, and will likely continue for the next 3-4 years, mostly due to a significant lack of supply. Equipment orders continue to be strong, which indicates CMs are confident in their prospects.

On behalf of MiTek, Eric Eversgerd echoed Kevin's remarks noting that steel costs are the highest they've been since 2011. Eric pointed to a number of headwinds facing the industry, yet housing will likely continue to be strong.

On behalf of Simpson, Shawn Overholtzer agreed with both Eric and Kevin that the biggest issue is steel tariffs. Shawn indicated that on the West Coast they may be expecting a correction in the next two years.

TPI

Mike Cassidy, TPI's Executive Director, said there is work currently underway on T-nail bracing that may result in a change to the TPI-1 standard. The other issue is realignment of scopes of work between TPI and SBCA. The group of six and staff continues to work through details on that transition. Kirk thanked Mike and noted how helpful he has been in the transition work.

Lumber

John Branstetter said capacity is likely close to the maximum in the Pacific northeast. It does seem as though current demand will have to be met by the capacity out of the Southern Yellow Pine region. Logs are difficult to come by in the Pacific northeast, but if federal forest lands were opened up, log availability would be significantly better. The question is being asked if housing pace is slowing, why are lumber costs going up? There was a general discussion about the downstream market impact of higher prices as higher material and labor costs are already now starting to slow project development.

Mike Wisnefski indicated lumber futures are running at a discount through November, which is keeping lumber supply at the mills, as opposed to throughout the distribution chain. This has exacerbated the lumber cost problem so the purchase of lumber had to come from the mills instead of wholesalers, giving a great deal of power to the mill. He projected that barring any unforeseen shocks, the cost will slowly come down over the course of the year because current capacity can meet demand. He argued the lumber market needs greater transparency and greater diversity. Diversity will be driven by buyers who are more flexible in their purchasing decisions. At the end of the day, the discount being offered in lumber futures indicates lumber prices won't continue to go up. There was then a discussion on how transparency would help CMs navigate the market more successfully.

Jason Walsh suggested the spike in lumber prices may have the beneficial impact of changing how long-term contracts are structured.

Committee Updates

Advocacy (Rick Parrino)

Rick shared that the committee is focused on plant tours as the best tool CMs have to build relationships with everyone in the community from elected officials to building inspectors and fire officials. Staff will continue developing tools to help CMs give plant tours. The committee is planning a Legislative Fly-In that would be targeted to lawmakers serving on the committees with oversight on the issues of greatest importance to the industry, as well as agencies. The two top issues will be immigration as it pertains to labor and trade policy. There was a brief discussion on strategy and the two policy statements on these issues were discussed.

Motion to approve the two policies recommended by the Advocacy Committee. Motion by Gene Frogale. Second by Tom Christensen. Motion passed unanimously.

Emerging Leaders (Mike Kozlowski for Steve Stroder)

Mike reported the group had added two new members, Chris Scott and Joe Halteman. The group is working on putting together another WFD event and Casino Night at BCMC. Most of the committee discussion focused on the idea of developing a trussed-roof competition that chapters could implement in local high schools to expose kids to truss design and fabrication. Dave Green also shared the Carolinas chapter idea that chapters could nominate and sponsor sending emerging leaders to OQMs.

IT (Greg Dahlstrom)

Greg Dahlstrom shared that the IT committee is working on developing a uniform data standard that would enable information to easily be understood by any piece of equipment or software developed for the industry. Initially, the group is working through what information should be included in that standardized file.

Management (Jeff Taake)

Jeff promoted the webinar series, which will host around 40 sessions throughout 2018. So far, they have been well attended and Jeff encouraged anyone who had an idea for a webinar should share

that with staff. SBCA is also working with JobCorps to break down SBCA production training into small pieces to distribute that training more broadly. It was further reported that participation is up in the financial performance and wage surveys.

Marketing (Jess Lohse for Greg Griggs)

Jess reported there is a desire to shift external communications to have SBCA take a broader approach to marketing for the entire industry. As part of that, the CM Toolbox will be made free to all members to use in all their digital marketing. We will be working on a beta project in Scott Ward's market to create messaging to help CMs overcome pushback on the stick framing conversion process.

Membership (Gene Frogale)

Gene reported the committee broke the country into eight regions and will target non-member CMs who buy publications or use SBCA services and encourage them to come to regional meetings or chapter meetings that are occurring throughout the year. The other initiative is to refine our message on why CMs should become members. There will also be a more concerted effort on also attracting associate members into the association. There was a brief discussion on how valuable the regional meetings could be to drive membership.

QC (Scott Ward)

Scott said there will be a considerable amount of work to be done on this front in the coming year, related to QC testing with the ultimate goal of updating Chapter 3 of TPI 1.

Safety (staff for Jason Ward)

Molly reported on behalf of Jason that the safety program is being updated. In addition, the committee is planning a safety workshop at BCMC this year for safety directors. Finally, the committee wants to do a survey of the membership to gather injury data to compare against NAICS data.

National Framers Council Update

Kenny Shifflett said OSHA's injury and illness recordkeeping now needs to be done electronically. He further reported that Version 4.0 of FrameSAFE will be rolled out in the second quarter 2018. The biggest change in this update will focus on new silica rules and training to help framers comply with new regulations. The NFC membership continues to grow and now likely represents close to 20,000 framers. Lastly, Kenny talked about the member mentorship program they are developing for framers when they join to help navigate how to implement FrameSAFE.

Old Business

There was no old business.

New Business

Kenny said the plant tours are great for the OQM meetings, but requested if there are those who don't want to go on the tours, that we set up meetings of committees/working groups be held if people want to do that instead.

Adjournment

Motion to adjourn. Motion by Scott Ward. Second by Mike Ruede. Motion passed unanimously.

The meeting adjourned at 11:59 am.

/ss

APPENDIX A

Mission Statement

What We Are...Structural Building Components Association (SBCA)

SBCA is the information conduit for our membership to stay abreast of leading-edge marketplace issues. We disseminate this information through educational seminars, membership support, SBCA chapters and our industry publications.

Our Purpose...

We provide the services our membership needs to continue expanding the market share of all structural building components by promoting the common interests of those engaged in manufacturing trusses, wall panels and related structural components to ensure growth, continuity and increased professionalism, which will strengthen the structural building component manufacturing industry's influence.

What We Do...

- SBCA formulates policy that protects and advances the interests of its members by initiating and carrying out projects that address membership concerns and promote industry marketplace interests.
- SBCA acts as the voice of the structural building components industry to legislative, regulatory and standards-generating agencies.
- SBCA provides membership services, including addressing technical questions, serving members through the creation of various products and publications, and providing support to each SBCA committee.
- SBCA supports each of its chapters to enable our industry to put a human face on the structural building components industry.
- SBCA supports research, development and testing of structural building components - trusses, wall panels, and related structural components - to root the industry in sound engineering and improve the quality, efficiency and cost-effectiveness of our products, for the purpose of achieving greater product acceptance.

For Whom...

All structural building component businesses, material and equipment suppliers, and industry professionals.

Why...

SBCA desires to promote the consistent, safe, economic, and structurally sound design, construction and use of structural building components, thereby increasing their market penetration.

- By successfully implementing its policies and serving the needs of its membership, SBCA will have the potential to make a significant difference on behalf of the entire structural building components industry.

APPENDIX B

Antitrust Law Policy

Throughout its history, SBCA has complied with the antitrust laws and is not subject to any consent decree, cease and desist order, or any other mandate or prohibition of any agency of government or any court with respect to the antitrust laws.

In order to assure continued compliance with both the letter and the spirit of the antitrust laws, participants in SBCA and the local chapters are reminded of the following important policy:

Although the antitrust laws do not preclude members of the SBCA from lawfully engaging in a great variety of collective activities, the antitrust laws do encompass certain conduct which is prohibited because it is unreasonable per se. The prime example is, of course, agreement with regard to price. Any conduct by competitors which has the purpose or effect of either raising, depressing, fixing, pegging, or stabilizing the price of a product or service is unlawful. Also, concerted action which may affect a price, including matters relating to production, terms and conditions of sale, the distribution of a product or the division of markets, is likewise prohibited by the antitrust laws.

Either an explicit or tacit understanding between competitors that could affect the price of products or operate to impede free and open competition is forbidden. In order to prove any such unlawful activity, it is not necessary that there be evidence of a formal agreement or understanding more often than not, such proof is circumstantial and a violation of the antitrust laws may be found because of a course of dealing between competitors or between members and their customers.

With regard to any SBCA meeting, there must never be **any discussion** among those attending or any formal or informal agreement of any sort, with respect to the following:

- Any price to be charged with respect to a product or service.
- Any allocation of markets or customers.
- Any coordination or cooperation with respect to bids or requests for bids.
- Terms or conditions of sale, including credit or discount terms.
- Distribution of products or services.
- Control of the production of any product or the level of production.
- Profit levels or profit margins.
- The basis for arriving at any price.
- The exchange of price information with respect to any specific customer.
- Any action which would unreasonably restrain trade.

The SBCA staff is regularly advised and reminded of principles of antitrust law as they have evolved and may affect the truss industry. The staff is alert to any discussion or topic which might result in a potential restraint of trade, and should any discussion arise at a meeting which might be construed as inappropriate, the staff has been instructed to alert those present that the particular topic under discussion should not be pursued further.

Conflict of Interest and Conflict of Interest Policy

Conflict of Interest

- “A situation in which a person has a duty to more than one person or organization, but cannot do justice to the actual or potentially adverse interests of both parties. This includes when an individual's personal interests or concerns are inconsistent with the best interests of a customer, or when a public official's personal interests are contrary to his/her loyalty to public business.”
- SBCA members are obligated to advise, in advance of any situation that might involve or appear to involve a conflict of interest, that they may be participating in activities where their duty to their company is in conflict with the policies of SBCA and the best interests of the Structural Building Component industry. By way of two examples;
 - A conflict of interest could exist if an engineer or company performing engineering services used truss design software (that was licensed to them through or by a component manufacturer) directly on behalf of a builder or general contractor to design trusses (for component manufacturers to then bid on) for a project or projects being constructed by such builder or general contractor—all of which would be in violation of the connector plate company's software license agreement and in contravention with SBCA's long standing truss design software policy.
 - A conflict of interest could exist if a company, working within industry committees, industry ANSI standards, task groups, etc., advocates for changes in policy, procedures, standards, engineering equations, testing, etc., where those changes lead to greater use of the products or services that said company provides.

APPENDIX C

ACTIONS OF A COMMITTEE REQUIRING A MOTION

POLICIES AND RESOLUTIONS

Questions that come up are: (1) what is a policy; (2) what is a resolution; (3) how are policies and resolutions different, and (4) what committee action requires a motion (which is a motion of the committee and if approved, is then submitted to the Board).

Policies:

The term "Policies" are not intended to be tightly defined, but instead to be highly flexible. They are usually a course or method of action selected by one of the committees and then approved by the Board. They help guide present and future decisions which in turn help to carry out a particular course of action. The goal through adopting policies is to establish a coherent set of decisions with a common long term objective affecting or relevant to the structural building component manufacturing industry.

An example of a policy is the "Component Design Software Products" policy that was first approved by the Component Manufacturers Roundtable, a SBCA Committee, in July of 2002. This policy was also approved by the Board. Since then it has been reviewed and reaffirmed by the Board in both 2012 and 2014.

The policy reads:

The construction industry is not best served, and the component manufacturing industry will be harmed, if Software Products are leased to, sold to, licensed to or used by any person or entity that does not design, manufacture and sell components. The Software Products should therefore only be used by licensed component manufacturers for their own design, manufacturing and sale of structural components. Excluded from this policy would be any sale and design companies who sell and design components only for a particular component manufacturer under contract or any design companies who design components only for a particular component manufacturer under contract. In such cases the licenses to use the Software Products should contain appropriate restrictions.

Resolutions:

"Resolutions," as compared to policies, are a formal expression of opinion or will of a committee or the Board agreed to by a vote of such committee or Board. A resolution usually settles or resolves an issue. A resolution is a decision to do or not do something.

1. All new policies or any policy modifications should be approved by a committee by motion and submitted to the Board for consideration.
2. Any resolution should be approved by a committee by motion and submitted to the Board for consideration. Remember that resolutions are substantive-they usually resolve some issue and involve a decision to do something.
3. Resolutions are not to be confused with tasks, which are essentially a piece of work assigned to someone such as SBCA staff to undertake, and are a method to achieve the existing priorities that have been defined by the Committee. Certainly any activity of a committee which has SBCA budget or financial implications should be viewed as a resolution.

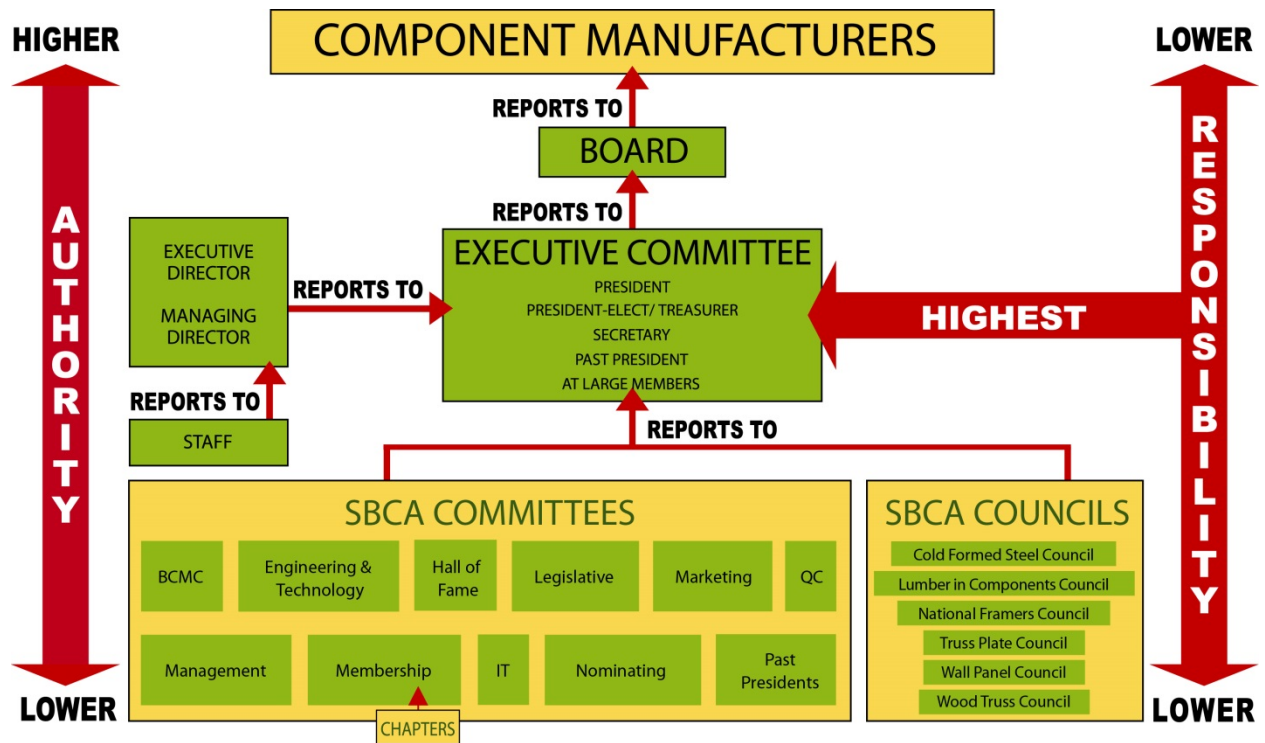
An example of a resolution is that past presidents will be offered complimentary member status upon retirement, which resolution was approved by the Executive Committee in March, 2002. The resolution was also approved by the Board.

The resolution reads:

Committee: Executive

Upon retirement from the industry, or upon ceasing to be in the employ of a member company, the past presidents will be offered a complimentary member status and a complimentary invitation to the BCMC. In addition, all past presidents shall receive emeritus member status, which shall include non-voting status and lifetime board membership status.

APPENDIX D



APPENDIX E

Roles and Responsibilities of SBCA Committees

The most important roles of every Committee include:

- Bringing ideas and focus to what goals and objectives the committee should accomplish for the year.
- Helping to develop and prioritize the tasks to be accomplished.
- From these priorities, help define an implementation strategy.
- From this strategy, help define the SBCA budget for the year.
- Assist and mentor staff in making progress on the committee strategy.

APPENDIX F

Responsibilities of SBCA's Board of Directors:

1. Personally hold and support the **VISION** of the organization.
2. Explicitly address fundamental **ORGANIZATIONAL VALUES**. (*The essence of what the organization believes, the relative importance of certain principles, what it stands for, and how it works rather than its words.*)
3. Force and view issues from an **EXTERNAL FOCUS** point of view.
4. Enable an **OUTCOME DRIVEN** organizing system.
5. Separate **LARGE ISSUES** from small.
6. Force **FORWARD THINKING**.
7. Enable **PRODUCTIVITY**. (*The Board should lead, not simply react.*)
8. Facilitate **DIVERSITY** and **UNITY**.

9. Define **RELATIONSHIPS** to relevant constituencies.
10. Define a common basis for **DISCIPLINE**. (*Sticking to the Board's responsibilities, being decisive without being impulsive and keeping discussion to the point.*)
11. Delineate the Board's **ROLE** on the **ISSUES**.
12. Determine what **INFORMATION** is needed.
13. **BALANCE** overcontrol and undercontrol. (*The Board must not spend time on the trivial but it should expect staff accountability in managing association affairs.*)
14. Use Board time **EFFICIENTLY**.

*Summarized from *Boards that Make a Difference*, John Carver (emphasis added)

SBCA Bylaws

12. DUTIES, RESPONSIBILITIES, AND ACCOUNTABILITY OF ALL DIRECTORS.

All Directors shall meet certain standards of conduct and attention to his/her responsibilities to the Association including:

- (a) Exercising due care in all dealings with the Association and its interests. This includes careful oversight of financial matters and reading of minutes and Association Policies, attention to issues that are of concern to the Association and raising questions whenever there is something that seems unclear or questionable;
- (b) Avoiding conflicts of interest, including the appearance of conflicts of interest. This includes personal conflicts of interest or conflicts with other organizations with which a Director is a member. The Association recognizes however that Directors employed by Associate Members may find themselves at times in a position where their interests are not perfectly aligned with Directors employed by Regular Members and in those instances such Directors employed by Associate Members shall clearly identify areas of potential conflict of interest prior to taking action with respect to the Association in their positions as Directors; and
- (c) Obedience to the Association's central purposes must guide all decisions. Directors must also ensure that the Association functions within all legal requirements and its own Bylaws and Association Policies.

Additionally, all Directors employed by Regular Members shall (i) Use reasonable efforts to implement Association Policies; (ii) Contribute to future Association policy formation process by offering opinions, discussion and drafts of new policies or policy modifications; (iii) Use reasonable efforts to develop and strengthen, through the Association Policies, practices, products and services, the structural building components industry; (iv) Assist in the mentoring of Association staff through providing industry knowledge; (v) Communicate with and seek the assistance and expertise of the Association and its staff regarding issues and activities locally and regionally concerning industry matters pertaining to legislation and regulation, building codes, engineering practices and requirements, education/training opportunities, industry risk issues, insurance, or the quality or fire performance of structural building components; and (vi) Report to the Association on Chapter and Chapter Incorporated Associations activities, policies, meetings and undertakings.

APPENDIX G

SBC Magazine Advertisers

Gold Program

Alpine, an ITW Company
Clark Industries, Inc.
Eagle Metal Products
Eide
HOLTEC USA Corporation
Lakeside Trailer Manufacturing, Inc.
MiTek
NWH Roof & Floor Truss Systems
Simpson Strong-Tie Co.
Terminailer (Construction Industry Innovations, LLC)
TRIAD
Wood Truss Systems, Inc.

Silver Program

Hundegger USA, L.C.
Vecoplan, LLC & Vecoplan Midwest, LLC
Wasserman & Associates, Inc.

SBC Housing Starts Online Sponsorship

Wasserman & Associates, Inc. (monthly, position 1)
Position 2 is open

“On the Newstand” Online Sponsorship

Alpine (position 1)
Hundegger USA, L.C. (position 2)

SBC Industry News Online Sponsorship

Eide (48 weeks: positions 1 & 2)
Alpine (24 weeks: position 3)
Eagle Metal (24 weeks: position 3)
Position 4 is open