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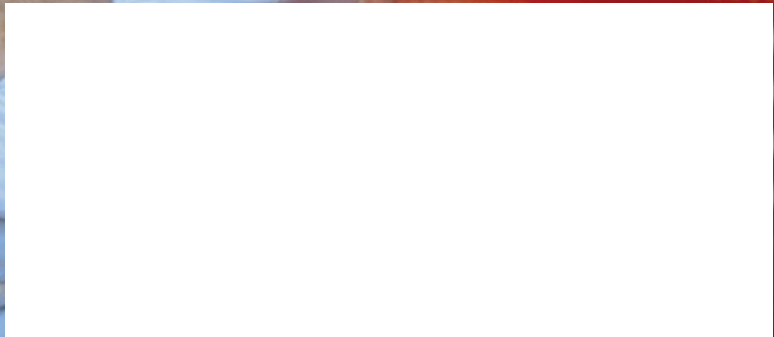
SEPTEMBER 2023 | \$15 U.S. | LBMJOURNAL.COM



AS A '116-YEAR-OLD STARTUP,' TAL BUILDS ON ITS LEGACY

ENGINEERED WOOD SPELLS MORE
SALES AND SMART SOLUTIONS FOR
THE SAVVY DEALER

SEARCHING FOR QUALITY HELP?
LBM DEALERS SHARE THEIR SECRETS



TAL BUILDING CENTERS' CEO JASON BLAIR

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LBM JOURNAL VOLUME 21, NO. 9 (ISSN#1930-5516) is published monthly with the exception of the combined November/December issue by Custom Built Publishing, LLC. Copyright 2023 by Custom Built Publishing, LLC, 10880 175th Court West, Ste. 240, Lakeville, MN, 55044, 952.892.7793. All rights reserved. Annual subscription rate: \$48 U.S.; \$60 Canada; and \$120 all other countries. Single copy price \$15 + S&H. Periodicals postage paid at Lakeville, MN, and additional mailing offices. Printed in the USA.

U.S. POSTMASTER: Send address changes to LBM Journal, 10880 175th Court West, Ste. 240, Lakeville, MN, 55044.



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Leading Suppliers Council



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LBM EXTRAS

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This year we announced our 40 Under 40 award winners. Now we'd like to introduce you to the members of the class. Featuring: John Perna of Hamilton Building Supply.

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FROM THE PUBLISHER

WHEN WE LAUNCHED *LBM Journal* in 2003, our budget included no line-item for travel. So, like most cash-strapped startups, we made decisions based purely on need. Instead of determining which events we should attend, we asked ourselves which event we could afford not to attend. While a lot has changed in the past 20 years, our answer to that question has remained the same: the International Builders' Show (IBS).

This not-to-be missed event got its start back in 1944, when the National Association of Home Builders' (NAHB) held its first annual convention and expo. At that point, it was the only event of its kind focused exclusively on the challenges and opportunities facing home builders. Since then, many competing events serving this market have come and gone, but IBS has only gotten stronger. Not only is it the biggest event of its kind, IBS draws so many builders, dealers, distributors, and manufacturers that it's become a cornerstone of Design & Construction Week.

Initially, we attended IBS for the simple reason that it's the largest single event showcasing the latest and greatest building products. Since we knew most of our readers were busy attending their regional association events, we made it our mission to seek out and share information on the products that builders would soon be demanding. In fact, the Hot Products from IBS roundup that we feature each spring debuted in our March 2004 issue. Columns by Bill Lee and myself are the only other remaining vestiges of that time.

Several years ago, we learned more details about the tens of thousands of people who attend IBS each year (70,000 in 2023). While builders are the number one audience, LBM dealers and distributors are close behind. Considering the vast exhibits (by 1,300-plus companies in 2023), the number of new product launches, and the fact that top execs from many manufacturers make it a point to be there in person, this is not a huge surprise.

For the past few years, I've had the honor of serving as a judge for NAHB's Best of IBS awards, in the Most Innovative Building Material category. And recognizing how important dealers and distributors are to the future success of IBS, NAHB has stepped up to sponsor our industry's premier event—the LBM Strategies Conference, October 11-13 in Charlotte, N.C. As regular readers will know, I've long been a very vocal evangelist for IBS. The fact that NAHB now supports and attends our dealer event shows that they're invested in the distribution channel. That speaks volumes.

If you have yet to attend the International Builders' Show, let's fix that. The dates are February 27-29 in Las Vegas. Registration is free for dealers and distributors until September 30 at buildersshow.com/dealer. That will give you and your spouse free access to what is likely the biggest exhibition of building products you've ever seen. Take in a show or two while you're in town, come home with info on some hot new products, and never again believe that the International Builders' Show is just for builders.

— Rick Schumacher,
Executive Editor & Publisher



A handwritten signature in black ink, appearing to read 'R. Schumacher', written in a cursive style.

HAVE A QUESTION FOR RICK?
[RICK@LBMJOURNAL.COM](mailto:rick@lbmjournal.com)



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FROM THE EDITOR

BY THE TIME you receive this month's edition of *LBM Journal*, autumn will be underway. The kids will be back in school, and whether you like it or not, the nights are slowly growing longer as we approach the autumnal equinox. With that coming darkness, however, comes a rich cornucopia of fall traditions, some of which have been around for centuries.

For example, in ancient Greece, the fall equinox was associated with the mythological figure of Persephone, the daughter of Demeter and Zeus. According to legend, she was abducted to the underworld by Hades. While there, she ate six pomegranate seeds, thus dooming her to spend six months every year underground with Hades. While she was there, the world would grow cold until she re-emerged to the land of daylight six months later. To this day, Persephone is remembered in the Greek isles by eating pomegranates in the fall.

In Japan, the fall equinox is seen as a symbol of the passing from one realm into the next, and it's when the festival of Higan (which literally means "other shore") is celebrated. People mark the occasion by paying their respects during the equinox to their deceased family members and loved ones by cleaning their tombstones, and placing flowers or candles as a remembrance.

In the United Kingdom and in parts of the U.S., the equinox is marked by Michaelmas (also called the Feast of St. Michael). Established by Pope Gelasius in 487 CE, the event was celebrated by feasting on goose. Servants were paid their wages after the harvest, and workers looked for new jobs at employment fairs which also became a place for celebrations. And while the feast is not widely celebrated here in the states any longer, restaurants in Mifflin County, Pennsylvania still keep the tradition alive by serving goose all day.

Across our country, towns large and small celebrate the change of the season with county fairs, harvest festivals, and produce picking. Rather than quaint relics of the past, these celebrations remind us to reap the benefits of our hard work, to lay up supplies for potential lean time, and to make plans for future success. If you're wondering how LBM Journal celebrates the coming fall season, it's by preparing for our yearly LBM Strategies Conference, held this year in Charlotte, North Carolina.

With sessions that address the issues you're facing—all delivered by LBM pros who've faced down those same challenges and found solutions that work—there's no better opportunity to prepare for the future. You'll reap a bountiful harvest of presentations focused on growing your sales, your business, and your brand, and you'll leave feeling like a well-packed barn, loaded with the provisions you need for success.

If you haven't registered, I encourage you to sign up at LBMStrategies.com—it's an investment in your future that is sure to yield a healthy crop of LBM knowledge, inspiration, and networking. And while we won't be serving goose, we'll make sure you leave satisfied.

— Mike Berger,
Editor



Michael J. Berger

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▶▶▶ Read about Ryan's success story at doitbestonline.com/GoldBeach.



TOUGH CALL “TRAINING NOT INCLUDED.”
JUNE 2023

THOUGHTS ON TRAINING

I wanted to shoot over a few comments on your Tough Call article on training. I think it's a multifaceted answer, and as the employee you'd want to have excellent boundaries surrounding what needs to change for you to stay and how long you're willing to wait on those changes. Speaking up is what I voted for, and I think that is first and foremost. Many times, however, companies are set in their ways and immovable, so you as the employee must determine how long you'll put up with a lack of training before you walk away. Know your worth. Speaking up to leadership—yes—but also have real conversations with the long-standing employees who you're supposed to be training with. It's imperative to let them know you are eager to learn from them and you want to help everyone's book of business grow. Engaging with builders seems like a great plan at first until you remember that the builder is your customer. They may be open to sharing their knowledge but they're also expecting you to have the answers and solutions to their issues.

— Sallie Keene Denton, IIDA, Wilson Lumber

I would advise the person in your training to take a step back and evaluate a couple of things. First, how much do I want this job, specifically. If other yards are hiring and you aren't set on making things work here, see how much training other places offer people in your position. But training isn't

everything. A lot of what you will be dealing with doesn't require industry-specific knowledge, but only a desire to take care of your workers and your customers, and the willingness to be honest and act with integrity.

Second, I'd look at what training I feel I'm lacking. Sales training? Rick Davis' three-book set is an excellent foundation. I'd start by reading those a few times and applying what I've learned. Product training? Talk to your vendors. Most of them have someone on staff who will be happy to explain how their product works and why it's so awesome. Building knowledge? Talk to your contractors. Many of them will gladly jaw about their experience over

a cup of coffee. Books, magazines, and YouTube are also excellent resources for knowledge. What about Company-specific training (policies, etc.)? Got a company manual? Take the time to read it. While your co-workers may not “share their secrets,” you can certainly watch them closely and see what they do. Point being, there are sources for almost any information you need.

Finally, if none of the above covers your training needs, have a frank talk with the owners. If they want to fund your training by paying for mistakes that actual training could have avoided, that's on them.

— Daniel Freeman, Sunrise Building Supply

20 YEARS ANNIVERSARY ISSUE. JULY 2023



COMPLIMENTS ON 20 YEARS

I've enjoyed reading your latest issue and it sure brings back a lot of memories over these past 20 years. I wanted to congratulate you and your team for “making it”. It's not easy in normal times let alone the Great Recession years. And let's throw in COVID-19 just for kicks. You guys have done a great job creating the best magazine out there and I wish you the best going forward.

— Wayne Briggs, Crane Johnson Lumber

How well I remember the struggles, financial as well as political, we went through with *Building Material Dealer*. When *Building Material Dealer* folded and you started *LBM Journal*, I truly doubted the magazine would survive. After having been the publisher of a couple of magazines over my career, I knew how difficult of a journey you were undertaking. Your perseverance and determination have made *LBM Journal* the preminent chronicle of the building supply industry. Congratulations!

— Bill Tucker, President, LBMER

I hope you and everyone at *LBM Journal* are doing well. I just want to send you a quick note of congratulations to you and your team on 20 years—it's quite an accomplishment! The longevity is proof of you and your team's dedication to the LBM industry, along with perseverance and, of course, quality content. There's no doubt in my mind that *LBM Journal* is the leading—and best—publication for our industry, and I hope it continues for many more years. You've done a very nice job and kudos to you!

— Mike McDole, Firing-Line LBM Advisors

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ANAWALT LUMBER



BUILDERS GOLF OUTINGS

BY THE YARD

The City of Los Angeles officially recognized the 100th anniversary of **Anawalt Lumber**, providing president Roland Robles with a framed certificate.

Gerretsen Building Supply of Roseburg, Oregon, celebrated 100 years of service with a community celebration including vendor demonstrations, outdoor games, and a raffle.



Builders raised nearly \$30,000 in charitable donations through **Builders Golf Outings** this summer. The outing for the Colorado location had 144 participants and raised \$14,460 for Tunnels to Towers. In Nebraska, the Kearney golf tournament had more than 100 players and raised \$9,000 for the Kearney Police Department, while the Grand Island tournament had 88 players and collected \$6,000 for the Grand Island Police Department.

Westfield Lumber in Westfield, New Jersey, is closing as owner **Donna Sevell Leber** retires.

Montalbano Lumber in Houston will be moving its flagship location later this year.

The Detering Company has opened its lumber division.

ASSOCIATIONS

Kate Woodson Borroni of **Woodson Lumber** has been elected president of the **Lumbermen's Association of Texas (LAT)** board of directors. **Chris Rivers**, division president at **Higginbotham Bros** and **Parker's Building Supply**, and **Cason Shrode**, CEO at **Cassity Jones Building Materials**, assumed new roles on LAT's executive committee as first and second vice president.

Tim Clark has assumed the mantle of president of the **Ward Lumber Worker Cooperative (WLWC)**, taking over from inaugural president **Derrick Manson**.

The Building Materials Suppliers Association (BMSA) appointed **Terry Lahoski** of Terry Lumber & Supply in Peninsula, OH, as 2023-2024 chairman.

Serving as officers along with Lahoski are:

Tina McEachin, Jennings Builders Supply, Cashiers, NC
first vice chair

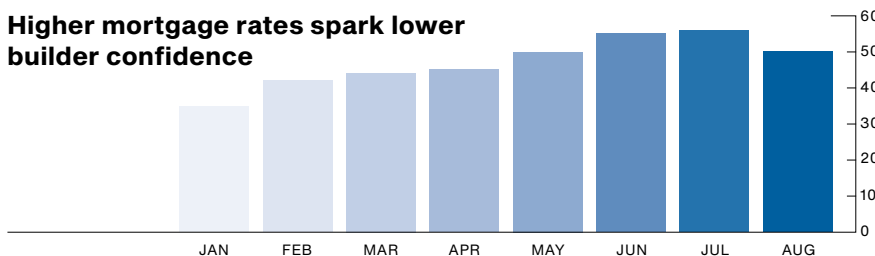
Mark Smith, G.W. Smith Lumber, Lexington, NC
second vice chair

Roger Bates, Tindell's, Inc., Knoxville, TN
treasurer

Lynn Schwarz, BMSA, Charlotte, NC
president

Danny Wright, Berlin G. Myers Lumber Corp., Summerville, SC
immediate past chair

Higher mortgage rates spark lower builder confidence



Builder confidence in the market for newly built single-family homes in August fell six points to 50, according to the National Association of Home Builders (NAHB)/Wells Fargo Housing Market Index. After steadily rising for seven consecutive months, builder confidence retreated in August as rising mortgage rates nearing 7% (per Freddie Mac) and stubbornly high shelter inflation have further eroded housing affordability and put a damper on consumer demand.

FIND US HERE



Follow, tweet, comment, like, respond, and tag us.

And send us your feedback to Rick@LBMJournal.com. Letters may be edited for length and clarity.

CO-OPS + BUYER'S GROUPS

Do it Best concluded their 2023 Level Up Summer Internship Program by awarding a \$1,000 scholarship to program participant and Taylor University student **Grace Lee**.

PEOPLE IN LBM

LP Building Solutions has named **Gabriel Farias** vice president of OSB manufacturing and **Landon Stephens** as director of OSB sales and marketing planning.

Randy Carman has succeeded **Brad Crawford** as president of Ambassador Supply.

At **Red River Lumber**, **Jesse Mauldin** has moved into the store manager role at the Red River Lumber - North location and **Brad Bevers** has been promoted to store manager at the Red River Lumber - South location.

Michael F. Hilton has been appointed to **JELD-WEN's** board of directors.

Greg Doppler, founder and president of **Cornerstone Wood Products**, announced plans to retire at the end of 2023.



John Davis has been appointed director of sales for the south-central United States at **Hy-Brid Lifts**.



Jason Walsh has been named **West Coast Lumber's** vice president of component manufacturing.



Cory Venable has been named president of **Davis Lumber & Hardware** and **Davis Truss**.



John Butler has been named president of **Red River Lumber**, The Design Center, and Overhead Door Co. of Texarkana.



Jim Bradley has been promoted to president of **Texarkana Door & Window**.



Collins has appointed **Lara Moore** as chief financial officer.

DISTRIBUTION NEWS

Modern Mill has partnered with **Coastal Forest Products** to expand the availability of its products like wood substitute **ACRE** in New England, eastern New York State, Long Island, and northern New Jersey.

Digger Specialties Inc. (DSI) has partnered with **Hood Distribution** to promote and distribute DSI products, including the Westbury Aluminum Railing brand, to lumberyards and home centers in the state of Florida.

Cameron Ashley Building Products has opened its first distribution center in Utah, located in Salt Lake City. The new location will stock drywall, acoustical ceilings, fiberglass insulation, and residential and commercial spray foam.

James Hardie Building Products, Inc., has announced a national agreement with homebuilder **D.R. Horton, Inc.**, for James Hardie to become its national supplier for hard siding and trim through December 2026.

TOUGH CALL ANSWERS

THE JULY 2023 ISSUE SURVEY RESULTS FROM LBMJOURNAL.COM

THE CASE OF THE DISRUPTIVE BUILDER

A builder is convinced he can nearly double his completed homes and his purchases—if you're willing to work with him and his aggressive schedule. Here's how readers would handle this Tough Call.

EMBRACE IT

You've got a top builder who's not concerned about price, who wants to build a closer relationship with your company, and to buy more materials from you. What's not to love?

51%

BABY STEPS

Your market is hungry for more new homes, so if you can help affect that while selling more materials, it's worth being open to change. Take it slow and see how it goes.

43%

0%

WAIT AND SEE

It's true that this could be good, but it would also mean making changes. You've got a great team, but they don't always love change. If he doesn't partner with another lumberyard, revisit it in the future.

STAY THE COURSE

Tell the builder you'd love to sell him more materials to build more homes, but you've got a well-trained team with systems in place that work for you, and he'll need to bend to fit how you do things.

6%



INDUSTRY UPDATES

Westlake Royal Building Products USA Inc. donated siding and trim products to Rescuing Families, Inc., a nonprofit organization that specializes in remodeling the homes of people with physical limitations with a goal of making their homes more accessible, safe and comfortable. The donation and installation will be featured on the docuseries “Family to the Rescue,” airing on PBS in fall 2023.

Trex has been named a 2023 Eco-Leader by Green Builder Media. Trex is the only decking brand to be awarded this status; the brand also received the honor in 2019.

Sakrete is sponsoring the Honey Falls, New York, DIY Skatepark and *Thrasher* magazine’s “How to Build” YouTube series. Sakrete has committed to sponsoring one local DIY skatepark per year.

Andersen Corporation was named a Forbes America’s Best Employer for Women 2023 for the second year in a row.

Flack Global Metals has invested in Windsor America, the parent entity of Windsor Door, Garage Door Services of USA and Lodi Door.

Top Rail Fence has opened new locations in Nashville, Tennessee, Utah, northwest Houston, and St. Charles, Missouri.

LP Building Solutions was recognized as a 2022 Safest Company Award winner by **APA - The Engineered Wood Association**. This marks the 11th time in the award’s 15-year history that LP has received it.

CTE has changed its brand name to **Weisiger Group**. The new name was selected to honor the company’s nearly 100-year-old history as a family-owned organization; its brands encompass LiftOne for forklifts and aerial lifts and CarolinaCat for construction and rental equipment.

DuPont donated Great Stuff Insulating Foam Sealant to support a home renovation for a National Guard veteran featured on “Military Makeovers with Montel,” airing on Lifetime Television.

Wolf Home Products started operations at a Wilmington, Illinois, warehouse serving the Midwest region including western Ohio, Michigan, Kentucky, Indiana, Illinois, Missouri, Iowa, Wisconsin, and Minnesota.

Fastenal has entered into a scrap supply agreement with **Trex Company, Inc.**, in which Fastenal collects its used PE film pallet wrap for Trex to use in the manufacture of its composite decking.

MERGERS + ACQUISITIONS

Maximus Building Supply acquired the assets of **Brighton Lumber Company** of Brighton, Tennessee.

West Coast Lumber has acquired San Diego-based **Stone Truss**, a designer and manufacturer of roof and floor truss systems.

R.P. Lumber Co., Inc. has acquired the Sparta, Illinois, location of **Wright Building Center**.

Door and window manufacturer **Better Doors and Windows** has merged with **Compose Build**, an architecture and construction company.

TopBuild Corp., an installer and specialty distributor of insulation and building material products, has entered an agreement to acquire **Specialty Products & Insulation**.

INDUSTRY EVENTS

OCT 11-13, 2023

2023 LBM STRATEGIES CONFERENCE
Charlotte, NC | lbmstrategies.com

OCT 23-25, 2023

LBM ADVANTAGE FALL PLANNING CONFERENCE
Boston, MA | lbmadvantage.com

NOV 6-8, 2023

LMC EXPO
Philadelphia, PA | lmc.net

DEC 6-7, 2023

LBM EXPO 2023
Uncasville, CT | lbmexpo.net

JAN 10-12, 2024

ALLIED BUILDING STORES WINTER MARKET
Nashville, TN | alliedbuildingstores.com

FEB 7-8, 2024

Building Material Suppliers Association Annual Learning Exchange & LBM Expo
Hickory, NC | mybmsa.org

FEB 20-22, 2024

LBM ADVANTAGE 2024 ANNUAL BUYING SHOW
Orlando, FL | lbmadvantage.com

FEB 27-29, 2024

INTERNATIONAL BUILDERS' SHOW
Las Vegas, NV | buildersshow.com

MAR 5-7, 2024

LMC ANNUAL 2024
Houston, TX | lmc.net

MAR 23-24, 2024

Do it Best Spring Market
Houston, TX | doitbestonline.com

APR 28 - MAY 1, 2024

LBM ADVANTAGE 2024 NEXTGEN LEADERSHIP CONFERENCE
Denver, CO | lbmadvantage.com

JUL 25-28, 2024

Builder Material Suppliers Association 2024 Summer Conference
Chattanooga, TN | mybmsa.org

AUG 14-16, 2024

ALLIED BUILDING STORES FALL MARKET
Grapevine, TX | alliedbuildingstores.com

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2023 CONFERENCE

OCTOBER 11-13 • HILTON CHARLOTTE UPTOWN

2023 CURRENT SPEAKERS



JASON BLAIR
CEO
TAL Holdings



JENNIFER CASTENSON
VP of ambassador & industry partner programs
Buildxact



DENA CORDOVA-JACK
VP of Organizational Development
Misura Group



DAVE DAVIS
President & CEO
Spahn & Rose Lumber Co.



RICK DAVIS
Founder and Principal
Building Leaders, Inc.



SALLIE KEENE DENTON
Business Development Representative
Wilson Lumber Company



THEA DUDLEY
Credit Overlord & Cashflow Specialist
Pocket Protectors LLC



DOUG FORD
VP Sales & Purchasing
Curtis Lumber Co.



KARI GAVIRIA
President
Madison Wood Preservers



LISA GETH
Director of Operations
Frenesco Building Products



BRADLEY HARTMANN
CEO
Hartmann & Co.



RAY HAYLES
Co-Owner
Walker Lumber & Supply



SCOTT McMILLAN
Co-Owner
Walker Lumber & Supply



DAVID BLAIR
Yard Manager/Leader of Second Chance Program
Walker Lumber & Supply



RUSS VANTREASE
Store Manager
Walker Lumber & Supply



RACHEL HUNTMAN
President and Owner
Preston Feather Building Centers



CASSIE DETERING MILAM
Owner & Marketing Director
The Detering Company



JON NEWBURY
Owner/Operator
Newbury Homes Inc.



JOHN PERNA
President & CEO
Hamilton Building Supply



CHRISTI POWELL
Director, Women's Business Enterprise
84 Lumber



DAVID QUALLS
Regional Sales Manager
PARR



TED RIEPLE
Managing Partner & Founder
1st West M&A



JOHN D. WAGNER
Managing Director
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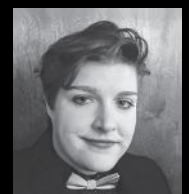
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2023 AGENDA AT A GLANCE*

WEDNESDAY, OCTOBER 11

TOUR BONUS EVENT: OPEN TO ALL ATTENDEES

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WOMEN OF LBM BONUS EVENT: OPEN TO ALL ATTENDEES

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Christi Powell | Alex Iocovelli

EMPOWERING EXPERIENCES: UNLEASHING WOMEN'S SUCCESS IN A MALE-DOMINATED FIELD

Jason Blair

CLOSING THE GAP: ATTRACTING WOMEN TO YOUR WORKPLACE

Jennifer Castenson | CJ Young | Jenny Vasquez

Sallie Keene Denton

BREAKOUT SESSIONS:

MINDS IN MOTION: SIMPLE STRATEGIES FOR BUILDING MENTAL HEALTH PROGRAMS.

Awilda Jiminez

TOUGH DISCUSSIONS, RESILIENT RELATIONSHIPS, AND MAINTAINING INTEGRITY

Dena Cordova-Jack

VISION BOARDING: TURN YOUR ASPIRATIONS INTO REALITY

Thea Dudley | Lisa Geth

WELCOME NIGHT COCKTAIL RECEPTION

THURSDAY, OCTOBER 12

KICK-OFF KEYNOTE: CERTAIN RESULTS IN UNCERTAIN TIMES

Rick Davis

THE POWER OF SCHEDULING: UNLEASH PRODUCTIVITY BY MANAGING VARIABLES

Rachel Huntman | Jon Newbury

HOW TO MAKE YOUR COMPANY A GREAT PLACE TO WORK

Cassie Detering Milam

SERVING OTHERS WITH EXCELLENCE

Ray Hayles | Scott McMillan | Russ Vantrease | David Blair

CHANGING WORK VALUES: HOW TO ATTRACT AND RETAIN THE NEXT GENERATION

Jennifer Castenson | Kari Gaviria | John Perna | David Qualls

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We recognize the LBM Journal Dealers of the Year, LBM Century Club, the 40 Under 40, and the LBM 100.

LEADERSHIP TRANSITION AT A MULTI-GENERATIONAL FAMILY BUSINESS

Dennis Stine | Wendy Stine

EXIT STRATEGIES 101: EVALUATING THE OPTIONS

Jim Sobeck

ATTAINING TOP VALUE FOR YOUR COMPANY IN ANY ECONOMY

John D. Wagner | Ted Rieple

THURSDAY NIGHT: NASCAR HALL OF FAME EXPERIENCE

LBM Strategies attendees take over the NASCAR Hall of Fame for a night of food, drinks, and fun! Includes the full NASCAR Experience (racing simulators, pit stop challenge, and more).

FRIDAY, OCTOBER 13

THE BIKESHED EFFECT:

HOW TO BREAK FREE AND INNOVATE NOW

Bradley Hartmann

PLANNING & EXECUTING SMART, STRATEGIC GROWTH

Dave Davis

YOU CAN MAKE A DIFFERENCE:

WORKFORCE DEVELOPMENT FOR THE TRADES

Doug Ford

CREDIT & RECEIVABLES:

TOUGH CONVERSATIONS WORTH HAVING

Thea Dudley

LBM LIVE! NETWORKING ROUNDTABLES

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BY BILL LEE

ADD VALUE BY SOLVING PROBLEMS

IF YOU HAVE EVER attended one of my sales seminars, you have heard me discuss ways for salespeople to add value. I continue to promote added value because it is only by adding value to our normal services that we are able to escape from the “your price is too high” headaches of selling.

Now, don’t get me wrong. I like hot coffee and donuts on a cold winter morning as much as the next guy, but you’ll have to admit that this “added value” solves pretty small problems that even a novice salesperson could fix.

While I fully realize that this is excellent customer service that can be effective at endearing you to your customers, prospects and subs, it can’t touch the added value that’s offered by some of the most highly innovative salespeople.

The following story is an example of how one salesperson helped a prospect solve a BIG problem.

I once worked with a salesperson (I’ll call him Randy) who had been making sales calls on a relatively large prospect for over a year and was making no progress. Yes, he had showered this prospect with every freebie his company had to offer, but had yet to receive his first order.

Then one day the salesperson decided to ask one of my favorite open-ended questions: “Mr. Prospect, what are your most pressing business problems, you know, the little nit-picking things that keep you awake at night?”

The prospect thought for a minute and shared with Randy a grand opportunity to add value. He said, “My gross margin is getting killed by XYZ Construction. It seems like every time I get a home buyer to the closing table, I have to end up cutting the price to get a signature.”

“Why is that?” Randy asked.

“If I have heard it once, I have heard it a dozen times from prospects who are shopping around, you know, visiting models in every subdivision they pass by. When they tour my models and then visit my competitor’s models, they say that his houses are just about the same as mine, but cost a good \$2,000 to \$3,000 less.”

“How accurate are your prospects’ claims?”

“I have no idea. I’ve never visited my competitor’s models; I wouldn’t feel comfortable doing that. We know each other; I would be embarrassed.”

“Well, let me ask you: would it be of benefit to you if I did the comparison shopping and shared the results with you?”

“Of course it would. I would give my right arm to get my hands on that kind of information.”

“Well, give me a few days and let me see what I can do. This is the kind of service I can offer that I consider to be the most valuable; anyone can deliver wood.”

A few days later, Randy came back to see his prospect with a list of features his prospect’s homes contained that the competitor’s homes did not.

“Armed with this list,” Randy said, “you’ll have plenty of ammunition when a buyer says that your homes are pretty much the same as your competitor’s.”

Two weeks later, Randy followed up with the prospect: “How is your gross margin tracking since you have been using the features list?”

“Like a charm,” the prospect answered. “You have done for me what I should have done for myself. I want to say thank you by giving you the material on Lot 78. We need the framing delivered next Thursday morning no later than 7:00 AM. Here’s the material list.”

How BIG are the problems you can solve for your customers and prospects? Keep telling yourself: Solving problems builds value. If you’ll take to heart this lesson from Randy, I believe you’ll find that there’s a lot more to selling than handing out carpenter’s pencils.



Bill Lee is a respected sales and business consultant in the LBM industry. For more information, contact Bill at leeresourcesinc@gmail.com.



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MADE IN THE USA



BY RICK DAVIS

ALTHOUGH MY PERSONAL enjoyment of professional sports has waned in recent years, I still find great peace in them—not necessarily in the play of the game when I do watch, but in the rhythm during and between the action.

There is something comforting in watching the basketball players touch hands with the free throw shooter, whether she hits or misses; the ball being tossed around the horn after a strikeout; hockey players congratulating the opposing team at the conclusion of a playoff; or football players of opposing teams coming together in prayer after a game.

High-level achievers have invested years, often starting in early adolescence, to become proficient at their skills. They make it so easy that fans often feel entitled to boo premier athletes for the occasional flub, forgetting that they themselves couldn't do on their best day that which the professional athlete does with regularity every day.

Success is a routine. The two biggest differences between the high-level sports performer and the sales performer are that the latter a) usually doesn't begin the process of learning the career until later in life and b) as a result, never finds the rhythm of high-caliber performers. In fact, I am wont to assert that salespeople should invest the time thinking and talking about their craft as much as the professional athlete.

I have been privileged to travel with hundreds of salespeople in my long career and pay close attention to the dialogue that occurs between sales calls. I consider that football players huddle up on the sidelines and talk about ways to win the game; baseball players discuss baseball; golfers analyze shots; and so forth. The things I notice salespeople talking about between sales calls? Football, baseball and golf, when they should be talking about sales!

Sales success has a rhythm. Top performers engage consistently in similar habits to create consistent success. Here are a few tips I think can help you establish a winning rhythm.

- Analyze your sales calls. I find that the best performers are their own worst critics. Instead of self-congratulations, they analyze performance by answering two questions: What did I do right? What can I do better? It's not about the outcome; the analysis is about the performance. They have faith that the right performance will create desired results.
- They lead teams in a cadence. The morning visit to the branch should include smiles and greetings with teammates, a fist bump and a quick dialogue to ensure everyone is on the same page. It's a good time to quickly discuss areas of communication lapses that can be corrected.
- The cadence of a sales call should flow with a comfortable introduction, a meaningful interaction that benefits the buyer, and a swift conclusion that leads to the next meeting. If done well, the buyer feels a sense of progress and confidence that solidifies connection in the relationship.
- Top performers have an organizational cadence, too. Organizational details aren't procrastinated; they're done on the spot with a consistency of process that builds security.

I am reticent as a sales leader to prescribe specific actions a salesperson should take when reporting to me. I always prefer they report first to themselves. For example, one salesperson might track leads with a piece of paper lodged in the visor of their vehicle, while another might use a detailed spreadsheet. I don't really care, so long as the practices are consistent and honest.

FIND YOUR RHYTHM



Rick Davis is the Sales Education Leader for ABC Supply and the President of Building Leaders. You can buy his books or learn more about his online sales training platform at buildingleaders.com.

There are rules I believe must be applied to sales success. Just as blocking and tackling are the rules of sport, so too, for the sales profession, are appointments (as shared in my August article), a prospecting process, tracking of prospects, a clean and organized vehicle and so forth. For the many salespeople who say they have their own selling style, I'm all in so long as they recognize the "style" is the rhythm they bring to the process of selling.

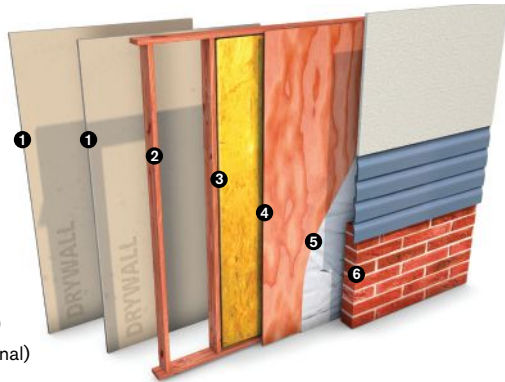
Master the basics, and then find your rhythm and the rituals that will make you successful. It's part of the mindset of successful business warriors.

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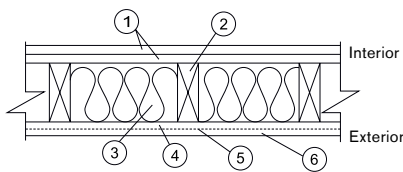
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BY THEA DUDLEY

Hey Thea,
I recently saw your webinar on making collection calls. How do you handle your salesperson or branch personnel when they don't want you to contact their customers? I have one sales rep, and the branch manager backs him, claiming their customers are "different." If I call the customer, they run to the branch manager, who calls me with a ton of pushback and asks me to "be sensitive to the team." How would you handle?

— Tired of the games

DON'T PLAY THE "DON'T CONTACT MY CUSTOMER" GAME

Dear Game Player,

Don't hate the player, hate the game. They are playing you, and you're rolling right into it. Why? From your question, it's my guess this tactic has worked on whoever was there before you and they are working on training you to fall in line. The alternative narrative is you have allowed this behavior and they are perplexed when you flip the script.

Whichever it is, we could title your dilemma "Gaslighting Credit Managers 101." Call my customer, don't call my customer, raise the credit line, let the customer stretch out a little further, it's cool—I know this customer! I'm not worried about them, they are solid, been a customer forever. The list of pushback lines goes to infinity.

The biggest gaslighter line of the day: "My customers are different." Instead of getting mad, get glad in your little credit

manager shoes. This is a golden opportunity to improve your relationship with said sales rep and the BM. Start a dialogue. Ask questions. Start with one word: "How?" That's it. Just "How?" Don't add to it, don't break eye contact. Say the word and wait for the answer. Be patient. It may take a few beats for them to catch up.

Most common response: "What?" Which runs a close race with "Huh?" And the recovery line of "What do you mean?" I mean, "How are they different?" Sometimes I shake it up and throw in a little "what gives" shrug of the shoulders. The conversation will take several twists and turns from there. Everything from "it's hard to explain" or "they just are in this part of the country/state/county." Go back to paragraph three and repeat your question.

It is a painful process for both of you. People are so used to having communication that is indirect and sugarcoated that clear and direct communication appears aggressive. They are coming from a place of emotion, and while I am an emotion-based individual, as a credit manager you learn you cannot be emotional when making credit decisions. Bring me some logic, reason or at least a good bullsnot story. I want the sale, too, but I can't work with what you are bringing me. Don't apologize for doing your job.

At this juncture in the process, you will either start having an actual conversation that allows you to move forward, or they will mutter something really sweet and go off seeking someone else they can tell their tale of woe to. Connect the dots and include the sales manager. Get all the players involved.

The moral of the story, Game Player, is: stop participating. Call your customers. Stop waiting for permission. You need to have a relationship with your customers. With any relationship, customers or salespeople, you teach people how to treat you. If you set no expectations, you will get exactly that. Nothing. No change. Given that you sent this, my bet is you're not cool with the pushback and just need a little push. Consider this your none-too-gentle nudge. Do your job!



With more than 30 years of credit management experience in the LBM industry, Thea Dudley consults with companies on a wide range of credit and financial management issues. Contact Thea at theadudley@charter.net.

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BY JOHN WAGNER

WHAT IS GOOD WILL IN A M&A DEAL?

IF YOU WORK IN M&A long enough, you'll hear the term "good will" used to explain how deals are valued. But what is good will, and what does it mean for the sale or value of your company? To understand good will, we need to start by understanding Net Asset Value, or NAV.

Some acquirers might offer a NAV to buy another company, typically when it is underperforming. In a NAV deal, the acquirer would pay for the accounts receivable (AR), plus the inventory, plus the fair market book value for machinery and equipment (M&E), minus agreed-upon liabilities such as accounts payable (AP). The acquirer would not assume debt, which has to be settled by the seller at closing. (Note: The fair market book value for M&E is usually determined through estimates made by a mutually agreed-upon appraiser.)

Shown in a formula, a NAV transaction looks like this: $AR + Inventory + M\&E\ Value - Assumed\ Liabilities = Net\ Asset\ Value$. Like most M&A deals, NAV deals are done on a "cash-free/debt-free" basis, meaning the cash on the seller's balance sheet (after it has been adjusted to satisfy the net working capital peg) belongs to the seller. That money is "swept" just before closing by the seller.

The precise Total Enterprise Value (TEV) that would be paid at close to a seller in a NAV deal is often unknown until the close, because AR, inventory, and assumed liabilities aren't exactly known until they are examined in the days before closing. That said, a seller who is doing a NAV deal will not be flying entirely blind on the cash they will get at the closing, as the NAV can be estimated fairly closely by your investment banker.

Why should anyone focus on a NAV deal when there are so few of them that get done? Candidly, most companies are

successful enough not to use a NAV formula, but we need to understand the concept of NAV to demonstrate what good will is. Strictly speaking, good will is the difference between

the amount paid to a seller (TEV) and Enterprise Net Worth (Assets - Liabilities), where the NAV is a proxy for Enterprise Net Worth.

For ease of math, let's say 1) a seller company's AR is \$2 million, 2) the Inventory is \$2 million, 3) M&E Value is \$2 million, and 4) the Buyer will assume Liabilities of \$1 million. The Net Asset Value would be the total of #1, #2, and #3, minus #4, for a NAV of \$5 million.

Now, let's say that your business is generating a \$4 million EBITDA each year. Assume that the acquirer is paying 5X on that EBITDA. The TEV of the business would be 5X \$4 million, or \$20 million; however, the NAV would be just \$5 million. The good will is \$15 million (the \$20 million TEV minus the \$5 million NAV).

Why is the profitable company so much more valuable than the company sold on a NAV basis? Assume that the \$4 million EBITDA company has been generating EBITDA for some time and that it will continue to do so. Hence, its value is a multiple of that EBITDA. Even if that \$4 million EBITDA company didn't grow at all and stayed at \$4 million/year, that acquirer would make back their \$20 million purchase price in five years. Conversely, the company acquired on a NAV basis is probably not generating meaningful EBITDA, which is why it may have been channeled into a NAV sale structure. A company that is barely profitable or losing money is not going to get a multiple of its NAV. It's worth just the value of its net assets, while the positive EBITDA company represents a good prospect for future cash flow—hence the strong value of the good will. And that's why companies get acquired for the cash flow, and that's why they obtain a good will premium above NAV.



John Wagner is a managing director at 1stWest Mergers & Acquisitions, which offers a specialty practice in the LBM sector. Reach John at j.wagner@1stwestma.com.

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BY RUSS KATHREIN

AS POWERPOINT became widely used in the 90s, the U.S. Army quickly adopted the tool. In a peacetime army, it is difficult to be recognized, but a snazzy presentation often caught the attention of the higher-ups. As a result, more effort went into the creation of “the best PowerPoint presentation” than into exploring and debating the actual content. This problem became so ingrained in Army culture that General Stanley McChrystal famously said, “When we have understood this slide, we will have won the war,” after being presented with a complex, spaghetti-strewn slide meant to portray the complexity of the American military strategy in Afghanistan.

It’s easy to get caught up in the look and feel of what we are doing, at the expense of the information we want to present and the outcome we desire. On more than one occasion, my team has fallen for this trap. We’ve held informal meetings to prepare for meetings. That would be fine if they were important meetings where an unsuccessful outcome negatively impacts the business, but usually it was in preparation for a get-to-know-you or an initial planning session. How can you have an intentional dialogue if everyone’s words are prescribed?

STYLE VS. SUBSTANCE

All too often, I’ve submitted presentations for review, and the majority of feedback I’d receive was on how the document looked rather than on the material itself. People are more comfortable giving feedback on font choice or slide design than on the content. The old saying about lipstick on a pig applies here. If the content is garbage, no amount of dressing it up can make it better or correct.

Another pitfall that comes with worrying about style is when we create something we feel “shows well” and then

feel obligated to present the whole thing, no matter the engagement level of the audience. I’ve witnessed presentations where speakers made their points early on but lost the audience in the middle. By the end, the audience was completely unengaged. I took the stage after such a speaker at a national sales meeting. While I observed the visual cues of his audience, he ignored them and droned on until the end. A third of the way through my presentation I started observing similar cues, so I quickly summarized and ended early. Afterward, several people came up and said they enjoyed my presentation. When I asked why, they said it was short and to the point.

Another way people lose opportunity is when two companies share a meeting. I am not sure why people feel obligated to show pictures of their facilities, organization charts, and performance reports when the purpose of the meeting is to review the business the companies conduct together and strategize on how to grow. Once, when an executive visited for a meeting, I told him upfront we only had 60 minutes to talk. After a late start, he introduced himself, detailed his career history, and then began his PowerPoint presentation even though the meeting was running late. When it was our time to talk, we asked the audience what they thought

the purpose of the meeting was. They answered with “come out and listen to their customers.” We spent the remaining 10 minutes with a productive dialogue that quickly ended. Thus it was

all about style, with very little substance achieved.

When you have a point you want to make, remember: the heart of your argument will sway people’s opinion. Weak logic or subjective conclusions will fail to be persuasive, no matter how much you dress them up. Additionally, when people give you time to hear you out, respect it and make the best of the opportunity. Small talk might be a way to break the ice, but remember to allocate a small amount of time to it, and a big amount of time to your big idea.



Russ Kathrein is with the LBM Division of Do it Best Corp. based in Fort Wayne, Indiana.

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LOADING AND UNLOADING: THE VALUE OF KEEPING BASIC SAFETY IN MIND

Technology continues to advance, and these developments have certainly led to a growth for lumber businesses, with owners and operators seeing increases in efficiency and output. However, when more business comes in the door and operations get hectic, ensuring basic safety measures are abided by can become an afterthought. In such a high severity industry, any loss can lead to a temporary or even permanent shutdown. While there are several risks facing lumber business owners, keeping an eye on loading and unloading safety in particular can make a big difference.

Every day, lumber businesses load and unload trucks. While it may seem like an innocuous activity, there are several major safety risks to drivers, workers and visitors that can lead to injuries, costly accidents, or even tragic fatalities. Here, we'll examine some of the top loading and unloading risks and share best practices for addressing them.

WHAT ARE THE TOP RISKS?

Over the years we have seen loading and unloading claims on a regular basis. One common claim involves overloading vehicles. Recently we had a large loss involving an insured that supposedly overloaded a customer vehicle. The customer was on the highway looking to pull over to address the load issue when another compact vehicle went under the trailer, tragically killing a young girl.

We've seen claims like this lead to greater financial damages up to seven figures. Unfortunately, this loss could have been avoided with proper safety procedures and controls in place. Simple technology can be installed in trucks that allows insureds to accurately weigh and balance the load on their trucks before leaving a location. Further, checking loading securement at intervals along the way should be included in driver protocol. We recommend checking loads at least at the 50-mile mark and that drivers adhere to comprehensively defined loading and unloading safety guidelines.

In addition to load securement claims, we also often see claims resulting from distracted driving, poor training and more. In too many incidents, these claims could have been avoided with proper risk mitigation.

LOADING AND UNLOADING RISK MITIGATION

What can lumber businesses do to mitigate these risks? There are several basic steps to take, including:

Establish loading and unloading guidelines: Employers have a responsibility to maintain a safe working environment and that starts with strict guidelines. These guidelines should include regulations for forklift operators outlining steps they need to take before loading or unloading, rules for truck drivers to ensure safe vehicle operations and clear details on what defines a safe unloading area. Learn more about developing strong vehicle unloading guidelines at our loading and unloading loss control guide here.

Require strict training: No untrained staff members should be allowed to partake in loading and unloading. Any staff member that may be responsible for loading and unloading should be comprehensively trained on safety do's and don'ts and there should be ongoing retraining to ensure proper safety practices are employed regularly.

Enforce safe driving practices: Drivers should be required to follow strict safety rules such as securing their vehicles and making sure the engine is off and the brakes are applied before any unloading. Furthermore, lumber businesses should employ the latest in distracted driving technology to ensure their drivers are operating their vehicles safely. Lastly, in addition to having backup cameras on all forklifts and commercial autos, drivers should be required to always turn around and look behind them.

Finally, to ensure they understand the unique risks of their operation and how to address them, lumber companies should work with an insurer that knows the industry. Pennsylvania Lumbermens Mutual Insurance Company (PLM) has served the lumber industry for more than 127 years and knows the challenges the lumber industry faces. PLM offers extensive loss control and risk mitigation advice designed to protect industry businesses.

While it can be easy to lose sight of some of the basic risks like loading and unloading, attention to detail is key to prevent major losses. Take the time today to ensure your business is enforcing the right safety practices.



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John Perna, now president and CEO of Hamilton Building Supply in Hamilton, New Jersey, grew up around the LBM industry. Hamilton has been in business since 1924; Perna's grandfather, Jess Coleman, took over the business in 1967 before passing it on to Perna's Stepfather, Keith Coleman, and brothers. "Ever since a young age, I've been involved, working in the yard, loading and driving trucks, and then in college I worked for a construction company framing crew," Perna said.

He was back at Hamilton after graduating college, starting at the sales counter and working his way up into management—"and then I decided to leave the business entirely," he said. He worked for a couple of years in sales at Benjamin Obdyke and as a director of operational excellence at Huston Lumber before Keith Coleman asked him to return to Hamilton as a partner and president of the company in July 2019.

"A few months later, COVID-19 started, and the rest is history," Perna said. "I have been told that I led from the front during the height of the pandemic," he noted. For 75 days beginning March 15, 2020, he sent daily communications to the entire company, with details on the company's pandemic accommodations and additional information. Hamilton had no layoffs during the pandemic and hired associates that had been laid off by others, experiencing approximately 60% corporate growth.

The company is still growing, and "We're having a lot of fun doing it," Perna said. "Keith and I have been leading scalable divisions within the company, so I feel like the story is not nearly written on how our company is progressing." With Hamilton's sales currently at \$35 million, Perna believes the revenue could be doubled in the one existing location. "What's really exciting is that we have our entire team buying in to what we're doing on the manufacturing side and the wholesale side, we're continuing to impress our customers and take some more market share."

LBM JOURNAL **40 UNDER 40**

JOHN PERNA

PRESIDENT & CEO | HAMILTON BUILDING SUPPLY

LBM Journal recently introduced its 40 Under 40 awards. Now we'd like to introduce you to the members of the class. Our interviews spotlight the 40 Under 40 members' LBM experience, thoughts on attracting young people to the industry, and visions for the future.

Also, he notes, “For a single location dealer, we have tremendous people, friends and family members, who have taken our company and our culture and really made it something special, and I’m proud to be a part of that.”

Hamilton works closely with local Schools and Community College’s as a feeder system for young applicants interested in the manufacturing or technical sides of the business. “They don’t need to know much about lumber and building materials,” Perna said. “More important is that you’re very eager and willing to learn.”

“The best people we have all come from different industries and backgrounds including hospitality, contracting, distribution and more,” he says. “I think a lot of people don’t dream of getting involved in building materials, but they sort of get a taste of it, and once they’re involved, they just really grow akin to it and they don’t want to leave.”

From his own experience, he notes, “What I really enjoyed at a young age about our business was how physically involved it was. Being a younger guy, I liked being outside, lifting lumber, meeting new people.” Citing his experience framing houses with a construction crew, Perna said, “The best part about it really was the camaraderie and getting to know a lot of different people who work in different capacities in our industry, whether they’re contractors or architects or homeowners who own a property, and then, of course, the sales team and the operations team. I think one of the unique things about our industry is that you need to bring together a lot of different capacities to make it all run.”

He also mentions the tangible results of construction. “It’s very rewarding when you complete a project and you can turn around and there’s a house behind you. You’re really doing something very tangible, as opposed to maybe some other industries.”

With the National Lumber and Building Material Dealers Association (NLBMDA), Perna has been involved in lobbying on state and national issues regarding online selling, workplace

legislation, and more that impact his business and the contractors who are Hamilton’s customers. “You’re not going to solve all the world’s problems in one or two days on Capitol Hill or at your state legislature,” he said, “but it’s important to get out there and

“I THINK A LOT OF PEOPLE DON’T DREAM OF GETTING INVOLVED IN BUILDING MATERIALS, BUT THEY SORT OF GET A TASTE OF IT. AND THEN, ONCE THEY’RE INVOLVED, THEY JUST REALLY GROW AKIN TO IT AND THEY DON’T WANT TO LEAVE.”

meet your state legislators and federal congress members and just introduce yourself and explain what it is that you do in your capacity and the people that you represent.”

Perna also builds connections to people as the developer of what he describes as “a lighthearted, yet informative corporate Instagram account @hamiltonbuildingsupply.” In his personal life, he’s dad to three boys, ages seven, five, and five months. “There’s definitely a good bit on my plate for extracurricular activities,” he said. In addition to his work at Hamilton, he’s his wife Dr. Jenn Perna’s “biggest fan

and cheerleader” for Vivid Women’s Health, the pelvic health physical therapy company she owns and developed during the COVID-19 pandemic. Dr. Perna and her team of therapists deliver an unmatched patient experience in her practice. John Perna also assists with Vivid’s bookkeeping, payroll, human resources, and maintenance.

“At some point in my career outside of Hamilton, I really want to get involved in coaching,” Perna said, whether that be in football or lacrosse.

As a member of LBM Journal’s 40 Under 40 class, Perna is near the beginning of his career. Commenting on his selection, he mentioned, “A lot of people that have won this recognition, I know very well, and I consider them good friends and peers. I buy from some of them, I’m friendly with others, we trade ideas. To know that I’m in this group is very humbling, because I think very highly of all of them.”

Imagining a future retirement, Perna said that his vision for accomplishments across the arc of his career includes seeing Hamilton Building Supply continuously improve and “Beyond that, the most impactful mark I could leave in my career is knowing that I’ve helped improve the careers and the lives of everybody else around me. I genuinely want to see everybody else around me be very successful. And if I can have any part of that, if I can have any influence on that, or provide some motivation, then I feel like I’ve done my job.” ■

INTERVIEWED BY JOANNA WERCH TAKES



FIRE-RESISTANT DECKING: A GUIDE FOR DEALERS WITH CUSTOMERS IN FIRE ZONES



Living in a fire-prone area requires builders and homeowners alike to make thoughtful choices when it comes to building materials, and one crucial decision is selecting a fire-resistant decking option. While no decking material can be considered completely fireproof, there are some materials more suitable for protecting homes and families during wildfire events. Being familiar with specific certifications and understanding ratings is crucial for dealers as they help customers make the best choice for their next outdoor living project.

UNDERSTANDING RATINGS AND REQUIREMENTS

When evaluating fire-resistant decking options, one of the key factors to consider is the material's flame spread rating. The flame spread rating measures how quickly and how far a flame spreads over a particular material. This rating is determined through controlled burning tests, and the resulting number is known as the flame spread index, which ranges from 0 to 200.

The most desirable flame spread rating is Class A, with an index of 0 to 25. Lower classes, such as Class B (26-75) and Class C (76-200), indicate that flames spread more rapidly and cover a greater distance over the material, making Class A the most fire-resistant option.

These flame spread ratings are incorporated into model building codes established by the International Code Council, which includes the International Building Code (IBC), the International Residential Code (IRC), and the International Fire Code (IFC), among others.

Another term often associated with fire-resistant materials is "WUI-compliance," where WUI stands for "Wildland Urban Interface." This designation refers to areas situated within or near communities considered at high risk for wildfires. WUI-compliant building products are those that meet a certain threshold for flame spread.

Some jurisdictions, particularly in states like California, Colorado, and Nevada, require certain building products to achieve a Class A Flame Spread Index rating, especially in WUI-designated regions.

It's important to note that WUI-compliant products may not necessarily have a Class A Flame Spread Index rating, and vice versa. Meeting both standards requires specific testing for each classification.

COMPOSITE AND PVC DECKING: FIRE-RESISTANT OPTIONS

In comparison to traditional wood decking, composite and PVC decking generally offer better fire resistance. Composite decking, such as TimberTech® Composite by AZEK®, is composed of a blend of wood and plastic fibers, making it less susceptible to rapid flame spread compared to natural wood. However, the level of fire resistance can vary significantly among different composite decking products. For customers looking to capture the character-rich look and feel of reclaimed wood with added innovation, TimberTech Composite Reserve Collection has fire-resistant SKUs and WUI-Compliance.

PVC decking like TimberTech® Advanced PVC by AZEK is made with innovative advanced material science to deliver superior benefits, making it a strong fire-resistant choice for homeowners in fire-prone areas. As with composite decking, not all types of PVC decking are created equal in terms of fire resistance. Achieving a Class A flame spread rating and WUI-Compliance as seen in the TimberTech Advanced PVC Vintage Collection®, requires advanced engineering and specific manufacturing processes, making it one of the top decking materials for fire protection. With the TimberTech Advanced PVC Landmark Collection™ homeowners benefit from Class A flame spread rating partnered with the collections' character-rich aesthetics.

For homeowners seeking peace of mind and a premium hardwood appearance in fire-prone areas, TimberTech offers PVC decking collections with WUI-Compliance. Their Advanced PVC Harvest Collection® and Advanced PVC Porch Collection bring all the real wood looks and the performance benefits your customers want when creating their one-of-a-kind outdoor living space.

As dealers, it is important to prioritize education and a personal understanding of fire-resistant options with Class A Flame Spread Ratings or WUI-Compliance. By helping customers make informed choices, a partnership is formed, and steps are taken toward safeguarding homes and families from the threat of wildfires.



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AS A '116-YEAR-OLD STARTUP,' TAL BUILDS ON ITS LEGACY

BY JAMES ANDERSON

For most, the mention of lumberyard and home center mergers and acquisitions brings to mind just a few big players. Namely, those with private equity backing and national reach. In the Pacific Northwest, however, TAL Building Centers is quietly growing at a rapid pace, and doing things a bit differently.



Founded in 1906 by J. M. Crawford as Tum-A-Lum Lumber (hence today's TAL name), the company began as a single-store operation near Walla Walla in Touchet, Washington. While locations ebbed and flowed to meet the area's growth and economy, the company has worked to carry on its original mission statement: *"Every product and service offered by the company will benefit its customers."*

Now headquartered in Vancouver, Washington, TAL Building Centers, through fifth-generation ownership of the Cornelius family, continues to better the communities it serves by offering quality building products to pros and

homeowners alike. Tum-A-Lum became TAL in 2011 when three stores were acquired and has progressively grown since. Today's 32 locations throughout the Pacific Northwest represent 14 separate brands.

Jason Blair, TAL Building Centers' CEO, has been with the company since 2022, after a career with True Value hardware and Wilco Farm Stores. Blair took the place of former CEO David Dittmer, who transitioned to managing director of mergers and acquisitions for TAL. Dittmer now plays a significant part in TAL's growth and continues to support the company as he nears retirement. ▶

Recent growth

When TAL Building Centers announced Blair's hiring in January 2022, the company was a 15-store operation made up of seven brands. Over the course of just 18 months, those numbers have doubled.

While the company initially focused on full-line lumberyards, recent acquisitions have brought along hardware stores and garden centers as well. And, as the company has grown, so has its ability to serve its customers.

"We continue to acquire lumberyards with hardware stores attached," Blair says. "Sometimes they're building centers or home centers, depending. We did recently also buy a stand-alone rental facility. As we've bought various businesses, they've brought different things to the table. The Miller's acquisition brought a truss plant and a cabinet shop. That's a manufacturing space that we haven't been in before."

This year alone, the company has added three locations and now serves Washington, Oregon, Idaho, and Montana.

No slowing down

TAL Building Centers has grown to nearly \$300 million in annual sales, ranking 31st on the LBM 100 list of top dealers. From 2021 to 2022 on the LBM 100 list, the company climbed 11

spots with reported 60.5% growth. For Blair, so long as it's a smart decision for the company, there are no plans to pull back on expansion.

While the company plans to focus on the four states it currently represents, Blair says they're also mindful of the scale and ability to bring on new brands while managing the current roster. "We look for well-run, family-owned businesses. Typically, these are in a county seat market, because that often means it's a hub of commerce."

Seeking out companies with stellar reputations in their communities has created a TAL focus on rural areas and has kept the company out of metro markets. "We let the big boxes fight it out with the national suppliers there," Blair says.

Rural focus

TAL's focus on rural markets has served the company well since the early days of the COVID-19 pandemic. Blair cites the rural towns' influx of remote workers as a steady stream of revenue for TAL's builder and remodeler customers.

"We have stores in beautiful mountain communities where people are building second homes or are completely moving out of Seattle, Portland, and California," he explains. Indeed, Blair says, the company grew its customer base

While TAL Building Centers' initial acquisition focus was on full-line lumberyards, recent additions include lumberyards with hardware stores attached along with building and home centers, as well as a truss plant, a cabinet shop, and a standalone rental facility.



during the pandemic, and even now as the cost of operating a business is higher than it was in 2019, TAL is still “looking good” compared to pre-pandemic numbers.

“There are more people, more projects, and just more need,” he says.

Tackling labor issues

While LBM dealers in most markets across the country are struggling to recruit and retain the next generation of employees, Blair notes the labor issue is less of a concern for TAL after adjustments to its compensation structure.

With 670 employees at 32 locations, TAL found itself in a very competitive labor market, he explains. “We revamped our entire compensation package. We hired a consultant to review our wages and benefits, and that has helped us attract and retain employees. It also cut our turnover by more than half since last year.”

A successful business draws successful team members, and TAL’s competitive advantage of acquiring well-known brands in county seat markets has proven a plan for growth.

“We leave the name as-is when possible, we support and maintain the existing culture as best we can, and we bring in an advantage that puts us in a position to support customer service strategies and purchasing power that makes us more competitive,” Blair says.

Along the way, the rural stores TAL acquires have all learned to grow. “People have learned that they’re capable of more than they realized. Facilities and people have learned they’re capable of more output. This industry grew rapidly. These stores never thought pre-pandemic that they’d do this much volume. It has raised the belief and capabilities of the locations,” Blair says.

Startup attitude

For a 116-year-old, fifth-generation company, Blair says a key to TAL Building Centers’ success is that the company operates like a startup. The company focuses on a philosophy Blair follows called placemaking—in other words, the creation of an environment where people choose to spend additional time.

The team at TAL has proven that it is good at running lumberyards. Now, with remodels, the company plans to grow the hardlines business at twice the rate it has grown its commodities business. “We become more efficient and can reinvest that into the people side of the business. We can invest in a better total com-



The leadership team at Tum-A-Lum Lumber, one of TAL Building Centers’ 14 brands. From left: Tina Kipper, Branch Manager; Mike Gower, Market Development Lead; Erin Barrett, Interior Design and Sales; Dan Welch, Outside Sales Representative.

pensation package. The employee level is the difference maker. We attract great talent, and that makes a difference for customer service.”

With 22 store remodels in process or planned, Blair says that as the stores are remodeled, the focus is on the experience—for customers, employees, and vendors.

“As we remodel, in one store you may find a really fancy coffee bar. In another area, there may be space for food trucks. Another could have a café in a garden center. At the Friday Harbor location, we’re creating a beautiful, inspirational design center.

“We want to be the headquarters of what we excel at in every market. We provide an experience for our customers, employees, and vendors so that everyone wins. If we’re doing that, we’re doing something right,” Blair says. “That’s how you have to look at this business and the way things have gone. We’ve grown so much, and all the foundational pieces that we’ve put in place while we’ve grown means we’re building for future continued growth.” ■



TAL Building Centers’ CEO Jason Blair joined the company in January 2022. At the time, the company was a 15-store operation with seven brands. Those numbers doubled over the course of 18 months.

GET TO KNOW TAL:

Founded:	1906
Ownership:	Family
Locations:	32
Employees:	670
Buyer’s group / Co-op:	Do it Best
Software platform:	Epicor Bistrack
Top three brands sold based on revenue:	LP siding and trim Pacific Wood Tech James Hardie

REAL ISSUES. REAL ANSWERS.

SEARCHING FOR QUALITY HELP!

BY LBM JOURNAL READERS

THE TIMES, THEY ARE A-CHANGIN’ when it comes to the labor market. For instance, a tried-and-true past method of finding quality employees—bringing them on at first as temporary hires via a staffing agency—is no longer working out for one lumberyard owner.

Tired of sifting through a lot of rough to find one diamond-quality candidate, he wanted to know what other lumberyards are doing to recruit reliable talent. As we do every month, LBM Journal surveyed our readers via email on the topic. Thanks to the 203 readers who responded and shared their insights.

HERE’S THE QUESTION:

“We typically staff our general labor positions in the lumberyard through staffing agencies. Lately, we go through about 15 candidates before finding the one diamond. This is wasting crucial resources and also affecting morale. Temporary workers have provided a good trial run before bringing quality employees onboard in the past, but this model is obviously changing. How do other lumberyards recruit reliable talent?”

Responses from lumberyards, full-line building material dealers, specialty dealers and distributors:

“We offer above market starting wages and bonuses to current employees that recommend someone they know.”

“That is the toughest thing we do: hiring decent employees, taking ‘good’ out of the equation. Most start out good, then show their true self once it gets a little tougher. Good luck.”

“Resumes/applications are reviewed by three levels of staff for vetting before candidates are even invited to interview. For labor positions, this has greatly helped to improve the quality of candidates.”

“We go through the same issues described above. We use a mandatory probation period for all new hires, but it is extremely difficult to find good talent.”

“High school, vocational schools and Indeed have been a good fit so far. Some of our rural branches have had luck with local Pennysaver-type publications.”

“We have good results with a \$600 referral bonus to employees and occasionally Indeed has worked. Very little success with staffing agencies.”

“Social media has been the best source for us. We are tapping into a base that already knows us, what we do, etc. and it is bringing in more consistent talent. We continually use Indeed and a local board; however, we run about only a 50% rate for people actually showing to the interview through those sites. We also put a focus into over-hiring, knowing if I need two, I hire four, with a notion that two might not work out, or maybe all four are all-stars and I can upgrade from poor performers who hung around due to being all that was available. Despite all of that, it is a time investment, and I don’t think that will ever change.”





PHOTO: ©ISTOCK.COM/KENISHIROTIE

“Word of mouth and referrals from employees and customers is all we use.”

“Find people that your current employees know. Better yet, get ones they have worked with in the past.”

“We don’t use staffing agencies for general labor positions, we use Indeed.”

“More extensive interview process to weed out or find better candidates—being more diligent in the process, not just hiring.”

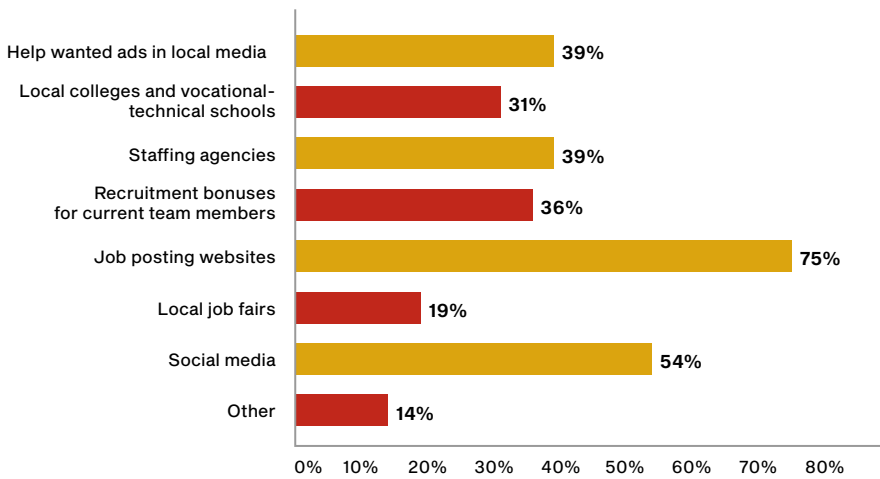
“We put a sign on the road, and that got us our yard guy/driver. High-end knowledge of landscaping and plants as he taught; he has learned all the material and is able to do delivering, cutting, forklift. We lucked out—so happy to get him since we lost a big asset, our brother-in-law, and needed to replace a guy. Never replace him. Jack-of-all-trades.”

“We hire more based on character and hope that we can train for job responsibility as we never have many candidates that we can even afford to hire.”

“Check with previous employers (references). Ask questions and do a complete interview. It’s worth it to get to know the job candidate before hiring.”

“I would rather work my butt off than deal with deadweight help. I ask our employees and contractors to help us find people. We look outside of building construction for people. We have hired an autobody guy, finish carpenter, auto mechanic, landscaper, elementary school teacher, retired truck driver, mental health counselor. All are people that wanted a change in their life. All are still here.” ▶

WHAT TOOLS DOES YOUR COMPANY USE TO RECRUIT NEW CANDIDATES?



“Unfortunately, there is no quick solution to this problem. Our company (Curtis Lumber) in conjunction with our local Builders Association (SBA) and BOCES formed a coalition six years ago to educate students, school counselors, and parents about the opportunities within the trades and our industry. There are many misconceptions about the trades that date back many years that no longer exist today, except in the minds of parents and counselors. Additionally, as an industry we have done a terrible job getting into the schools recruiting and advocating for our industry, which needs to change. Over the past six years, we have developed programs for elementary, secondary, and high school students to continually drive the message about the opportunities and discuss the pathways to get there. I’m open to sharing what we’ve learned over this time if anyone wants additional information. The only solution is a long-term investment of time working with your local schools.”

“Stay away from temp services and pay a decent wage.”

“While we are still using staffing agencies, we have found that the most efficient [method] is the use of recruitment bonuses for the initial hire and the long-term. This also helped in the morale department because most employees are likely to recommend someone that they will enjoy working with and will work well with.”

“Using the staffing agencies is the same thing we do to recruit workers. We found it more effective to hire a temp first for a trial run before hiring from the agency or hiring off the streets.”

“We have raised the incentive for the employee that recommends someone. We give them \$100 when we hire the person, another \$250 after 90 days, and then another \$250 after 180 days. We still use temps as well and cull through them faster if we see their work ethic is not up to speed with the team.”

“We are struggling as well. Stay positive with your core staff. Show them you are behind them.”

“Staffing agencies are good at bringing you quantity, but you still need to interview potential employees yourself to determine the best fit. We weight personality, drive, work ethic, and commitment to the trade over experience or skill.”

“Hire away from other companies.”

“Struggle with the same problems. Have tried to turn temporary employees into full-time with no luck.”

“Lumberyard staff brings many to us.”

“Advertise locally and adjust your starting wage to align with loaded temp service rate.”

“People known by other employees, trade schools that work with schools. Be more specific in description of exactly what you want the prospective employee to know. Work with the unemployment agency.”

“We have one of our locations that will post the job, do the interview process, and then reach out to a local temp agency that they have worked with. We will have the temp agency bring the employee on for us on a trial term; once we have decided if the employee is a good fit for us, and we are for them, we will extend a permanent offer. It has saved us time doing the interviews ourselves, instead of having temp after temp sent over.”

“Temp agencies are not interested in supplying options in our area. You are lucky you can get temps!”

“Local high school/vocational school.”

“Family members.”

“We use all available methods to recruit and continue to explore new methods to find the ‘right’ candidates. We have not relaxed our screening methods and have focused on improving our employee engagement and onboarding process. We all should keep in mind that the talent we are all looking for is already employed with a good organization.”

“First step is to look in the mirror and ask if your work environment is good. If it is, you should have current employees recruiting for you. High school guidance counselors: who’s looking at the trade routes for their future? Non-federal prisons have work release programs. The best rehab programs have work programs and people looking for second/third chances.”

“We’ve had hiring success using Indeed. We still do have some attrition, but over the past couple years we have built a good crew after a number of retirements of our older workers. The problem with using Indeed is that the person you hire keeps getting notices from Indeed with other job offers, or the employee keeps looking at Indeed to see what else is available.”

“Through reference and observation.”

“Diamonds are those individuals that stand out in interviews and on the job. Screening via the phone before bringing into an interview is the best way to see if the candidate has similar core values to the business.”

“We are blessed to be in a high growth area, and to have a strong relationship with the college of business at the local university. We typically have 10-15 interns working with us through the year, and get the pick of those interns to stay on. We spend a lot of time training our manager trainees, and this helps in retention. We have found that retaining growth-oriented employees beats a revolving door!”

“Indeed for general labor positions and prequalify before they step in the door for an interview.”

“We do all the things, but have found word-of-mouth and employee referral to be our most successful methods. Often takes longer than we like, but that seems to be the nature of hiring.”

“Word of mouth.”

“Many years ago, we developed successful partnerships with the area high school career centers and individual guidance counselors. We have invested heavily with material and financial donations and personally being involved in these programs’ successes. Along with many years of focusing on our family culture, our years of work with these programs have paid off big time. We have also changed our hiring practices to recruit for the right characteristics—humble, hungry and smart—as our guiding principles and less focused on experience.”

“We pay pretty well and have excellent benefits. Attracting candidates is not that hard. We also expect about half of our new hires not to succeed because the work is so grueling.”

“Advertise pay range or an ‘up to’ amount in your hiring ads.”

“Unfortunately, it can just be a waiting game. Using temp agencies and going through multiple unreliable or untrained employees puts more strain on our employees and business than just trying to work short until we find a replacement. Having a bad temp employee leads to mistakes and problems to clean up. That is much more of a headache than being short. All industries and professions are short on labor. We are just honest with our customers and ask for their grace and patience, and for the most part they are pretty understanding.” ▶



PIVOT!

Griffin Lumber & Hardware was thrilled with CT Darnell’s comprehensive design for their newest yard in Warner Robins, GA. Things were humming, ground had been broken, and CT Darnell was overseeing the construction. And then everything changed. Find out how Griffin and CT Darnell turned a design curve ball into an operational home run.

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"We have found, hiring directly, that we are going through the same problem. We will hire, run background checks, put people on the payroll, and then maybe get a day, week, or month, before sometimes they just stop showing up. With the added time and man-hours hiring directly, we find that paying a temp agency to bring people in doesn't cost us much more out of pocket. This also has the added benefit of quickly being able to fill a position, rather than listing, interviewing, etc. Unfortunately, we find that we are being priced out of the market, and bringing in the quality of candidate that we used to hire is mostly cost-prohibitive. We stick with it, and when we find that diamond we train, promote, and bring on full-time ASAP, using the money we were paying the temp agency to help pass on raises."

"Your agency is not doing a good job of screening for the type of person that fits a lumberyard. Be more specific regarding the knowledge of building materials and if they are DIY type people. If they cannot read a tape measure, it is a clue. See if your staffing person can read one."

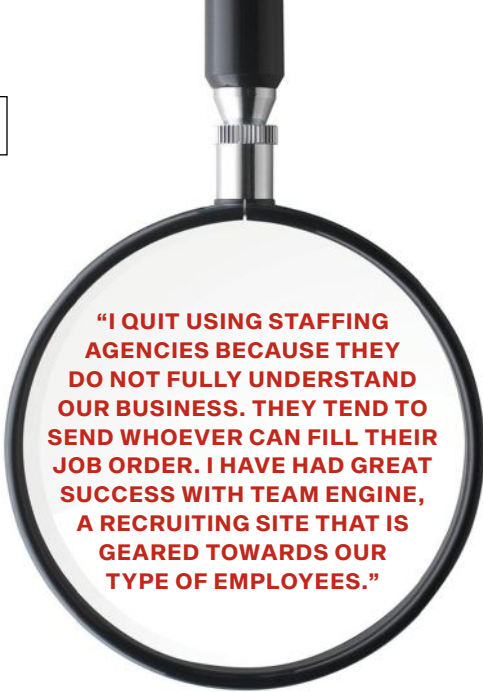
"We have never used staffing agencies or temps. The process of finding good people is getting more time-consuming, but we make sure we cast a wide net and talk to a lot of people so that when we do hire someone, we feel confident that they will be a good fit. We have a much better track record of retaining good people when we don't just 'settle' on a hire."

"Hire qualified candidates—then weed them out."

"We do exactly the same thing and run into the same problem. Unfortunately, there are not many other options out there."

"It is much more difficult to find the right person for the job when unemployment remains so low. There is no panacea, just diligent vetting of potential candidates for your well-paying job opportunities."

"Sometimes, you have to take somebody who is not a diamond but could have the ability to grow."



"I QUIT USING STAFFING AGENCIES BECAUSE THEY DO NOT FULLY UNDERSTAND OUR BUSINESS. THEY TEND TO SEND WHOEVER CAN FILL THEIR JOB ORDER. I HAVE HAD GREAT SUCCESS WITH TEAM ENGINE, A RECRUITING SITE THAT IS GEARED TOWARDS OUR TYPE OF EMPLOYEES."

"I think this is a challenge for most of us. We have to go through a number of hires before we find a reliable employee that sticks around for more than a few weeks. We're trying to become more flexible and have increased pay/benefits in order to find the diamonds and not just the coal."

"We do the same way as just explained above and with pretty much the same results."

"Most effective is employee referral."

"We use Indeed to advertise our positions, set requirements, and then do an initial screening to sift through the underqualified applicants. On Indeed, you can also set minimum skills and/or licensing requirements (e.g., valid driver's license required), weight minimums for stocking material, etc. You can also set up skills tests. For the ones who have the base skills we're looking for, I then like to set up 'hurdles' to gauge competency and instruction-following abilities. My go-to is to send them a message like, 'Call me between 8:00 and 11:00 on Wednesday morning to discuss your application and related skills.' It's silly, but only about half of those applicants make it through the 'following instructions test.' From there, I usually get a better pool of potential employees who will need to know how to follow instruction. We used to use temps to recruit talent, but we had the same issues. This has worked a lot better."

"I am not a lumberyard, but we hire in-house. We don't use temp agencies because of the higher cost."

"We continually use temporary workers as well as mixing in full-time to find the right people."

"We skip the staffing agency altogether and post positions and recruit candidates and look for those with experience and reliable references to confirm."

"I am an owner manager. I have found the most experienced people by doing business with my competitors buying things for myself and found the experienced person was looking for a change. Once I told them who I was, they approached me for a job. I did not go after them to steal away, I just got to know them."

"Word of mouth in our circle of customers and others that are in the same lines of work and visit our store. Unemployment office here is useless in finding good workers."

"Our best results come through recruitment bonuses to current employees."

"We have not yet found a good way. We would be a much larger company if I could find the people to work in it."

"We utilize temp agencies for our labor positions (currently have 54) as it has become increasingly difficult to find laborers. Pre-pandemic, we had 21 temps."

Responses from manufacturers, wholesale distributors, and service providers:

"Candidate recommendations from current employees."

"An effective plan to onboard and train opens the door to more hiring options. Considerations can be made based on intangibles and quality of character as well as existing skillset. The dynamic ability to capitalize on talent enables an employer the assurance that their hire is sound and capable."

"Hire temp workers with monetary incentives and family benefits. The modern worker is motivated by dollars and cents."

“Recruiting is more challenging today. We do all our own recruiting using word of mouth and community billboards. Once we find someone we like, we let the staffing agency hire them and we lease them. We know better what we need than the agency. Our people know who they want to work with. Additionally, we use an agency that has foreign workers. These people are good workers.”

“This is a problem in all levels of jobs today, because there are more jobs than people available, and the new hires have more options than ever. You have to create a culture where your current employees help with the recruiting process, and you have to think about different compensation packages that reward current and new employees equally.”

“Make the experience requirement higher. Also, offer more incentives.”

“Keep recruiting and training; 95% of success is in the interview.”

“I think a referral bonus to other general labor positions is great. Usually they know someone looking for a job, and if you make it lucrative for them but make the payout after they have lasted an appropriate amount of time, you might get more candidates.”

“Employee referral bonuses.”

“Staff as you would a full-time position, but offer it on a trial basis (for both your and employee’s benefit) for a set period of time. Wording is critical: if you bring the person on full-time after the trial, you do not want to impede your ability to fire later.”

“Rigorous and robust interviews. Get their commitment up front.”

“We were having staffing issues before the pandemic and it has only gotten worse! Our government has made it too easy to not work and receive benefits for a meager living, and people have accepted this lifestyle. It seems that this is happening in most of our country. Also, the legalization of marijuana makes it most difficult to hire due to insurance regulations and OSHA due to all the running machinery, forklifts and trucks, making it a daily struggle.”

“Reverse the psychology. Create a workplace that attracts attention.
1) Standard weekly wage plus bonus based on sales, productivity or some other means that benefits both parties. (ie. cost to employ one person, say \$1,500.00 per week, allowing for direct wages plus all insurances, plus holiday pay, plus taxes, etc. By monitoring their performance, any earnings above \$1,500 from that person is profit. For their end-of-week bonus, a 60/40% split: 40% goes to the employee and 60% returns to the company.
2) ‘Love the company’ programs. Put on a morning BBQ or similar once a week, but not a set day—any time during the week, allowing about one to one and a half hours for the social meeting. 3) Offer a weekend away holiday based on some incitement that has a benefit to the company. Make the work worthwhile and [people will] want to work at your place because of the benefits.”

“Referrals from employees. Staffing agencies are too expensive. You’re paying for two heads and getting one.”

“As in business, we typically prefer a personal recommendation. The best way we have found to get that is reaching out to friends, family and local community through Facebook and [other] social media.”

“Several years ago, we implemented a team member referral program. This program motivates existing team members to help recruit quality new hires and increase employee retention.”

“We have found that the employed are better candidates than the unemployed. Because of this, we are incentivizing by providing company-paid healthcare and other benefits. This has gained some good traction for us in our marketplace.”

“In addition to the avenues used in the last question, we have a WoodWorks program that we’ve established with local schools, as well as a Girls Can Too initiative. Both programs educate school-age students on the benefits of going into manufacturing and working with our company.”

“Existing employees, friends, and relatives with an incentive to both the existing employees and the new hire if they work out after 45 working days.”

“Previous contact, recommendations.”

“Ask the local high schools for help in finding good help. Kids who are not planning to go to college. You’d train.”

“We recruit from our current employees. We give them a bonus if they can bring in a qualified candidate that stays for one year. After the new employee stays for a year, the employee that recommended the new employee gets a cash bonus.”

“Staffing firms provide ‘temporary help’ and with that comes a whole host of issues that you should be concerned with. Yes, they can help span a gap in hiring, but at what cost? They are a drain on morale because people who accept temporary jobs are transient by nature and tend to disrupt the culture companies fight to maintain.” ■



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EWP CAN SPELL MORE SALES FOR LBM DEALERS LOOKING FOR SOLUTIONS.

IN DEPTH

ENGINEERED WOOD PRODUCTS

BY MIKE BERGER

Engineered wood products can lay claim to many accolades throughout history. While both the ancient Egyptians and Chinese used early forms of plywood for furniture construction, perhaps one of the most notable moments for engineered lumber came during World War II. Allied factories began turning out barracks, boats, and aircraft made from plywood, most notably the de Havilland Mosquito. Dubbed the “Wooden Wonder,” the aircraft could fly higher and faster than any other bomber at that time.

Today, engineered wood products (or EWP as they’re commonly called) continue to fly high. From plywood to laminated veneer lumber to mass timber, EWP plays a significant role in modern construction and continues to see gains over standard dimensional lumber. Nevertheless, it hasn’t been all sunshine and clear skies, and the last 12 months have brought significant challenges for the EWP segment.

“Business slowed considerably in the back half of 2022 as an aggressive Fed rate-hiking campaign coupled with sky high home prices dampened demand for new housing,” explains Mike Wilson, senior vice president at BlueLinX. “Recession fears, dwindling excess savings, and persistent inflation was the prediction for 2023, leading to an overall hesitancy to take risk. Builders were cautious about creating too much supply, distributors and dealers were wary of bringing in too much inventory, and manufacturers were hesitant to produce too much in an uncertain market. However, fear has begun to subside and give way to cautious optimism as the economy and the consumer have remained resilient. A severely underbuilt housing market (estimated at 4.5 million units underbuilt in the U.S.), limited supply of existing homes, and plateauing mortgage rates has led to a resurgence in demand for new construction.”

Chris Webb, general manager of Canfor Engineered Wood Products, says he’s seen demand subside from the frantic pace of the last two years. “Business has been steady. Most of the supply channel disruptions we saw during the pandemic have diminished. LBM dealers should expect little to no EWP supply side disruptions, product should be readily available across all EWP product categories—Glulam, I-joists, and Structural Composite Lumber (SCL)—for the balance of 2023.” ▶



Boise Cascade recently introduced its SawTek Cutter Plus automated saw as an entry level option to its SawTek systems. According to the manufacturer, the saw delivers a cost-effective method for stocking, selling and processing EWP. In addition to product optimization, processing and inventory control tools, SawTek saws can also cut holes and tag each piece with a label that corresponds to the framing plan.

Huber's AdvanTech X-Factor is a new class of premium subflooring that features a fade-resistant, water-shedding surface along with a built-in protective top layer that, according to Huber, provides a smooth, even subfloor surface that is marker-friendly and easy to clean. When used in conjunction with the company's AdvanTech subfloor adhesive (shown right), it offers a Squeak-Free Guarantee.



Analysts seem to agree with Webb's forecast of a robust EWP market. According to a recent research report by Market Research Future, the engineered wood market is expected to experience a compound annual growth rate (CAGR) of 7.21% between 2022 and 2030, while Allied Market Research reports the engineered wood market will reach a CAGR of 6.2% from 2020 to 2027.

According to manufacturers, facilities have remained at production capacity despite last year's market dip. "We expect demand to continue to rise in the coming months as there are still buyers looking to move with limited existing homes on the market," says Paul Pflingsten, OSB sales manager at RoyOMartin. "The demand must be met with new construction."

That new construction Pflingsten mentions can come in a variety of forms. "We have noticed a substantial shift towards multi-family units compared to single-family homes," says BlueLinx's Wilson. "There is little appetite for

homeowners with historically low interest rate mortgages to sell, putting a ceiling on an already low supply of homes on the market. This has resulted in increasing builder confidence and an increase in activity throughout the supply chain. If unemployment remains low, inflation continues to drop, and a severe recession is avoided, the supply demand imbalance will likely create significant tailwinds for EWP over the next year."

Products advance as codes evolve

If there's anything that can single-handedly impact product development, it's the International Residential Code (IRC) and the International Building Code (IBC). The current edition of the IBC is the 2021 version, also referred to as ICC IBC 2021. Like the versions that came before, IBC 2021 establishes basic standards for building processes that make it possible for builders to use new materials, methods, and practices.

"The industry continues to focus on products that meet specific performance criteria including improving fire suppression, moisture management and bug/rot prevention," says Wendy Minichiello, vice president of EWP sales for Weyerhaeuser, who goes on to point out how regional adoption of building code changes, shifting demographics in household formation, and the ever-present headache of labor shortages are having a negative impact across the industry.

It doesn't help that many state and local jurisdictions have yet to uniformly adopt the 2021 IBC standards, with some states delegating building codes to local authorities. Still, with the advent of more regions coming into compliance, EWP manufacturers are careful to keep up with code needs. ▶

Weyerhaeuser's Parallam PSL beams are engineered to add strength and reliability to structures, make longer spans possible, and allow for more design options with open, spacious floor plans.



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According to Boise Cascade, its VERSA-LAM LVL beams and headers eliminate twisting, shrinking and splitting, and deliver flatter, quieter floors and structures. Because they have no camber and strength is consistent throughout, VERSA-LAM LVL products support heavier loads and longer spans than comparable glulam or dimension lumber products.

An area of focus for Canfor (as it is for many in the supply chain) is in exploring ways to make wall panel construction more efficient, as shown here with its short span header.

For example, building code requirements are becoming more stringent with a call out to sealed roof decks in storm-prone areas, explains Kristin Michael, growth marketing manager for Huber Engineered Woods. “This requires builders to use two layers of underlayment or a self-adhered membrane covering the entire roof deck,” she says. “Our ZIP System sheathing and tape or ZIP System peel-and-stick underlayment product meets these requirements with ease.”

As further examples of the impacts building codes and energy efficiency improvements are having on EWP, Chris Reiten, director of EWP sales for Boise Cascade, points to HVAC ducts being incorporated into conditioned spaces. “Some builders are responding by switching to small diameter, high velocity duct systems located within the floor cavity,” he says. “While it’s not a new product, we’re seeing a new process emerge for the design and fulfillment of EWP floor systems. To offset the additional labor and potential for red tags due to improperly cut holes, innovative builders are working with their EWP supplier to design holes in the I-joist floor system. Using advanced 3D design



tools like our BC Frammer software, holes can be pre-cut by the dealer using automated processing equipment such as our SawTek automated saw systems.”

Market mayhem keeps things fluid

While projected product segment growth appears strong (and new product development seems to mirror that optimism), EWP manufacturers are keeping a close eye on factors that can have significant impact not only for them but for LBM dealers as well. As Weyerhaeuser’s Wendy Minichiello explains, “Our challenges are similar to what LBM dealers are experiencing for their own businesses: labor shortages in the trades and for manufacturing, cyber security and technology improvements such as artificial intelligence, climate change, and the regulatory effect on business conditions.”

Market volatility and overall economic instability continue to weigh heavily on manufacturers’ minds, due in no small part to the impact those factors can have on both product supply and product demand. BlueLinx’s Mike Wilson cites managing a return to normalcy after the two- to three-year period of chaos caused by COVID-19 as well as a choppy demand stemming from the uncertain economic environment as continued causes for concern. “Many dealers have held fairly lean inventories in the beginning of 2023,” he points out. “Upticks in certain areas of the country over the summer months have created some select supply issues in the field. Also, the progress on the fight against inflation and its impact on mortgage rates and housing will be a continued challenge. Many would-be homebuyers have been sitting on the sidelines due to being priced out of the market.”

That instability in the market is keeping others in a wary state. RoyOMartin’s Pfingsten also identifies market volatility as a major challenge for both manufacturer and LBM dealer. “Over the past 12 months, we have seen an OSB panel market that has dramatically changed,” he says. “We have gone from hearing dealers report being over-inventoried, with very little need to make open market purchases, to an environment currently where lead times have more than doubled. Buyers are now having trouble securing the volumes they need to service their customers in a timely manner. This type of volatility impacts FOB mill pricing, as well as transportation costs associated with moving these goods around the country.”

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As BlueLinx explains, its large footprint and extensive product selection allows it to meet the increasing demand caused by the shift from single-family homes to multi-family construction.



The volatility that Wilson and Pfungsten identify can have a significant impact on product affordability—a situation EWP manufacturers are keenly aware of. “The builder community we frequently engage with is balancing affordability with dependable solutions that effectively manage control layers in roof and wall assemblies with ease, says Huber’s Michael. “They are considering the value of integrated systems to manage water, air and thermal dynamics under a single

manufacturer’s warranty. With ZIP System products, for example, building teams can meet water-resistive barrier (WRB) and rigid air barrier needs with a single panel and various sealing solutions (liquid flash, stretch tape, flashing tape) that offer a range of customizable assemblies from long-length panels and varying R-value to a variety of subflooring options.

Introspection leads to sales

It should come as no surprise that COVID-19 caused significant disruptions for the LBM industry. Product availability and workforce shortages combined with rampant home improvement spending created a proverbial perfect storm for many dealers, but as conditions stabilized, LBM dealers needed to find a way to return to normal. It’s a issue that remains for many dealers—reinstating solid selling and customer service practices—and it’s one that EWP manufacturers suggest can be solved by careful diligence and business introspection.

“With so many competing challenges from outside the business, I think LBM dealers are well served to focus on one or two key customer segments and work really well to service those,” Weyerhaeuser’s Minichiello recommends. “Getting clear about who you are as a dealer and who your focus is in the wide customer base can help to better define everything from service postures to margin requirements.”

BlueLinx’s Mike Wilson agrees, pointing out the need to refocus both buyers and sellers on effectively managing inventory and active selling. “We all got too comfortable with buying everything we could get our hands on, and the art of selling became reduced to having product in stock,” he says. “Abundant supply and lower demand had the rumor mill churning in the first half of 2023, so do your due diligence on intel from customers and suppliers. Pay close attention to Fed decisions on interest rates, household balance sheets, and unemployment, as these will directly impact the likelihood of a housing recovery.”



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Inventory levels also need close monitoring, says RoyOMartin's Pfingsten. "Speaking specifically to OSB needs, dealers should take a hard look at their contractual commitments for 2024. The traditional 'buy cycles' that many industry veterans have known for years are no longer present. It may be time for some dealers to consider a different approach with their OSB panel inventory plans. The past 12 months have shown us just how quickly the single-family home builders in this country can impact the demand for structural panels in the U.S., more specifically, how quickly projections can change and cause volatility."

Canfor's Chris Webb agrees. "Plan, maintain adequate inventory levels to service your customers, and make sure your distributor and manufacture partners have adequate inventory available to avoid supply chain disruptions," he recommends.



RoyOMartin's TuffTier OSB Sub-Flooring is available in 19/32" and 23/32" and in sanded or unsanded versions. According to the manufacturer, TuffTier's self-spacing tongue-and-groove design allows for easier and more efficient installation, and the wood is sustainably sourced through FSC certified timberlands.

One way LBM dealers can manage inventory—especially for unique applications—EWP experts suggest making the most of manufacturer-specific technology and tools. For example, Boise Cascade's Chris Reiten recommends utilizing the company's online suite of software to help in identifying needed product. "Work with Boise Cascade's sales and support teams to take full advantage of the features across our software portfolio," he says. "Design cost-effective tall walls using our online BC Calc sizing software. Work with your customers to fine tune the balance between cost and performance

using BC FloorValue analysis in BC Framer, while also addressing potential floor system performance issues that are only identified when the entire system is analyzed. Utilize the material optimization tools in BC Connect to minimize product waste."

And if a customer still has hesitancy at trying new products, education about product benefits can help alleviate those fears. "As builders continue to balance affordability while focusing on meeting building codes and minimizing installation time, manufacturer rebates along with samples and training programs can help to reduce the risk of trying new products and build confidence when utilizing the products," Huber's Kristin Michael explains. "Also, having everything under one manufacturer helps to streamline the process and provide builders with a single warranty or enhanced guarantee. For instance, builders can receive a Squeak-Free Guarantee for subfloor assemblies using AdvanTech subflooring paired with AdvanTech subfloor adhesive."

On the surface, it seems natural to feel pessimistic about the construction industry and how the LBM dealer fits into somewhat clouded forecast. After all, at the time of this writing, sales of newly built, single-family homes had fallen 2.5% according to the U.S. Department of Housing and Urban Development and the U.S. Census Bureau. What's not always noticed, however, is that new home sales are up 23.8% from a year ago, and that spells significant sales potential for engineered wood.

"COVID-19 caused massive disruptions to the supply chain resulting in delays in construction and increased costs for builders," says BlueLinx's Mike Wilson. "This, coupled with the increased cost of labor due to shortages, caused builders to rethink their supply chain. They need a partner who can design the job pack in a cost-effective manner adhering to local building codes, supply the product consistently, and deliver the right product to the jobsite on time and allow the builder to minimize labor costs."

Luckily, EWP manufacturers stands ready to partner with LBM dealers and provide the construction solutions builders are seeking. And like the famous de Havilland Mosquito, engineered wood is poised to fly higher and faster than ever before. ■

PHOTOS COURTESY OF MANUFACTURERS



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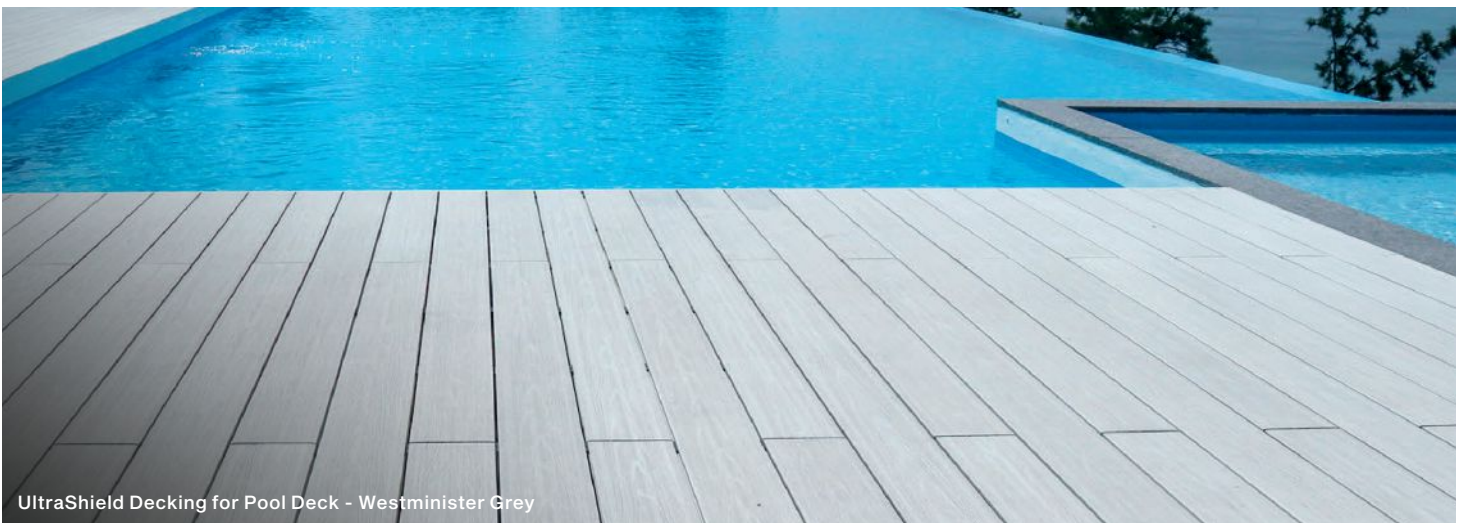
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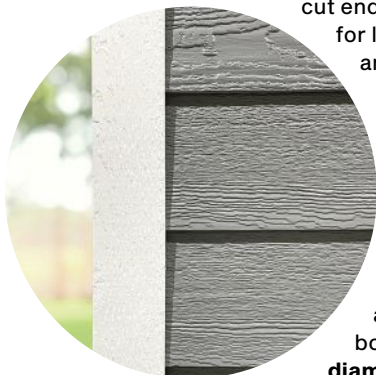
FlatLOK Fasteners from FastenMaster provide strong and code-compliant connections for multi-ply dimensional, LVL, LSL, PSL as well as other engineered lumber applications. According to the manufacturer, FlatLOK Fasteners do not require pre-drilling and are approved for single-sided installation, which makes the job easier to complete while saving time, materials, and labor. The fasteners feature a sharp winged point that reduces installation torque and eliminates splitting, an aggressive thread design to tightly draw plies together, a large wafer head for increased pull-through strength with a countersink nib for flush setting, and the Torx ttap drive system for maximum bit engagement and easy, wobble-free installation. In addition, FlatLOK Fasteners conform to the most current IRC/IBC standards, are approved for use in ACQ or treated lumber, and audited for compliance by IAPMO Uniform Evaluation Services. fastenmaster.com



DIAMOND KOTE NAIL FIN TRIM AND CORNERS

New from Diamond Kote Building Products, its Rabbeted Nail Fin Trim and Rabbeted Nail Fin Outside Corners are designed on the foundation of the company's hidden fastener system and include Diamond Kote's nailing flange. However, the new trim and corner products incorporate a built-in J-pocket. According to the manufacturer, these new features allow contractors to eliminate face nails, thus reducing the number of touch-ups on the job, and

installers will be able to conceal cut ends in the pocket, allowing for less precise measuring and cutting, all while eliminating the use of caulk. The Rabbeted Nail Fin Trim is available in both 4" and 6" widths and 16' lengths, and the Rabbeted Nail Fin Outside Corners are available in 4" widths, in both 10' and 16' lengths. diamondkotesiding.com



EACH MONTH, HUNDREDS OF PRODUCTS AND SERVICES VIE FOR INDUSTRY ATTENTION. HERE ARE SOME THAT OUR EDITORS THINK WILL INTEREST LBM JOURNAL READERS.

NEW SILESTONE DESIGNS

Cosentino recently launched two new collections to its Silestone portfolio: Le Chic and Urban Crush. As Cosentino describes, the Le Chic collection is an elegant and sophisticated offering at the intersection of fashion and design, with a pattern that features expressive veins and metallic accents that stand out against neutral backdrops. Cosentino reports the Urban Crush collection (an example of which is shown here) is inspired by the textures of industrial and urban style, drawing inspiration from materials such as concrete, limestone, and bronze. Urban Crush offerings are meant to speak to an eclectic side of design, with tones complementing vintage, vibrant interiors. Cosentino says the



dusty tones are incredibly versatile when viewed up close, with the various colorways full of life to deliver movement to a space. silestoneusa.com

SIMONTON PLUS4 LOW-E GLASS

Simonton Windows & Doors recently debuted its PLUS4 Low-E Glass, its newest energy-efficient glass option that Simonton says is built to prioritize the overall well-being of homeowners, especially those in colder climates. PLUS4 Low-E Glass meets the stringent requirements of ENERGY STAR version 6.0 for the Northern Zone, which encompasses the largest portion of the continental U.S. and includes Alaska. When combined with Simonton's ProSolar Sun, ProSolar Shade, or ProSolar Low-E glass options, the PLUS4 Low-E Glass packages can achieve U-factors of 0.27 or lower across several of Simonton's product collections, including the Impressions 9800, Reflections 5500, Reflections 5050, and ProFinish Contractor collections. simonton.com



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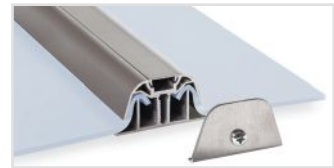


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PWT TREATED LVL

New from PWT, (formerly Pacific Woodtech), its PWT Treated LVL is reported to be the only manufactured treated LVL on the market, offering superior strength and uniformity. Utilizing what the company calls TRU-CORE technology—a heat press system used to evenly distribute treatment chemicals throughout the wood—the process creates a durable product that is protected against damage caused by fungal rot, decay, and wood-destroying insects including Formosan termites. According to the manufacturer, other benefits include less weight compared to traditional lumber along with size and moisture content uniformity. PWT Treated LVL is suitable for both interior and exterior usage and comes with a 25-year limited warranty. pwtewp.com

BATHFAN VENTILATION FAN

Fantech has launched bathfan, a curated line of five bathroom fan families designed to reduce redundancies to make both stocking and product selection easier. According to Fantech, the portfolio of products provides 21 configurations to allow an ideal fit for each project while still ensuring a straightforward specification process. All of the bath fans in the line use energy-efficient, permanently lubricated motors that are designed to increase the life cycle of the units for up to 70,000 hours of continuous use. Three of the fan families feature speed-selectable, self-compensating DC motors, engineered to maintain rated airflow as static pressure changes, and all residential units are Energy Star and HVI certified. fantech.net



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**DIABLO TOOLS AMPED
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Diablo Tools has added two new blades to its range of AMPED carbide teeth reciprocating saw blades. According to Diablo, these blades offer a first-in-the-world proprietary Titanium Cobalt (TiCo) Hi-Density Carbide and Black I.C.E. coating that delivers extreme efficiency, cutting life, and versatility in wood and metal demolition and cutting applications. The 9 TPI Demo Demon AMPED General Purpose Carbide Teeth Reciprocating Saw Blade is reported to deliver a “jack of all trades” solution for wood and metal cutting, while the 10 TPI Steel Demon AMPED Medium Metal Carbide Teeth Reciprocating Saw Blade is the first of its kind for strut, stainless steel, and other metals, delivering up to a reported 100X longer cutting life of standard bi-metal blades and up to 2X increased performance of standard carbide blades. diablotools.com



DEWALT IMPACT DRIVER BITS

The new FLEXTORQ Impact Driver Bits are the latest generation of bits from DEWALT, and according to the manufacturer deliver increased durability. With redesigned tip geometries, the bits offer users optimal performance and fit. New FLEXTORQ PH2 bits reportedly drive 100% more screws per bit, while the bits for use with T20 to T40 size fasteners deliver from 2X up to 5X superior fit. Additionally, every FLEXTORQ bit features a FLEXTORQ Zone designed to absorb impact for up to 200X longer life, and laser-etched, high-visible size markings allow for quick bit identification. dewalt.com



Storage Systems for LBM Dealers

- The Auto-Stak System
- Cantilever Rack Systems
- Metal Buildings
- Drive-Thru Systems
- Millwork Storage Systems
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CABINETS FROM RIGEL

Rigel cabinetry is an Amish-owned and operated manufacturer that specializes in providing ready-to-assemble cabinets with cabinet doors and innovative kitchen storage solutions. The company's cabinets feature soft-close doors and drawers that allow cabinets to both open and close gently and quietly, reducing wear and tear. Drawers are built with solid 5/8" plywood, drawer slides are heavy-duty, full-extension and are equipped to handle weight up to 70 lbs. Solid 3/4" adjustable shelves, 3/4" face frames, and 5/8" panels all contribute to the cabinets' overall strength and stability. Additionally, all Rigel cabinets are pre-finished in a choice of colors. rigelcabinetry.net



ERGODYNE SAFETY GLOVES

Made with a blend of A4 cut-resistant 18-gauge microfine nitrile grip to deliver true feel and breathable comfort, Ergodyne's ProFlex 7043 Nitrile Coated Cut-Resistant Gloves are a direct response to common pain points regularly cited by workers as reasons for not wearing hand protection. According to Ergodyne, the gloves are ideal for a wide range of industries, including construction, assembly, manufacturing, automotive, and for anyone frequently handling sheet metal or other sharp materials in both wet and dry conditions. The reinforced thumb saddles offer extra-strength grip and durability in rough environments. The new gloves are rated to provide ANSI/ISEA 105-2016 A4 cut protection and level 3 abrasion resistance, and the touchscreen-capable fingertips enable workers to use smartphones and tablets. ergodyne.com



RAMS HORN WORK BOOT

The waterproof Rams Horn composite toe work boot from Rocky Boots is designed with comfort, safety, and durability in mind. The boot features an oil- and slip-resistant rubber outsole and a fiberglass shank, along with the company's Rebound cushioning midsole and thick EnergyBed LX footbed with memory foam. According to Rocky, the boot's VP Recycled Waterproof technology will keep liquids out without trapping perspiration in, allowing your feet to stay cool and dry. This boot features ASTM F2413 protective toe classification, meets ASTM F2892 electrical hazard standard, and is built with nail-free construction to help insulate the wearer from the ground to slow down conduction. In addition, the boot features Rocky's new 1-year guaranteed Rocky Recycled Vapor Pass Waterproof Technology to keep feet dry. rockyboots.com

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ABOUT RICK

RICK DAVIS, CSP, CDT - is a sought-after speaker, trainer, sales consultant, and the president of Building Leaders, Inc. He is also a world class magazine columnist who has been awarded gold and silver medals from the American Society of Business Publishing Editors.

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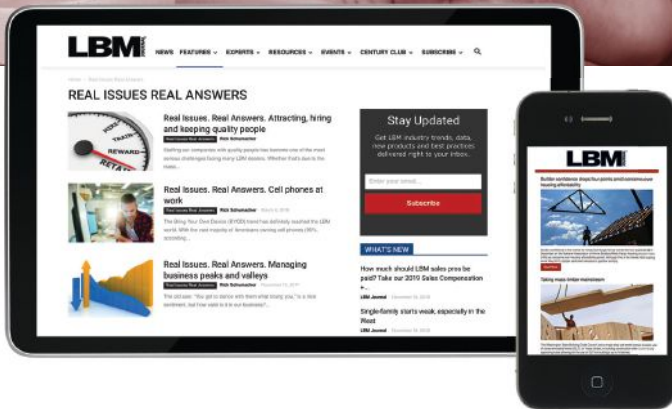
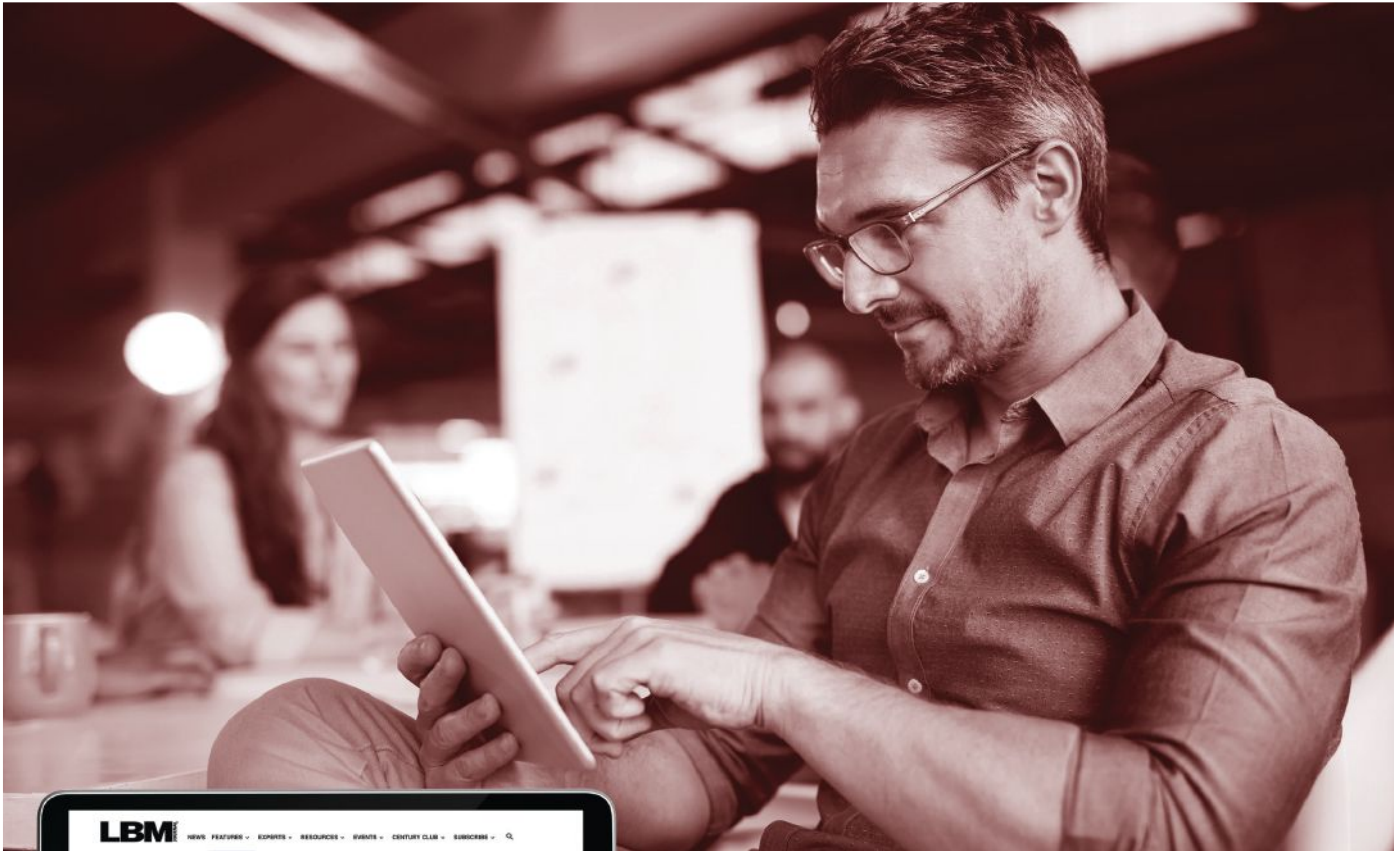
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* Denotes regional distribution.

Note: last-minute changes will affect the accuracy of this listing.

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THE SPECIAL-ORDER DILEMMA

Builders aren't required to prepay for special orders, but now you've been burned twice—because their homeowner clients had a change of heart. What would you do?

AS THE SECOND-GENERATION owner of an established lumberyard, you've either witnessed or experienced many of the tough situations that trip up less-experienced operators. That's why you have systems in place to minimize shrinkage (by customers and team members). That's why you have a savvy credit manager whom you've empowered to make the tough decisions. And that's why you require 100% payment upfront from homeowners who place special orders. Your trusted builder clients have historically gotten a pass on prepaying special orders... but something has happened twice this year that's making you take a fresh look at that policy. Here's the story:

You've known Sam Shoestring since he was a young carpenter just learning the art and science of homebuilding. Sam is one who took his craft seriously. He wasn't just swinging a hammer; he was building someone's home. When he decided to go into business for himself, building modest-priced custom homes, you believed he was a good risk and extended a line of credit.

In the 12 years since then, he built a reputation in your market as a craftsman and a man of his word. The one thing that hasn't changed since the early days is he still operates his business on a shoestring. Having been a carpenter once, he pays his people generously, and takes pride in providing homeowners with outstanding quality for less than they'd pay for a lesser house from a competitor. You're proud to be his supplier of choice and have had no qualms about

working through the inevitable bumps in the road that come with our business.

The first "bump" came earlier this year. Sam placed a special order for a high-end entry door. No deposit required, since he ordered it for a custom home he was building for a well-to-do client. When the door arrived from the manufacturer, the client insisted that he'd selected a different model—and just refused to accept it.

The second bump happened just a couple months later—and was strikingly similar to the first. This time, Sam and the homeowner were in your door display area when the client chose the custom door that they couldn't live without. Again, once the door arrived, the client insisted that the door they chose just wouldn't work.

In both cases, because Sam ordered the doors on behalf of his clients, there was no prepayment required. In both cases, you were left with two unwanted and unpaid-for custom entry doors. "I'm so sorry," Sam exclaimed. "Nothing like this has ever happened to me—and now it's happened twice in one year. I'd offer to pay for them, but my margin on these homes was so tight, I'd lose money and maybe have to go back to work for someone else."

What would you do?

CAST YOUR VOTE ONLINE AT: LBMJOURNAL.COM

Eat it. These aren't the first times you've been stuck with a special order, though it is the first and second time there was no prepayment. Accept it, try to sell the doors at cost, and move on.

Make Sam pay. There's a reason you don't require your builder customers to prepay special orders: because you know they're good for it. The responsibility falls squarely on Sam.

Update your policy. It doesn't matter who's at fault, the only thing that matters is that you fix it. Moving forward, no special orders from anyone without 100% prepayment.

Talk it through. Talk with your builders and explain that this happened twice in one year, and ask for their input on how to prevent it from happening. They may have the answer.

PHOTO: ©ISTOCK.COM/MOTORTION

SOMETHING ELSE? If you'd take a different plan of attack, email your suggested solution to Rick@LBMJournal.com. If we publish your reply, we'll send you an LBM Journal mug.



LBM CENTURY CLUB HONORS 100-YEAR-OLD BUSINESSES

The LBM Century Club was founded on the simple belief that companies that have been around for 100 years deserve to be recognized. Launched in 2016, the LBM Century Club has grown to 171 members, with more coming in each month. In all, the companies have provided 21,501 years of combined service to their communities.

By no means does the LBM Journal's Century Club list include every 100-year-old company... at least not yet. That's where you come in. Do you work for, or know of a lumberyard or building materials retailer that is 100 or more years old? Send them our way, so that we can give them the recognition they deserve. Century Club members receive a certificate for their store, window decals for their front doors, free admission to the LBM Strategies Conference where they are guests of honor at a Century Club induction ceremony, as well as recognition in their local media, all free of charge. Nomination is easy! Just visit LBMJournal.com/nominate and answer a few questions. We'll take it from there. For a complete listing of LBM Century Club members, visit lbmjournal.com/lbm-century-club.

THE MOST RECENT INDUCTEES INTO THIS EXCLUSIVE CLUB INCLUDE:

PARKES LUMBER CO. Lawrenceburg, TN	est. 1896	INTERSTATE + LAKELAND LUMBER Greenwich, CT	est. 1922
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WOODS LUMBER Independence, KS	est. 1889	BERONIO LUMBER San Francisco, CA	est. 1911
BIG JOHNS BUILDING SUPPLY LLC Cedaredge, CO	est. 1904	DAVIS-HAWN Dallas, TX	est. 1923
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