Thank you to all of our friends and colleagues—the more than 100 thought leaders from the U.S. building industry—who came together online for the Building Industry Leaders COVID-19 Crisis Summit, April 22-24, 2020.

This recap’s intent is to relay the insights shared during the Summit. It contains live video recordings of all introductory remarks, nine panel discussions, and closing remarks from the Summit, as well as additional relevant and timely curated resources to supplement each panel topic. We hope you find all of it helpful.

For three days, many of our industry’s greatest leaders shared questions, challenges, wisdom, and ideas in navigating these unprecedented times.

We exchanged best practices for keeping our people safe while continuing to supply and install the products necessary to keep our country’s shelter intact. We explored how to navigate economic uncertainty by scenario planning as well as by tracking and adjusting to key indicators. We discussed organizational action across sales, human resources, operations, financial management, and capital structure. And we did all this with realism as well as resolve, knowing that great challenge inevitably creates great opportunity—to learn, to adapt, to innovate, and to evolve.

We came together for this Summit, during a time of personal isolation, because by combining our collective intelligence, talents, and time, with open minds to learn and open hearts to help one another, we give ourselves and our industry the best chance to survive this crisis and ultimately thrive.

Because of our sector’s massive economic and employment scope (which together with our supply channel partners makes up north of 10% of the U.S. economy and workforce), our industry’s success is critical to our country’s success.

Thank you again for all you’ve done during these unprecedented times. We are grateful for your participation and look forward to future collaboration.

Sincerely,

Matt and Craig
Day 1

**WELCOME**
Craig Webb
President, Webb Analytics

**WELCOME**
Matt Ogden
Managing Partner, Building Industry Partners

**GUEST SPEAKER**
Paul Hylbert
Chairman, Kodiak Building Partners

Day 2

**GUEST SPEAKER**
John Somerville
President, Lumbermens Merchandising Corporation

Day 3

**WELCOME**
Matt Ogden
Managing Partner, Building Industry Partners

**GUEST SPEAKER**
L.T. Gibson
President & CEO, U.S. LBM
PANEL 1

Keeping our people safe and our supply chain open

The Summit kicked off by addressing the most critical questions top of mind for industry leaders during this unprecedented crisis. What can we do to ensure our workforce operates safely? How sustainable are current safety measures? What can each player in the supply chain do to ensure we collectively maintain the sector’s viability? This panel offered a view into the best practices that some of our industry’s most astute leaders are employing to operate safely during the COVID-19 pandemic.

Moderator
Ruth Kellick-Grubbs
President, Kellick & Associates

Panelists
John Kania
Former Global Managing Director, FSG, and Executive in Residence, New Profit

Matt Kuiken
VP of Operations, Kuiken Brothers

Levi Smith
President, Franklin Building Supply

Jim Tobin
EVP & Chief Lobbyist, National Association of Home Builders

Wendy Whiteash
CHRO & EVP, Culture, U.S. LBM

“I’m optimistic that a lot can come out of this for our businesses. I’m not optimistic that what we’re doing right now is going to fundamentally look different a few months to a year from now. So I think the big challenge is going to be maintaining the discipline on [many] of these measures. And that’s on us. I know we can handle that.”

MATT KUIKEN

“Priority #1 for everybody is the health and safety of our team, our families, our community. And then right behind that, Priority #2 is economic health of our businesses, our communities, our states and our nation. Our industry is uniquely positioned to support both of those priorities. ... We can support our economy and keep people working ... and we can do it safely.”

RUTH KELLICK-GRUBBS

ADDITIONAL RESOURCES

CDC Coronavirus Plan, Prepare, and Respond
Centers for Disease Control and Prevention

NLBMDA COVID-19 Action Resource Center
National Lumber and Building Material Dealers Association

Guidance for Employers: COVID-19 and the Workplace
National Safety Council

COVID-19 Resources
Occupational Health and Safety Administration

U.S. Department of Labor Coronavirus Resources
U.S. Department of Labor
Your near-term sales outlook

What impact on sales volumes have our peers seen from the pandemic and what are our customers telling us about our sales outlook for the next six months? What are the key health and economic drivers of this sales outlook and what scenarios for those drivers are possible? Which segments will be impacted most and which least? This panel of operators and analysts with a national housing market purview addressed the near-term sales volume outlook for dealers, as well as some specific growth segments that seem to be surfacing despite overall challenging economic conditions.

“Maybe 10% of the households are going to emerge from this financially impaired, and so therefore unable to act in a manner to increase their investment in housing. But we think roughly 100% of people are going to emerge from this semi-quarantine kind of state wanting to upgrade their dwelling situation in a way that is a result of an exogenous effect that we've really never seen before. Something of this magnitude affecting everybody pretty much is going to have an impact on psychology and desire which we think could be extremely powerful.”

STEPHEN KIM

“That initial shock and retreat into the homes may have been the worst of it. People are starting to poke their heads out a little bit and return to some opportunities.”

GRANT FARNSWORTH
PANEL 3
The economic and housing recovery: V-, U-, or L-shaped?

As this panel of economists and housing analysts revealed, predictions on when, how, and at what rate the U.S. economy and housing market will recover from the COVID-19 crisis vary greatly. A group of experts shared a range of potential recovery scenarios, shedding important light for prudent business planning.

Moderator  John Burns  CEO, John Burns Real Estate Consulting
Panelists  Mark Boud  Principal, Robbins Boud Real Estate Economics
          Joseph Briggs  Economist, Goldman Sachs; former Economist, Federal Reserve Board of Governors
          Rob Dietz  Chief Economist, National Association of Home Builders
          Rick Russell  President, Millard Lumber

“I don’t see exciting growth in the economy going forward, even after this crisis is over. I think we’ll be flying down, come back up into a ‘J’ form, and then kind of ride a plateau from there. Those individual companies that do well or don’t do well, it’s largely going to be determined based upon their innovation, their ability to adapt, their ability to apply new technologies that will separate themselves from what we’ve done in the past.”

MARK BOUD

“What we’re recommending to builders is just kind of think about things [in terms of] two months, two quarters, and two years. The next two months of data are going to be terrible. Two quarters is basically going to be required for stability, and then [we’ll see] the beginning of a recovery that’s going to take about two years to get to recovery. So I think that’s something not V-shaped. It’s more U-shaped. And I worry about a W—a W being resurgence and outbreaks going forward.”

ROB DIETZ

ADDITIONAL RESOURCES
V, L or ‘Nike Swoosh?’ Economists Debate Shape of Global Recovery
Bloomberg

The Post-COVID Economic Recovery
Brookings Institute

COVID-19: A Plague on All Our Houses
Federal Reserve Bank of Chicago

Understanding the Economic Shock of Coronavirus
Harvard Business Review

What Will the Recovery Look Like From the COVID-19 Recession?
JP Morgan

More
Government lifelines and capital structure considerations during the crisis

Capital structure and cash flow management are mission-critical under starkly shifting and uncertain economic and business conditions. The U.S. government has added enormous sources of liquidity for those businesses that qualify and successfully negotiate the maze in time. Understanding what government financial assistance options exist and how to evaluate and obtain them is key. This panel, comprised of corporate finance practitioners from inside and outside the industry, offers insights for business leaders.

Moderator
Margaret Whelan
Founder & CEO, Whelan Advisory

Panelists
Greg Lucas
Partner, Executive Strategy Group and former Director of Finance, SE Division, BMC
Jeff Makovicka
Partner, Kutak Rock
Timothy Ryan
Executive Partner and Corporate Finance Specialist, Holland & Knight
Jeff Smith
CFO, Kodiak Building Partners

“You want to get with your existing lenders, sit down with them and figure out what next steps could be ... Are we going to look at a new stimulus program? Are we going to look at an old stimulus program? Because the SBA does have some historic programs that help small businesses that have been expanded because of the CARES Act. So, I think the first thing is getting with your lender and discussing some of your options, because if you are going to approach or apply for one of these government programs, your current existing credit facilities are going to be affected.”

JEFF MAKOVICKA

“I would hope that companies will be looking at their capital structures and checking with ... shareholders in small companies to see if the shareholders can either add to the equity or even lend to the businesses on a short-term basis to try to establish liquidity and maintain their going concern issues.”

GREG LUCAS
# PANEL 5  
**Sales and marketing strategies during a pandemic**

How are customers' buying expectations and behaviors changing because of COVID-19, and how can business' sales and marketing functions adapt as a result? What product and customer segments may outperform others going forward? How can salespeople maintain and even deepen relationships with customers? This panel of progressive sales and marketing thought leaders sheds light on how companies are adapting to a new reality in which the effectiveness of traditional, tried-and-true sales and marketing strategies has waned.

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<tr>
<th>Moderator</th>
<th>Greg Brooks</th>
<th>President, Building Supply Channel</th>
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<td>Panelists</td>
<td>Rick Davis</td>
<td>President, Building Leaders</td>
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<td>Bradley Hartmann</td>
<td>President, Behind Your Back Sales</td>
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<td>Chris Kliefoth</td>
<td>Operating Partner, Building Industry Partners; Former CEO, Nationwide Industries</td>
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<td>Amy Smiley</td>
<td>VP of Marketing, 84 Lumber</td>
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<td>Jon Vaughan</td>
<td>CEO, Brand Vaughan Lumber</td>
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“**This is the time to understand your customers better than you’ve ever understood them. Research, research, research … Look at their social media, look at their Twitter, their Facebook, their Instagram. Understand what drives them to help their customers … Changing those mindsets around time management and the importance of the face-to-face, flesh-to-flesh. Because it’s going to be different on the other side …**”  
**JON VAUGHAN**

“**One of the things that this whole situation is teaching us here in marketing is that we need to be more proactive on how we can help. We need to help break down some of those silos between salespeople and marketing and how we can work together, and giving them an inside look on how we can reach our target customers. [We need to consider] what kind of metrics we can provide.”**  
**AMY SMILEY**
PANEL 6

Operational finance: Expense and working capital management during the crisis

The COVID-19 crisis has intensified the stakes around operational decision-making and prudent financial management. From credit terms to inventory management to rightsizing operating costs, this panel of leading operators discussed some of the changes to regular business practices—and budgets—being made to weather the current storm.

Moderator: Michael Collins, Principal, Building Industry Advisors
Panelists:
- Mike Howell, President & CEO, Parr Lumber
- Kendall Hoyd, President, Residential Design Services
- Tim Liester, COO, U.S. LBM
- Butch Reimer, President, Tru Cabinetry

“We don’t want to cut too deep on things that maybe are R&D related or otherwise that you ordinarily would probably cut out. Right now, we’ve rather tried to shift some of those people into other areas of the business, focus in on efficiency and other activities so that they’re available to [play] a role.”

BUTCH REIMER

“So when we’re flat-out, we get the order, we put it in the pipeline, and we don’t care so much if it shows up a week or two ahead of the job as much as we want to make sure it’s ahead of the job. But now we’re much more conscious of how close to the installed day that that inventory hits our warehouse.”

KENDALL HOYD

ADDITIONAL RESOURCES

COVID-19: Loan Agreement Considerations for Corporate Borrowers
Davis Polk and Wardwell LLP

Managing Business Continuity and Finance During COVID-19
Deloitte

Scenario Planning and the COVID-19 Crisis
Financial Management Magazine

McKinsey & Company

Managing Cash Pressures Due to Coronavirus Disruptions
PwC
PANEL 7

Leadership, culture, and communication during a pandemic

Business leaders are navigating their people through unprecedented conditions. What are the core leadership principles leaders draw upon to move their organizations forward prudently? How have corporate culture and communication factored into their effectiveness? Hear directly from industry veterans who share their insights during this inspiring panel discussion.

Moderator
Maged Diab
Operating Partner, Building Industry Partners; Former President, MiTek

Panelists
Peter Ganahl
CEO, Ganahl Lumber

L.T. Gibson
President & CEO, U.S. LBM

Kevin Hancock
Chairman & CEO, Hancock Lumber

Rick Lierz
CEO, Franklin Building Supply

Steve Swinney
CEO, Kodiak Building Partners

“Today, I would say that answer [to effective leadership] is completely different. It’s caring for, communicating with, supporting and cheering on our team. Underlying all that is trust. If you develop that with your team, if we have consistently trusted folks out in our yards to take care of the customer and keep the customers safe and to meet their needs, and if they’ve trusted us in the corporate office ... that’s where we come together in a crisis.”

STEVE SWINNEY

“I think the key to leadership in the 21st Century is really to disperse it, to share it, and to try to create a culture where everybody understands that, like it or not, want it or not, that they are a leader. That is the only way you can go about managing through this crisis. It’s got to take leadership from every single person in your company.”

KEVIN HANCOCK

ADDITIONAL RESOURCES

Building Industry Leaders COVID-19 Crisis Summit Recap

Watch Panel 7
PANEL 8

Silver linings: Opportunities emerging from the crisis

From great challenge springs great opportunity. While the COVID-19 crisis is creating unprecedented challenges for our industry, it is also accelerating necessary as well as opportunistic change. This thought-provoking panel brought “silver linings” such as technology/innovation, workforce efficiency, industry recruiting, and more to the fore.

**Moderator**
Craig Webb
President, Webb Analytics

**Panelists**
Mike Farmer
EVP for Operational, Excellence, People, and Growth, BMC

Patrick Garcia
VP, Innovation and Technology Adoption, SRS

Tony Misura
Founder, Misura Group

Vince Nardo
President, Reborn Cabinets

Steve Patterson
President & CEO, Central Valley

Mark Richardson
Senior Research Fellow, Joint Center for Housing Studies of Harvard University

“I can be so much more productive if I can just not only embrace going virtual, but master it. And you can actually, if you’re using more of a virtual model, you can save probably about 50% of the time. And then results in so many additional appointments, additional touch points, which then results in probably 50% to 75% more revenue.”

**MARK RICHARDSON**

“What this crisis really into [play] is that digital is really possible in our industry. So now you have a customer base that cannot walk into a branch to do business. And our digital revenue mix has shot up 15, 20X. Now, customers are using our online system to do their business.”

**PATRICK GARCIA**

**ADDITIONAL RESOURCES**

COVID-19 and the Great Rehiring
Andreessen Horowitz

Sensing and Shaping the Post-COVID Era
Boston Consulting Group

Now is the Time to Reinvest in Local Materials
Gensler

Now Is an Unprecedented Opportunity to Hire Great Talent
Harvard Business Review

How Construction Can Emerge Stronger After Coronavirus
McKinsey & Company
PANEL 9

Individual and collective action for policy impact

Our sector’s survival and recovery depends on elected officials’ understanding of our significance to the economy and the measures we are taking to ensure safe operations. During the Summit’s final panel, representatives from industry-leading associations focused on our industry’s relations with local, state and federal government officials at such a critical time.

**Moderator**
Patrick Mascia
Partner, Building Industry Partners; Co-Founder, Rebuild Congress Initiative

**Panelists**
- Russ Kathrein
  President & CEO, Alexander Lumber
- Jonathan Paine
  President & CEO, National Lumber and Building Material Dealers Association
- Rita Ferris
  President, Northeastern Retail Lumber Association
- Jerry Howard
  CEO, National Association of Home Builders
- Paul Hylbert
  Chairman, Kodiak Building Partners
- Kevin Mckenney
  Director of Government Affairs, National Lumber and Building Material Dealers Association

“I would send a thank you letter to my governor for allowing me to be open as an essential business. I would contact my local building inspector and say, ‘Hey, we want to make sure we’re a part of the solution to end this. Please stop by my yard. I think we’re doing everything according to plan, but if we’re not, please tell us what we need to do because we want to do this right.’”

RITA FERRIS

“Hearing these business people ... and their level of confidence and their level of commitment to making the American workers safe, the American community safe, and the American economy strong was really inspiring for me, and it’s something else NAHB is going to focus on in spades to make sure that we are letting people know we’re going to come back from this quickly and everything’s going to be all right.”

JERRY HOWARD

**ADDITIONAL RESOURCES**

- NLBMDA Sends Phase 4 Priorities to Congress and White House
  National Lumber and Building Material Dealers Association
- COVID-19 Impact on Construction Services
  Pillsbury Winthrop Shaw Pittman LLP
- Summary of the House-passed COVID 4 Stimulus Package
  U.S. House of Representatives
CLOSING REMARKS

Matt Ogden | Managing Partner, Building Industry Partners
Craig Webb | President, Webb Analytics

Day 1

Day 2

Day 3
SPEAKERS

Mark Boud Principal, Robbins Boud Real Estate Economics
Joseph Briggs Economist, Goldman Sachs; Former Economist, Federal Reserve Board of Governors
Greg Brooks President, Building Supply Channel
John Burns CEO, John Burns Real Estate Consulting
Michael Collins Principal, Building Industry Advisors
Rick Davis President, Building Leaders
Maged Diab Operating Partner, Building Industry Partners; Former President, MiTek
Rob Dietz Chief Economist, National Association of Home Builders
Mike Farmer EVP for Operational, Excellence, People and Growth, BMC
Grant Farnsworth Director of Business Development, The Farnsworth Group
Rita Ferris President, Northeastern Retail Lumber Association
Peter Ganahl CEO, Ganahl Lumber
Patrick Garcia VP, Innovation and Technology Adoption, SRS Distribution
L.T. Gibson President & CEO, U.S. LBM
Kevin Hancock Chairman & CEO, Hancock Lumber
Bradley Hartmann President, Behind Your Back Sales
Jerry Howard CEO, National Association of Home Builders
Mike Howell President & CEO, Parr Lumber
Kendall Hoyd President, Residential Design Services
Paul Hybert Chairman, Kodiak Building Partners
Ruth Kellick-Grubbs President, Kellick & Associates
Tim Liester COO, U.S. LBM
John Kania Executive in Residence, New Profit; Former Global Managing Director, FSG
Russ Kathrein President & CEO, Alexander Lumber
Stephen Kim Senior Managing Director, Evercore ISI
Chris Kliefoth Operating Partner, Building Industry Partners; Former CEO, Nationwide Industries
Matt Kuiken VP of Operations, Kuiken Brothers
Rick Lierz CEO, Franklin Building Supply
Greg Lucas Partner, Executive Strategy Group; Former Director of Finance, SE Division, BMC
Jeff Makovicka Partner, Kutak Rock
Patrick Mascia Partner, Building Industry Partners; Co-Founder, Rebuild Congress Initiative
Kevin McKinney Director of Government Affairs, National Lumber and Building Material Dealers Association
John McManus VP, Editorial Director, Residential Group, Hanley Wood
Tony Misura Founder, Misura Group
Vince Nardo President, Reborn Lumber
Matt Ogden Managing Partner, Building Industry Partners
Jonathan Paine President & CEO, National Lumber and Building Material Dealers Association
Steve Patterson President & CEO, Central Valley
Butch Reimer President, Tru Cabinetry
Mark Richardson Senior Research Fellow, Joint Center for Housing Studies of Harvard University
Rick Russell President, Millard Lumber
Timothy Ryan Executive Partner & Corporate Finance Specialist, Holland & Knight
Steve Sallah President, LBM Advantage
Amy Smiley VP of Marketing, 84 Lumber
Jeff Smith CFO, Kodiak Building Partners
Levi Smith President, Franklin Building Supply
Bill Smithers CEO, CBUSA
John Somerville President, Lumbermens Merchandising Corporation
Steve Swinney CEO, Kodiak Building Partners
Jim Tobin EVP & Chief Lobbyist, National Association of Home Builders
Jon Vaughan CEO, Brand Vaughan Lumber
Craig Webb President, Webb Analytics
Margaret Whelan Founder & CEO, Whelan Advisory
Wendy Whiteash CHRO & EVP, Culture, U.S. LBM
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Founder, American Association of Roundtables

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Advisory Partner, Cotton Creek Capital

Ryan Flom
Chief Marketing Officer, Softwood Lumber Board

Walter Foxworth
Chairman, Foxworth-Galbraith Lumber

Jeanine Froke
Marketing Director, BMC

Mark Furse
VP of Operations, J.P. Hart Lumber

Charlie Gallagher
Michigan Area Manager, Builders FirstSource

Jessica Gessler
Director of Sales and Marketing, Arizona Wholesale Supply

Ben Glatzer
CEO, CareSearchers
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<th>PARTICIPANTS</th>
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<td>Patrick Goebel</td>
<td>President, Star Lumber</td>
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<td>Andrew Goodman</td>
<td>President, Sherwood Lumber</td>
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<td>Sadie Hammond</td>
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<td>Beau Hayes</td>
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<td>Christine Hunter</td>
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<td>VP of Sales, Cape Cod Lumber</td>
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<td>Alan Khazei</td>
<td>Social Entrepreneur, Current Candidate for U.S. Congress</td>
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<td>Chad Korte</td>
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<td>Eric Korte</td>
<td>Owner, Home Lumber of New Haven</td>
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<td>Tom Kostelecky</td>
<td>President, Direct Lumber and Door</td>
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<td>Del Krusenstjerna</td>
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<td>Walter Kurek</td>
<td>Managing Director, Building Industry Advisors</td>
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<td>Grant Leavitt</td>
<td>Co-Owner, Marcus Lumber</td>
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<td>President, Eastern Engineered Wood Products</td>
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<td>Kyle Little</td>
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<td>Sue Lords</td>
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<td>COO, Wilson Lumber</td>
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<td>Former Market Manager, BMC</td>
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<td>Meagan McCoy Jones</td>
<td>SVP &amp; COO, McCoy's Building Supply</td>
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<td>Mike McDoyle</td>
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<td>Matt McDonald</td>
<td>President, Sunpro</td>
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<td>Fran Monk</td>
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<td>Nali Mullan</td>
<td>Marketing Specialist, Misura Group</td>
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<td>Cody Nuernberg</td>
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<td>Erin O'Connor</td>
<td>Director, Education &amp; Development, Northeastern Retail Lumber Association</td>
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<td>Dave Ondrasek</td>
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<td>Pam Paladino</td>
<td>President, NCP HR Consulting</td>
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<tr>
<td>David Pelletier</td>
<td>SVP of Operations, National Lumber</td>
</tr>
<tr>
<td>John Perna</td>
<td>President, Hamilton Building Supply</td>
</tr>
<tr>
<td>Rob Peters</td>
<td>AR / Purchasing Agent, Home Lumber of New Haven</td>
</tr>
<tr>
<td>Jerry Pilman</td>
<td>Director of Continuous Improvement, Wilson Lumber</td>
</tr>
<tr>
<td>Gary Poulos</td>
<td>CEO, Mill Creek Lumber</td>
</tr>
<tr>
<td>Dave Reichert</td>
<td>President, Davis-Hawn Lumber</td>
</tr>
</tbody>
</table>
## Participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Company/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scott Renke</td>
<td>Director of Sales, Woodgrain</td>
</tr>
<tr>
<td>Joel Russell</td>
<td>COO, Millard Lumber</td>
</tr>
<tr>
<td>Paul Ryan</td>
<td>SVP of Finance &amp; Technology, Lumbermens Merchandising Corporation</td>
</tr>
<tr>
<td>Robert Sanford</td>
<td>President, Sanford &amp; Hawley</td>
</tr>
<tr>
<td>Jessica Scerri</td>
<td>President, Golden State Lumber</td>
</tr>
<tr>
<td>Lonnie Schield</td>
<td>Operating Partner, Building Industry Partners</td>
</tr>
<tr>
<td>Laura Schreiner</td>
<td>Marketing Manager, Misura Group</td>
</tr>
<tr>
<td>Lynn Schwarz</td>
<td>President, Building Material Suppliers Association</td>
</tr>
<tr>
<td>Anthony Sciolli</td>
<td>Partner, Kutak Rock</td>
</tr>
<tr>
<td>Mark Seigle</td>
<td>Owner, Seigle's Cabinet Center</td>
</tr>
<tr>
<td>Michael Senesac</td>
<td>Inside Sales, Big C Lumber</td>
</tr>
<tr>
<td>John Sewall</td>
<td>President, The Detering Company</td>
</tr>
<tr>
<td>Kayvon Shahbaz</td>
<td>CFO &amp; SVP, Finance Chambers Interests</td>
</tr>
<tr>
<td>Sean Shields</td>
<td>Director of Communications, Qualtim</td>
</tr>
<tr>
<td>Cason Shrode</td>
<td>President, Jones Legacy Ventures</td>
</tr>
<tr>
<td>Richie Siewers</td>
<td>Co-Owner, Siewers Lumber</td>
</tr>
<tr>
<td>Paulo Sitolini</td>
<td>COO, Hayward Lumber</td>
</tr>
<tr>
<td>Matt Siewright</td>
<td>Owner, EverFence</td>
</tr>
<tr>
<td>Greg Smith</td>
<td>President, Gulf &amp; Basco</td>
</tr>
<tr>
<td>Michael Sonderman</td>
<td>Operations Manager, Ridgefield Supply</td>
</tr>
<tr>
<td>Eric Spencer</td>
<td>Owner, Spencer Home Center</td>
</tr>
<tr>
<td>Jim Stockman</td>
<td>EVP of Business Development &amp; National Sales, American Construction Source</td>
</tr>
<tr>
<td>Jeff Taake</td>
<td>VP of Manufacturing &amp; Commercial Sales, Mead Lumber</td>
</tr>
<tr>
<td>Hamid Taha</td>
<td>President, Alpine Lumber</td>
</tr>
<tr>
<td>Rick Thompson</td>
<td>VP, Gilcrest/Jewett Lumber</td>
</tr>
<tr>
<td>Sean Tighe</td>
<td>SVP, Lumbermens Merchandising Corporation</td>
</tr>
<tr>
<td>Mark Torrisi</td>
<td>Co-Owner, Jackson Lumber</td>
</tr>
<tr>
<td>Gary Tucker</td>
<td>CFO, Wilson Lumber</td>
</tr>
<tr>
<td>Bill Tucker</td>
<td>Owner, E3 Consulting</td>
</tr>
<tr>
<td>Susie Van</td>
<td>Director of Education &amp; Training, Building Material Suppliers Association</td>
</tr>
<tr>
<td>Rick Vancil</td>
<td>EVP, Alexander Lumber</td>
</tr>
<tr>
<td>Chip Vaughan</td>
<td>Managing Principal, Brand Vaughan Lumber</td>
</tr>
<tr>
<td>Chris Vaughan</td>
<td>Marketing &amp; Communications Manager, Cape Cod Lumber</td>
</tr>
<tr>
<td>Casey Voorhees</td>
<td>Executive Director, Western Building Material Association</td>
</tr>
<tr>
<td>Bill Wallace</td>
<td>President &amp; CEO, Big C Lumber</td>
</tr>
<tr>
<td>Tammy Wandler-Ginexi</td>
<td>Regional Director, Northeastern Retail Lumber Association</td>
</tr>
<tr>
<td>Katherine Whitemore</td>
<td>Owner, Home Central</td>
</tr>
<tr>
<td>Stephen Wiechens</td>
<td>VP, Secretary, Treasurer, Manning Building Supplies</td>
</tr>
<tr>
<td>Robb Wilson</td>
<td>CEO, Wilson Lumber</td>
</tr>
<tr>
<td>Tim Wirth</td>
<td>Director of Communications, U.S. LBM</td>
</tr>
<tr>
<td>Michele Wisch Robin</td>
<td>Advisor, Building Industry Partners</td>
</tr>
<tr>
<td>Wayne Withers</td>
<td>CEO, West Coast Framing</td>
</tr>
<tr>
<td>Greg Wright</td>
<td>Owner, J.P. Hart Lumber</td>
</tr>
<tr>
<td>Mireya Zapata</td>
<td>EVP, Lumbermen’s Association of Texas &amp; Louisiana</td>
</tr>
</tbody>
</table>
Building Industry Partners (BIP) is the leading private equity investment firm focused on the U.S. building industry. Since its 2008 founding, BIP Principals have sponsored some of the marquee and fastest-growing middle-market manufacturing, distribution, and service businesses in the U.S. building industry, including: U.S. LBM Holdings, Kodiak Building Partners, Rugby Architectural Building Products, Homewood Holdings, United Cabinet Holdings, and U.S. Fence Solutions.

BIP’s investment and business principles are: Unwavering integrity; a people-first approach to business; alignment of interests with our partners; respect for the advantages of local, entrepreneurial businesses; and a prudent approach to risk and reward.

In 2020, under the leadership of Founder Matt Ogden, BIP kicked off the process of relaunching the firm to accelerate and scale our people-first investment and impact initiatives. BIP is engaging like-minded business and thought leaders who share a vision of advancing the building industry and its workforce over the next decade.

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