



OPEN QUARTERLY MEETING SCHEDULE

February 26-28, 2020

Trump National Doral Miami
 4400 NW 87th Ave, Doral, FL 33178

Date	Time	Meeting/Event	Location	Fee
Tuesday, February 25	1p	Golf Outing	Blue Monster Course	\$270 + tax per player
Wednesday, February 26	7:30a	Golf Outing	Red Tiger Course	\$225 + tax per player
	3-5p	Strategic Planning Overview Roundtable	Imperial Ballroom	N/A
	6-9p	Group Dinner Meet in the Trump Doral Lobby at 6 pm and walk to the restaurant together. Dinner served at 6:30p.	Brimstone Woodfire Grill 8300 NW 36th St Doral, FL. 33166	\$95 for dinner
Thursday, February 27	7:30-8a	Breakfast	Imperial Ballroom	N/A
	8-9:30a	SBCA Senior Leadership Panel	Imperial Ballroom	N/A

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

Date	Time	Meeting/Event	Location	Fee
Thursday, February 27	10a-12p	Strike Force Breakouts Small groups will work on implementation of the 2020 strategic plan initiatives.	Imperial Ballroom or Majestic Ballroom	N/A
	12-1p	Lunch	Imperial Ballroom	N/A
	1-3p	Strike Force Breakouts (Continued) Followed by Roundtable of all OQM attendees to participate in breakout reports.	Imperial Ballroom or Majestic Ballroom	N/A
	3:30-5:30p	Team Building Event	Imperial Ballroom Lawn	N/A
	6-9p	Group Dinner Meet in the Trump Doral Lobby at 6 pm and walk to the restaurant together. Dinner served at 6:30p.	<u>Kings Dining & Entertainment</u> 3450 NW 83rd Ave Suite 152 Doral, FL. 33122	\$95 for dinner
Friday, February 28	8:30-9a	Breakfast	Imperial Ballroom	N/A
	9-11a	SBCA Board Meeting All are welcome!	Imperial Ballroom	N/A

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



1 CLUBHOUSE

	LEVEL
2 Ivanka Trump Ballroom	Lobby
3 White & Gold Ballroom	Lobby
4 Babe Zaharias Boardroom	Lobby
5 Living Room & Veranda	Lobby
6 Crystal Ballroom & Terrace	Upper
Majestic Ballroom	Upper
Majestic Boardroom 1	Upper
Majestic Boardroom 2	Upper
Majestic Boardroom 3	Upper
Byron Nelson	Lower
Payne Stewart	Lower
Lee Trevino	Lower
Gene Sarazen	Lower

7 DONALD J. TRUMP GRAND BALLROOM

Ballroom
Boardroom
Office / Registration
Patio
FedEx Pack & Ship

8 IMPERIAL BALLROOM

Patio

9 ROYAL PALM

Pool
Grill

10 BOBBY JONES VILLA

Gardenia
Magnolia
Hibiscus
Cypress
Oak
Ginger
Juniper
Lantana
Rose
Orchid
Courtyard

SBCA Vision Statement

The **Vision** is a statement of a desired **future state**.

SBCA Vision:

The building industry will use high quality building components provided by SBCA member companies.

SBCA Mission Statement

The **Mission** articulates the **association's role in achieving the vision**.

SBCA Mission:

SBCA members will gain the knowledge and power to run successful, growing, profitable companies offering a compelling competitive advantage in the marketplace for their customers and professional growth for employees.

January 2020 Strategic Planning Retreat Outcomes

Strategic Planning Survey Responses

- Member representatives: 451 sent, 105 responded – 23% response rate (≈ 1 out of 4 member representatives participated in the survey)
- Nonmember representatives: 668 sent, 52 responded – 8% response rate

Respondent Sales Volume

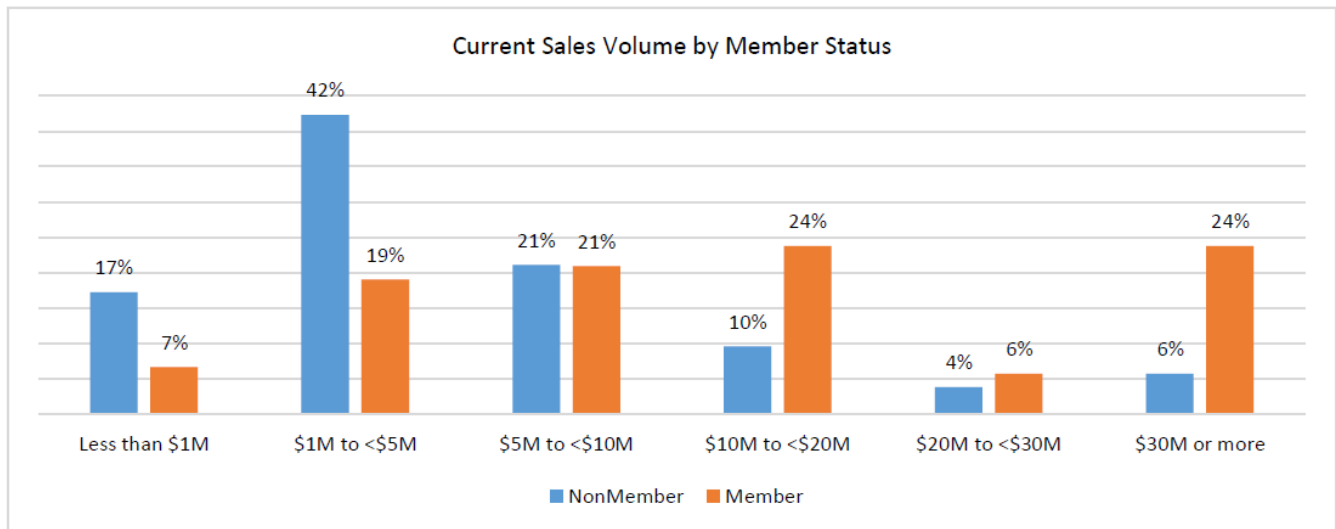


Figure 3 Member vs Nonmember Respondents by Sales Volume (all respondents) (n= 157)

Respondent Companies Serve What Type of Customer

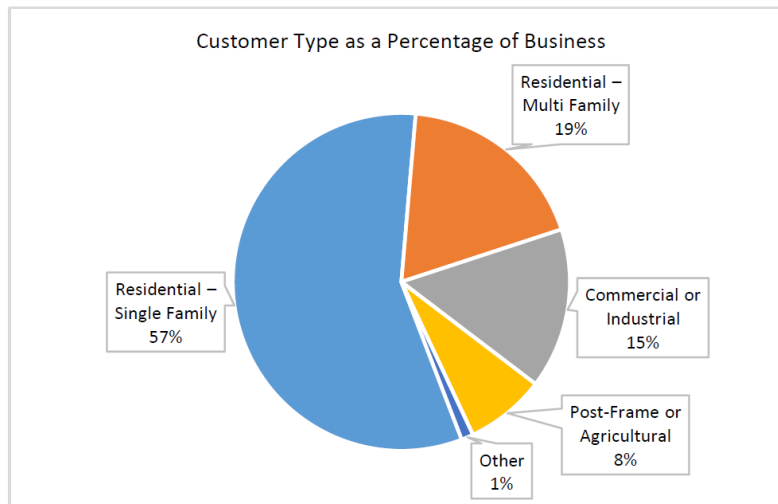


Figure 5 Average Percentage of Business by Customer Type (all respondents) (n= 156 - 157)

Respondents Hold What Position in Their Companies

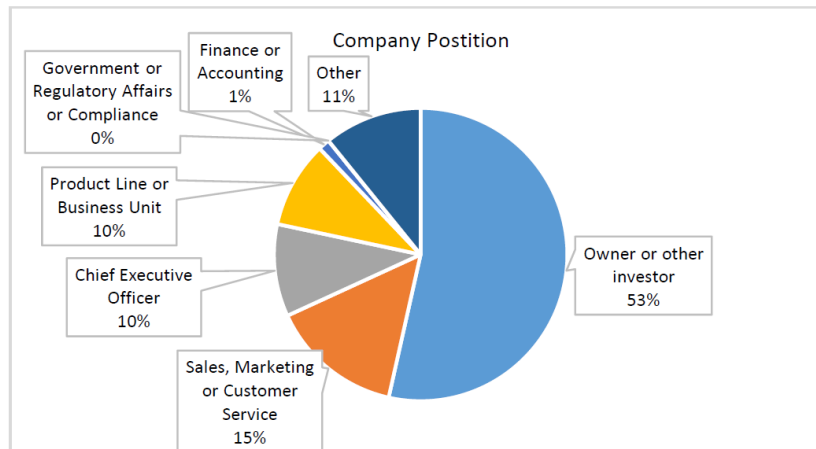


Figure 7 Company position (all respondents) (n= 157)

Insight into Company Marketing Focus and Goal Respondents Identify Brand They Want Their Customers to Know

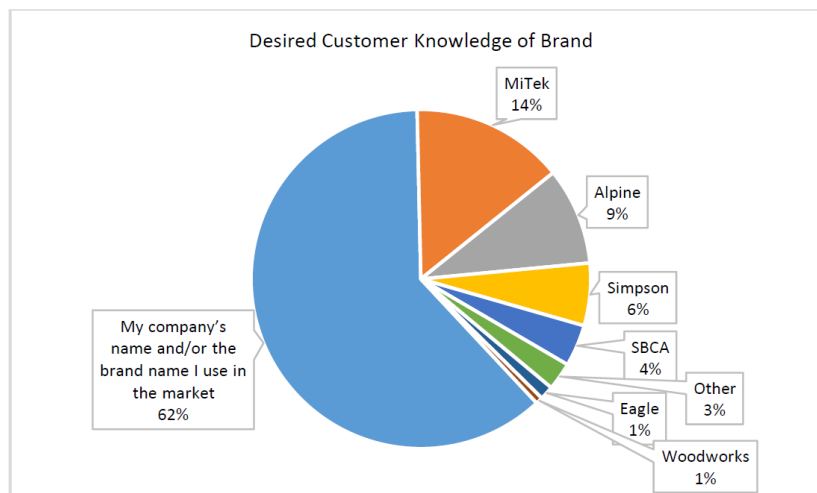


Figure 11 Respondent brand goals (n=151)

The **Vision** is a statement of a desired future state.

SBCA Vision

The building industry will use high quality building components provided by SBCA member companies.

The **Mission** articulates the association's role in achieving the vision.

SBCA Mission

SBCA members will gain the knowledge and power to run successful, growing, profitable companies offering a compelling competitive advantage in the marketplace for their customers and professional growth for employees.

Education

Organizational Goals and Strategies to achieve the mission and vision

Industry Influence

Goal: Member companies will have more influence with suppliers and other vendors.

Strategies:

- SBCA will create entities designed to aggregate the buying power of SBCA member companies to aid buying decisions and reduce risk regarding lumber, technology and equipment purchases.
- SBCA will educate and provide tools to members on effective practices surrounding the purchase and sustained operations of critical equipment and technology.
- SBCA will update and finalize a Unified Data Standard (UDS) and advocate for UDS compliant machinery as an industry best practice.
- SBCA will educate leaders on the need for and use of a Universal Data Standard.
- SBCA will investigate means to identify future innovations in component building and orient member leaders to the implications and potential opportunities of these innovations.

Company Leaders

Goal: Company leaders will understand and apply business management and leadership techniques designed to improve company performance.

Strategies:

- SBCA will create a CM Leadership Summit to support face-to-face discussion of best practices and peer community development.
- SBCA will encourage face-to-face activities connecting relevant industry leadership designed to create engaging, CM-to-CM communities.
- SBCA will provide templates, tools and other resources designed to improve member company strategic leadership and decision-making surrounding lumber, technology and equipment.
- SBCA will aggregate relevant leadership resources, technical and risk management education and training aids, and other applicable information to position itself as a central repository of industry best practices.

Company Staff & Students

Goal: Managers will understand and apply common leadership and management practices designed to improve employee satisfaction and retention.

Goal: Students and other potential member company staff will have positive awareness of careers in the structural building components industry.

Strategies:

- SBCA will develop an educational curriculum for managers on leadership and management practices including PI, employment practices, leadership techniques, etc.
- SBCA will implement a multi-mode education delivery strategy to allow for face-to-face, online and digital education and training.
- SBCA will support industry and, when possible, member company efforts to educate and create positive perceptions among students and other individuals interested in the structural building components industry.

Market Development

Goal: Customers, framers, A/E and other key stakeholders are knowledgeable about component building production and installation practices and seek out SBCA member companies for their expertise and the quality of their work.

Strategies:

- SBCA will support local, face-to-face events and activities designed to facilitate engaging interactions that connect identified stakeholders and other key buyer influencers to discuss relevant topics.
- SBCA will investigate means to educate stakeholders such as A/E, framers, etc. on building component production and installation practices.

Goals and Expected Outcomes of Miami OQM Meeting

Implementation of SBCA's Strategic Plan

1. SBCA Priority Activities – High Level

- a. **General Strategic Plan Objective:** Facilitate development of “**Industry Influence**” to help member companies have a compelling voice with suppliers and other vendors.
 - i. **Strike Force 1 Focused Objective:** SBCA will update and finalize a Unified Data Standard (UDS) and advocate for UDS-compliant machinery as an industry best practice. SBCA will educate leaders on the need for and use of a Universal Data Standard.
- b. **General Strategic Plan Objective:** Facilitate “**Education**” by developing resources to support SBCA member company leaders with respect to understanding and applying business management and leadership techniques and tools.
 - i. **Strike Force 2 Focused Objective:** SBCA will provide templates, tools and other resources designed to improve member company strategic leadership and decision-making surrounding lumber, technology and equipment.
 - ii. **Strike Force 3 Focused Objective:** SBCA will create a CM Leadership Summit to support face-to-face discussion of best practices and peer community development.
- c. **General Strategic Plan Objective:** Facilitate “**Education**” by developing tools to support SBCA member company managers with knowledge and tools to understand and apply common leadership and management practices designed to improve employee satisfaction and retention.
 - i. **Strike Force 4 Focused Objective:** SBCA will implement a multi-mode education delivery strategy to allow for face-to-face, online and digital education and training. This will include the development an educational curriculum for managers on leadership and management best practices including Predictive Index (PI), employment practices, safety, leadership techniques, etc.
- d. **General Strategic Plan Objective:** Facilitate “**Education**” by developing resources for SBCA members to use to build positive awareness of career opportunities in the structural building components industry.
 - i. **Strike Force 5 Focused Objective** – SBCA will support industry and, when possible, member company efforts to educate and create positive perceptions among students and other individuals interested in the structural building components industry.

2. Strike Force Members Attend Break-Out Session

- a. Review Focused Objective
- b. Develop the Game Plan
- c. **Goal:** Create an objective, detailed, step-by-step task plan that is:
 - i. SMART (Specific, Measurable, Achievable, Realistic, Time-related)
 - ii. Includes factors such as key performance indicators, resource allocation and budget requirements.
 - iii. Develop timelines (see spreadsheet template)
 1. Define activity breakdown to meet focused objective and what strike force success looks like when it is achieved.

2. Step-by-step activities defined using SMART approach above.
3. SBCA member lead(s) and staff support as needed.
4. Next meeting follow-up dates.
5. Target activity completion date.

SBCA Budget Implications

The 2020 SBCA budget will integrate the Strike Force objectives along with ongoing core SBCA activities and services, which include:

1. BCMC
2. *SBC Magazine* and Industry News
3. Open Quarterly Meetings, Committee Meetings, Truss Industry Business Council (TIBC) and Technical Support Council (TSC)
4. Operation Safety Content Update and Safety Summit
5. Digital QC In-Plant Quarterly Data Review and 3rd Party QA
6. Member/Chapter Support (i.e., Member Calls, Questions, Assistance, Code/Technical, Online Training Support, etc.)
7. Website Management
8. Truss Technician Training (TTT) Certification, Truss Assessment Test Online (TATO), & Learning Management System Upgrade
9. Surveys: Financial Performance, Wage & Benefit, Climate
10. Development/Implementation of Webinars, Podcasts and Articles
11. Publications (Order Fulfillment)
12. General Administrative and Financial Management of the Organization's Infrastructure

Implementation Considerations

SBCA CM membership is a “collective group” of individual businesses. SBCA can provide “collective services” where the initiatives are created for all members to use, if they desire to do so.

SBCA CM members run private businesses that seek to create competitive advantage in the market.

SBCA can provide services that support private business initiatives.

SBCA can use training created for the “collective group,” where an individual member desires to have SBCA help them facilitate discussion with their proprietary customers (i.e., no CM competitors allowed in the discussion).

For example, a member could ask SBCA to facilitate a presentation, by Chris Tatge of the National Framers Council (NFC), about the benefits of converting from stick framing to components for one or more of their individual customer(s). SBCA budgeted funds would not be used for the facilitated discussion as described because it is a private business initiative, but the development of the general training content would be undertaken by SBCA and also made available to members to use.

SBCA shall not compete with its CM members nor share proprietary information of one CM member with another CM member.

SBCA shall treat CM members equitably in any of the activities in which it is involved.

Example 1: Hiring is an individual member strategic initiative. If SBCA is involved in any hiring initiatives, all hiring work and/or resources need to be available or provided to the “collective group.”

Example 2: If SBCA were to provide a staff recruiting service, it would need to provide access to all the recruits that SBCA activities generate. This means all members would be given the same access to recruit information in the same manner using an objective and consistent approach. SBCA would not provide recruiting services for a private company using association funds.

SBCA Associate Member Teammates of CM & Framers Members & SBCA

A key question with respect to the offsite framing and/or component manufacturing supply chain is if the Component Manufacturer (CM) and framer should be viewed as the center of what makes the engineered industrial framing system work well.

Individual SBCA CM and National Framers Council (NFC) member companies are looking for teammates, depending on how their business model relates to the question above, to make a positive difference with them. This can be a key component of mutual private business success.

In addition, the collection of SBCA members through association view associate, truss plate manufacturer, professional and design professional members and non-members in the same teammate light. Based on this, SBCA is looking for teammate support, in tandem with SBCA, to foster the collective industry success via initiatives that support all SBCA members.

Key implementation concepts:

1. **Listening to customers to find pain points, take action based on findings, and build relationships.** The question that SBCA needs to ask as it undertakes its work – Is the goal of the work to address a collective group pain point to be worked on as a congregational activity or a private pain point that leads to a proprietary opportunity, which an association should not work on?
2. **Helping CMs innovate.** Innovation typically involves developing solutions to pain point opportunities that are found in private business relationships, which generally turn into proprietary business initiatives.

An example of collective group innovation/differentiation could be creating a Scope of Work (SOW) Specification.

3. **Commodity products have little EBITDA value in the market and constrain innovation.** When margins are low, it is difficult to reinvest in innovation to evolve value-added product or services. Generally, new products and services are private product or service opportunity initiatives.

The same commodity concept applies to association services. If the industry sells on a commodity basis, there are fewer resources available to innovate collectively to address group pain points. An example of a collective group product and service is creating the SBCA In-Plant Digital QC and 3rd Party Digital QA, which will be a service provided by SBCRI. This type of association work has the opportunity to serve the best interests of SBCA CM and NFC members, all SBCA support system members, Architects, Engineers, GCs, Builders and Building Officials. The SOW specification, mentioned above, does this as well.

4. **Listening leads to unique products & private patents/copyrights.** Creating unique/innovative product(s) and company market differentiation lead to profitable business units. This work is generally a goal of private business initiatives.

Where possible, SBCA needs to undertake “collective group” initiatives that encourage and facilitate private innovation and differentiation. The more help and counsel SBCA obtains as it seeks to support member businesses in activities such as education and professional training/certification, adding depth to general industry and business knowledge and supporting work force development, the more innovative and profitable all industry businesses have the chance to be.

Is there a better economic or business solution for engineered industrial framing than using metal connector plates to join wood members to create complex, yet mass-customized, structural elements? Likewise, is there a better idea than metal hardware connections, screws, etc.? A focus on evolving best economic solutions and industry best practices will create additional value, including but not limited to metal connector plated wall panels, panelization of floors/roofs, open wall/closed wall panels, MEP core panels/modules, etc. What else?

Building design has become a commodity that will continue to affect the quality of plans, details and coordinate geometry.

A focus on advancing digital technology and communication can create additional value, including but not limited to: plan quality, accurate coordinate geometry, load path engineering, supply chain efficiency, supply chain communication, just-in-time delivery, logistics, quality control, and quality assurance.

Collaboration inside of SBCA, or the collective work realm, will seek to expand knowledge with respect to the fundamentals of business operations, including but not limited to selling value, establishing key performance indicators, financial management, sales management, etc.

Collaboration will bring together personnel and technology skills, i.e., key people from all groups supporting collective work, to drive greater adoption of common sense business principles. We will work together on programs that strengthen the market development capabilities of SBCA members through increased knowledge, expertise, current event intelligence and technology transfer in manufacturing, engineering, logistics and pain point identification. These efforts will provide a foundation for continuous business improvement, innovation and greater value for SBCA CM and NFC members, all SBCA support system members, architects, engineers, GCs, builders and building officials.

Strike Force 1

SBCA will update and finalize a Unified Data Standard (UDS) and advocate for UDS-compliant machinery as an industry best practice. SBCA will educate leaders on the need for and use of a Universal Data Standard

Strike Force Process Background

1. General Strategic Plan Objective:

- a. Facilitate development of “Industry Influence” to help member companies have a compelling voice with suppliers and other vendors.
- b. **Example:** SBCA seal of approval similar to Good Housekeeping, USDA Organic, USDA Certified Biobased Product, FDA approved, etc.

Industry Influence
Goal: Member companies will have more influence with suppliers and other vendors.

2. Focused Objective:

- a. SBCA will update and finalize a Unified Data Standard (UDS) and advocate for UDS-compliant machinery as an industry best practice. SBCA will educate leaders on the need for and use of a Universal Data Standard.
- b. **Example:** Digital QC and digital QA needs UDS information where the goal is to provide QC/QA credibility to the benefit of SBCA CM and NFC members, all SBCA support system members, Architects, Engineers, GCs, Builders and Building Officials.

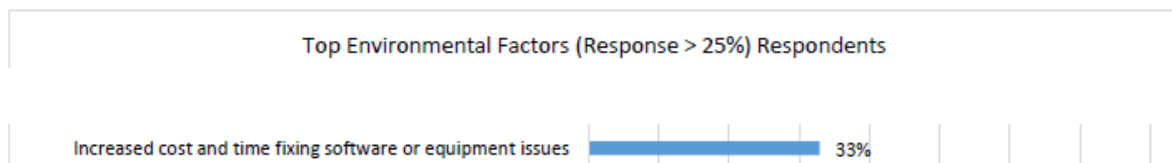
3. Strategic Plan & Member Survey Points of View to Consider

- a. A common theme throughout the strategic plan, the strategic plan priority development process and small group discussions is the question: How can SBCA be more influential with suppliers and other vendors?
- b. This leads to another very important question that should be asked and answered: What action is in the control of CM members of SBCA and SBCA staff to take in the short term?
- c. One consideration that has been discussed is creating a SBCA Seal of Approval (e.g., similar to Good Housekeeping, USDA Organic, USDA Certified Biobased Product, FDA approved, etc.)

Summary of Environmental Factors: Top Factors Overall

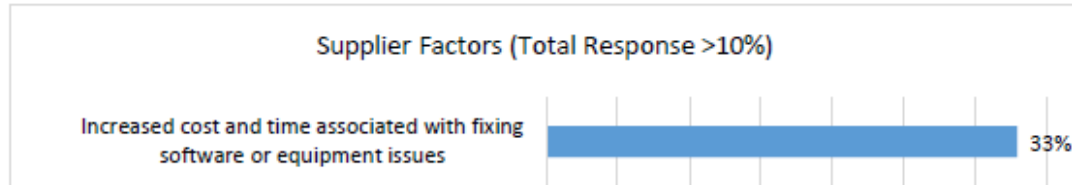
The following graph shows the top environmental factors identified by at least 25% of all respondents.

These factors represent the most substantial influence on decision-making at member companies and identify potential needs, challenges or opportunities that might be addressed by SBCA strategy.



Supplier Factors

The following highlights the percentage of all respondents who identified various supplier factors.



Technology Factors

The following highlights the percentage of all respondents who identified various technology factors.

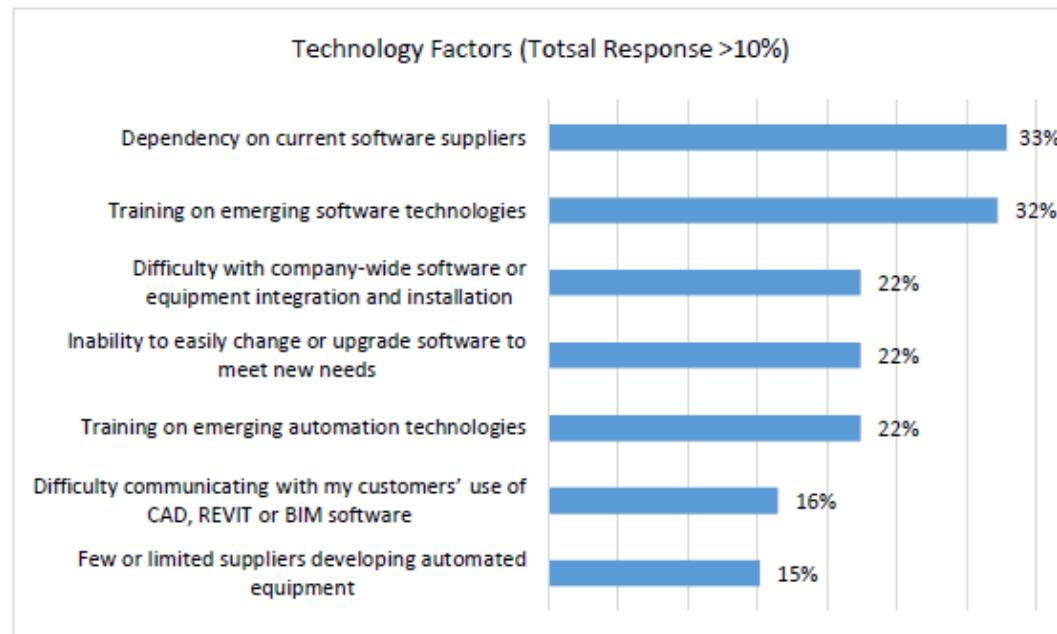
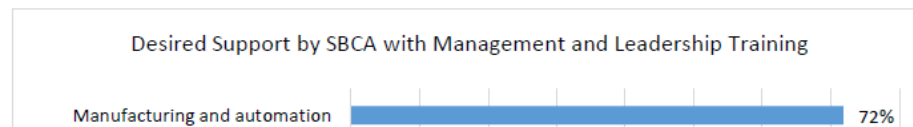


Figure 15 Technology factors (all respondents) (n=152)

Desired SBCA Support in Management and Leadership Training

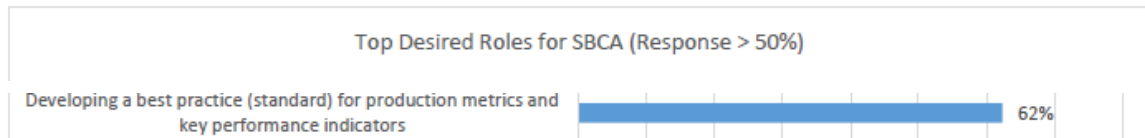
Given the importance of workforce issues and the anticipated focus on training and automation, respondents were asked to identify potential support by SBCA in these areas.

The following chart highlights the percentage of all respondents who identified each area of potential association support.



Overview of Top Desired Roles

Out of 25 different tested roles, the following shows, in descending order of total response, the top roles for SBCA identified by at least 50% of all respondents.



4. Strike Force Members Attend Break-Out Session and Develop Game Plan
 - a. **Goal:** Create an objective, detailed, step-by-step task plan that is:
 - i. SMART (Specific, Measurable, Achievable, Realistic, Time-related)
 - ii. Develop timelines (see spreadsheet template)
 1. Define activity breakdown to meet focused objective and what strike force success looks like when it is achieved.
 2. Step-by-step activities defined using SMART approach above.
 3. SBCA member lead(s) and staff support as needed.
 4. Next meeting follow-up dates.
 5. Target activity completion date.
5. **Initial Mission:** What are the best first steps to complete regarding updating and finalizing a Unified Data Standard (UDS), advocate for UDS-compliant machinery as an industry best practice and educate leaders on the need for and use of UDS, so that the UDS group can have a success and then stack success?
 - a. Digital QC and Digital QA need the information the UDS provides.
 - b. The QC/QA process will benefit everyone in our industry – SBCA CM and NFC members, all SBCA support system members, Architects, Engineers, GCs, Builders and Building Officials.
 - c. UDS will help streamline the Digital QC/QA implementation and reduce support costs for everyone’s data transfer and interpretation needs.
 - d. Create a listing of UDS compliant products.
 - e. Create a SBCA UDS Seal of Approval (Similar to Good Housekeeping, USDA Organic, USDA Certified Biobased Product, FDA approved, etc.)

Define Year 1 Goal: What is the desired Strike Force 1 outcome for year 1 and what does mission success look like?

What action is in the control of SBCA members to take? What can be acted upon now?

6. **Additional Considerations:** What are other issues with respect to UDS implementation and education?
- a. What additional UDS development is needed?
 - i. Polish existing data standard.
 - ii. Provide to all members and suppliers as the SBCA best practice.
 - iii. Create a list of suppliers that embrace and are helping SBCA implement the UDS best practice.
 - b. How do we encourage use?
 - i. Publish the list of supplier UDS users. Do this monthly, based on SBCA CM member feedback with supplier members on requested use, actual use, ease of use with specific equipment, etc.
 - 1. Is this a “Consumer Reports” like program?
 - ii. What other ways are there to encourage UDS implementation?
 - iii. Third party verification (i.e., SBCRI research, evaluation and testing, etc.) of UDS compliance. Survey members on suppliers that embrace UDS.
 - 1. Educate all SBCA members on the supplier point of view.
 - c. How do we educate members?
 - i. What is the best approach? Webinars, Podcasts, BCMC-like peer-to-peer sessions, phone calls, etc.?
 - d. What information and tools does SBCA have available to serve as foundation to support mission success?
 - i. BCMC programs
 - ii. Industry Testing
 - iii. Industry News (Weekly)
 - iv. Webinars (Ongoing, generally weekly)
 - v. Podcasts (Bi-weekly)
 - vi. Topical Libraries/Best Practice Development
 - e. Other ideas?

Strike Force 1: Proposed Team

Strike Force 2

SBCA will provide templates, tools and other resources designed to improve member company strategic leadership and decision-making surrounding lumber, technology and equipment.

Strike Force Process Background

1. General Strategic Plan Objective:

- a. Facilitate “Education” by developing resources to support SBCA member company leaders with respect to understanding and applying business management and leadership techniques and tools.
- b. **Example:** Member company internal staff development of “knowledge is power” support system.

Company Leaders

Goal: Company leaders will understand and apply business management and leadership techniques designed to improve company performance.

2. Focused Objective:

- a. SBCA will provide templates, tools and other resources designed to improve member company strategic leadership and decision-making surrounding lumber, technology and equipment.

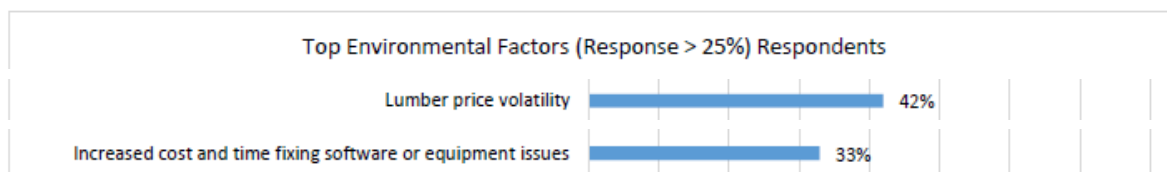
3. Strategic Plan & Member Survey Points of View to Consider

- a. A common theme throughout the strategic plan, the strategic plan priority development process and small group discussions is the question: How can SBCA be more influential with suppliers and other vendors?
- b. This leads to another very important question that should be asked and answered: What action is in the control of CM members of SBCA and SBCA staff to take in the short term?
- c. One consideration that has been discussed is creating a SBCA Seal of Approval (e.g., similar to Good Housekeeping, USDA Organic, USDA Certified Biobased Product, FDA approved, etc.)

Summary of Environmental Factors: Top Factors Overall

The following graph shows the top environmental factors identified by at least 25% of all respondents.

These factors represent the most substantial influence on decision-making at member companies and identify potential needs, challenges or opportunities that might be addressed by SBCA strategy.



Economic Factors

The following highlights the percentage of all respondents who identified various economic factors.





Supplier Factors

The following highlights the percentage of all respondents who identified various supplier factors.

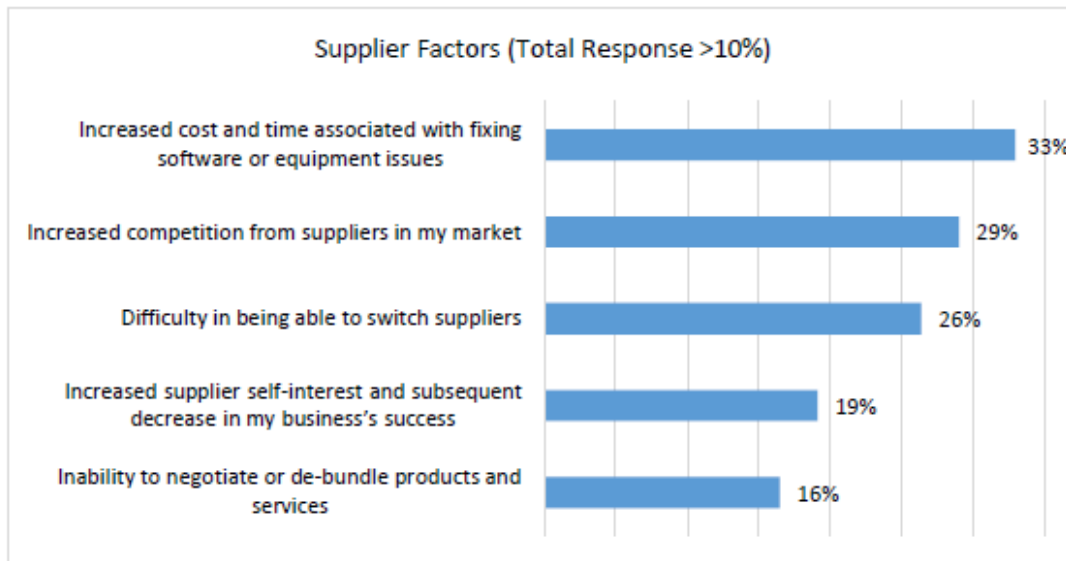
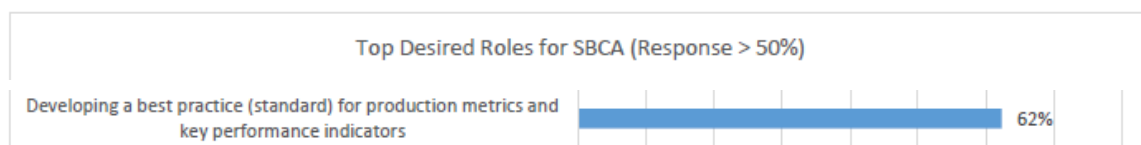


Figure 13 Supplier factors (all respondents) (n=152)

Overview of Top Desired Roles

Out of 25 different tested roles, the following shows, in descending order of total response, the top roles for SBCA identified by at least 50% of all respondents.



Lumber

1. Strike Force Members Attend Break-Out Session and Develop Game Plan
 - a. **Goal:** Create an objective, detailed, step-by-step task plan that is:
 - i. SMART (Specific, Measurable, Achievable, Realistic, Time-related)
 - ii. Develop timelines (see spreadsheet template)
 1. Define activity breakdown to meet focused objective and what strike force success looks like when it is achieved.
 2. Step-by-step activities defined using SMART approach above.
 3. SBCA member lead(s) and staff support as needed.
 4. Next meeting follow-up dates.
 5. Target activity completion date.
2. **Initial Mission - Lumber:** What are the best first steps to complete regarding the creation of templates, tools and other resources designed to improve member company strategic leadership and decision-making with respect to lumber?
 - a. What are the issues with respect to lumber?
 - i. Most industries have an incoming raw material specification and quality program as non-compliant raw material has consequences
 1. General quality
 2. Manufacturing quality
 3. Truss design and engineering quality
 - ii. Should SBCA create a listing of lumber products that have an SBCA Seal of Approval (similar to Good Housekeeping, USDA Organic, USDA Certified Biobased Product, FDA approved, etc.)?
 - iii. SBCA member lumber purchase survey and cost report
 - iv. SBCA futures report on estimated lumber costs

Define Year 1 Goal: What is the desired Strike Force 2 outcome for year 1 and what does mission success look like regarding lumber?

What action is in the control of SBCA members to take? What can be acted upon now?

3. **Additional Considerations:**
 - a. Lumber / Purchasing / Hedging / Existing Coops
 - i. How to buy lumber? How to use lumber futures to protect cost change risk?
 - b. What information and tools does SBCA have available to serve as foundation to support mission success?
 - i. Review relevant past SBCA/BCMC educational programs, articles, videos, web pages and define content so that it can be organized into an industry library.
 - ii. Review all relevant “other industry” manufacturing and technology content to provide fresh and alternative points of view that can be re-developed through the lens of meeting needs of SBCA members.

- iii. The result of this work will be an organized library of content on a member-only website, additions to management and leadership curriculum, BCMC educational programs, Business Solutions Groups content, etc.
- iv. An additional goal is to leverage this fundamental knowledge to enhance all SBCA workforce development, curriculum, educational program, best practice, leadership summit, etc. initiatives.

c. Other ideas?

Strike Force 2: Proposed Team for Lumber

Equipment & Technology

1. Strike Force Members Attend Break-Out Session and Develop Game Plan
 - a. **Goal:** Create an objective, detailed, step-by-step task plan that is:
 - i. SMART (Specific, Measurable, Achievable, Realistic, Time-related)
 - ii. Develop timelines (see spreadsheet template)
 1. Define activity breakdown to meet focused objective and what strike force success looks like when it is achieved.
 2. Step-by-step activities defined using SMART approach above.
 3. SBCA member lead(s) and staff support as needed.
 4. Next meeting follow-up dates.
 5. Target activity completion date.
2. **Initial Mission – Equipment & Technology:** What are the best first steps to complete regarding the creation of templates, tools and other resources designed to improve member company strategic leadership and decision-making with respect to equipment and technology?
 - a. What are the issues with respect to equipment and technology?
 - i. Should SBCA create an equipment and technology listing of products that have an SBCA Seal of Approval (similar to Good Housekeeping, USDA Organic, USDA Certified Biobased Product, FDA approved, etc.)?
 - ii. How does this group define technology?
 1. Automation? Safety? Production efficiency, Fixing Specific Equipment Bugs, or
 2. General Software Solutions? Communication Between Equipment and Software Types?
 - a. If #2, then should the technology portion of this objective be added to Strike Force 1 on the Uniform Data Standard?
 3. Lean manufacturing?

Define Year 1 Goal: What is the desired Strike Force 2 outcome for year 1 and what does mission success look like regarding equipment and technology?

What action is in the control of SBCA members to take? What can be acted upon now?

3. **Additional Considerations:**

- a. Equipment ROI / Data Collections / Metrics
- b. Industrial engineering/MBA for a Day (e.g., University of Indiana has a program, USLBM uses University of Wisconsin's lean manufacturing program, leverage these?)
 - i. Quarterly training to earn a certificate
- c. What information and tools does SBCA have available to serve as foundation to support mission success?
 - i. Review relevant past SBCA/BCMC educational programs, articles, videos, web pages and define content so that it can be organized into an industry library.

- ii. Review all relevant “other industry” manufacturing and technology content to provide fresh and alternative points of view that can be redeveloped through the lens of meeting needs of SBCA members.
 - iii. The result of this work will be an organized library of content on a member-only website, additions to management and leadership curriculum, BCMC educational programs, Business Solutions Groups content, etc.
 - iv. An additional goal is to leverage this fundamental knowledge to enhance all SBCA workforce development, curriculum, educational program, best practice, leadership summit, etc. initiatives.
- d. Other ideas?

Strike Force 2: Proposed Team for Equipment & Technology

Strike Force 3

SBCA will create a CM Leadership Summit to support face-to-face discussion of best practices and peer community development.

Strike Force Process Background

1. General Strategic Plan Objective:

- Facilitate “Education” by developing resources to support SBCA member company leaders with respect to understanding and applying business management and leadership techniques and tools.
- Example:** Member company internal staff development of “knowledge is power” support system.

Company Leaders
Goal: Company leaders will understand and apply business management and leadership techniques designed to improve company performance.

2. Focused Objective

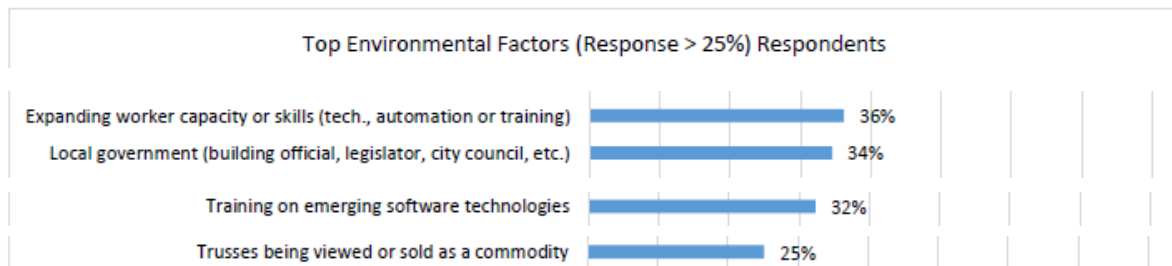
- SBCA will create a CM Leadership Summit to support face-to-face discussion of best practices and peer community development.
- Example:** “BCMC-like” educational program that fosters peer-to-peer learning and community development.

3. Strategic Plan & Member Survey Points of View to Consider

Summary of Environmental Factors: Top Factors Overall

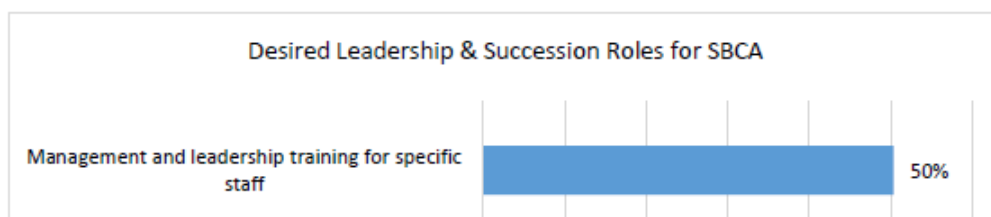
The following graph shows the top environmental factors identified by at least 25% of all respondents.

These factors represent the most substantial influence on decision-making at member companies and identify potential needs, challenges or opportunities that might be addressed by SBCA strategy.



Leadership and Succession Roles

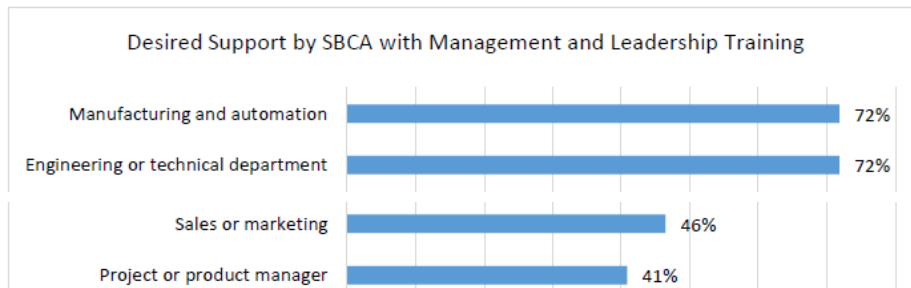
The following provides more detail on the specific leadership or succession roles respondents considered important to SBCA over the next three years.



Desired SBCA Support in Management and Leadership Training

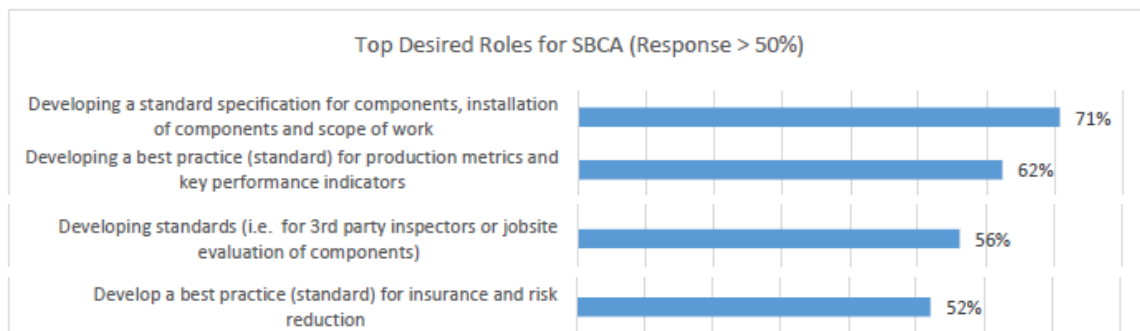
Given the importance of workforce issues and the anticipated focus on training and automation, respondents were asked to identify potential support by SBCA in these areas.

The following chart highlights the percentage of all respondents who identified each area of potential association support.



Overview of Top Desired Roles

Out of 25 different tested roles, the following shows, in descending order of total response, the top roles for SBCA identified by at least 50% of all respondents.



4. Strike Force Members Attend Break-Out Session and Develop Game Plan
 - a. **Goal:** Create an objective, detailed, step-by-step task plan that is:
 - i. SMART (Specific, Measurable, Achievable, Realistic, Time-related)
 - ii. Develop timelines (see spreadsheet template)
 1. Define activity breakdown to meet focused objective and what strike force success looks like when it is achieved.
 2. Step-by-step activities defined using SMART approach above.
 3. SBCA member lead(s) and staff support as needed.
 4. Next meeting follow-up dates.

5. Target activity completion date.

5. **Initial Mission:** What are the best first steps toward creating a successful CM Leadership Summit, with the implementation goal of supporting face-to-face discussion (i.e., a BCMC-like seminar format) to accomplish this mission.
- a. What are the key leadership management issues that need to be on the agenda?
 - i. Key CM activities that require review and leadership information/development include but are not limited to: raw material purchasing, lean manufacturing, safety, manufacturing personnel, design and sealed engineering, technical department personnel, logistics, shipping, sales management, general management, financial management and so forth.
 - ii. Should a key activity be to develop a discussion agenda and hold face-to-face meetings that can also be turned into:
 - 1. Webinars?
 - 2. Podcasts?
 - 3. An SBCA leadership curriculum and certification program?
 - 4. Create SBCA master of _____ degrees or certification by SBCA?
 - b. What are the key best practice issues that need to be on the agenda?
 - i. Are there any best practice leadership development needs? What are they?
 - ii. What do leadership best practices look like? Educational outlines/programs, a series of SBCA management manuals, a management curriculum, SBCA management standards (ANSI), etc.

Define Year 1 Goal: What is the desired Strike Force 3 outcome for year 1 and what does mission success look like?

What action is in the control of SBCA members to take? What can be acted upon now?

6. **Additional Considerations:**

- a. What format(s) is/are best for this type of face-to-face summit?
 - i. In-person? (series of BCMC-like peer-to-peer component operation leadership training programs)
 - ii. Online Technology?
 - iii. Chapters?
 - iv. Other out-of-box CM community development ideas?
- b. How is content developed (resources, speakers, etc.)?
 - i. Gather all past SBCA and BCMC presentation content that is relevant to the mission.
 - ii. Survey member senior leaders on books, educational material, training programs, company best practice programs, etc. they have used in the past.
 - iii. Senior leadership committee members and staff create leadership programs to be implemented in a face-to-face support group type setting.
- c. How do we get member CMs to participate and build community to become a support system for each other?

- d. What information and tools does SBCA have available to serve as foundation to support mission success?
 - i. BCMC programs
 - ii. Operation Safety Content Update
 - iii. Safety Summit at BCMC
 - iv. Industry Testing
 - v. In-Plant Basic Training Update
 - vi. Industry News (Weekly)
 - vii. Webinars (Ongoing monthly)
 - viii. Podcasts (Bi-weekly)
 - ix. Industry Surveys (Annual) - Financial Performance, Wage & Benefit, Climate
 - x. Topical Libraries/Best Practice Development
- 7. Other Ideas?

Strike Force 3: Proposed Team

Strike Force 4

SBCA will implement a multi-mode education delivery strategy to allow for face-to-face, online and digital education and training. This will include the development an educational curriculum for managers on leadership and management best practices including Predictive Index (PI), employment practices, safety, leadership techniques, etc.

Strike Force Process Background

1. General Strategic Plan Objective:

- a. Facilitate “Education” to develop tools to support SBCA member company managers with knowledge and tools to understand and apply common leadership and management practices designed to improve employee satisfaction and retention.
- b. **Example:** Member company support systems for career path training, development and professional growth.

Company Staff & Students

Goal: Managers will understand and apply common leadership and management practices designed to improve employee satisfaction and retention.

2. Focused Objective

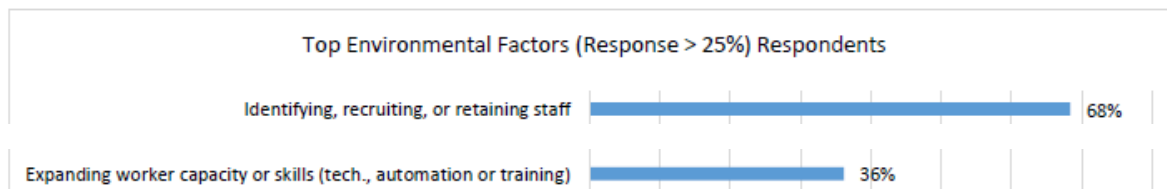
- a. SBCA will implement a multi-mode education delivery strategy to allow for face-to-face, online and digital education and training. This will include the development an educational curriculum for managers on leadership and management best practices including Predictive Index (PI), employment practices, safety, leadership techniques, etc.
- b. **Example:** “BCMC-like” peer-to-peer learning, learning management systems, “TTT-like” safety education and certification, curriculum development, SBCA master of _____ degrees, etc.

3. Strategic Plan & Member Survey Points of View to Consider

Summary of Environmental Factors: Top Factors Overall

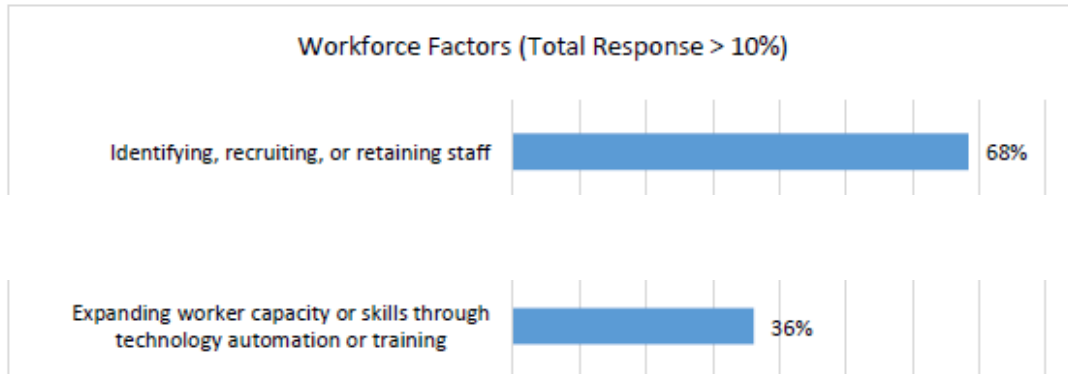
The following graph shows the top environmental factors identified by at least 25% of all respondents.

These factors represent the most substantial influence on decision-making at member companies and identify potential needs, challenges or opportunities that might be addressed by SBCA strategy.



Workforce Factors

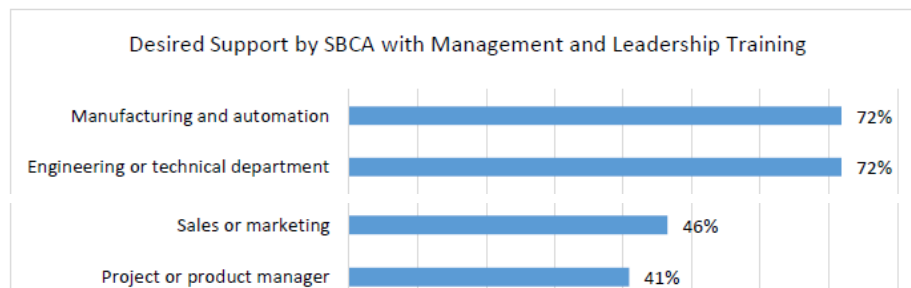
The following highlights the percentage of all respondents who identified various workforce factors.



Desired SBCA Support in Management and Leadership Training

Given the importance of workforce issues and the anticipated focus on training and automation, respondents were asked to identify potential support by SBCA in these areas.

The following chart highlights the percentage of all respondents who identified each area of potential association support.



Production and truss and wall design staff are the most substantial area of focus.

Production staff	86%
Truss and wall design staff	70%
Management staff	41%
Technical sales staff	38%
General sales staff	34%
Administrative staff	29%
Other	2%

Areas of Workforce Challenge

Respondents who identified *identifying, recruiting or retaining staff* were asked to identify in which area they anticipated the most challenges. The following chart highlights the percentage of all respondents who identified each area.

Identifying workers with the necessary competencies represented the most substantial challenge.

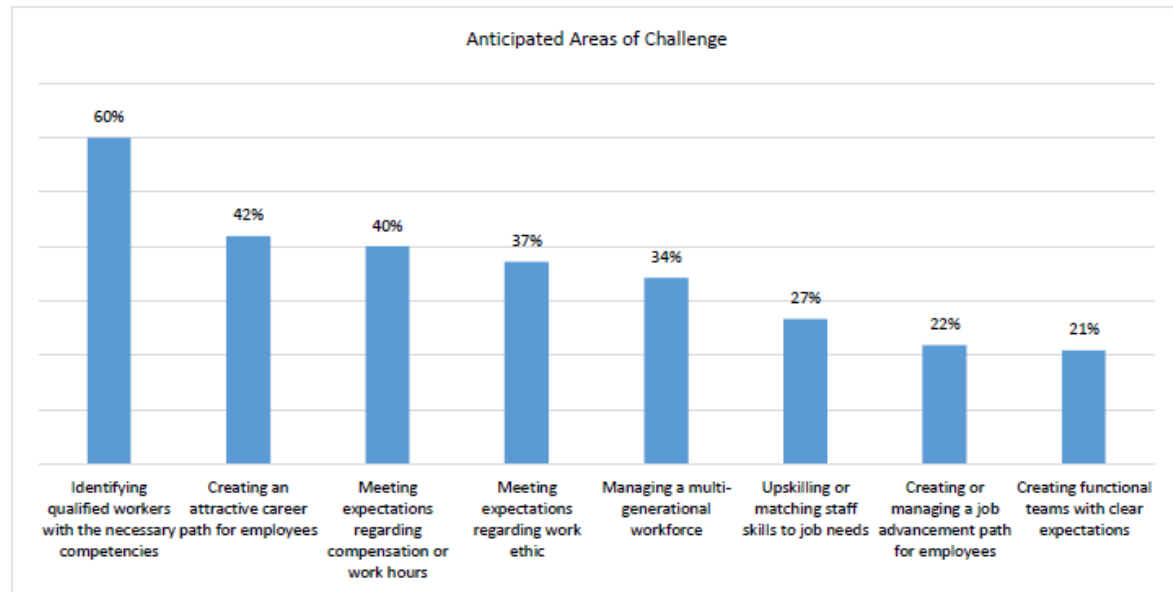


Figure 17 Anticipated workforce challenges (all respondents) (n=35)

Increase Workforce Training, Quality and Quantity

A key to success for professionals in the structural component industry is workforce training and competency development. There is also a stronger degree of focus on intensifying the hiring process.

Educate and value current employees (retain):

- Leadership competency development.
- Develop training programs.
- Treat and value employees right.
- Develop better design culture.

4. Strike Force Members Attend Break-Out Session and Develop Game Plan
 - a. **Goal:** Create an objective, detailed, step-by-step task plan that is:
 - i. SMART (Specific, Measurable, Achievable, Realistic, Time-related)
 - ii. Develop timelines (see spreadsheet template)
 1. Define activity breakdown to meet focused objective and what strike force success looks like when it is achieved.
 2. Step-by-step activities defined using SMART approach above.
 3. SBCA member lead(s) and staff support as needed.
 4. Next meeting follow-up dates.
 5. Target activity completion date.
5. **Initial Mission:** What are the best first steps toward implementation of a multi-mode education delivery strategy to allow for face-to-face, online and digital education and training. This will include the development an educational curriculum for managers on leadership and management best practices including Predictive Index (PI), employment practices, safety, leadership techniques, etc.
 - a. What are the key tools and knowledge needed to help SBCA member company managers apply common leadership and management practices designed to improve employee satisfaction and retention?
 - b. What are the key attributes of an educational curriculum that provides internal CM focused training for middle management and future leadership team building, including but not limited to:
 - i. HR, Predictive Index (PI) and employment best practices
 - ii. Safety, manufacturing, quality control department and logistics
 - iii. Design department
 - iv. Sales, marketing and market development
 - v. Purchasing
 - vi. General management
 - c. Having defined these needs:
 - i. Do we have content available?
 - ii. What content do we need to create?
 - iii. How can members help and what actions can be taken right away?
 - iv. How do we get member CMs to participate in a way that builds community?
 - d. Updated Learning Management System
 - e. Create SBCA master of _____ degrees or certification by SBCA.

Define Year 1 Goal: What is the desired Strike Force 3 outcome for year 1 and what does mission success look like?

What action is in the control of SBCA members to take? What can be acted upon now?

6. **Additional Considerations:**
 - a. What can be used as a foundation for these efforts?

- i. Build on the SBCA online truss technician/risk management training, BCMC seminars, Business Solutions Groups, Slack forums and so forth to create more education and training opportunities.
 - ii. Review all past SBCA training programs, BCMC educational programs, articles, videos, web pages and define content so that it can be organized into a multi-mode educational delivery system.
 - 1. Create a “recruitment to retirement” series using all the formats above.
 - 2. Organize content into an HR industry library.
 - iii. Update/re-imagine SBCA’s online and onsite training (e.g., TTT level 3 classes) programs.
 - iv. Review all relevant “other industry” HR content and training approaches/programs to provide fresh and alternative points of view that can be re-developed through the lens of meeting needs of SBCA members.
 - v. This work can also be leveraged to enhance all SBCA workforce development, curriculum, educational program, best practice, leadership summit, etc. initiatives.
 - 1. Also leverage programs like USLBM does at University of Wisconsin?
 - i. Work with Dolly Penland (a Predictive Index (PI) expert) to develop industry specific job descriptions tied to personality characteristics to facilitate job satisfaction and success.
- b. Where do these efforts lead?
 - i. Create a peer-to-peer education and training summit and ongoing forum that discusses current structural component industry issues and provides SBCA members with a place to go to get answers.
 - ii. Create an SBCA education and training institute/university with curriculum and SBCA degrees/certification.
 - 1. Do we create an SBCA education and training institute/university with curriculum and SBCA degrees/certification?
 - 2. Do we provide diplomas?
 - iii. Create a peer-to-peer human resource management summit and ongoing forum that discusses current HR issues and provides HR managers with a place to go to get answers.

7. Other ideas?

Strike Force 4: Proposed Team

Strike Force 5

SBCA will support industry and, when possible, member company efforts to educate and create positive perceptions among students and other individuals interested in the structural building components industry.

Strike Force Process Background

1. General Strategic Plan Objective:

- a. Facilitate “**Education**” by developing resources for SBCA members to use to build positive awareness of career opportunities in the structural building components industry.
- b. **Example:** Supporting member company efforts to expand the awareness and knowledge of the local workforce about our industry’s career and professional growth opportunities.

Company Staff & Students
Goal: Students and other potential member company staff will have positive awareness of careers in the structural building components industry.

2. Focused Objective

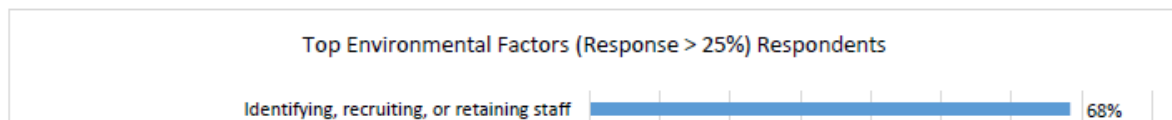
- a. SBCA will support industry and, when possible, member company efforts to educate and create positive perceptions among students and other individuals interested in the structural building components industry.
- b. **Examples:** JobCorps relationships, curriculum development, job fairs, truss plant tours, internships, SBCA master of _____ degrees, etc.

3. Strategic Plan & Member Survey Points of View to Consider

Summary of Environmental Factors: Top Factors Overall

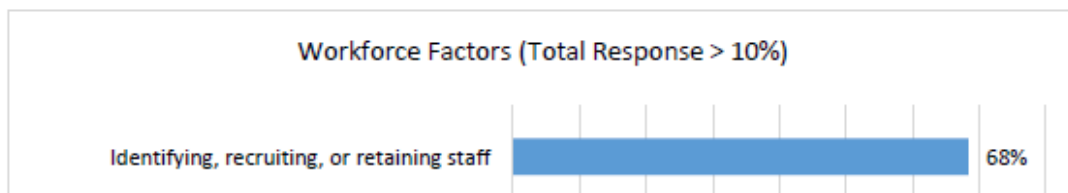
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Areas of Workforce Challenge

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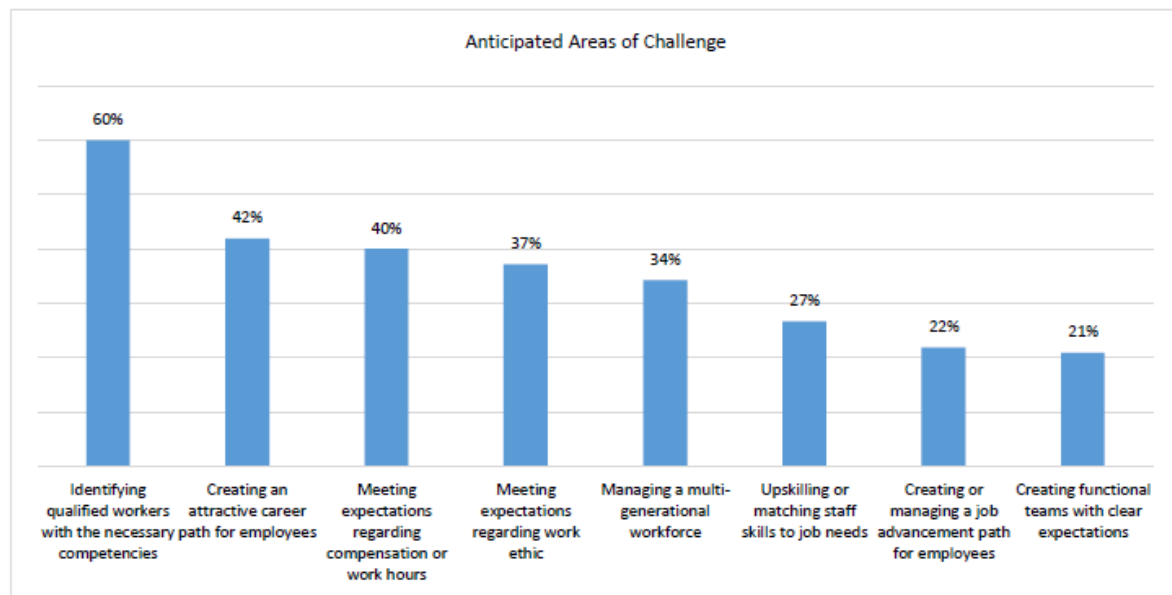


Figure 17 Anticipated workforce challenges (all respondents) (n=35)

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 - ii. Develop timelines (see spreadsheet template)
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 2. Step-by-step activities defined using SMART approach above.
 3. SBCA member lead(s) and staff support as needed.
 4. Next meeting follow-up dates.
 5. Target activity completion date.
5. **Initial Mission:** What are the best first steps for CM members and SBCA to take to educate and create positive perceptions among students and other individuals interested in the structural building components industry?
 - a. What are the key attributes of a program that supports these efforts?
 - b. Inventory programs and content our members and SBCA already have?
 - c. Leverage member experiences in working with all educational institutions to create an industry outreach best practice (e.g., internships, JobCorps relationships, job fairs, truss plant tours etc.).
 - d. Create SBCA master of _____ degrees or certification internal to SBCA, which is in SBCA member control or with institutions that desire to help SBCA members.
 - e. Provide cooperative educational programs with educational institutions.
 - f. Review and refine curriculum that was previously developed. Assist with curriculum addition or development with educational institutions. Create new curriculum as needed (leverage work taking place in Strike Force 3).
 - g. Develop classes inside high schools, tech schools and community colleges specific to engineered industrial framing.

Define Year 1 Goal: What is the desired Strike Force 3 outcome for year 1 and what does mission success look like?

What action is in the control of SBCA members to take? What can be acted upon now?

6. **Additional Considerations:**
 - a. What content do we need to create?
 - b. How?
 - i. Hold one or more member focus groups to define information needs that would be used by them to develop student and new potential employee outreach.
 1. Target low pay service industries where member businesses can provide better job opportunities and professional advancement.
 - ii. Use existing SBCA programs that have been developed, refine/update as needed:
 1. Videos for SBCA members to use to educate in local high schools, community colleges, etc.
 - iii. Review and reimagine the WFD section of SBCA's website.

- iv. Add to the Best Way to Frame website to bolster content for students and educators.
 - v. Address the role that SBCA staff can and should play in helping members to educate and create positive perceptions among students and other individuals about our industry.
- c. Other ideas?

Strike Force 5: Proposed Team

BOARD MEETING AGENDA

Friday, February 28, 2020

9:00 – 11:00 am ET

**Trump National Doral Miami
Imperial Ballroom
Miami, FL**

Meeting Agenda

1. **Call to Order – Mike Ruede** 9:00 am
 - a. **Introductions, Sign-in Sheet, Anti-Trust Statement & Conflict of Interest Policy (Appendix) Opening Remarks and Recognition of Meeting Sponsors**
 - b. **Review and Approve Minutes of October 2020 (EXHIBIT 1)**
 - c. **Review Agenda:** Changes Needed or Additional Industry Issues/Discussion Topics to Add?
 - d. **2020 OQM Schedule**
 - i. **May 18-20:** White Sulphur Springs, WV (Mon-Wed)
 - ii. **August 4-6,** Park City, UT (Tues-Thurs)
 - iii. **September 22-25:** BCMC & Board Meeting in Indianapolis, IN
2. **Review and Approve Updated SBCA Vision and Mission – Mike Ruede** 9:05 am
 - a. The **Vision** is a statement of a desired **future state**.
 - i. **SBCA Vision:** The building industry will use high quality building components provided by SBCA member companies.
 - b. The **Mission** articulates **the association's role in achieving the vision**.
 - i. **SBCA Mission:** SBCA members will gain the knowledge and power to run successful, growing, profitable companies offering a compelling competitive advantage in the marketplace for their customers and professional growth for employees.
3. **Minnesota Chapter Board Member Nomination – Mike Ruede** 9:20 am
 - a. Greg Dahlstrom
4. **Treasurer's Report – Gene Frogale** 9:25 am
 - a. Budget Critical Management
 - i. 2019 Year-End Financials/Operations Report
 - ii. 2020 Budget for review/approval
 - iii. 2020 Year-to-Date Financials/Operations Report
 - b. Treasurer Financial Policy Recommendations and Staff's Management Recommendations (if any)
 - c. Approve Treasurer's Report

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 5. BCMC Report – Greg Dahlstrom/Mike Kozlowski | 9:35 am |
| a. Location change to Indianapolis in September is finalized. | |
| 6. SBC Magazine Update – Staff | 9:45 am |
| 7. Committee Updates and Current Industry Topics | 9:55 am |
| a. Advocacy (Rick Parrino/John Holland) | |
| b. Emerging Leaders (Steve Stroder/Jason Hikel) | |
| c. Equipment Council (Jay Halteman) | |
| d. Executive (Mike Ruede) | |
| e. IT (Greg Dahlstrom) | |
| f. Management (Jeff Taake/Roger Helgeson) | |
| g. Marketing (Greg Griggs/Justin Richardson) | |
| h. Membership (Gene Frogale/Larry Dix) | |
| i. QC (Scott Ward/Jeff Smith) | |
| j. Safety (Jason Ward) | |
| 8. National Framers Council Update – Ken Shifflett | 10:25 am |
| 9. Industry Supplier Updates | 10:35 am |
| a. Thoughts from attendees representing truss plate, connector and cold-formed steel supplying industries. Please discuss key supply chain issues such as housing market, transportation, equipment, steel, and any other topics of interest to component manufacturers. | |
| i. Alpine & Alpine/TrusSteel | |
| ii. Eagle Metal | |
| iii. MiTek, MiTek/Aegis & USP | |
| iv. Simpson Strong-Tie | |
| b. TPI Update – Michael Schwitter & Jay Jones | |
| c. TIBC Update – Mike Ruede & Kevin Kraft | |
| d. Thoughts from attendees representing lumber and EWP supplying industries | |
| e. Equipment supplier updates | |
| f. Input from other suppliers in attendance | |
| g. Raw material supply chain issues or trends affecting component manufacturers? | |
| 10. Old Business – Mike Ruede | 10:55 am |
| 11. New Business – Mike Ruede | 10:55 am |
| 12. Adjournment – Mike Ruede | 11:00 am |

Appendix

SBCA 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 Policy

- [Conflict of Interest Definition --](#) “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.

BOARD MEETING MINUTES

Friday, October 25, 2019

Columbus, Ohio

Opening Remarks

Mike Ruede opened the meeting at 8:00 am. Mike thanked Greg Griggs for his service as association president over the past year and then introductions were made around the room. The SBCA Antitrust Statement was then circulated and signed by all meeting attendees, thereby acknowledging the SBCA antitrust policies in effect.

Attendance

Component Manufacturers: Tony Acampa, Dallas Austin, Bill Blades, Tom Christensen, Greg Dahlstrom, Jack Dermer, Jared Dix, Larry Dix, Barry Dixon, Jim Finkenhoefer, Gene Frogale, Howard Gauger, Dave Green, Greg Griggs, Shawnee Gunnett, Gary Handlos, Roger Helgeson, Josh Hendrickson, Jason Hikel, Ryan Hikel, John Hitchcock, Dan Holland, Paul Johnson, Tom Kurowski, Keith Kylmala, Rhonda Leppert, BJ Louws, Tim Magnusen, David Mitchell, Tim Noonan, Rick Parrino, Cody Richardson, Randy Rickels, Mike Ruede, Victor Sanchez, Scott Schulte, Zach Shepard, Greg Shifflett, Kenny Shifflett, Tasha Shifflett, Jeff Smith, Steve Stroder, Angie Stroder, Ashley Stroder, Wyatt Stroder, Steve Strom, Bryan Sylvester, Jeff Taake, Jason Walsh, Jason Ward, Scott Ward, Kevin Witt, Josh Wright, Javan Yoder

Suppliers in Attendance: Justin Binning, April Burt, Mike Cassidy, John Galinski, Jay Halteman, Joe Halteman, Ben Hershey, Bill Howard, Jim Jimerson, Mike Johnson, Jay Jones, Kevin Kraft, Mike Martz, Scott McDonald, Scott Miller, Byron Pryor, Ed Robbins, Mike Ruede, Jr., Michael Schwitter, Steve Shrader, Todd Snyder, Ken Timmins, Andy Viars, Tim Warran

SBCA Legal Counsel: Kent Pagel

SBCA Staff: Molly Butz, Mindy Caldwell, Kirk Grundahl, Suzi Grundahl, TJ Jerke, Trish Kutz, Jess Lohse, Evan Protxter, Sean Shields, Laura Soderlund, Jim Vogt, Jill Zimmerman

Past Meeting Minutes

Motion to approve the Board meeting minutes from August 2019. Motion by Scott Ward. Second by Gene Frogale. Motion passed unanimously.

New Board Members

The following new members were nominated to join the Board: David Mitchell (IA Chapter), Rick Parrino (At Large) and BJ Louws (WA Chapter).

Motion to approve the Board member nominations. Motion by Gene Frogale. Second by Scott Ward. Motion passed unanimously.

The group reviewed the rest of the OQM schedule for 2020. The meetings will be in Miami, FL in February; White Sulphur Springs, WV in May; and Park City, UT in August.

Treasurer's Report

Gene Frogale and staff provided the Board with an overview of the SBCA year-to-date profit and loss statement and budget for 2019.

Motion to approve the Treasurer's Report including approval of changes to the 2019 budget. Motion by Greg Griggs. Second by Paul Johnson. Motion passed unanimously.

BCMC Report

Greg Dahlstrom and Scott McDonald reported on the final numbers for this year's BCMC show. There were 1768 total individuals who attended, which is more than we've had in ten years. This total represents a ten percent increase in CM attendees from last year's show. Mike commended all the members of the BCMC Committee for putting together a great show.

SBC Magazine Update

Sean shared what the article writing staff is looking forward to in 2020.

Industry Supplier Updates

Truss Plate Manufacturers

On behalf of Simpson, April Burt reported that the domestic steel supply continues to be stable, but transportation logistics continue to be an industry challenge. She said this year's BCMC was fantastic. The level of interest was much higher than in previous years. She remarked it was great to see more innovation and technology on the floor this year.

On behalf of MiTek, Bill Howard gave an update on their machinery group. They are seeing the impact the labor shortage is having on our industry. The interest in wall panels and floor cassettes was much stronger than it has been in the past. He complimented the BCMC Committee and said overall it was a great show.

On behalf of Alpine/ITW, Kevin Kraft said the show and show facility were great and the energy was very high.

TPI

Mike Cassidy, TPI's Executive Director, reported that the cross-platform initiative is continuing to move forward and the online repository has been getting some activity. The workgroup continues to move forward on a uniform data file for equipment, and they are going to begin doing some beta testing with that format soon.

Mike said the TPI 1 review process began. TPI has solicited public participation and will finalize a review committee in early 2020.

Mike also said TPI is working on a web reinforcement draft document that is being reviewed. TPI is also looking at top-chord bearing trusses and multi-ply girders and will issue initial reports to the TIBC in the coming months.

Lumber

Justin from American International Forest Products said this year's BCMC show was very productive.

Equipment

Jay Halteman said the education sessions from this year's show added a lot of value. Having the Framers Summit at the show again this year was also a great asset, providing an opportunity for CM attendees to interact with their customers. Jay encouraged everyone to participate with the NFC group. He also complimented the professionalism of the show.

Steve Shrader complimented Viper and said they do a great job helping exhibitors get in and out of the show.

Committee Updates

Advocacy (Rick Parrino)

Rick said the committee has a new Co-Chair, John Holland, who has agreed to serve in this capacity. They will be working on finding strategies to reach building officials.

Emerging Leaders (Steve Stroder/Jason Hikel)

Steve said he has been impressed with how the EL group has grown over the past four years and how it has really transformed the way in which younger people are getting engaged with the leadership of SBCA. He recognized the newest members of the EL Committee and he encouraged more suppliers to the group. Jason said they raised over \$1900 for the scholarship fund during the week of BCMC.

Executive Committee (Mike Ruede)

Mike said the group would be undertaking strategic planning in January to create recommendations for the Board to consider at the first OQM in 2020. Kirk added that there would be surveys going out to the membership to gather information in preparation for the strategic planning meeting. Everyone was strongly encouraged to participate in that information gathering.

IT (Greg Dahlstrom)

Greg reported that the IT Committee had a robust roundtable discussion the previous day which was focused on TPI's cross platform initiative. The SBCA IT committee will be meeting more regularly with the TPI group to ensure ongoing communication.

Management (Jeff Taake)

Jeff said the Approved Insurance Broker program is up and running. The Wage Survey is available and the Climate Survey will be going out soon.

Marketing (Greg Griggs)

Greg said the new SBCA website is live and he encouraged everyone to go and look through it. He said that both the webinars and podcasts have been successful tools.

Membership (Gene Frogale)

Gene welcomed Larry Dix as Co-Chair. He reported SBCA now has 494 CM members, adding 34 new members this year. He thanked everyone who attended the new member breakfast. He shared a story of a new member who is opening a truss plant in Mexico and how SBCA is a great source of information for those types of companies who need help getting started. Larry said the OQMs are a great recruitment tool and he's going to be pushing more members to attend them in 2020.

QC (Scott Ward)

Scott thanked Jeff Smith for joining as Co-Chair. He reported the Digital QC program is gaining momentum. There was a great feedback about it, both on the show floor during demonstrations and at the educational session that focused on it. He reported that Digital QC is going to be moving into the beta testing phase in 2020.

Safety (Jason Ward)

Jason said the Safety Summit was a very successful event. He pointed to the fact that they are always running out of time during the safety-focused events because there were so many good conversations. The focus this coming year will be on creating a safety culture as that approach

really appears to resonate with CMs. He said they rolled out “Take 5s,” which are patterned after the NFC Toolbox Talks, and the goal is to generate one a week over the coming year.

National Framers Council Update

Kenny Shifflett said they have 179 framing members. The NFC held its second annual Framing Summit, and it was a big success with 120 attendees. NFC was focused on “Raising the Bar” and that theme was spot on. The subcommittees held strategic planning for 2020. They added two new committees focused on technology and leadership development. Kenny commented that it is clear the NFC is gaining momentum.

Kenny said the Operation Finally Home house is up and he recognized all of Gene Frogale’s work to get that project off the ground.

Kenny talked about the partnership with OSHA, creating an OSHA Alliance program in Regions 5 & 9 to create a vertical framing plan and provide a graphical approach to OSHA compliance. The project is moving forward slowly and will be essential to creating a safety standard for the framing industry.

Old Business

There was no old business.

New Business

Mike recognized staff and thanked them for all they do to enable the Board to accomplish so much. He encouraged everyone to grab a new member to bring with them to one of the OQMs in 2020. Rick Parrino said we also need to recognize and thank the companies who are supporting the participation of the Emerging Leaders; they are making a big difference.

Adjournment

Motion to adjourn. Motion by Gene Frogale. Second by Scott Ward. Motion passed unanimously.

The meeting adjourned at 8:55 am.

/ss