

# BOARDTALK



## CONFIDENCE IN FACE OF MARKET CHALLENGES

RED EMMERSON

I have been in the lumber industry for more than a few years, building a sawmill with my father nearly 75 years ago. In that time, I have seen a lot of ups and downs in the lumber market. The biggest up was in 2021 and 2022 when the markets for lumber and windows were so red hot it was hard to keep up with demand. And one of the biggest downs was what we experienced during the 2008 and 2009 housing crash. Aside from those, I look at everything else as pretty much normal.

Today, we are in one of the normal downward cycles. While we need to make sure we are doing the right things now to tighten our belts, I am not worried this is anything like 2008 and 2009.

As we get into this current downturn, there is good reason for optimism on the backend: demand for housing – the primary market for our lumber and windows – should be strong for years to come. It will be strong because our country has underbuilt the number of homes needed to support the U.S. population. Ultimately new homes are going to be built. This, combined with mortgage rates eventually declining and other factors, will mean down the road we can expect more demand for our lumber at good prices. Sierra Pacific has taken several steps to make sure we are well-positioned when that happens.

We are paying off our loans. As we have grown over the years, we have taken loans. I am proud to say that we've never broken a loan covenant and I don't intend that we will. While this doesn't solve for daily operating cost challenges, it puts us in a much better financial situation with our lenders. We have asked our bankers how we stack up against others in our industry. They have told us we are in the top 10%. This means if any company is positioned to withstand tough markets, we are.

We have invested in our mills and equipment. We have rebuilt three mills in the last five years (Anderson, Burney and Lincoln), while installing other new equipment and technologies at all our mills. We have purchased new rolling stock – forklifts, loaders, trucks and more – which means this equipment is less likely to break down. All of this makes our operations cost-competitive.

While we must find ways to stretch the dollars, we are also still making investments to ensure our long-term success. Our new conifer seedling nursery will plant its first seeds in March and lift seedlings in the Fall. We expect to break ground on the construction of the new Eugene sawmills this Summer. And the new Alabama Windows plant will start making its first windows and doors later this year.

But that does not mean there aren't going to be some challenges in the near-term. We need to make sure we are focused on the most important work: the safety of our people, tightening our belts and sharpening our pencils. Everyone at Sierra Pacific has a role in this work. If you have ideas and suggestions for ways we can continue to improve, share them with your supervisors.

While these markets are tough, we've been here before. And I know, just like all the other times, we will have to make some sacrifices in the short term that will pave the way for more growth and success when favorable market conditions return.

*Red*



# REBUILDING TRADITIONS

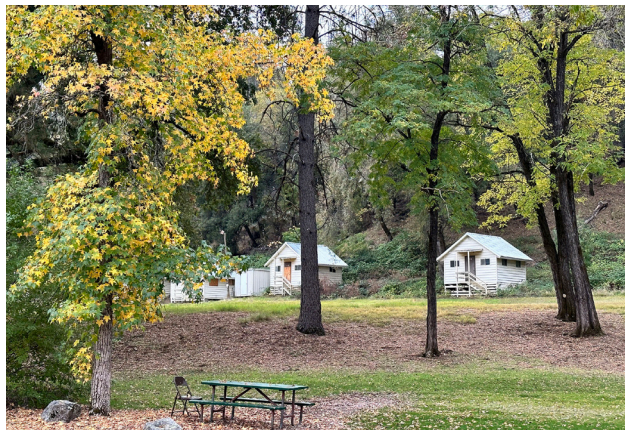
## Whiskeytown Environmental School

In 2018, the Carr Fire caused extensive destruction to parts of Shasta County including damage to the Whiskeytown Environmental School, a cherished institution that had become a generational tradition to those growing up in the area.

The Whiskeytown Environmental School, commonly referred to as 'WES' was founded in 1970 serving the greater Shasta County community as an Outdoor Environmental Science Program most known for its week-long overnight 6th grade camp and summer day camp programs. With the fire destroying some student cabins and leaving the rest unusable, no students have had the full camp experience since.

To support the return of the valuable educational opportunity for local youth, the Sierra Pacific Foundation is committing to donate \$1.1 million toward the re-establishment of Whiskeytown Environmental School. The Foundation will be contributing \$750,000 to WES Community to support the rebuilding of the housing units, as well as \$350,000 to Shasta County Office of Education to support students' camp costs for participating in the week-long overnight program when it restarts.

"We are incredibly grateful to the Sierra Pacific Foundation for this generous donation, which will move us closer to re-opening our residential program," said Shasta County Schools Superintendent Judy Flores.



*SPI representatives presenting the donation to Whiskeytown Environmental School in November 2023 pictured alongside the Shasta County Office of Education, WES Community, and Whiskeytown National Recreation Area/National Park Service*

"Through this donation to Whiskeytown Environmental School, we are not only investing in the future of our youth, our community and our crew members, but also upholding the significance of outdoor education for the youth of our community," said Carolyn Emmerson Dietz, Sierra Pacific Foundation President. "By rebuilding WES, we are ensuring future generations can experience this educational resource, helping empower young minds to become stewards of our environment."

When fully operational, WES reaches 90% of children in Shasta County, giving many students a unique and unforgettable experience. With many of our own SPI crew members, their children and grandchildren having attended, Sierra Pacific and the Sierra Pacific Foundation are thrilled to play a role in the tradition living on.

*(Left) These fire-damaged cabins in this beautiful outdoor setting at WES will be replaced with modern cabins for student housing.*

# SPOTLIGHT ON SUCCESS

---



## MICHAEL WOLF

SUPERINTENDENT  
MEDFORD, WI

In 2021, a Superintendent position became available marking a new chapter in Michael's career. While proud of his accomplishments on the powder coating line, he embraced the opportunity for further growth. Transitioning into the new role, he was glad to hand his former position to a supervisor on the fabrication team he had come to work well with. "It has been very rewarding to see crew members shift around to new positions in the plant and develop as new equipment is added and processes expand." Michael added, "The opportunities at Sierra Pacific are immense, you just have to be willing to jump at them."

Describing himself as a people person, Michael has made an effort to get to know his team and others at the company during every stage of his career. As Superintendent, he works with his crew to achieve goals building and shipping orders. He enjoys being involved in the entire manufacturing process from start to finished product. Excited to lead and contribute as Superintendent, Michael has already played a role in training and launching new products. With the acquisition of an additional Merrill facility, he assisted with the transporting of materials and helping their processes grow.

When asked what he looks forward to most in his future with SPI, he responded, "Seeing how we continue to grow as a company, the march forward is exciting and I'm proud to take part in it." Michael's nomination for this Spotlight not only reflects on his success moving through the ranks, but his overall character as a leader and unwavering commitment to personal and professional development within himself and others around him.

---

**Hometown:** Loyal, Wisconsin

**Family:** Wife of 9 years, father of 3 boys age 7 (twins) and age 4

**Education:** University of Wisconsin-La Crosse

**Pets:** Blue tick hound dog

**Hobbies:** Woodworking, 3D printing, hunting, snowmobiling, spending time outside with my family

**First Job:** Working on parents' dairy farm

Michael started with SPI (formerly Hurd Windows) in Medford in 2012. He held a position in the office as a Dealer Satisfaction Team Member where he was involved in processing orders, quoting and scheduling services. Michael thrived in this position, jumping at an opportunity to join the Test Lab Manager on a scheduled jobsite trip and assist on air/water tests. Eager to learn about how products were tested in the field, this experience helped him to be more effective in his own role scheduling jobsite inspections, troubleshooting over the phone, and working with service technicians. He accompanied every service inspection trip he could, eventually making independent trips. He enjoyed the three years spent in the position expanding his skillset.

The acquisition of Hurd Windows by SPI in 2014 expanded opportunities for growth and advancement on the production floor. Michael bid into a job as a Quality Technician in the Plant. He spent two years in this position where he completed unit inspections, wrote work instructions for expanding the H3 window line and trained new crew members.

Michael was eager to continue learning and expand responsibility. He was awarded the position of Department Manager in the newly installed Powder Coating Department. He would help launch the department leading a team to develop processes, manage ordering, and most of all troubleshoot to develop the ins and outs of a successful system. It was also during this time Michael and his wife welcomed twin boys to the world. Reflecting on this period, Michael humorously remarked, "I joked to people that I had 3 kids, my two boys and the powder coating line. Being able to start something from the beginning and see it through to a well working system – it was awesome." His dedication and investment in building something from the ground up became a source of personal pride.



# Investing in Youth, Trade Skill Experiences, and our Communities

With the support of the Sierra Pacific Foundation, the Spark Program is engaging Lane County youth in hands-on experiences with critical skills for careers important to the success of our industry. Located in the historic Booth-Kelly site, home of the first lumber mill in Springfield, Oregon, Spark at Booth Kelly provides a vibrant and modern space to inspire youth as they explore their future opportunities within the wood products and manufacturing industries.

The historic Booth-Kelly industrial facility was the perfect location for Spark. While the original lumber mill is no longer active, the Spark facility carries forward the site's historical significance, ensuring the legacy of supporting wood products and manufacturing industries in Lane County remains intact. With the facility being over 120 years old, it required substantial updates and reinvestment. The Sierra Pacific Foundation played a key role in contributing significant lumber materials for the complete build-out of the space and the funds to equip the CNC training room, providing essential equipment for young individuals to delve into the advanced trade skills used by our crews.

The facility includes over 11,000 sq ft of manufacturing, machining, and collaboration space. The space prioritizes youth exploration in a safe environment while creating a structure for access to real-life skills needed to step into a career



## SPARK AT BOOTH KELLY RIBBON CUTTING

Vonnie Mikkelson, Springfield Area Chamber of Commerce Executive Director, Laura Engstrom, Business Oregon Regional Development Officer, Bill Powell, SPI Oregon Area Manager, Mayor Sean VanGordon, Springfield Mayor, Courtney Griesel, SPI Oregon Community Relations

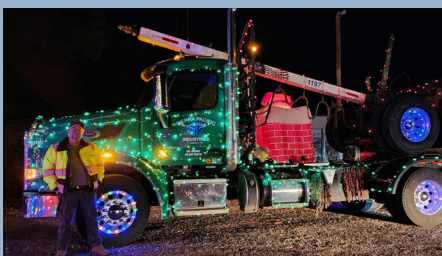
in manufacturing. The Spark mission prioritizes dynamic programming, with an emphasis on after-school and summer work initiatives centered around trade skills. The Agency, Spark's after-school work program, provides youth with real-world experiences in trades, expanding their hands on engagement from the Spark facility to the local employer facilities.

This collaboration between Spark and the Sierra Pacific Foundation echoes the belief that through

collaboration and a hands-on approach to education, we can build a brighter tomorrow one trade skill at a time. The Spark facility was celebrated with a ribbon-cutting ceremony to mark the milestone in September 2023.

As Spark at Booth-Kelly continues to grow, we look forward to continued partnerships with students and educators, showcasing the exciting trade opportunities, education, and experiences available to the youth of Lane County, Oregon.

# SPI Trucks light up the Community in Holiday Parades



Great job to the setup crews and drivers participating in these events across CA, OR and WA!

# Enhance your quality of life with *Well-Being Coaching*

This program offered by Sierra Pacific Industries in partnership with TrestleTree provides a free, confidential and personalized approach to enhancing your overall well-being and quality of life.

Talk with your coach about Stress, Sleep, Nutrition, Exercise, LifeJoy, and much more!



*Talk with your Coach over the phone during conveniently scheduled appointments*



*Appointments can range from 15 to 30 minutes, depending on your unique needs*



*Available to Sierra Pacific Crew members at no cost*



**Take the first step  
toward better living!**

Call TrestleTree at  
(866) 523-8185

You'll just need your  
employee number!

More information available with the HR person at your location.

\* This program is not part of the Sierra Pacific Health Benefits Plan.

## Reflecting on 2023 Safety Improvements

**What a year for safety improvements at Sierra Pacific! The health and safety of our crew members is our highest priority and we continue to demonstrate this by improving our safety program. Here are some significant upgrades that happened in 2023:**

- Better logging and tracking of safety work orders through our MillRight program.
- Improving Safety Coordinator time in the plants by increasing staffing and upgrading our training tracking program.
- Sharing ideas and best practices across the company at Safety Summits #1 and #2.
- Improved and standardized PPE in all our facilities.
- Weekly incident call with managers to review injuries and corrective actions.
- Increased time spent on practical training for new hires.
- Better signage in facilities.
- Continued elevating safety focus in everything we do.

**In 2023, we saw some improvements in reduced severity and frequency of injuries and expect to sharpen this trend in 2024. Unfortunately, 2023 was not an injury-free year for the company so, we must continue to learn from our near-misses and injuries and have an expectation that everyone can work safely all day, every day. Do you have any ideas for 2024? Be vocal and let your Supervisor or Manager know what we can do.**



# MILESTONES

*Thank you for your continued support. Glad to have you as part of our SPI family!*

## 45 Years!

Chris Terrien                      Noti

## 40 Years!

Daniel Bye                      Windows Red Bluff  
Carrie Jacobsen              Red Bluff Millwork  
Phillip Hamilton              Red Bluff Millwork

## 35 Years!

Irma Sanchez                      Richfield Millwork  
Ann Carter                      Health Benefits  
Robert Rich Jr                      Anderson Sawmill  
Douglas Rogers                      Anderson Sawmill  
Robert Landingham              Richfield Reman

## 30 Years!

Daniel Patton                      Windows Red Bluff  
Matthew Bosch                      Eugene  
Craig Ludwig                      Red Bluff Millwork  
Brian Adair                      Forestry  
William Kelley                      Shasta Lake

## 25 Years!

Damon Herrera                      Eugene  
Patrick Keenan                      Trucking  
Bobby Bartell                      Lincoln  
Jennifer Johnson                      Eugene  
Lorenzo Ubias                      Lincoln  
Israel Perez                      Western Veneer  
Jason Taylor                      Burney  
Cory Jauch                      Quincy

## 20 Years!

Luis Rivera                      Red Bluff Millwork  
Agustin Caldera                      Red Bluff Millwork  
Frank Mulhair                      Forestry  
Carlin Self                      Shasta Lake  
Jose Aldrete                      Lincoln  
Efren Casillas                      Chinese Camp  
Gregory Yancy                      Red Bluff Millwork  
Leland Jackson                      Burney  
Juan Ramirez                      Richfield Millwork  
Renato Zaragoza                      Richfield Millwork  
Larry Martinez                      Windows Red Bluff  
Joseph Brown                      Lincoln  
Hoeung Yi                      Aberdeen Sawmill  
Armando Cortes                      Red Bluff Millwork  
Jason Poukkula                      Aberdeen Sawmill  
Duane Able                      Noti

## 15 Years!

Michael Marrs                      Centralia Sawmill  
Ker Yang                      Sales & Service  
Bernardo Sanchez                      Burney  
William Fern                      Burlington Sawmill  
Silvana Cucuzza                      Chinese Camp  
Joshua Dufault                      Eugene  
Aaron Sulzer                      Sales & Service  
Richard King                      Western Veneer  
Adam Kennedy                      Burney

## 10 Years!

Gerald Bloom                      Windows Red Bluff  
William Durbin                      Fab Shop Anderson  
Kevin Azbell                      Windows Medford  
Cassie Canavan                      Trucking  
Brad Giroski                      Aberdeen Sawmill  
Gabriel Bazan-Silva                      Eugene  
Brett Hayslett                      Quincy  
Leo Arteaga                      Windows Red Bluff  
Lauren Bieber                      Window Sales - MT  
Alex Dietz                      Window Sales - PNW  
Ramon Velarde Jr                      Window Sales - Arizona  
John Krajcirik                      Richfield Millwork  
Hugh Robles                      Richfield Reman  
Saul Lira-Pinzon                      Windows Red Bluff  
Jesse Cullens                      Sonora  
Anthony Pereira                      Shasta Lake  
Phillip Oberman                      Window Sales - MT  
Joseph Dean                      Sonora  
Felipe Valdez-Sauceda                      Burlington Sawmill  
Joshua Mostert                      Centralia Sawmill  
Darren Gereau                      Windows Medford  
Rebecca Zimmerman                      Windows Merrill - W St  
Dawn Smith                      Windows Medford  
Dean Witts                      Sales & Service  
Christopher Cudia                      Quincy  
Joshua Miller                      Quincy  
Cameron English                      Anderson Sawmill  
Robert Vierra                      Sonora  
Terry Krueger                      Windows Merrill - W St  
Lori Cypher                      Windows Medford  
Michael Herschell                      Windows Medford  
Donna Hafner                      Windows Merrill - W St  
Mireya Martinez                      Windows Red Bluff  
Jorge Partida                      Windows Red Bluff  
Raymond Hawthorne                      Sonora  
Korey Harris                      Fab Shop Shelton  
Becky Monti                      Windows Merrill - W St  
Anton Jaegel                      Anderson Main  
Sara Whitmore                      Forestry  
Rebecca Decker                      Windows Medford  
Louis Plourde                      Window Sales - So CA  
Kaleiohao Mahoe                      Eugene  
William Eisner                      Windows Medford

## 5 Years!

Mario Verdia-Ramos                      Richfield Millwork  
Akarin Manikoth                      Shelton  
Kristina Watland                      Window Sales - Nor CA  
Israel Vaca                      Lincoln  
Pamela Day                      Red Bluff Millwork  
Melvin Larsen                      Windows Medford  
Remy Hadley                      Anderson Sawmill  
Kelcey Denny                      Windows Red Bluff  
Keith Frahm                      Windows Medford  
Jose Ornelas-Padilla                      Chinese Camp  
Michael Stracuzzi                      Lincoln  
Lewis Beauchamp                      Shasta Lake  
Clayton Hulbert                      Burlington Sawmill  
Timothy Gustafson                      Burlington Sawmill  
Jorge Alvarado                      Red Bluff Millwork  
Clifford Kroeger                      Quincy  
Adam Rhodes                      Eugene  
Dale Miller                      Eugene  
Marvin Russell                      Noti  
Anthony Stankwitz                      Aberdeen Sawmill  
Charles Friend                      Lincoln  
Melissa Wells                      Eugene  
Michael Weiler                      Windows Medford  
Francisco Cecenas                      Richfield Millwork  
Anthony Spagnolo                      Eugene  
Justin Fuller                      Eugene  
Robert Bray                      Window Sales - So CA  
Danny Lee                      Quincy  
Cody Bethel                      Quincy  
Kyle Miller                      Quincy  
Joseph Pearson                      Windows Medford  
Dakota Sullivan-Halverson                      Shelton  
Timothy Kirby                      Quincy  
Maeve Henwood                      Forestry  
Mindy Kapitz                      Windows Medford  
Austin Reeves                      Red Bluff Millwork  
Cameron Sines                      Red Bluff Millwork  
Matthew Ramey                      Red Bluff Millwork  
Ivania Sandoval-Rosado                      Red Bluff Millwork  
George DeMore                      Shelton  
Marcelo Castillo-Olivera                      Trucking  
Brandon Washington                      Windows Red Bluff  
Andrew Fullerton                      Burney  
Preston Carlson                      Windows Medford  
Lawrence Sowatzke III                      Windows Medford  
Tyler Palmer                      Forestry  
Patrick Tweedy                      Forestry  
David Gonzalez                      Windows Red Bluff  
Alexander Perkins                      Trucking  
Bradley Rippee                      Shelton  
James Draxten                      Burlington Sawmill  
Philip Spears                      Aberdeen Sawmill  
MaDeLaLuz Esparza-Flemate                      Windows Red Bluff  
Alma Esparza                      Windows Red Bluff  
Kc Goehner                      Centralia Sawmill  
Casey Cobert                      Burlington Sawmill  
James Witherspoon                      Centralia Sawmill  
Kara Green                      Quincy





# RETIREMENTS



## HERB BALDWIN

Herb retired as the Coast Cascade Area Forestry Manager after more than 30 years with Sierra Pacific. He has plans to enjoy 24/7 time with his wife, spend time with extended family, travel, and spend time around the house. Happy retirement, Herb!



## KAREN MCINTOSH

After 22 years with the Company, Karen retired from her position as Bander Operator at Anderson Division. She will be moving to Newport, OR to enjoy her retirement spending her mornings having a cup of tea and a walk on the bay listening to the sea lions. She plans on hunting, fishing and enjoying life! Congratulations, Karen!



## RICHARD HOLLOWAY

Richard retired from the Anderson Fab Shop after 7 years with the Company. During retirement he plans on doing a lot of stuff at home, fishing, camping and taking out his new kayak. Maybe get a part time job at Tractor Supply or Ace Hardware. Enjoy your retirement, Richard!



## EZEQUIEL RAMIREZ

After 28 years with SPI Anderson, Zeke retired from his position as Cogen Operator. He plans to spend his retirement taking care of his parents who reside in Mexico. He also plans on traveling to England. Congratulations on your retirement, Zeke!



## JERRY JAPP

After 10 years with Eugene, Jerry retired from his position of Forklift Driver. In his retirement he plans to continue his hobby woodworking as well as hunting and other outdoor activities. Jerry said his projects around the house will keep him plenty busy! Congratulations on your retirement, Jerry!



## SCOTT TERRIEN

After 37 years with Noti, Scott retired from his position of Gang Operator. He plans to spend time with his wife at their home on the Coast relaxing and fishing. Enjoy your retirement, Scott!



## ROSARIO CHICO LABRADO

Rosario retired from his position at SPI Quincy after 27 years with the Company. He has lots of projects to do, but said he'd start his retirement by procrastinating, being lazy and perfecting his couch potato skills (might take a few years)! After that, he might make a bird house and learn to travel. Congratulations and enjoy your retirement!



## JIM ZEHNER

Jim retired from his position as Security after 34 years with Noti. His plans for retirement include working on his home and he looks forward to not having to come into work anymore. Congratulations on your retirement, Jim!

THANK YOU FOR YOUR SERVICE *Congratulations* ON RETIREMENT!



# BOARD TALK

GROWING FORESTS FOR OUR FUTURE.

MADE IN THE U.S.A.!



SIERRA  
PACIFIC  
INDUSTRIES



SIERRA  
PACIFIC  
WINDOWS

Sierra Pacific Industries  
P.O. Box 496028  
Redding, CA 96049-6028  
SPI-IND.COM

RETURN SERVICE REQUESTED

PRESORTED  
STANDARD  
US POSTAGE PAID  
REDDING CA  
PERMIT NO 45

## SCHOLARSHIP APPLICATIONS ARE OPEN!



Did you know that over the past 45 years, the Sierra Pacific Foundation has awarded over \$9 Million to students pursuing diverse post-secondary educational goals?

Your son or daughter could be among next year's recipients! Last scholarship season, the Foundation awarded \$521,000 to 169 students toward costs associated with education after high school. Past recipients have been enrolled in trade and tech schools, culinary schools, cosmetology programs, community college, online colleges and universities, as well as traditional four-year institutions.

2024-2025 SCHOOL YEAR

**APPLICATION DEADLINE: FEBRUARY 23, 2024**

Scholarship applications are available online at [spi-ind.com/foundation](https://spi-ind.com/foundation) beginning December 15, 2023 and close February 23, 2024. Start talking with your student now about this opportunity to help fund their future!



SCAN FOR APPLICATION