

## BOARD MEETING AGENDA

**Friday, October 27, 2017**

**8:30 – 10:00 am**

**Hilton Omaha**

**Omaha, NE**

**Meeting Room: Blackstone A**

### 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 Finkenhoefer 8:30 am
  - a) **Introductions, Sign-in Sheet and Opening Remarks** – Jim Finkenhoefer
  - b) **Review and Approve Minutes of July 2017 (EXHIBIT 1)** – Jim Finkenhoefer
  - c) **Review Agenda, Changes Needed?** – Jim Finkenhoefer
  - d) **Any Industry Issues Discussion Topics** – Jim Finkenhoefer
2. **Welcome New Board Members** – Jim Finkenhoefer 8:35 am
  - a) **Larry Dix**, President, Apex Truss, Warsaw, VA (At-Large Director)
  - b) **Tim Noonan**, President, Cascade Mfg. Co., Cascade, IA (At-Large Director)
  - c) **Roger Helgeson**, President, The Truss Company & Building Supply, Sumner, WA (At-Large Director)
  - d) **Joseph Maez**, Manufacturing Operations Manager, Katerra, AZ (AZ Chapter Director)
  - e) **Michael Schwitter**, General Manager, Alpine, an ITW Company (Associate Member Director – TPI Rep.)
3. **2018 OQM Schedule** 8:35 am
  - a) **March 6-8, 2018: Tampa, FL**  
Saddlebrook Resort
  - b) **May 1-3, 2018: Nashville, TN**  
Hilton Garden Inn
  - c) **August 7-9, 2018: San Francisco, CA**  
Marriott Fisherman's Wharf

d) **October 23-26, 2018: Milwaukee, WI**

BCMC & SBCA Board Meeting

**4. BCMC Report** – Javan Yoder/Jay Halteman

8:40 am

**5. Treasurer's Report** – Greg Griggs and Staff

8:55 am

a) Budget Critical Management

i) 2017 Year-to-Date Financials

ii) TPI/SBCA Cooperative Publications Agreement

BCSI-Related Revenue	Minimum Amount Agreed to with TPI Jan-Dec	2017 Sales YTD (August)	2016 Sales YTD	2015 Sales YTD	2014 Sales YTD	2013 Sales YTD	2012 Sales YTD	2011 Sales YTD	2006 Sales YTD	2005 Sales YTD
TPI 50% Gross Margin	\$249,017	\$163,873	\$165,435	\$151,569	\$150,323	\$133,866	\$128,604	\$105,010	\$273,509	\$277,904
SBCA 50% Gross Margin	\$249,017	\$163,873	\$165,435	\$151,569	\$150,323	\$133,866	\$128,604	\$105,010	\$273,509	\$277,904
Total Gross Margin	\$498,033	\$327,746	\$330,870	\$330,870	\$300,646	\$267,732	\$257,208	\$210,020	\$547,018	\$555,808
Total Tags	9,407,600	4,108,000	4,245,000	4,656,000	4,464,000	3,528,000	3,007,000	2,754,000	10,444,000	9,244,000
Total Brochure Pages	7,271,402	5,287,021	5,231,971	4,778,993	4,703,267	4,269,947	4,270,409	3,387,025	8,681,764	9,282,096

b) Financial Review

i) 2017 Year-to-Date Operations Report

c) Treasurer Financial Policy Recommendations (if any)

d) Staff's Management Recommendations (if any)

e) Approve Treasurer's Report

**6. SBC Magazine Update** – Staff

9:05 am

**7. Overview of Current Industry Topics** – Jim Finkenhoefer and Staff

9:10 am

a) Committee Updates

b) Update re: Realignment of Industry Associations – Mike Ruede

**8. Industry Supplier Update Reports from Companies and Industry**

9:25 am

a) Thoughts from Attendees Representing Truss Plate, Connector and Cold-Formed Steel Supplying Industries

i) Alpine & Alpine/TrusSteel

ii) Cherokee Metal Products

iii) Eagle Metal

iv) MiTek, MiTek/Aegis & USP

v) Simpson Strong-Tie

b) TPI Update – Michael Schwitter & Mike Cassidy

c) Thoughts from Attendees Representing Lumber and EWP Supplying Industries

i) John Branstetter

- d) Input from other suppliers in attendance
- e) Raw material supply chain issues or trends affecting component manufacturers?

- 9. National Framers Council Update** – Ken Shifflett 9:40 am
  - a) NFC/SBCA Opportunity through HBI/Horizon Youth Services
- 10. Old Business** – Jim Finkenhoefer 9:50 am
- 11. New Business** – Jim Finkenhoefer 9:55 am
- 12. Adjournment** – Jim Finkenhoefer 10:00 am

**BOARD MEETING MINUTES**  
**Thursday, July 27, 2017**  
**Chicago, IL**

**Opening Remarks**

Jack Dermer opened the meeting at 8:03 a.m. 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. Jack recognized last night's bocce ball tournament winners and handed out prizes.

**Attendance**

**Board Members in Attendance:** Dallas Austin, John Branstetter, Steve Cabler, Jack Dermer, Jared Dix for Taft Ketchum, Barry Dixon, Jim Finkenhoefer, Gene Frogale, Greg Griggs, Roger Helgeson for Steve Strom, Josh Hendrickson, Joe Hikel (via SBC Connection), Eric James, Kelly LaBlance, Jess Lohse, Joseph Maez for Keith Azlin, Dave Motter, Justin Richardson, Michael Ruede, Ken Shifflett, Steve Shrader, Jeff Smith, Steve Stroder, Jeff Taake, Scott Ward, Javan Yoder

**Other CMs in Attendance:** Larry Dix, Dan Holland, Paul Johnson, Keith Kymala, Tim Noonan, Terry Sundstrom, Jason Ward, Travis White

**Suppliers in Attendance:** Jeff Allan, April Burt, Ken Cloyd, Darren Conrad, Dustin Johnson, Mike Johnson, Joe Kannapell, Scott Kracht, Kevin Kraft, Norm McKenna, Scott Miller, Gregg Renner, Carl Schoening, Michael Schwitter, Mike Wisnefski

**Legal Counsel:** Kent Pagel

**SBCA Staff:** Mindy Caldwell, Dale Erlandson, Kirk Grundahl, Sean Shields, Jill Zimmerman

**Past Meeting Minutes**

**Motion to approve the Board meeting minutes from June 2017. Motion by Jim Finkenhoefer. Second by Carl Schoening. Motion passed unanimously.**

**Treasurer's Report**

Jim Finkenhoefer and staff provided the Board with an overview of the SBCA profit and loss statement and budget projections for the year. Publication sales are down slightly from the budget. However, to date, the operating expenses for 2017 are also lower than the projected budget. Overall, the association is in very good financial shape. Staff pointed out the Executive Committee has done a good job helping the association weather tough financial years to return to a strong foundation.

**Motion to approve the Treasurer's Report. Motion by Eric James. Second by Greg Griggs. Motion passed unanimously.**

**BCMC Report**

Javan reported that BCMC has sold more exhibit space this year than in any of the past ten years. This represents over 8,000 total square feet more than in 2016. The early bird registration for attendees ends on August 25. There will be different tracks for the education sessions this year to attract more individuals in the plants. There will be a number of show-related events, including the pre-show seminar on risk management, a plant tour, a spouse tour, a 5K run, a golf outing and the first annual bike ride. Javan further reported that the 2018 BCMC will be in Milwaukee, Wisconsin and the 2019 show will be in Columbus, Ohio.

## **SBC Magazine Update**

Staff thanked program advertisers for their loyalty and indicated their support has allowed the magazine to continue to grow. In June, the magazine published a 40-page issue, which is the largest non-BCMC show issue in almost ten years.

## **Softwood Lumber CVD/AD Update**

John Branstetter said some of the Canadian mills might be holding on to wood fiber until after the anti-dumping duty will likely be taken off U.S. imports in August. The fires in British Columbia are causing a temporary increase in price, but that likely won't last. There was a brief discussion on the "handshake" agreement that appears to be currently on the table between Canada and the U.S. Another factor that might have a big impact on supply is the U.S. government opening up more federal lands for harvesting.

## **Industry Supplier Updates**

### *Truss Plate Manufacturers*

On behalf of ITW/Alpine, Kevin Kraft followed up on his report on the current Section 232 steel import investigation. The deadline for the decision on this investigation has been pushed out into the future, given the Trump Administration's desire to first address health care, tax reform and increased infrastructure spending.

On behalf of Eagle Metal, Carl Schoening indicated steel costs will likely remain stable in the short term.

On behalf of MiTek, Steve Cabler expanded on the Section 232 investigation. There remains a great deal of uncertainty about how the Trump Administration may address this issue. Currently, China is not exporting a lot of steel to the U.S., but if this tariff goes forward, steel price increases will be passed on to steel consumers and likely there will be retaliatory actions by affected countries as to U.S. domestic product suppliers in other industry sectors.

On behalf of Simpson, April Burt agreed with the information provided by the other suppliers and indicated that domestic steel prices have been inching upward slightly. She also reported that CMs continue to face a significant labor shortage.

### *TPI*

Mike Cassidy, TPI's Executive Director, advised that there was a joint TPI-SBCA meeting at the end of the last OQM. He further reported that TPI has begun discussion on bracing, but that none of the three TPI project committees has taken action since the last OQM. Mike last reported that the TPI third-party inspection program has seen an uptick in customers, which is a positive sign.

### *Lumber*

John Branstetter reported that the lumber industry is using current strong revenues to reinvest in more efficient production equipment. Lumber producers are, for the most part, very optimistic about the near future. Lumber supply should remain stable. John indicated his mill is currently selling out as far as September. He reported that lumber prices should remain stable as well.

Mike Wisniewski indicated that current demand for lumber is very stable and that demand has been rising very slowly for several years. The impact on price will most likely be on the supply side. He reported that lumber prices are at historic highs, and will likely stay there or even rise. He warned CMs to be very conservative with lumber purchases during this time, indicating lumber prices may swing as much as \$50 per thousand up or down during what he described as a volatile period. He also suggested CMs could become more savvy lumber purchasers with the electronic tools that are being developed.

### *Equipment*

Steve Shrader said Q4 2016, Q1 and Q2 2017 were very busy for his company's equipment sales. More recently, CMs appear to be focused on production rather than investment in production capacity. He agreed CMs are cautiously optimistic. He said he is seeing more European lumber and EWP in U.S. CM yards as well. Steve Cabler agreed MiTek has seen this trend as well.

### *Other Suppliers*

Ken Cloyd shared a brief history of the creation of the Smart Components product on the part of Trussed, Inc. and his current involvement with the company.

Scott Kracht from Landoll Trailers talked about some new trailers they have developed for the truss industry and will have them on display at BCMC.

## **Committee Updates**

### *Emerging Leaders*

Steve Stroder indicated that the committee had a very productive meeting. The committee currently has twelve emerging leaders. There was a discussion on the criteria for committee membership, focusing on the need to have the companies that employ these committee members invested in their participation. It was agreed the committee would plan a social event at BCMC for young people in the industry, as well as a possible roundtable discussion. The committee will have a teleconference in the next week to begin working through the logistics for these events.

### *Marketing*

Greg Griggs said the committee reviewed the beta testing of the electronic jobsite package system SBCA has developed. There was a good discussion on the logistical challenges of ensuring the right people are receiving the BCSI installation instructions. The CM Toolbox is a great marketing tool for CMs and Greg encouraged CMs to check it out.

### *Management*

Jeff Taake said Kent Pagel gave a very thorough presentation on I-9 audits and what CMs have experienced during an audit. A presentation by Kent is available online to help CMs prepare for such future audits. I-9 audits of U.S. companies have increased significantly, from 432 in 2016 to over 3000 audits in 2017. Pagel reported that as many as five truss manufacturing companies have been audited in that timeframe.

### *Membership*

Jim Finkenhoefer said the committee is going to send out a survey to non-members to better understand their actual barriers to joining SBCA. It was agreed the committee would work with suppliers to focus on recruitment through a few regional meetings in Northern California, the Carolinas and Arizona. Staff is going to create a map to identify the greatest concentration of non-member companies and hold recruitment meetings in those areas. Gene Frogale is taking over as Membership Chair from Jim in 2018. One of his top priorities will be to update the association's lists of non-members.

### *Safety*

Jason Ward indicated that SBCA had recently sent out a survey to the people who were identified as safety-focused at member companies. They received good feedback. He noted there was very little overlap in what respondents felt was an important safety issue that needed to be addressed. The committee discussed the need to have more regular members of the committee and the desire to have regular safety-focused webinars to benefit members and even possibly plan a safety workshop for safety directors in the industry to get together to discuss best practices.

## **National Framers Council Update**

Kenny Shifflett started by talking about the labor shortage facing framers and CMs. There does not appear to be an untapped source of additional workers, so the challenge is how to manufacture and frame more with a smaller workforce. From a marketing standpoint, the more we can sell the reduction in cycle-times to GCs, the more market share CMs should be able to capture. It goes beyond just making roof trusses, wall panels and floor trusses. There are many other framing aspects of a building that could be pre-manufactured to reduce framing times in the field.

Kenny then shifted to an update on NFC and started with a map that showcased the council's membership makeup. In the Mid-Atlantic region, they are starting a framer mentor program to help grow membership. The number of sponsors of the council continues to grow. NFC continues to increase the number of safety modules and checklists available through the FrameSAFE program to help framers increase their safety culture on the jobsite.

Kenny said he recently fully implemented the FrameSAFE program on a large multi-family project. It was rough in the first couple of weeks, but after a few weeks, framers were training other framers on safe practices, which is what NFC is aiming for on the jobsite. Kenny walked through the steps to implementing the FrameSAFE program in the field and how to prepare for an OSHA jobsite inspection.

Finally, Kenny talked about OSHA's new workplace injury and illness reporting requirements. The reporting requirements went into effect on January 1, 2017. The deadline for submitting these reports was moved from July 1 to December 1. Employers can begin submitting these reports electronically on August 1.

## **SBC Industry Roundtable**

Staff asked if there are any market issues CMs are facing that SBCA could provide good information and best practices into the marketplace to help solve roadblocks. Issues like construction fires and sealed placement plans are good examples where SBCA has good information it can provide to help CMs. The board reviewed the topical library approach and asked what issues need to be covered as new pages are created.

Jack started a discussion on the requirement of sealed placement plans. Paul Johnson shared that in the past three weeks, the City of Austin has changed their requirements for submittals. They are requiring a lot of information that is outside of the scope of work for CMs. There are currently Texas state legislation that would reduce building department response times, which would address the problems in Austin, but will create problems in other municipalities who are understaffed. Paul indicated they believe this legislation has support and may be passed during the current special session. There doesn't appear to be the same level of scrutiny of building departments in Texas of stick-framed projects as there is for truss framed projects. It was clear the City of Austin wasn't interested in knowing what was required of them to inspect stick-framed buildings.

Keith Kylmala shared that they had a similar experience in Duluth, Minnesota, after the building inspection department hired a few individuals who exceeded their authority. The problem in many of these areas is the lack of an engineer of record (EOR) responsible for the whole building. It was suggested that the real battle is with the National Association of Homebuilders (NAHB). NAHB doesn't want engineering to be required for homes and have worked hard to ensure the building code is based on this historical approach. There was agreement that neither builders nor homeowners for that matter want to pay for building design and one solution is market education aimed at engineers, architects and building inspectors.

## **Old Business**

There was no old business.

## **New Business**

Mike Ruede proposed Tim Noonan be nominated to serve a three-year term as an at-large member of the Board. Motion to approve Ruede's nomination of Tim Noonan. **Motion by Carl Schoening. Second by Jim Finkenhoefer. Motion passed unanimously.**

Mike Ruede proposed Jess Lohse be nominated to serve a three-year term as an at-large member of the Executive Committee. Motion to approve Ruede's nomination of Jess Lohse. **Motion by Jim Finkenhoefer. Second by Gene Frogale. Motion passed unanimously.**

Jim Finkenhoefer thanked Jack Dermer for his great service this year to the association as President, and the board gave him a standing ovation.

Barry Dixon recognized the loss of industry leaders like Dwight Hikel, Abner Yoder and Chuck Dixon and thanked everyone for reaching out to him and his family after his father passed away. He said it showed the real strength of the association and the strong bonds of friendship that are developed through participation on the board.

### **Adjournment**

**Motion to adjourn. Motion by Carl Schoening. Second by Kenny Cloyd. Motion passed unanimously.**

The meeting adjourned at 10:27 a.m.

/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.

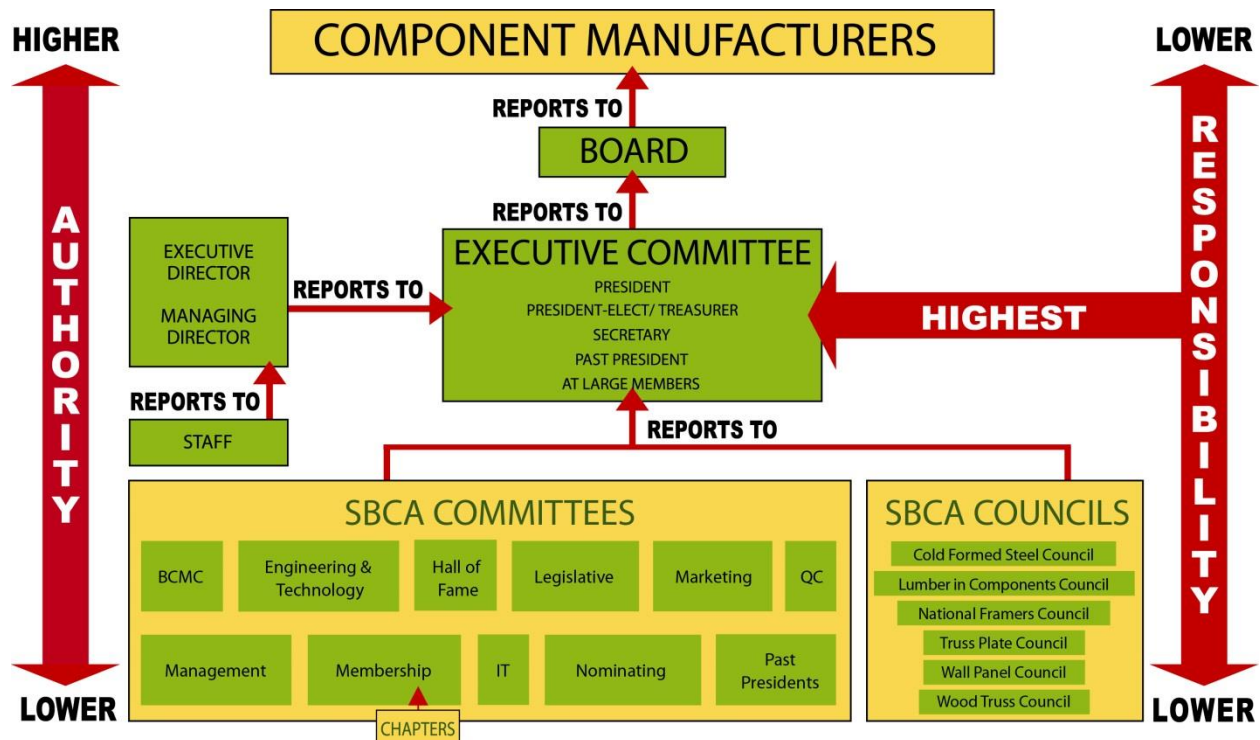
An example of a resolution is that past presidents will be offered complimentary member status upon retirement, which resolution was approved by the Executive Committee in March, 2002. The resolution was also approved by the Board.

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 & Committee Membership Lists

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.

### MANAGEMENT COMMITTEE

#### Roles and Responsibilities:

- Make recommendations to the Board on various management (i.e. risk, insurance, financial performance, wage and benefit, etc.) policies.
- Help bring forward ideas to assist in formulating or changing existing management policy.
- Team up with/support staff to implement approved management policy.
- Team up with/support staff to achieve management goals and objectives.
- Work with staff on the various industry support tools such as seminars, documents, management resource materials, online training/certification, etc. whose goal is to add value to all component manufacturer businesses and enhance the professionalism of the industry.

**Management Committee Chair Roles and Responsibilities:**

- Help implement management policy, goals and objectives by mentoring and supporting staff.
- Monitor, advise and offer direction concerning key committee activities.
- Provide a business perspective on how management issues affect component manufacturers and help develop any needed action plans.
- Preside at all meetings of the Management Committee.
- Report at Board meetings on the policy motions of the Management Committee.

**MARKETING COMMITTEE****Roles and Responsibilities:**

- Make recommendations to the Board on various association marketing policies.
- Help bring forward ideas to assist in formulating or changing existing marketing policy.
- Team up with/support SBCA staff to implement approved marketing policy and achieve SBCA's marketing goals and objectives.
- Team up with/support SBCA staff to achieve SBCA's marketing goals and objectives.
- Help contact exhibitors/advertisers and potential exhibitors/advertisers for BCMC and *SBC Magazine*.
  - Work with staff on developing a contact list and contacting potential exhibitors and advertisers. Work with staff to make calls.
- Provide staff feedback on calls made and comments made so that we can refine marketing strategies.
- Call current exhibitors/advertisers during the year and/or stop by their booth at BCMC.
  - Thank them for their support of BCMC/SBC Magazine and the industry work that we can get accomplished due to their participation.
  - Provide feedback from these conversations to help ensure that BCMC/SBC Magazine is providing meaningful value to each exhibitor/advertiser.
  - If they are exhibitors but not advertisers provide feedback on why this is the case and how we can make advertising more attractive.
- Help promote BCMC attendance to all component manufacturers during the year. Promote BCMC attendance at each chapter meeting.
  - Provide feedback on how we can make attending BCMC more valuable to all component manufacturers.

**Marketing Committee Chair Roles and Responsibilities:**

- Help implement marketing policy, goals and objectives by mentoring and supporting staff.
- Monitor, advise and offer direction concerning key committee activities.
- Work with staff to encourage committee members to make calls to current and potential advertisers and exhibitors.
- Work with the staff and the treasurer on product pricing.
- Provide a CM perspective on the products and services that component manufacturers need SBCA to provide.
- Provide a CM perspective on the value of these products to all component manufacturers.
- Help refine the marketing plan.
- Preside at all meetings of the Marketing Committee.
- Report at Board meetings on the policy motions of the Marketing Committee.

## **MEMBERSHIP COMMITTEE**

### **Roles and Responsibilities:**

- Make recommendations to the Board on various membership policies.
- Help bring forward ideas to assist in formulating or changing existing membership policy with the focus on membership growth and unity of purpose.
  - Team up with/support staff to implement approved membership policy.
  - Team up with/support staff to achieve membership goals and objectives.
- Work within SBCA Chapters to develop good membership communication and a strong grass roots organization that will help us serve all members better.
- Assist with updating SBCA component manufacturer non-member database.
- Help contact members and non-members to become more knowledgeable about SBCA.
  - Encourage involvement with our association team (committees, chapters and staff) to provide perspective on industry projects.
  - Provide staff feedback on calls and comments made to help refine membership committee strategies.
- Help promote Regional Workshop & Conference and BCMC attendance to all component manufacturers during the year.
  - Promote attendance at these functions at each chapter meeting.
  - Provide feedback on how we can make attending the Regional Workshop & Conference and BCMC more valuable to all component manufacturers.

### **Membership Committee Chair Roles and Responsibilities:**

- Help implement membership policy, goals and objectives by mentoring and supporting staff.
- Monitor, advise and offer direction concerning key committee activities.
- Provide a member's perspective on membership programs and how to best serve members.
- Encourage committee members to make calls to current and potential members.
- Help strengthen and support Chapters.
- Help promote Regional Workshop and BCMC attendance.
- Preside at all meetings of the Membership Committee.
- Report at Board meetings on the policy motions of the Membership Committee.

## **QUALITY CONTROL COMMITTEE**

### **Roles and Responsibilities:**

- Make recommendations to the Board on various quality control policies.
- Help bring forward ideas to assist in formulating or changing existing quality control policy.
  - Team up with/support staff to implement approved quality control policy.
  - Team up with/support staff to achieve quality control goals and objectives.
- Team up with/support SBCA staff to implement SBCA approved quality control policy and achieve SBCA's quality control goals and objectives.
- Work with TPI's Technical Advisory Committee on ANSI/TPI 1 quality standard issues.
- Provide feedback on implementation of the in-plant quality control processes and the use of **In-Plant WTCA QC**.
- Provide feedback on how to improve in-plant QC to ensure that we are meeting membership needs.

### **Quality Control Committee Chair Roles and Responsibilities:**

- Help implement quality control policy, goals and objectives by mentoring and supporting staff.
- Monitor, advise and offer direction concerning key activities.

- Provide a business perspective on how quality management issues affect component manufacturers and help develop any needed action plans.
- Preside at all meetings of the Quality Control Committee.
- Report at Board meetings on the policy motions of the Quality Control Committee.

## 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.  
Construction Industry Innovations, LLC  
Eagle Metal Products  
Eide  
Lakeside Trailer Manufacturing, Inc.  
MiTek  
NWH Roof & Floor Truss Systems  
Precision Equipment Mfg  
Simpson Strong-Tie Co.  
TRIAD  
Wood Truss Systems, Inc.

#### **Silver Program**

HOLTEC USA Corporation  
Hundegger USA, L.C.  
Sundial Software, LLC  
Vecoplan, LLC &  
Vecoplan Midwest, LLC

#### **Bronze Program**

Composite Panel Systems LLC  
Stoll Trailers  
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 (50 weeks: positions 1 & 2)  
Alpine (25 weeks: position 3)  
Eagle Metal (25 weeks: position 3)  
TRIAD (10 weeks: position 4)