

Introduction

Thank you for responding to the Construction Supply 150 survey. It's great that your company is contributing to this industry benchmark.

We'll be asking questions about revenue, number of branches, number of employees, and various aspects of your business. The survey should take about 15 minutes to complete.

If needed, you can leave and return to the survey--even after you click "done" at the end--but only if you use the same computer to make your updates and changes.

Answers to most of the first 22 questions will be published in the CS150 report, assuming you make the list. Answers to all other questions will be reported only in the aggregate. The survey will mark when the switch occurs.

Questions? Comments? Prefer to fill out a printed version? Please contact Craig Webb, the president of Webb Analytics, at cwebb@webb-analytics.com or at 202.374.2068.

Now, let's get started.

If you fill out this survey using the PDF, please note:

- * The Construction Supply 150 is for lumberyards, specialty dealers, home centers and hardware stores. If you sell primarily to dealers or are a manufacturer, you don't qualify.
- * On questions 27, 28, 42, 44, and 45, the devices that look like sliders work only on the web survey. Please enter your number in the boxes at the right.
- * If your answer to question 33 (Do you manufacture components?) or 35 (Do you do installed sales?) is "yes," please go to the next page. If your answer is "no," you can skip the next page.

You and Your Company

From this page, only the company name, city, and state will be reported.

1. Company name

2. Headquarters street address

3. Headquarters city

4. Headquarters state

5. Headquarters ZIP code

6. Company's website address

7. Name of primary contact for this survey

8. Primary contact's job title

9. Primary contact's e-mail address

10. Primary contact's phone number

11. Name of company's chief executive (if different from the primary contact)

12. Chief executive's title (e.g. CEO, President, Owner, Board Chair) if different from primary contact

Type of Company

This classification will be reported for each company on the list.

13. Which type of construction supply operation are you?

- ☐ Lumberyard WITH Manufacturing Operations (e.g. Truss factory, components plant, door shop, millwork shop)
- ☐ Lumberyard WITHOUT Manufacturing Operations
- ☐ Specialty Dealer (A company in which lumber is NOT its primary product. Examples are roofing, drywall, or siding specialists)
- ☐ A home center or hardware store that gets more than 50% of its revenues from retail customers
- ☐ We sell primarily to dealers, not to contractors
- ☐ Our main business is manufacturing products
- ☐ None of the above

Revenues/Branches/Staff

Answers to questions 13 through 22 will be reported for each company on the list.

14. Total estimated 2021 gross sales (please provide whole number, such as \$7,243,100)

15. Total gross sales for 2020

16. Percentage of 2021's gross sales made directly to pro contractors (i.e. builders/remodelers)

17. Number of locations as of Dec. 31, 2021 (including distribution, manufacturing, and corporate office facilities)

18. Number of locations one year earlier, on Dec. 31, 2020

19. Total number of full-time employees company-wide as of Dec. 31, 2021

20. Total number of full-time employees company-wide one year earlier, on Dec. 31, 2020

21. Total number of fulltime designated outside sales representatives as of Dec. 31, 2021. Exclude branch managers, even if they make a lot of sales.

22. Total number of outside sales representatives one year earlier, on Dec. 31, 2020

23. What major accomplishments did your company achieve in 2021?

2021 Revenue Sources

Answers to all questions from this point forward will be publicly reported only in the aggregate.

24. In 2021, what percentage of your sales (either directly or via subcontractors) involved these construction categories?

Please enter numbers only, without percent signs. Your individual entries, including the "other" category, must add up to 100.

Single-family custom or spec homes	<input type="text"/>
Single-family production homes	<input type="text"/>
Multifamily homes	<input type="text"/>
Commercial buildings	<input type="text"/>
General remodeling projects done by pros	<input type="text"/>
Sales to consumers/homeowners	<input type="text"/>
Installed sales	<input type="text"/>
Other	<input type="text"/>

25. In 2021, what percentage of your sales (either directly or via subcontractors) came from products you manufacture or do value-added work on?

Examples include:

- * Manufacturing trusses, panels, columns
- * Pre-hanging doors
- * Preparing windows for installation
- * Custom-cutting millwork
- * Custom-cutting I-joists
- * Providing pre-cut framing

Products Sold

26. Please check the boxes for all product categories that you sell

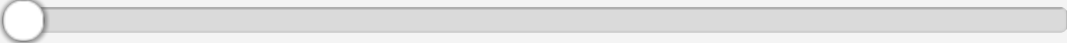
- | | |
|---|--|
| <input type="checkbox"/> Adhesives/caulks/sealants | <input type="checkbox"/> Irrigation equipment |
| <input type="checkbox"/> Agricultural/farm/ranch products | <input type="checkbox"/> Lighting |
| <input type="checkbox"/> Home appliances | <input type="checkbox"/> Live plants |
| <input type="checkbox"/> Cabinetry | <input type="checkbox"/> Locksets |
| <input type="checkbox"/> Carpets | <input type="checkbox"/> Lumber (dimensional) |
| <input type="checkbox"/> Ceiling/acoustical panels | <input type="checkbox"/> Lumber (engineered) |
| <input type="checkbox"/> Closet and storage systems | <input type="checkbox"/> Lumber (panels) |
| <input type="checkbox"/> Columns | <input type="checkbox"/> Lumber (treated) |
| <input type="checkbox"/> Concrete in bags | <input type="checkbox"/> Masonry |
| <input type="checkbox"/> Concrete block | <input type="checkbox"/> Molding/millwork |
| <input type="checkbox"/> Countertops | <input type="checkbox"/> Paints and stains |
| <input type="checkbox"/> Treated wood decking | <input type="checkbox"/> Plumbing products |
| <input type="checkbox"/> Composite/PVC decking | <input type="checkbox"/> Pole buildings |
| <input type="checkbox"/> Deck railing | <input type="checkbox"/> Commercial roofing products |
| <input type="checkbox"/> Residential doors (exterior) | <input type="checkbox"/> Residential roofing products |
| <input type="checkbox"/> Residential doors (interior) | <input type="checkbox"/> Shelving and storage systems |
| <input type="checkbox"/> Commercial/steel doors | <input type="checkbox"/> Small sheds |
| <input type="checkbox"/> Drywall | <input type="checkbox"/> Siding (vinyl) |
| <input type="checkbox"/> Electrical | <input type="checkbox"/> Siding (fiber cement) |
| <input type="checkbox"/> Fasteners | <input type="checkbox"/> Siding (engineered wood) |
| <input type="checkbox"/> Fencing | <input type="checkbox"/> Skylights and roof windows |
| <input type="checkbox"/> Fireplaces | <input type="checkbox"/> Stair parts/systems |
| <input type="checkbox"/> Foundation/waterproofing materials | <input type="checkbox"/> Steel studs |
| <input type="checkbox"/> Hardwood flooring | <input type="checkbox"/> Stone veneer |
| <input type="checkbox"/> HVAC | <input type="checkbox"/> Structural insulated panels |
| <input type="checkbox"/> Gardening equipment | <input type="checkbox"/> Tile |
| <input type="checkbox"/> Grills | <input type="checkbox"/> Hand tools |
| <input type="checkbox"/> Gutters | <input type="checkbox"/> Power tools |
| <input type="checkbox"/> Hardscaping | <input type="checkbox"/> Tool accessories (blades, bits, etc.) |
| <input type="checkbox"/> Home technology | <input type="checkbox"/> Trusses and panels (both sourced and made in-house) |
| <input type="checkbox"/> Housewrap | <input type="checkbox"/> Windows |

☐ Insulation

☐ Other (please specify)

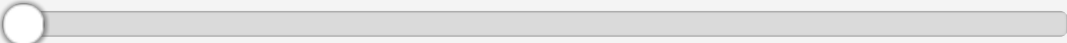
27. What percentage of the total dollars that you spend on products comes directly from manufacturers rather than from distributors?

0 100

A horizontal slider bar with a circular handle at the 0 position. The bar is light gray with a darker gray track. The numbers 0 and 100 are positioned at the ends of the bar.

28. What percentage of your total spending on products is made through co-ops such as LMC, Do it Best, and LBM Advantage?

0 100

A horizontal slider bar with a circular handle at the 0 position. The bar is light gray with a darker gray track. The numbers 0 and 100 are positioned at the ends of the bar.

Services and Showrooms

29. Do you have employees who design ...

	Yes	No
Kitchens?	<input type="radio"/>	<input type="radio"/>
Bathrooms?	<input type="radio"/>	<input type="radio"/>
Whole houses?	<input type="radio"/>	<input type="radio"/>
Other structures, such as pole buildings?	<input type="radio"/>	<input type="radio"/>

30. Are any of your showrooms/design centers in stand-alone locations, separate from your lumberyard/specialty store?

- ☐ Yes
☐ No

31. Do you do take-offs?

- ☐ Yes
☐ No

32. If you do offer take-offs, what percent is handled by these groups? Please make your answers add up to 100

Our sales reps	<input type="text"/>
Some staffer other than a sales rep	<input type="text"/>
An outside service	<input type="text"/>

Component Manufacturing

33. Does your company manufacture components, such as trusses or panels? Do you pre-hang doors or produce custom millwork? If you do any of these, respond "yes."

☐ Yes

☐ No

What We Manufacture

34. What components does your company make or plan to make?

	Already offer	Future plans to offer	No plans to offer
Assembled railings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Columns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Concrete Forms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Countertops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Custom closets / cabinets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Custom log homes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Custom moldings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pre-built stairs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pre-hung doors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Floor trusses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Roof trusses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wall panels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Windows	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

Installed Sales

35. Does your company offer any installed sales services?

☐ Yes

☐ No

36. What Do You Install?

	Already offer	Future plans to offer	No plans to offer
Appliances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
K+B Cabinets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Carpets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Countertops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entry doors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fireplaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Floor trusses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flooring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Framing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Garage doors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insulation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interior doors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Locksets/hardware	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mirrors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Molding/millwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Roof trusses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Roofing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shelving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stairs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tile	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wall panels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whole-house construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wood stoves	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

Information Technology

37. What percentage of revenue do you plan to spend on technology in 2021? Please include the cost of laptops, servers, software rental, cloud storage, and support staff.

- | | |
|---------------------------------------|-------------------------------------|
| <input type="radio"/> Less than 0.25% | <input type="radio"/> 1.01% to 1.5% |
| <input type="radio"/> 0.26% to 0.50% | <input type="radio"/> 1.51% to 2% |
| <input type="radio"/> 0.51% to 0.75% | <input type="radio"/> 2.01% to 5% |
| <input type="radio"/> 0.76% to 1% | <input type="radio"/> More than 5% |

38. Do you plan in 2021 to ...

☐ Invest in your current ERP (company management) system?

☐ Switch to a new ERP system?

☐ Other (please specify)

☐ None of the above

39. Do you have or are getting ...

	We have it already	We plan to get it	No plans to get it
Customer Relationship Management (CRM) software?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Warehouse management software?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dispatch/Delivery software?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An app that customers can use on their smartphones?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An app for employees' smartphones?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

40. Regarding e-commerce, does your company currently offer ...

	Already offer	Future plans to offer	No plans to offer
Software that notifies customers regarding when their delivery will arrive?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to see purchases/invoices/payment history online?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to pay bills online?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability for customers to see if a product is in stock?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability for customers to order a product online, then pick up and pay for it at the store?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability for customers to order a product online and pay for the product online?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Your Team

41. On a scale of one (no difficulty) to 10 (extreme difficulty) how would you rate the challenge of finding workers today?

	1	2	3	4	5	6	7	8	9	10
Yard workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Counter / inside workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administrative staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Truck drivers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales reps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facility / department managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Executive staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

42. Compared with pre-COVID times, by what percentage have your personnel costs--salary plus benefits--gone up or down? (Note: The scale starts at -25% in case your expenses dropped.)

-25

100

43. Please check if this is true: Over the past two years, we have adjusted our benefits program to do these things:

- ☐ Stopped requiring a year of employment before a worker can go on vacation
- ☐ Increased the number of days a worker can take off
- ☐ Became more lenient about unscheduled time off
- ☐ Added / enhanced health care benefits
- ☐ Added paternity leave
- ☐ Added / enhanced counseling services
- ☐ Let some employees work from home permanently

44. What percentage of full-time employees are female?

0

100

45. What percentage of employees are Black, Asian, or Hispanic (including both white and non-white Hispanics)?

0

100

Help Us Get Better

46. What question is missing from this year's survey that we should include next year?

Thanks!

That's it! Many thanks for taking this survey. The results will be published in early May. We'll alert you when that happens.

Questions? Comments? Let us know your thoughts.

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