

LBM JOURNAL®

SEPTEMBER 2025 | \$15 U.S. | LBMJOURNAL.COM



BAKER LUMBER EMBRACES ITS COMMUNITY AND STORIED PAST

DEEP DIVE INTO ENGINEERED
WOOD OPPORTUNITIES

READERS WEIGH IN ON
MAXIMIZING TECH TOOLS

ANNIE BAKER, NADA BAKER,
LUCAS McFADDEN, AND BLUE
OF BAKER LUMBER



Feb 17-19
Orlando, FL

2026 NAHB INTERNATIONAL BUILDERS' SHOW®

JOIN US IN ORLANDO!

The International Builders' Show is the biggest and best residential construction industry event of the year. Everyone who is anyone is at the Builders' Show to experience it all!

100s of new product launches

Live product & technique demos

1,700+ brands - find your next great business partner

SPECIAL OFFER FOR DEALERS & DISTRIBUTORS*

EXPO PASS	
NAHB Member	Non-Member
FREE	FREE

September is the only time to lock in your **FREE** expo pass!

*Free expo pass offer Sept 2-30, 2025. Manufacturer and software providers are not eligible. See BuildersShow.com/fees.

REGISTER NOW & SAVE



Start-Up Zone

Find new start-up businesses with hot new products and services.



New Product Zone

Discover the most innovative industry products to hit the market.



Construction Performance Zone & Craft Techniques Zone

Check out interactive demos, demos and more demos.

BUILDERSSHOW.COM/LBM

INSIDE

SEPTEMBER 2025



FEATURES

- 32 REAL ISSUES. REAL ANSWERS.**
Making the most of your technology tools.
- 38 IN DEPTH | MATERIAL HANDLING/STORAGE**
Now more than ever, investments in efficiency are vital for LBM dealers.
- 44 PROFILE**
Not many companies survive for more than 150 years and stay family-owned and operated, but Baker Lumber—nestled in the idyllic, lakeside town of Grand Haven, MI—is not your average company.
- 50 IN DEPTH | ENGINEERED WOOD PRODUCTS**
Even in a soft building market, EWP can provide opportunities for LBM dealers.

DEPARTMENTS

- 8 THE BUZZ**
LBM updates, news, and events. Plus, the latest from lumberyards across the country, and responses to our July issue Tough Call survey.
- 28 FIVE QUESTIONS**
With Jason Ferris of CertainTeed.
- 58 PRODUCTS**
Our editors' picks that are sure to pique your interest.
- 64 TOUGH CALL**
Aggressive acquirer vs. family startup. One offers a bigger but uncertain payout, one is smaller but guaranteed. Which suitor would you sell to?

LBMJOURNAL.COM

LBM JOURNAL VOLUME 23, NO. 9 (ISSN#1930-5516) is published monthly with the exception of the combined November/December issue by Custom Built Publishing, LLC. Copyright 2025 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.



PUBLISHER / EXECUTIVE EDITOR
Rick Schumacher
 Rick@LBMJournal.com

CREATIVE DIRECTOR
Richard Hart
 Design@LBMJournal.com

MANAGING EDITOR
Wendy Sturges
 Wendy@LBMJournal.com

SENIOR EDITOR
Michael Berger
 Mike@LBMJournal.com

SOCIAL MEDIA COORDINATOR
Sally Lacey
 Sally@LBMJournal.com

CONTRIBUTING SALES EDITOR
Rick Davis

CONTRIBUTORS
Thea Dudley, Bradley Hartmann,
Russ Kathrein, Ronn Levine,
John D. Wagner

DIRECTOR OF OPERATIONS & EVENTS
Michelle Fischer
 Operations@LBMJournal.com

DIGITAL COORDINATOR & SALES OPS
Tina Saucke
 Tina@LBMJournal.com

JUNIOR ART DIRECTOR
Lindsay Scott
 Lindsay@LBMJournal.com

OPERATIONS SPECIALIST
Carey Milesenko
 Carey@LBMJournal.com

MEDIA CONSULTANTS

ASSOCIATE PUBLISHER
Jodie Cook Redwood
 Jodie@LBMJournal.com
 800.324.3492

NORTHEAST + SOUTHEAST

Mike Schwartz
 Mschwartz@LBMJournal.com
 310.487.2385

CENTRAL + WEST

SUBSCRIPTION CHANGES

For subscriptions or address changes call 612.888.5261

e-mail Operations@LBMJournal.com or visit LBMJournal.com/subscribe

BACK ISSUES & EXTRA COPIES

Operations@LBMJournal.com

Copyright 2025 by Custom Built Publishing LLC. Opinions expressed are those of the authors or persons quoted. Reproduction in whole or in part is prohibited without written authorization. LBM Journal is sent free-of-charge to qualified dealers and distributors of building materials. Publisher reserves the right to determine qualification. Non-qualified annual subscription rates: US, \$48; Canada, \$60 (U.S.); Airmail to all other countries, \$120 (U.S.). Single copy price: \$15 + S&H.

INDUSTRY LEADERS

16 BUILDING SALES

Talk in chapters.

RICK DAVIS

18 THE SPORT OF SELLING

Thinking in bets.

BRADLEY HARTMANN

20 CREDIT Q+A

Think outside the box.

THEA DUDLEY

22 MERGERS + ACQUISITIONS

Multiple arbitrage.

JOHN D. WAGNER

24 LEADERSHIP

PART 5: TAKING ON LEADERSHIP

Establishing your uniqueness.

RUSS KATHREIN

LBM EXTRAS

30 CENTURY CLUB

We asked Mike Wall, CEO of Power Townsend Company (est. 1867), about his business' staying power and plans for the future.



58



Leading Suppliers Council



OFFICIAL PUBLICATION OF



FROM THE PUBLISHER

“What are you hearing?”

When I talk with members of the LBM community—whether they’re dealers, wholesale distributors, or manufacturers—we inevitably get around to sharing what we’re seeing and hearing from others in the industry. While it has always been this way to a certain extent, the uncertainty is amped up a bit. Given record high duties on Canadian lumber imports of 35%—which NAHB reports may go higher, combined with builder confidence in the low 30s—more than 15 months in negative territory, and mortgage interest rates refusing to drop below 6%, there is valid cause for concern.

But here’s the thing: just as there are always plenty of reasons to be apprehensive, there are far more reasons to not only know that it’s going to be okay, but that it’s going to be *good*.

Consider the pent-up demand for homes. The need for housing is real, and the LBM community is at the heart of the solution. Advancements in off-site construction, modular building, and materials designed to install faster and easier, indicate we’re making progress.

Consider what we’ve overcome. Name the challenge—whether it’s natural disasters like wildfires, hurricanes, tornadoes, and floods, or economic blows like the Great Recession—the LBM industry figures it out, bands together with our communities, and comes out stronger on the other side.



No question about it. These are weird times. Still, every day in the LBM Journal Daily enewsletter, and every month in *LBM Journal* magazine, there are stories of companies and LBM pros doing big things for their people and their communities. In this issue alone, the team from Michigan’s Baker Lumber (150 years strong) shares its story, and Mike Wall of Power Townsend Company (est. 1867) talks staying power and plans for the future.

In a nutshell, what I’m hearing is that the incredible people and companies who comprise the LBM community are doing what you’ve always done: you’re making it happen. And I couldn’t be more proud to be a part of it.

— Rick Schumacher
Executive Editor & Publisher

A handwritten signature in black ink, which appears to be 'R. Schumacher'. The signature is fluid and cursive, written on a white background.

HAVE A QUESTION FOR RICK?
RICK@LBMJOURNAL.COM



OCTOBER 22-24
LAS VEGAS, NEVADA

MEASURE TWICE. GROW EXPONENTIALLY.

THE ONLY EVENT DEDICATED TO OUTDOOR LIVING PROS

SEE EVERYTHING. LEARN ANYTHING.
MEET EVERYONE. **ONLY AT DECK EXPO.**

Three days that will transform your outdoor living business.

- **Real Solutions** from builders who've been in your shoes
- **Hands-On Access** to tools that make your job easier
- **Business Growth** strategies to find customers & boost profits
- **Industry Connections** with partners who can send you work

Your seat at the table is waiting.

Join your colleagues - with a **FREE Expo Pass** for *LBM Journal* readers.

Use code **LBMEXPO**
for a **FREE Expo Pass!**



Sponsored by:



REGISTER NOW

WWW.DECKEXPO.COM

LBM STRATEGIES

2025 CONFERENCE



OCT. 15-17 • EMBASSY SUITES DOWNTOWN • NASHVILLE

RESERVE YOUR SPOT BY SEPTEMBER 30

SAVE \$50

REGISTRATION OPEN TO LBM DEALERS AND DISTRIBUTORS

WEDNESDAY, OCTOBER 15

LUMBERYARD TOUR

Walker Lumber—A 2023 LBM Journal Dealer of the Year
Includes pre-tour breakfast and bus transportation.

WORKSHOP:

Leveraging AI to Drive Efficiency & Profitability
Shane Soule | John Marshall

CELEBRATING EXCELLENCE IN THE LBM COMMUNITY

Recognizing Dealers of the Year, LBM Century Club, 40 Under 40, and the LBM 100

WELCOME NIGHT RECEPTION

THURSDAY, OCTOBER 16

KICK-OFF KEYNOTE:

Turning Insights into Results: What Your Pro Customers Really Want
Grant Farnsworth | Beth PopNikolov

How to Make Your Company a Great Place to Work
Carl Moyer | Michelle Rose

Sparking Your Team & Fanning the Flames!
Patrick Goebel

From Values to Retention: Creating a Top Workplace
Chris Neumann | Theresa Thoryk

Walker Lumber: 17 Minutes and Second Chances
Ray Hayles | Rick Schumacher

Smart Buying: Southern Yellow Pine Futures
Mike Wisnefski | Alison Coughlin

PANEL DISCUSSION:

Attracting Next Gen Pros: 40 Under 40
Moderator: Emily Morgan
Bowen Chapman | Sadie Hammond Berube
Justin Bigham | Victoria Zimmerman

PANEL DISCUSSION:

M&A Insights: Tips on Driving Up Your Company's Value
Moderators: John Wagner & Ted Rieple
Steve Swinney | Jim Hooper | Andrew Whitcomb
Jason Blair | Chris Miller

HOT TOPIC ROUNDTABLE DISCUSSIONS:

Recruiting Next Gen Pros	TBD
Mergers & Acquisitions	led by John D. Wagner & Ted Rieple
Leveraging AI	led by John Marshall & Shane Soule
Second Chance Program	led by Ray Hayles
Sales Management	led by Bradley Hartmann

THURSDAY NIGHT DINNER & RECEPTION

The Rooftop at Ole Red

FRIDAY, OCTOBER 17

(Programming ends at noon)

KICK-OFF KEYNOTE:

The DAM Problem with Salespeople
Bradley Hartmann

PANEL DISCUSSION:

Straight Talk from Builders: Pain Points & Partnership
Moderator: Bradley Hartmann
Joey Donnelly | Paul Hammond | Hugh Nelson

HOT TOPIC ROUNDTABLE DISCUSSIONS:

Sales & Sales Management	led by Rick Davis
Leadership	led by Russ Kathrein
Credit Management	led by Thea Dudley
Succession Planning	led by Sam Brownell

PROGRAM AGENDA SUBJECT TO CHANGE.

PRESENTED BY



REGISTER TODAY: LBMSTRATEGIES.COM



FEATURING



JUSTIN BIGHAM
HT Building Products



JASON BLAIR
TAL Building Centers



SAM BROWNELL
Stratus Business Advisors



BOWEN CHAPMAN
Four Corners
Building Supply



RICK DAVIS
Building Leaders, Inc.



THEA DUDLEY
Pocket Protectors, LLC



GRANT FARNSWORTH
Farnsworth Group



PATRICK GOEBEL
Star Lumber



SADIE HAMMOND BERUBE
Hammond
Lumber Company



BRADLEY HARTMANN
Bradley Hartmann
& Company



RAY HAYLES
Walker Lumber Company



JIM HOOPER
US LBM Holdings, LLC



RUSS KATHREIN
Do it Best



JOHN MARSHALL
AI Growth Partners



CHRIS MILLER
Nations Best Holdings



EMILY MORGAN
Ashby Lumber



CARL MOYER
PARR



MICHELLE ROSE
PARR



CHRIS NEUMANN
Erie Materials, Inc.



THERESA THORYK
Erie Materials, Inc.



BETH POPNIKOLOV
Venveo



TED RIEPLE
1st West M&A



JOHN D. WAGNER
1st West M&A



SHANE SOULE
ProTec Panel & Truss



STEVE SWINNEY
Kodiak Building Partners



ANDREW WHITCOMB
Builders FirstSource



MICHAEL WISNEFSKI
Westline Capital
Strategies



VICTORIA ZIMMERMAN
Shepley Wood Products



ALISON COUGHLIN
CME Group



PAUL HAMMOND
Hammond & Brandt
Builders



HUGH NELSON
Kingdom Builders



JOEY DONNELLY
Donnelly Timmons
& Associates



RICK SCHUMACHER
LBM Journal

A SPECIAL THANK YOU TO OUR GENEROUS SPONSORS

PLATINUM



SPEAKER DINNER



GOLD



RECEPTIONS



SILVER

Boise Cascade
ENGINEERED WOOD PRODUCTS

Westlake
Royal Building Products™



VIDEO



BRONZE



Global Talent
Recruiting



SPONSORS



International Wood Products



Lumber &
Building Materials



Weyerhaeuser



TOOLBX™



LBM Advantage
Better. Stronger. Together.



UPG



Stratus
BUSINESS ADVISORS



HILLMAN



PALADIN™



dmsi
SOFTWARE



4Ward
Solutions Group
Where Businesses Come for Solutions



ACRE™ BY MODERN•MILL
A WORLD BEYOND WOOD



sashco
Products That Work



klipboard.
Your Business Your Way



MIDWEST



SELJAX



BLUEPOINT
FASTENERS



WorkSafe
WorkSmart

A limited number of sponsorship opportunities are available for manufacturers and service providers. To learn more, contact your Media Consultant.



BLIFFERT LUMBER CELEBRATES TOP WORKPLACE AWARD



FERGUSON DO IT BEST LUMBER EXPANDS



OVERISEL TAKES OWNERSHIP OF SETHCO LUMBER CO.

BY THE YARD

Milwaukee, WI-based **Bliffert Lumber**, which operates 15 locations across Wisconsin, has been named a 2025 Top Workplace in both Southeastern Wisconsin and the Madison area.

Ferguson Do it Best Lumber opened a new hardware store in Coatesville, IN. Founded nearly 160 years ago, the company purchased land in 2021 and began construction in 2023 to build a 9,000-sq.-ft. retail store with 2,000-sq.-ft. for service, office, and storeroom space. This is the company's third location, with stores also in Veedersburg and Danville.

Friedman's Home Improvement, a locally-owned home improvement, hardware, lumber and building materials retailer serving the North Bay and North Coast, hosted its 30th Annual Charity Golf Tournament benefiting local nonprofit Schools Plus. This year's milestone event raised \$140,000 to benefit Sonoma County schools.

Cardwell Do-it Best Home Center, located in Central Indiana since 1945, has been honored as the 2025 Member of the Year in the 5,000–12,000 sq. ft. store category by Do it Best. This prestigious award recognizes the store's outstanding achievements in retail excellence, superior customer satisfaction, and dedication to the values of Do it Best.

Millard Lumber was named an Omaha's Choice winner for Building Supply Company in the Omaha World-Herald's 2025 Omaha's Choice Awards.

MERGERS + ACQUISITIONS

Overisel Lumber has taken ownership of Muskegon, MI-based **Sethco Lumber Co.**, according to the company. Jason and Lee Slenk are third-generation owners at Overisel Lumber, which has three existing locations in Michigan, plus a kitchen and bath showroom.

Hammond Lumber Company announced its plans to acquire **Ware-Butler Building Supply**. The acquisition will expand Hammond's retail footprint from 22 to 34 locations throughout Maine and New Hampshire. The transaction includes 15 Ware-Butler retail locations in Maine. Also included in the acquisition are Ware-Butler's wall panel manufacturing facility and two metal roofing production lines under the Peak Metals brand.

Atlas Engineered Products completed the acquisition of **Penn-Truss MFG Inc.**, a manufacturer of roof and floor trusses and a supplier of engineered wood products.

MacArthur Company, parent company of **Weekes Forest Products**, a distributor of lumber, building materials and construction supplies, has acquired **Sprenger Midwest Wholesale**, a wholesale distributor serving the Upper Midwest.

White Cap has acquired the business of **Beaver's Source, LLC**, a concrete accessories distributor for commercial and residential end markets in Laredo, TX. The addition of Beaver's Source expands White Cap's presence and product offerings in Laredo to support the area's growth.

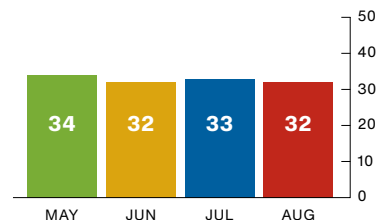


Nations Roof LLC announced its acquisition of **Preferred Roofing Services, LLC**, a commercial roofing provider operating in the Greater Cleveland area.

SEND NEWS AND UPDATES ABOUT YOUR ORGANIZATION TO WENDY@LBMJOURNAL.COM

Builder confidence plateaus in August

Builder confidence in the market for newly built single-family homes was 32 in August, down one point from July, according to the National Association of Home Builders (NAHB)/Wells Fargo Housing Market Index (HMI). Builder sentiment has now been in negative territory for 16 consecutive months and has hovered at a relatively low reading between 32 and 34 since May.



FIND LBM JOURNAL HERE



FOLLOW, COMMENT, LIKE, AND TAG US.

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

PEOPLE IN LBM



GARDNER



HUSS

Kodiak Building Partners announced the promotion of **Wade Gardner** to area vice president of Washington. In this expanded role, Gardner will help guide strategic growth across Kodiak's Washington-based companies while continuing to serve as president of Builders Alliance and Frontier Building Supply. The company also announced **Brian Huss** has been promoted to chief financial officer. Huss has been a driving force behind Kodiak's financial growth and stability since the early days, helping to build the finance function into a key pillar of the business, according to Kodiak.



BUNCH



PATTI

House-Hasson Hardware has appointed **Jay Bunch** as chief financial officer and also welcomed **Matthew Patti** as vice president of purchasing.

Concord Building & Design Center, an employee-owned lumber and building materials supply company, has announced **Tony Frias** as its sales manager. Frias brings over 25 years of industry experience and will lead Concord BDC's business development strategy by driving growth and strengthening relationships.

QXO, Inc. announced that **Michael DeWitt** has been appointed chief procurement officer. DeWitt will lead the company's procurement transformation as QXO scales to become the tech-enabled leader in the \$800 billion building products distribution industry.



Protecto Wrap has hired **Phil Eenigenburg** as its new regional sales manager for the Midwest U.S. Eenigenburg will manage all sales efforts in the Midwest as well as supporting Protecto Wrap's growing market presence in the self-adhered weatherization products category.



Woodgrain announced the promotion of **Matt Aemmer** to president of the distribution division. In his new role, Aemmer will oversee strategic operations and drive performance across the division, bringing visionary leadership, operational expertise, and a strong track record of success to the position.

RoyOMartin announced a series of key executive leadership changes, underscoring the company's long-standing commitment to continuity, strength, and innovation: Vice President of Plywood **Jeremy Burford** was promoted to executive vice president of manufacturing and sales. Vice President of Land and Timber **Cade Young** was promoted to executive vice president of Martin Timberlands and supply chain. Executive Vice President of Manufacturing and Sales **Terry Secret** will retire in April 2026.

LP Building Solutions announced the appointment of **Lynn Cobb** as vice president of marketing. In this newly created role, Cobb will lead the development and execution of LP's commercial strategy.



OX Engineered Products has appointed **Mike Ryan** as its new president. Ryan previously served as executive vice president of sales and marketing for the company.

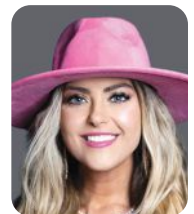
SPAX and **TRUFAST** announced the appointment of **Ryan Edwards** as director of sales for mass timber for North America. SPAX and TRUFAST are brands of Altenloh, Brinck & Co.

LBM Advantage welcomed **Jason Ealand** as its newest member sales manager. Ealand brings over a decade of experience in sales, customer relationships, and territory growth. He most recently worked at Blish-Mize Distribution Company, where he strengthened customer relationships and managed product distribution across key territories.

Do it Best, in collaboration with Estwing Manufacturing Co., celebrated the achievements of three extraordinary individuals at an Estwing Golden Hammer award ceremony, which recognizes outstanding individuals who have dedicated over 50 years of service to the independent home improvement industry. The recognition event honored **Ray Moneypenny**, **Norb Walthers**, and **Ed Lewis** for their decades of service, leadership, and influence within the home improvement industry.

CO-OP + BUYER'S GROUPS

Do it Best and **True Value** have announced **Stefanie Couch**, founder of Grit Blueprint, as a brand partner, a move aimed at enhancing brand visibility and delivering innovative, real-world strategies to help independent businesses thrive.



Ace Hardware celebrated the grand opening of its new Retail Support Center in Kansas City, MO. The new facility spans more than 1.5 million square feet, measuring a half mile from end to end. The facility is expected to generate over 350 new local jobs and will play a crucial role in supporting Ace's growing network of more than 5,000 locally-owned stores in the U.S.

INDUSTRY UPDATES

Simpson Strong-Tie has donated \$30,000 to the Kerr County Flood Relief Fund following the destructive floods in Texas on July 4. Kerr County was one of the hardest-hit areas around the Guadalupe River, where the unprecedented flash flooding claimed at least 120 lives. The Kerr County Flood Relief Fund is supporting relief efforts and long-term rebuilding in impacted communities.

Trex Company has launched the new Trex Deck Railing Designer. Designed with speed, accuracy and efficiency in mind, the user-friendly digital platform delivers real-time 3D visualization, instant material estimates and seamless performance across devices.

Deckorators has unveiled its new online Deck Visualizer, providing homeowners and contractors with an intuitive, interactive tool to help design their ideal outdoor space. The tool offers a variety of deck shapes, railing styles, privacy screen options, and over 35 deck width and color combinations to provide a realistic rendering of what the final project will look like using Deckorators product lines.

The Lester Group broke ground on its new Fortress Truss plant. The new facility, developed by Henderson Construction and built by CT Darnell Construction, is scheduled for completion in the second quarter of 2026.

Georgia-Pacific debuted a new capital project for the company's Englehart OSB mill in Ontario. The approximately \$140 million USD (\$191 million CAD) investment will fund a new log processing system and include the expansion and construction of a new finished goods warehouse. This investment comes as Englehart OSB celebrates its 15th anniversary as a Georgia-Pacific facility.

SEND NEWS AND UPDATES ABOUT YOUR ORGANIZATION TO WENDY@LBMJOURNAL.COM

TOUGH CALL SOLUTIONS

THE JULY ISSUE SURVEY RESULTS FROM LBMJOURNAL.COM AND LINKEDIN.

ACQUIRING A MONEY PIT

You made a handshake agreement to buy the lumberyard where you got your start, before discovering problems that will cost a small fortune to fix. Here's how readers responded.

Negotiate terms. 57%

Share what your due diligence has revealed and ask him to work with you on the payment terms so you can honor your handshake and move forward.

Walk away. 15%

As much as you like the idea of acquiring the yard where you got your start, it's shaping up to be a bottomless money pit. Handshakes aren't enforceable.

Company only. 14%

Instead of buying the business and the property, offer to buy the business and lease the land, provided he agrees to take care of the underground tank issue.



Start over. 14%

Own the fact that shaking hands before you had all the facts was wrong. Begin again in good faith, and see if you can forge a fresh win-win situation.

DISTRIBUTION NEWS

Snavelly Forest Products formed a strategic partnership with **Weyerhaeuser**, manufacturer of Trus Joist engineered wood products. Snavelly will stock and distribute Trus Joist branded products—including TJI joists, TimberStrand LSL rim board, Microllam LVL, and Parallam PSL—through Snavelly's distribution centers in Westminster, MD, Liberty, NC, and Pittsburgh, PA.

Tando Composites, a division of Derby Building Products, has partnered with **Building Products Inc.** (BPI), to distribute in the Midwestern United States.

PrimeSource Building Products is growing its outdoor living portfolio by introducing **Keylink** aluminum railing systems to two key markets: Florida and the Pacific Northwest.

Trex Company, Inc., is expanding its partnership with **International Wood Products, LLC** (IWP), which will now exclusively stock Trex decking and railing at its newly opened facility in Salt Lake City, UT, and continue to do so at all six of its distribution centers across the region.

LISTEN NOW!

DID YOU KNOW LBM JOURNAL HAS A PODCAST? Subscribe today for weekly episodes about credit management and social media utilization for the LBM industry.

Find us @LBMTalks on Spotify and Apple Podcast, and on our YouTube Channel.

LBM TALKS



A man with grey hair and glasses, wearing a grey apron over a white shirt, stands in a hardware store aisle. He is holding a price tag in his right hand. The aisle is filled with shelves of hardware products, each with a red and white price tag. The background shows more shelves and products, creating a sense of a large, well-stocked store.

ORGILL

Tailored Solutions, Unlimited Potential

WHERE RETAIL INNOVATION GETS REAL

Germantown Hardware—CNRG’s flagship living lab near Orgill’s headquarters—serves as a real-world testing ground for next-generation retail solutions. The recent installation of 24,000+ Electronic Shelf Labels (ESLs) wasn’t just about automating price updates; it was about gathering actionable insights into labor efficiency, customer experience, and scalable implementation. This initiative is one of many that Orgill, CNRG, and Tyndale Advisors are testing to help retailers nationwide operate smarter, faster, and with greater precision.

To find out about how Orgill is a different kind of partner, visit [Orgill.com/opportunity](https://www.orgill.com/opportunity).

Uncover the data-driven lessons, practical challenges, and long-term insights that came from testing ESLs at scale. This case study goes deeper into what makes a retail “living lab” work—and what you can take from it.

See how they did it.



GERMANTOWN
HARDWARE

Chris Clark
General Manager of
Germantown Hardware
Memphis, Tennessee

INDUSTRY EVENTS

SEP 23-25

LMC LEADERSHIP SUMMIT
Denver, CO | lmc.net

SEP 24-26

CONSTRUCTION SUPPLIERS
ASSOCIATION 2025 CONFERENCE
& TRADESHOW
Miramar Beach, FL | gocsa.com

OCT 15-16

MBSA CONNECT 2025
Michigan City, IN | thembsa.org

OCT 15-17

LBM STRATEGIES 2025 CONFERENCE
Nashville, TN | lbmstrategies.com

OCT 20-22

LBM ADVANTAGE FALL PLANNING
CONFERENCE
Indianapolis, IN | lbmadvantage.com

OCT 22-24

DECK EXPO
Las Vegas, NV | deckexpo.com

OCT 26-29

2025 WMA CONVENTION &
TRADESHOW
Cleveland, OH
worldmillworkalliance.com

OCT 28-30

WCLBMA ANNUAL CONVENTION
San Diego, CA | lumberassociation.org

NOV 3-5

LMC EXPO 2025
Philadelphia, PA | lmc.net

NOV 5-7

NAWLA TRADERS MARKET
Kansas City, MO | nawla.org

NOV 11-12

WBMA ANNUAL CONFERENCE
Seattle, WA | wbma.org

NOV 19-21

EPICOR INSIGHTS 2025 FOR
BUILDING SUPPLY & RETAIL
National Harbor, MD | epicor.com

DEC 9

2025 MID-AMERICA CONNECTION
CONFERENCE
Olathe, KS | bldconnection.org

DEC 11

2025 NEBRASKA CONNECTION
CONFERENCE
La Vista, NE | bldconnection.org

2026

JAN 20-21

2026 BIZCON NORTH
St. Cloud, MN | bldconnection.org

FEB 3-4

2026 BIZCON SOUTH
Altoona, IA | bldconnection.org

FEB 17-19

2026 NAHB INTERNATIONAL
BUILDERS' SHOW
Orlando, FL | buildersshow.com

SEND INFORMATION ABOUT YOUR COMPANY'S EVENTS TO WENDY@LBMJOURNAL.COM

ULINE

**TOUGH BAGS
FOR TOUGH JOBS**

**ORDER BY 6 PM FOR
SAME DAY SHIPPING**

SANDBAGS

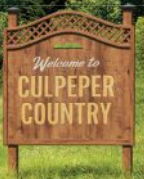
BULK BAGS

PALLET COVERS

COMPLETE CATALOG **1-800-295-5510** uline.com



WELCOME TO CULPEPER COUNTRY



Become a Culpeper treated lumber dealer and you receive a higher grade of quality, selection, and service that you and your customers will appreciate. It's our path to market – a route without shortcuts. And why we rank #1 with independent lumberyards. Learn more at culpeperwood.com/become-a-dealer.



EDGE™

Siding. Pattern. Trim.



EVOTRIM™

TREATED EXTERIOR WOOD TRIM

FEATURES

- 5 EPA-registered preservatives permeate each board
- S4S, S1S2E (resawn), V-Groove and E&CB
- 1x, 5/4in., 2x, widths up to 12 in., 16 ft. and 20 ft. lengths
- 40-year limited warranty (rot, mold, insect, and termite)
- 20-year limited warranty (delamination)
- 5-year warranty (peeling and flaking)



See more at ufpEDGE.com



EVOTRIM™

A Trusted Exterior Trim for Demanding Builds

In the building materials business, reliability matters. Contractors and builders count on dealers to supply products that perform well, install easily, and stand the test of time. **EvoTrim™ by Edge** is one of those products—an exterior trim solution that consistently delivers where it counts.

ENGINEERED FOR LONG-TERM PERFORMANCE

At the core of EvoTrim's durability is a deep-penetrating wood treatment that infuses five EPA-registered preservatives throughout the board. Unlike surface-treated trim, this process protects the entire cross-section, offering strong resistance to rot, insects, and termites.

This makes EvoTrim a solid choice for projects in tough climates, whether that's coastal humidity, heavy rainfall, or freeze-thaw cycles. Builders appreciate the peace of mind, and dealers benefit from fewer product issues down the line.

VERSATILE AND JOB-SITE READY

EvoTrim is available in a range of **thicknesses, textures, and lengths**, making it adaptable to a wide variety of residential and commercial applications. Each board is **finger-jointed, edge-glued, and factory-primed on all sides** with two coats of exterior primer, ensuring dimensional stability and a smooth, consistent surface.

This level of preparation helps streamline installation and finishing, which is a plus for contractors working on tight schedules.

LOW MAINTENANCE, EASY TO FINISH

EvoTrim arrives **ready to paint**, with a factory-applied primer that ensures good adhesion and a clean finish. Its resistance to termites and other insects, as well as rot also means less maintenance over time, which homeowners value and builders can stand behind.

This combination of durability and ease of finishing makes EvoTrim a practical choice for long-term performance with minimal upkeep.



BACKED BY STRONG WARRANTIES

EvoTrim is supported by an industry-leading **40-year limited warranty** covering rot and termite damage. It also includes a **20-year warranty on lamination** and a **5-year warranty on the primer**. These warranties reflect the manufacturer's confidence in the product and provide added assurance for both dealers and end users.

A TRIM SOLUTION THAT WORKS

EvoTrim isn't about gimmicks—it's about delivering consistent results. With its proven treatment technology, versatile design options, and strong warranty coverage, it's a trim product that meets the real-world needs of today's construction professionals.

For dealers, EvoTrim offers a dependable, low-risk addition to your product lineup: one that builders trust and customers come back for.

BY RICK DAVIS

TALK IN CHAPTERS

OVER THE COURSE of a 40-year career, I've heard salespeople resist the idea of a "canned" presentation. They figure they were hired because of their personality and charm. "Winging it" makes the presentation feel more natural. They assume speaking comes naturally for them and planning would make them feel less conversational. To this I respond, be conversational ... but be strategic.

Oral presentation skills are very similar to writing a best-selling novel. To engage the audience, you need to grab their attention, build a detailed plot, and provide an exciting ending. This requires scripting your thoughts before the heat of battle to influence more during every sales encounter.

Additionally, you should break your novel into chapters. If a salesperson were given unlimited time to tell the entire story of their company, products, and commitment to the customer, the presentation novel could last hours. The problem is you have only a few moments to make an impact. It's best to use the best chapter for the right situation.

Here is how it works:

1. A salesperson assures the prospects that three things will happen when they opt to work together. First, the salesperson will help them to minimize errors and keep projects on schedule. Second, the salesperson will provide marketing and sales assets to help grow the client's business. Lastly, the salesperson will guarantee their personal service to help these promises come to fruition.

2. You organize your script in chapters as the means to increase engagement throughout your presentation. For example, the chapter on enhancing operational efficiencies includes the subchapters about available software to streamline orders and minimize mistakes, training for installers, and more.

3. The final preparation is to know the difference between rambling unnecessarily with low influence or talking briefly with maximum impact.

The conversation looks something like this:

Salesperson: "Thanks for giving me the time today to share some information about our company capabilities."

Buyer: "No problem. Like I said, I only have 10-15 minutes but was interested in what you said during our first meeting."

Salesperson: "What was it that interested you most?"

Buyer: "You said you'll guarantee we get our products on time. I am pretty curious about that bold claim!"

Salesperson (smiling ... and this is where the salesperson shares their chapter on timely deliveries): "And I meant it! But let me be clear. My method is to deeply understand your organization by knowing your people and assessing what projects are in the works. Too often, I've seen builders require constant emergency support that could have been avoided.

"If you really want no delays, you'll allow me to work with you and your team on the front end to prevent fires rather than put them out. I can give you the name of two non-competing builders who will provide testimonials that my support has eliminated a lot of problems for them, and improved the experience they provide their customers.

"We should plan a next meeting with you and your supervisors. They can get to know me, and I'll get to understand them and share ideas that have helped other customers of mine ... just like they'll help you."

Silence. The salesperson waits because they recognize that the period at the end of the paragraph is the time to stop talking. The chapter is over, and the point has been made.

Buyer (smiling): "That's a pretty good story. When do you want to set up the meeting?"

The chapters of your novel help you sell. William Henry Harrison, the 9th president of the United States, delivered an inaugural address that lasted two hours during which he contracted pneumonia that sent him to his grave within a month. Abraham Lincoln delivered the Gettysburg Address in three minutes, a speech that is talked about to this day.

Deliver a table of contents to your novel and then discuss the appropriate chapters that deliver the most impact in the right situations. It's the move of professional speakers and presenters.



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.

WHAT YOU'RE MADE OF MATTERS

**People.
Products.
Software.
Support.**

True integrity of a person,
company, or structure starts
with what's on the inside.



Boise Cascade®
ENGINEERED WOOD PRODUCTS

bc.com/ewp | 800.232.0788

© 2025 Boise Cascade Company. All rights reserved.

BY BRADLEY HARTMANN

THERE ARE A couple of obvious ways—even to a child—to recognize when your uncle is in the mob. One is when he flips open the ottoman in his St. Louis suburban family room and casually hauls out \$70,000 in cash. Another is when he gets drunk, shoots your aunt in the hip, disappears for a week ... then turns himself in. And nothing happens. No consequences. Not from the authorities, and apparently not from his wife either—as far as 10-year-old Earl Weaver could tell in 1941.

A lifetime later, the Hall of Fame Baltimore Orioles manager would reflect on a childhood shaped by baseball and betting. While all humans are natural prediction machines, Earl Weaver turned that instinct into a competitive advantage that changed the game.

Decades before the Oakland A's, Billy Beane, Michael Lewis, and *Moneyball*, young Earl was making predictions every summer day at Sportsman's Park in St. Louis, sitting beside his gangster bookie, Uncle Bud.

As John W. Miller writes in *The Last Manager*, "Young Earl Weaver didn't just watch baseball; he analyzed it, via the sport's daily roulette wheel of precise, probabilistic outcomes."

From that summer classroom, Earl carried forward two enduring principles:

1. Never waste an out. The practice of "small ball"—sacrificing outs to move runners—enraged him. "Bunting with a non-pitcher is idiotic," he said, "unless that run wins the game." He understood that outs are a team's most limited resource and wasting them is a misunderstanding of win probability.

2. Track pitchers like a bookie. Every bookie knows baseball is ultimately a bet on pitching. And Weaver made sure his team was never betting blind. Weaver pioneered the idea of cataloging pitchers: what pitches they threw, how hitters responded, and what the matchup data revealed.

So, what does this mean for you? You're not managing in the majors, but like Weaver, you're constantly making bets—somewhere between 100 and 1,000 conscious decisions every day. Yet most of us are poor probabilistic thinkers.

The good news? You can change that. Start by improving how you frame your predictions with four simple rules. They can be remembered—just as Uncle Bud would have liked it—by ignoring the vowels in the phrase "Bet More."

Four elements of a good prediction (BTMR):

Business-relevant: Start with any prediction—*Will my 9-year-old win her softball game?*—but quickly shift toward forecasts that matter to your business.

Time-bound: Without a deadline, there's no feedback loop. "I'll close Johnson Homes soon" is vague. "I'll close Johnson Homes by Thursday, September 18" is far more specific.

Measurable: If you can't measure it, you can't improve it. Define exactly what success looks like so when the deadline hits, the outcome is unmistakable: win or lose, yes or no, black or white.

Rationale: The most overlooked and arguably most important. *Why* do you believe your prediction will come true? What's the evidence? Writing down your rationale forces clarity and enables faster learning.

What happens when you start predicting regularly? Your thinking sharpens. Over time, you start making better predictions.

I've seen this firsthand. In my leadership class at the University of Oklahoma's MBA program for construction professionals, we analyzed over 1,800 predictions from 32 students. What we found: while some were naturally better forecasters, everyone improved through the simple habit of predicting and reviewing results.

I've seen the same thing in my own business, and I built a free app—the Better Decisions app—to help you and your team do the same.

Now, we can't all be lucky enough to grow up under the guidance of a mob-connected bookie like Earl Weaver. He started thinking in bets because he had to—and he won more because of it.

But so can you. Because leaders who make sharper predictions don't just anticipate the future, they create it.

THINKING IN BETS



Bradley Hartmann was raised in a lumberyard, worked in area purchasing at PulteGroup, and is passionate about helping LBM sales teams make it easy for builders to buy. You can email him at bradley@bradleyhartmannandco.com.

YOU CAN HAVE IT

ALL

Competitive pricing everyday plus a year-end rebate that maximizes your profitability. Our smart pricing keeps your margins strong and your business growing.

Learn more at doitbestonline.com or call 260-748-5300 to get started.



BY THEA DUDLEY

THINK OUTSIDE THE BOX

Hello Thea,

I just read your column in *LBM Journal*. We all have our own “out of the box” ways of collecting, whether it’s proactive or being a detective after the fact. I have been a credit/collections account manager for 17 years with our company. We are a lumber dealer, and my seat is the HOT seat when it comes to collection and all it entails.

I am not “Melissa from Visa.” We have connections with our customers. My job is to have that connection but also protect the company at all costs. Over the years I have been burnt, or I should say the company has, due to my decisions. These decisions don’t come lightly and are like playing roulette at times.

I take my job very seriously, as we all do. This line of work has made me the best detective for all reasons.

When an applicant applies for credit, I automatically check the registry of deeds for property information and information about the customer that I just don’t see on a credit report. I double check local business corporation websites to verify the business as well.

Before I head to court with my attorney I check the registry of deeds, local business corporation search, Google, and Facebook. If you are like me, I am not surprised at what I find.

A few years ago, we had an account that couldn’t pay, of course. We had a “Show Cause” hearing. For this hearing I printed off what I found. Our debtor had won \$58,000 in poker winnings. He was standing in the photo proudly holding the check.

While in court the judge politely asked the debtor one last time if he could pay. We know the answer. He was then brought to the jail across the street and held there until he paid us in full. Maybe his bookie bailed him out, I’m not sure, but I got paid.

This is one of the MANY out-of-the-box ways to collect money that is due. Stay diligent, strong, and smart. Be the best detective you can be. You will surprise all of those around you, even yourself at times.

— Sherlock Holmes Has Nothing on Me

We all have our own “out of the box” ways of collecting, whether it’s proactive or being a detective after the fact.

Dear Sherlock on Steroids,

I have officially decided: if collecting overdue, super sad, deadbeat money was an Olympic sport, you’d be wearing gold and blowing kisses from the podium.

The way you track down those dollars is the stuff legends are made of. The stuff we share at credit conferences. Seriously, I don’t know whether to be inspired or come to work for you. I am convinced if your ERP system crashed you could still track every dime MacGyver style with duct tape, a chewing gum wrapper, and a potato. Respect!

Keep sharing with us how it’s done, and for the rest of us, take a lesson: Sit with warriors ... the conversation is different.



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.



R_x

Take EnergyShield® XR immediately to relieve symptoms of XPS and improve your thermal performance above and below grade.

Introducing the first continuous wall insulation board with the high **R**-value. And the **X** factor.

Do not take if you enjoy higher energy costs and other headaches.

With its higher R-value and many beneficial X factors, Atlas EnergyShield® XR is the first polyiso continuous insulation board designed for above and below grade applications. Prescribe this one single product that exceeds performance expectations while offering enhanced comfort and lower energy use in a more versatile product than XPS. Not to mention, we've been ozone friendly for over 30 years.

CAUTION: When using EnergyShield XR you may experience: a higher R-value at 6.5 per inch, improved thermal performance and energy efficiency, meeting all energy codes, effective insulation in all climates, high performance above grade and below grade, improved interior comfort from reduced energy loss, easy cutting leading to expedited installation, less jobsite waste, environmentally responsible formulations, UL GREENGUARD® Gold certification, more cost-effectiveness than newest XPS product, more solvent compatibility, better UV stability and a reduced carbon footprint.

MOST COMMON SIDE EFFECTS INCLUDE saving money, completing projects faster, making building owners happy, long lasting interior comfort, saving the environment and never using XPS again.



 **EnergyShield® XR**
Continuous Insulation

Ask your Atlas sales rep for more information
or visit xr.atlasrwi.com



Savings vary. Find out why in the seller's fact sheet on R-values. "R" means resistance to heat flow. Higher R-values mean greater insulating power.

BY JOHN D. WAGNER

TO CALCULATE THE EBITDA multiple that is paid for your business, simply divide the enterprise value paid for your business by the trailing-twelve-month (TTM) EBITDA at the time you sold the company. Say you sold your company for \$30mm, and your TTM EBITDA was \$5mm. Your multiple would be 6X. ($30 \div 5 = 6$). Today, LBM companies are getting acquired for anywhere between 4X and 7X, and the multiple offered by an acquirer is sensitive to metrics that include top-line sales (market share), GPM, OPEX as a percent of sale, EBITDA dollars, and EBITDA as a percent of sales. But let's use 6X for our example today.

MULTIPLE ARBITRAGE

The EBITDA multiple is a closely watched key performance indicator. A major acquirer of LBM companies, Builders FirstSource (NYSE: BLDR), is trading in a range from 8.1X to 9.5X, as of this writing. Before being acquired by QXO, Beacon Roofing Supply had an EBITDA multiple between 8X and 9X. GSM is trading at 8.6X, while QXO is trading at an overheated 133X!

The other major acquirers of LBM companies like yours—ABC Supply, Building Industry Partners, Kodiak Building Partners, Nation's Best, Spahn and Rose, TAL, and US LBM—are all private, and we can only guess at their EBITDA multiples. My guess? 8X to 10X.

Why focus on the multiple of EBITDA? It's to understand why the "roll-up" (acquisition) of LBM companies continues unabated, even through a period of relatively high interest rates, suppressed housing starts, spikey tariffs, and labor pressure. The roll-up continues because of the opportunity for multiple arbitrage.



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

Arbitrage is looking at the value of two similar assets in two or more markets simultaneously, buying the assets at lower price in one market, and selling them at a high price in another market.

If a company like Builders FirstSource can acquire your company for 6X and immediately "trade" your EBITDA at 9X on public markets, there's a compelling reason to keep buying at 6X.

Would you buy a rail car of OSB at "6" (add the zeros) only to roll the car down the tracks and sell it for "9"? Of course you would. You'd be a fool not to. Behind all of this, you're asking, "If Builders FirstSource can trade my EBITDA at 9X, why can't I trade my company at parity (9X) when they come knocking at my door?" We often get that question. It's really about heft in the market.

All the major buyers—including hundreds of LBM dealers like you—when they aggregate their many holdings can: 1. Obtain substantial buying power with suppliers, driving up gross profit margins and resulting EBITDA, when buying in bulk; 2. "Buy margin" by putting complementary companies together (a truss shop with a pro yard), thereby owning the means of production and capturing the margin they used to pay to third parties, and 3. Buy in concentrated geographic areas, e.g. along major thoroughfares or around areas with high construction activity. All these buyers have sophisticated modeling for future activity, and they are careful to load-balance their resources, e.g. sales forces, manufacturing capability, inventory, rolling stock, etc. By owning multiple locations and coordinating logistics, the aggregators can optimize staff and resources, achieving better margins than relatively smaller companies. Hence the multiple arbitrage.

I want to point out that we often hear from seller companies that there are "substantial" savings to be found in "back-office consolidation." While it is true that a unified software platform among a collectively owned series of LBM dealers brings meaningful savings and cross-location coordination, for the most part there is very little saving to be had with back-office staff reductions; in fact, staff often increases under new ownership. So, that line of argument, put forth to justify a higher acquisition value, will often fall flat with most acquirers.

So why are you selling for 6X when the acquirer is immediately getting 9X, a 50% increase in the multiple? First of all, nothing's stopping you from growing your business to a multi-billion top-line, and commanding a 9X at the time you are acquired. But you're getting 6X because of your size, buying power, and lack of synergistic opportunities. Nothing personal!

You can't stop time,
but you can **save it.**



From your yard to your retail counter, **Frameworks**
brings your entire business into one web-based ERP.
It's software that keeps your business moving.



DMSi Frameworks
Built for dealers like you.

dmsi.com/frameworks

BY RUSS KATHREIN

THIS IS THE FIFTH and final installment of the Taking on Leadership series. When you step into a leadership role, it's easy to focus on what the organization needs and forget what it also craves—someone unique. Someone memorable. Someone who brings more than just a resume and a plan. That someone needs to be you.

The best leaders I've worked with had something unmistakably their own. A trait, a phrase, a quirk, a look. Something that made them instantly recognizable and ultimately unforgettable. I'm not talking about gimmicks or branding for branding's sake. I'm talking about being intentional in expressing who you are as a leader.

Create a leadership signature

Early in my career, I found that using analogies often explained things better because people could visualize my meaning outside of whatever issue I was addressing. A lot of times, I was able to boil these analogies down to sayings I created, or more often than not, borrowed. My team labeled them "Russ-isms." At first, I didn't plan for them to stick, but the repetition of memorable, honest sayings made them part of the culture.

- Inspect what you expect.
- Fire quickly, hire slowly.
- Pigs get fed, hogs get slaughtered.
- A camel is a horse that was designed by a committee.
- Lead, follow, or get out of the way.
- There are seven days in the week. Someday isn't one of them.

PART 5: TAKING ON LEADERSHIP

ESTABLISHING YOUR UNIQUENESS



Russ Kathrein is the Vice President of Lumber & Building Materials at Do it Best based in Fort Wayne, Indiana.

These phrases became shorthand for the values and expectations I brought to the team. When your team starts quoting you in meetings, you know your message is getting through.

Make it personal

One of the oddest things I've become known for is my love for Spam—the canned meat, not the email kind. I once jokingly referred to myself as a Spam-vangelist. It stuck. Today, my friends and co-workers send me Spam paraphernalia and even gift packs. In turn, I recently grilled up some bacon-flavored Spam and made my team Spam-L-T's for lunch. It's silly, but it reminds everyone I don't take myself too seriously.

You don't need to fake quirks, but lean into the ones you have. Whether it's a hobby, a favorite saying, or your coffee order, let people in. Leadership is about connection.

Dress the message

Yes, I wear fishing shirts to work. I'm campaigning to make them acceptable business attire. But it's not just about comfort. It's part of who I am—relaxed, practical, and focused more on substance than image. The clothes you wear, the desk you keep, the way you show up in the room—they all send a message. Make sure it's one you want others to hear.

Draw the line on pet peeves

We all have them, and it's okay to let a few show. Mine? Cookie-cutter vendor PowerPoints. Nothing makes my skin crawl like a vendor slide deck showing a map of their locations and a bunch of pictures of their facilities. I'll often interrupt and ask, "Can we just skip to the part where we talk business?"

Letting people know your pet peeves early can actually make you easier to work with. It sets expectations and shows that you care enough to be direct.

Build your brand internally—and beyond

Ultimately, all of this rolls up into what I'd call your "leadership brand." It's the impression you leave, the story people tell about working with you, and the culture you help shape. Inside your company, it gives your team something to rally around. Outside your company, it can make you a respected voice in your industry.

If you love leadership like I do, share your journey. Speak at conferences. Mentor others. Write articles.

Final thought

One of my favorite sayings goes, "People won't remember what you said, they won't remember what you did, but they'll always remember how you made them feel." Your uniqueness isn't just about standing out. It's about standing for something. Your words, your style, and your passions all communicate what kind of leader you are.



PWT[™]

BUILD SOMETHING STRONGER

OUR PRODUCTS ARE STRONG. OUR HANDSHAKE IS STRONGER.

We don't believe in one-sided business. We believe in real partnerships—the kind sealed with a handshake. Because when you work with PWT, you get more than premium products. You get a team that's all in, every step of the way.

Learn more at PWTEWP.COM

LVL I-JOIST
BILLET BEAM
TREATED LVL
LVL
SOLID SAWN I-JOIST
LVL I-JOIST
BILLET BEAM
TREATED LVL
LVL
SOLID SAWN I-JOIST
LVL I-JOIST

BUILT TO LAST. POWERED BY DEALERS!

In 1935, a small group of 35 independent lumber retailers came together in Philadelphia with a bold idea: join forces to secure the kind of purchasing power previously only available to chain stores and mail-order giants. What started as a pioneering experiment led by Fred Kessler and James Buckley Sr. became Lumbermens Merchandising Corporation (LMC) a company that has shaped the building supply industry for nearly a century.

Today, LMC stands as the longest standing and largest building materials and forest products buying group in the country, representing over 1,900 locations across all 50 states. And the same mission that sparked our founding still drives us forward: strengthening independent dealers.

"The success of our independents is the source of LMC's growth," says, Paul Ryan, LMC President & CEO. "Our dealers win by maintaining their individual brand identity while gaining the power of a national network. That's how we build business together."

From Wartime Struggles to Billion-Dollar Buying Power.

LMC's story is one of overcoming challenges and driving progress. During World War II, when the industry faced a severe downturn, LMC's partnership with Georgia Hardwood (now Georgia-Pacific) allowed 42 independent dealers to supply materials to U.S. Army Engineers, ensuring business continuity and growth. By 1960, annual sales reached \$70million; by 1988, the billion-dollar milestone was surpassed.

As big-box competition surged in the 1990s, LMC doubled down on supporting its members with resources, education, and marketing tools tailored for professional contractors.



Still Dealer-Owned. Still Dealer-Driven.

While LMC has evolved, it remains true to its founding principles. Today's LMC dealers benefit from top-tier programs in a wide range of forest products, roofing, gypsum, hardware, cabinetry, windows, doors and more. Education continues to be a cornerstone of the LMC difference. From immersive leadership summits, roundtables, to partnerships with the Ivy League Schools, LMC invests in dealer development at every level.

90 Years Strong— and Just Getting Started.

Today, LMC continues to champion local dealer success through best-in-class purchasing programs, strategic partnerships, and professional development opportunities that keep our members ahead of the curve.

"LMC was built to serve dealers and that commitment is stronger than ever," says, Paul Ryan, LMC President & CEO. "The future of this industry is local, independent, and connected—and LMC is proud to help build it. The next 90 years will be defined by innovation, opportunity, and the power of what we can accomplish together."

Founding Members. Lifelong Partners.

"When you're a stockholder in your supply company, you're not just a customer—you're an owner."

— Steve Snavelly, President,
J.C. Snavelly & Sons



Increase Profitability. Save Time. Reduce Risk.

Join the Inner Circle of Industry Leaders.

LMC is the nation's premier cooperative for lumber and building materials reserved for dealers who lead, not follow. This isn't just membership.

It's a mark of distinction.



Purpose-Driven. Principle-Led.

We exist to serve our members. We are focused on your growth, your voice, and your long-term success. This is independence with powerful scale behind it.

Your Business. Your Terms.

As a member-owner, you have a vote and a voice with 100% of profits returned to you. We're governed by dealers like you, not outside investors.

Beyond Rebates: Real Support. Real ROI.

We go further than price. From purchasing strategies to risk management & market insights, we reduce your total cost of business & raise your competitive edge.

Respected. Exceptional. Stronger Together.

- Pro & DIY Lumberyards
- Truss & Panel Manufacturers
- Modular & Manufactured Housing
- Millwork, Gypsum & Hardware Operations
- Post Frame & Industrial Packaging Dealers

One cooperative. One powerful voice.

Investing in the Industry's Best

We provide resources to develop the next generation of LBM leaders through world-class education, peer networks, and strategic insight.

**We don't just strengthen your business.
We grow your people.**

LMC
Building Business Together.®

Join the co-op where dealers come first.
Let's talk about the LMC Difference.
www.lmcdifference.com



JASON FERRIS

DIRECTOR OF PRODUCT MANAGEMENT | CERTAINTEED

For those who might already be familiar with CertainTeed's products, what's new that they may not have heard about?

There are many new, exciting developments happening at CertainTeed including:

- Many of our residential roofing products have received the FORTIFIED certification by the Insurance Institute for Business and Home Safety.
- Flintlastic GTA CoolStar Ultra asphaltic membrane is now Title 31 compliant, making it the ideal "cool roof" choice for contractors and building owners in the Los Angeles, CA area.
- We are working with contractors and homeowners to divert asphalt shingles from landfills and give them new life in future paving projects with our RenuCore technology. Similarly, our Build Circularity program for our vinyl siding products allows us to divert siding from entering the landfills and repurpose into the production of new PVC-based products.
- CertainTeed launched its new aluminum siding solution, Urban Reserve, and composite siding, RISE, combining durability and aesthetics.

What specific features are homeowners and builders looking for when considering more sustainable building products?

Not only is sustainability top of mind when it comes to selecting products for an upcoming project, but our recent Trend Report found that consumers and professionals prefer to have clear information on product performance, longevity, and sustainability from a manufacturer. That is why we provide this information on all product offerings.

Beyond transparent information, homeowners and builders are looking for sustainable products that don't sacrifice durability and curb appeal aesthetics. They want to know they are selecting building materials with a strong ROI and will provide a resilient structure to last well into the future.

What advantages can LBM dealers highlight when selling CertainTeed products?

A major advantage is that CertainTeed offers nearly every solution needed to build a home. From roofing underlayments, to the largest color selection of vinyl siding, and insulation, there is a solution for every project need. Moreover, within our business units there are offerings suitable for every climate and price point.

How is CertainTeed responding to the need for more efficiency and lower labor numbers in the industry?

This is an area where we are constantly evolving and thinking through new ways in order to help support the industry and create efficiencies. CertainTeed supports contractors every step of the way and offers many ways to become more knowledgeable about our product offerings. In fact, we host annual Business Building Workshops throughout the country to educate contractors in the installation and sales process and provide training to support these professionals in the field.

From a manufacturing standpoint, we are developing products that are lighter in weight, such as FireLITE light-weight type x drywall, creating technologies that simplify the installation process like our 3X technology with our asphalt shingles and STUdfinder on the entire vinyl siding portfolio, along with our innovative ONE PRECISION ASSEMBLIES (OPA) that directly addresses labor challenges through panelized assemblies. We've also partnered with companies like Roofr and with Renovate Robotics to further streamline installation.

With wildfires and severe storms hitting the U.S. recently, more and more Americans are looking for more durability in building products; how does CertainTeed meet these demands?

CertainTeed has always focused on building for resiliency. We offer a wide portfolio of interior and exterior products that offer Class 4 impact ratings along with Class A fire ratings to help protect against the risk of storm and fire damage. It's important to select products that work together as a system to protect a home and select solutions that best fit into the climate you are in. ■

Jason Ferris is the director of product management for CertainTeed's siding business, specifically managing the RISE siding, Restoration Millwork trim, and Vycor housewrap categories. Ferris has 23 years of industry experience, including on the contractor side, and 14 years of service with CertainTeed in various roles in sales, sales leadership, and product management.





**We are the
most-successful,
most-active
representatives of
LBM business owners
who seek exits or
acquisitions.**

**NORTH AMERICA'S "GO TO" M&A
ADVISORY FOR 15 YEARS!**

OUR SERVICES

Turn-Key Representation of Sellers in Exits
and Acquisitions.

Advisory to Sellers or Buyers on Deal Value
and Structure.

Fair Market Valuations for Buy-Outs, Estates,
and ReCaps.

1stWEST[®]
Mergers & Acquisitions LLC

**1stWEST M&A has transacted more than
\$1.3 billion in deal values.**

POWER TOWNSEND COMPANY

ESTABLISHED: 1867

We asked Mike Wall, CEO of Power Townsend Company, about his business' staying power and plans for the future.

Where is your company located?

We have one location in Helena, MT.

In what year was the company founded, and what was its early history like?

Power Townsend Company started in 1867 at Fort Benton in the Montana Territory when T. C. Power and I.G. Baker formed mining and supply stores. Power's first home in the Montana Territory was at the head of navigation on the Missouri River. The Fort Benton Transportation Company, the progenitor of the supply and mercantile stores, had been formed by Power and Baker in 1867 as well.

T. C. Power and Brother Proprietorship was founded by Thomas Charles, John W. Charles Benton, and John Merlin Power. T. C. Power and Brother was a Power family enterprise from the Fort Benton founding in 1867 until March 4, 1944, when Charles Benton Power sold the capital stock of 900 shares in the Power Townsend Company to Cornelius Michael Wall, who had "married" into the Power mercantile organization back in 1923. After 1887, John W. Power (T. C.'s brother), was headquartered in the Steamboat Block in Helena, MT. In 1901, after John W.'s death, his son John M. Power assumed the executive director's position in the Steamboat Block.

This building under John W. and John M. Power was the center of operations for the chain of mercantile supply firms that extended throughout the Upper Missouri River Valley as well as up or down its tributaries in such places as Fort Benton, Fort Shaw, Lewistown, Carroll, Fort Peck, and Fort Clagget, supplying the military as well as miners and early settlers along with the Royal Canadian Mounted Police in Canada.

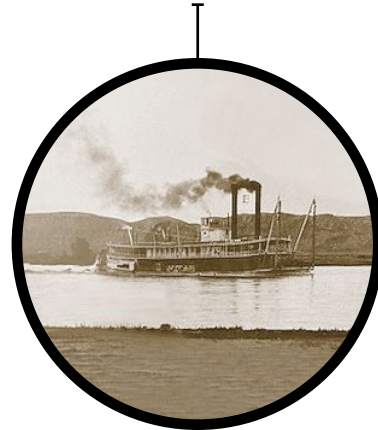
What keeps your company going after so many years?

The company and our family have always been very service-oriented. As well, we have always remodeled our operation to meet the time and its needs. At one time we were a 3,000-sq.-ft. hardware store. Today, we're a 70,000-sq.-ft. retail space and five-acre lumberyard.

What do you see in the future for your company?

Future plans are for a new rail service, truss, wall panel, and floor truss plant as well, along with a possible retail store in East Helena, MT. ■

A CENTURY OF SERVICE





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 over 223 members, with more coming in each month. In all, the companies have provided 28,203 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.

The most recent inductees into this exclusive club include:

A. H. ANGERSTEIN, INC. Wilmington, DE	est. 1924	ORGAIN BUILDING SUPPLY Clarksville, TN	est. 1921
CHRISTENSEN LUMBER CO. Fremont, NE	est. 1923	ISSAQUAH LUMBER Issaquah, WA	est. 1889
CAROLINA LUMBER & SUPPLY COMPANY Atlanta, GA	est. 1900	SCHOLL LUMBER Houston, TX	est. 1845
LEARNED LUMBER Hermosa Beach, CA	est. 1924	DELAWARE COUNTY SUPPLY COMPANY, INC. Boothwyn, PA	est. 1924
CLARKS LUMBER Herington, KS	est. 1925	GEORGE M HALL LUMBER West Homestead, PA	est. 1893

Nominate a company for the LBM Century Club

lbmjournals.com/nominate

For a complete listing of LBM Century Club members, visit lbmjournals.com/lbm-century-club.

SPONSORED BY



Boise Cascade®

ENGINEERED WOOD PRODUCTS

REAL ISSUES. REAL ANSWERS.

MAKING THE MOST OF YOUR

TECH

Today's technology tools are more powerful than ever, but making the investment is only the first step. This month's Real Issue comes from an LBM pro whose company spent the money and did the training, but isn't getting the competitive edge they'd hoped for.

BY LBM JOURNAL READERS





More than 100 readers responded to our Real Issues survey email (let us know at operations@lbmjournal.com if you'd like to be on the list). **THE QUESTION:**



What insights would you share with the LBM dealer who posed this question: “Our biggest challenge is truly getting the most out of the technology we’ve invested in. We want to set ourselves apart by offering more payment options like online payments and ACH, and by streamlining processes so we can make more deliveries. We’ve spent the money and done the training, but it still feels like we’re falling behind. Would appreciate any insights that may help get more from our tech.”

TAKE A LOOK AT SOME OF THE TOP ANSWERS FROM THIS MONTH'S SURVEY.

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

“Our biggest challenge is pushing new technology over the finish line. It can be easy to start to adopt a technology, but just like a process change, it takes lots of follow-through to ensure it is used.”

“Invest in supply chain and pricing analysis.”

“It starts with a technology-first culture and educating the team—not just on how to use it but what the implications are for the success of the company. AI should be the next thing on your radar if it is not already.”

“The knowledge base between young and older customers is so wide that you have to continue to offer the older methods even if the new technology can replace or improve it.”

“Tech for smoother payments makes sense, especially once staff have been trained. If you’re not seeing improvements in payment processing ... the provider should be able to ‘drill-down’ into the issue that it’s not solving and narrow the focus. On the streamlining processes to make more deliveries issue, you have obviously created an outline or order of operation that prioritizes the steps to consider ... maybe the tech provider can look at your list to see if it’s a tech or training issue. Don’t forget to ask who is being impacted—your customers, or your staff? Start there to find out what is not clearing the hurdles and then check back with your tech provider with the feedback. Maybe they are missing a key detail that would solve the issue(s)?”

“Make incremental changes to produce small wins. Change doesn't happen all at once, but small wins should give employees the ability to spend more time focusing on relationships and customer service instead of staring at a screen. If your employees begin to become excited about change, then change will happen much more rapidly (internally driven instead of externally motivated).”

“As with anything else, your tech is only as good as your people. See if your people are being productive.”

“I don’t think there is a one-size-fits-all solution. Technology is a tool just like any other. Making the most of it requires top-down vision and ensuring that it fits into existing sales structures and processes. Once you have the vision finalized, and the tools in place, it requires your team to fully embrace it (preferably by carrot, but if not, by stick). If you’re still not seeing success, your problem either lies with the vision not aligning with your existing processes, or it’s not solving the problems your customers are facing.”

“I think it comes down to actually using all the technology in an integrated way. We have a tendency to go back to old ways of doing things even though we have the tech in place because old habits die hard. Making a concerted effort to change procedures and follow new workflows will pay off in the end.”

“Many companies are in this situation. Plan some first downs, not touchdowns.”

“Reevaluate your investment in training.”

“You need to get your employees to really buy into the tech and spend the time to learn the process through practice and trial and error.”

“It’s all about the people using it. They have to want to use technology. If using a GPS / delivery management system, have a bonus plan tied to increasing deliveries while reducing miles driven. We went this route and have averaged four more deliveries per day while reducing our fleet miles an average of 2,000 miles per month. We’ve also reduced our fleet fuel bill by \$10,000 for the year so far.”

“Time and consistency are the only things you can control to achieve what you want. It takes time for your clients to acclimate as well as your employees. Consistency is up to the leaders in your location to make sure your staff is utilizing the new tools to the capabilities that it’s there for. Show the benefits of making the change to the new technology.”

“We struggle with this too. There is a leadership component in that the leaders have to have bought into the tech and the use philosophy and follow up with their teams to ensure they are maximizing it. There is also a work life change, the user’s day-to-day activities look different now and their daily routine must change to mirror this.”

“The biggest challenge we face with the integration of online payments and ACH, mobile delivery updates, etc., is getting the customers to migrate towards this. Most of the contractors, builders, and handymen in our area still prefer phone calls for updates and coming in and paying in person. This is based on age demographics and how long the company has been in business. As the younger generation build their businesses, they are opting for all digital capabilities. Online portals for submitting orders, tracking shipments on backorders and deliveries, and online payment options and account maintenance.”

“Consider hiring a consultant who is very familiar with your ERP.”

Responses from wholesale distributors, manufacturers, and service providers:

“Sounds like you’ve done a lot of good things. We have to remember that it’s not just the money and the training but the actual user adoption of the technology and following of the processes you have put in place for the technology. If people are not comfortable with it, they will revert to old ways. For us, once we got comfortable with the technology (our ERP in particular), we were able to see what else it could do for us. We were able to automate some pricing to streamline order entry and even add in some fields to improve our reporting. We can now see data we couldn’t before and make better company decisions. We are at a place right now where we aren’t trying to be masters in the tech world but just making sure it does what we need it to do to keep us moving forward.”

“Do you have the right software? Do you have the right people? Sometimes training isn’t enough. New software may require new people.”

“Maybe hire a consultant to finish the execution and implementation of this aspect? Why did you invest in training, but not take it to the finish line?”

“Usually the time and energy required to go from 95% to 100% is not worth the payback. Identify, the one or two biggest sore spots and prioritize addressing those issues.”

“We have been blessed with the development of our online capabilities as our IT team has written code and continues to improve our online ordering for our customer base.”

“Sometimes investing in the right people over technology pays much bigger dividends. Most everyone has the newest technology, but people still buy from people. I realize that’s an old adage but it still holds true today 80 years after embarking in this industry. Our company’s founding fathers gave us the right path to follow, somewhat like our country’s founding fathers. Don’t lose focus on the people!”

“Ask distributors and vendors how they can help.”

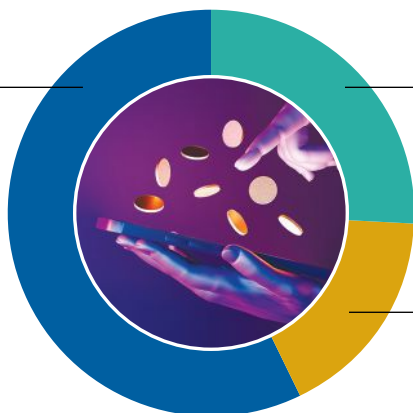
“Do your senior managers understand the new systems? Are they the subject matter experts, or did they unload the adoption of the new tech on the rank and file? In my experience, the real resistance to technology starts at the top. Not in words, but in action.”

“Well, there is no such thing as one size fits all tech. Whatever solutions you select, they need to fit your business process, your strategy. That said, some tech solutions are remarkably efficient, dealers are (in fact) achieving huge returns on investment. Ask for references—then talk with them. Ideally, ask to use/ demo product for a period of time before you buy. The payback on new tech is very fast (days/weeks). If you’ve sunk money in and aren’t getting results, look further. Your team needs 21st century tools to excel. Without leveraging reliable tools, your team will fall behind.”



Do you feel that your company is making the most of its investment in technology?

57%
WE DO OKAY, BUT COULD PROBABLY DO BETTER.



26%
YES, WE ARE MAKING THE MOST OF WHAT WE HAVE.

17%
NO, NOT EVEN CLOSE.

Comments from dealers:

“We have made several pushes to better utilize technology, but the space is always changing, making it difficult to keep up with!”

“I think we do a good job, but technology is always improving so it is a constant area for improvement.”

“When we switched from a proprietary system to ECI Spruce, we knew enough to use the basics. However, there are many functions we didn’t know existed, such as EDI connections. We feel like we’re just starting to catch up with the usages for Spruce.”

“It’s hard to find someone with business knowledge and tech savvy to marry the two.”

“We underuse our CRM and e-commerce capabilities.”

“Utilizing new technology has been an ongoing challenge, but the benefits have been worth the time and money we’ve invested. Our delivery fleet is making more deliveries safer and faster, custom reporting tools have improved our turnover and purchasing, and many of our customers have adopted the new sales/quoting features we have implemented.”

“We live in a time where technology increases rapidly so it can be difficult to keep up. I do believe that we have what we need, but there is always room for improvement.”

“Once you’ve captured five-years worth of data, you can really dig in and see what your business is doing from 10,000 feet.”

“Our privately-owned family company has been around since 1932. Primarily a lumber and construction material company, we have added a full hardware store component in one of our locations as well. Inventory management, purchasing, POS, and marketing is technology-driven more so than how we have been operating for the past 93 years. There is a steep learning curve and so many options to choose from when trying to decide what will work best for our company.”

“Too many choices and they can overlap. Like credit management allows the customer to have a profile, which they can then shop for items like on e-commerce.”

“We increased it a lot but have much farther to go.”

Comments from vendors:

“We have a solid ERP system and a good CRM system, but they do not talk to each other. We could also use some updating or guidance on better tech trends and practices to ensure we are getting the most out of investment.”

“Thirty-five years ago, we were way ahead of just about everyone with our home-grown technology. However we have grown stagnant since our IT department head retired four years ago.”

“Our IT department has grown from two people to a team of six people.” ■

©ISTOCK.COM/BERNARDBODO (PG. 32); AMIAK (PG. 32); ANTONIOSOLANO (PG. 35)

HAVE A REAL ISSUE?
Send it to Rick@LBMJournal.com.
The reader who suggests the “Real Issues” topic will receive an LBM Journal prize pack.

Build for Today and Plan for Tomorrow



When Pat Norton, VP of Operations for Carter Lumber, was evaluating build-out options for a newly acquired 19-acre site in Johnsonville, SC, he knew he needed a single-source solution.

“We had an idea of what we wanted to accomplish on this new site,” said Norton, “but the reality is that construction success is determined before a shovel ever hits the ground. I needed a design-build general contractor who understood the big picture—someone who could manage the entire end-to-end process, from permits to engineering to final build.”

In the LBM world, that made CT Darnell Construction and Sunbelt Rack the obvious choice.

The Johnsonville site included three existing structures, but the project was essentially a ground-up transformation designed to support Carter Lumber’s long-term expansion. “Carter

Lumber is a great partner—they don’t hesitate to look forward,” said Clint Darnell, VP of Sales for CT Darnell Construction and Sunbelt Rack. “We were able to design a yard that meets today’s needs and supports a 15-year growth plan.”

In just 10 months, the site was up and running with five new buildings totaling 50,000 square feet—all purpose-built for operational efficiency and easy inventory access.

Project Highlights:

- Full general contracting services by CT Darnell Construction
- Three new 60’ wide x 200’ long umbrella metal buildings
- One new 40’ deep x 300’ long 3-sided metal building
- One new 150’ cantilever rack T-shed
- New rack systems in the 3 pre-existing structures (truss plant, door shop, molding warehouse)





Scan the QR code to watch the video or visit sunbelt-rack.com/stories



I've been in this business for over 30 years and I'm not exaggerating when I say CT Darnell is the best, most thorough contractor I've ever used. Whether it was dealing with all the preconstruction permitting, updating the municipality, or meeting with the fire marshall—they handled it all right through final construction. Every part of this project was completed above and beyond my expectations.

PAT NORTON, VP of Operations for Carter Lumber



CT-Darnell.com | Sunbelt-Rack.com | 800-353-0892

MATERIAL HANDLING AND STORAGE

Now more than ever, investments in efficiency are vital for LBM dealers

BY MIKE BERGER

MATERIAL STORAGE AND HANDLING can take some unique forms. For example, take the square watermelon. Originally invented and grown in Kagawa, Japan in the small town of Zentsuji in the late 1970s by a farmer named Tomoyuki Ono, these edible oddities were created to be easier to store and transport, thanks to their square shape.

While certainly not an LBM commodity, the square watermelon is a unique example of how developing better ways to transport and store a product can result in transformative change. And despite the differences, that same mindset can nonetheless be applied to the LBM industry.

Now may be the perfect time to invest in improvements in material handling and storage, and to help you make the best decisions on how to approach your material storage and handling issues, we reached out to three industry experts—Alexander Baumann, president of HUBTEX North America, Rick Stout, senior account manager for CT Darnell Construction, and Chris Krauter, president of Krauter Auto-Stak—to help shine light on potential solutions you can implement today to ensure tomorrow's success.



HUBTEX recently expanded its MAXX series with the new MAXX 50 electric multidirectional sideloader designed for combined indoor and outdoor use. According to the manufacturer, it's ideal for handling long loads in tight spaces or yard operations, and offers high ground clearance, ergonomic controls, and optional 360° steering for better maneuverability.

Economic conditions drive growth

Economic uncertainties during 2025 have certainly kept LBM dealers on their toes. Slowed housing starts, fears of inflation, and the looming threats posed by tariffs have left the building material industry deservedly unsettled. Nevertheless, industry experts see LBM dealers using this time of uncertainty as a period of potential investment. “At HUBTEX, we continue to see companies remain on track, with their shift toward electric equipment with cost control, maintenance reduction, and a reduced carbon footprint being their primary motivators,” says HUBTEX’s Baumann. “In addition, there’s a clear focus on increasing storage density and improving fleet utilization. All our forklifts and sideloaders are designed with space-saving in mind, which directly supports higher storage capacity in tight warehouse layouts. Additionally, our fleet management system provides operators and managers with the tools to optimize both small and large fleets. Automation will see a growing focus in our future operations, and our operator assistance features such as the aisle entry assist and the HUBTEX Load Manager are already making daily handling tasks easier, safer, and more precise.”

CT Darnell’s Stout sees things as potentially slowing for smaller companies, but in whole business keeps moving forward despite the economic fears. “Growth may be slowing, and where interest rates and inflation are headed is an open question,” he muses. “However, our customers’ businesses are all local, so they depend on the health of their regional markets. Most of the independent yards we work with have been around for decades, and they don’t stop pursuing their long-term goals because of a short-term slowdown. If expansion aligns with their strategy and they see a good opportunity—say, a new site or acquisition—they are still likely to move forward.”

“Orders from some of the smaller companies could slow down a bit,” he continues. “They might hold off purchasing a new racking system until they have a clearer sense of where things are headed. But, overall, we are not seeing any business slowdown from the majority of our customer base, who are the larger players in the industry. For them, it’s business as usual. They don’t seem to be worried about short-term uncertainty; they keep moving forward.”

This isn’t to say that there isn’t trepidation, and during such times, CAPEX improvements are often put on hold until a path forward be-



CT Darnell’s Power Bin is a battery-operated loader deck which automatically loads materials into pigeonhole bins. Loading reportedly takes approximately one minute, which significantly decreases labor costs.

comes clear. “There is some movement, but not like we’ve seen the past several years,” says Krauter Auto-Stak’s Krauter. “There is no doubt that things have eased off. As far as growth is concerned, there are several acquisitions still happening. Large corporations are buying out smaller family-owned lumberyards, of which the owners are aging out. These corporations move in new management and are investing CAPEX in new lumber storage and handling systems. I truly believe the demand is present, but just waiting for clarity on the tariff situation.”

Creating efficiencies

One of the reasons experts point to for investment in material storage and handling is to help with creating efficiencies in the light of diminished workforces. A workforce that is aging out, combined with the persistent lack of interested candidates to fill the openings, have LBM dealers searching for more efficient ways to operate, no matter the economic conditions. ▶



Krauter Auto-Stak reports an uptick in requests for galvanized cantilever racks and rack canopies. It recommends a fresh approach with a high density system that could improve the SKU count and increase labor productivity.



This facility, constructed for Sprenger Midwest Wholesale Lumber in Moorhead, MN by CT Darnell, consists of multiple components, including a 6,000-sq. ft. three-sided bulk storage shed, a 32,000-sq. ft. warehouse building, and a 11,500-sq. ft. double-aisle cantilever rack-supported drive-thru building.

“HUBTEX equipment helps LBM dealers operate more efficiently, even with a limited workforce,” Baumann points out. “Our multi-directional sideloaders are built to handle long loads with ease, especially in tight aisles and spacious outdoor areas. What really makes a difference is the combination of staunch ergonomics and operator assistance systems. Features like optimized cabin layouts, responsive joystick controls, and aisle entry assist reduce strain on the operator and makes tasks easier to learn and safer to perform. This leads to measurable benefits: higher operator retention; fewer sick days; fewer damaged loads and rack systems; and fewer accidents overall thanks to more controlled handling.”

CT Darnell’s Stout also sees labor shortages as reason to take this time to invest in material handling and storage. “There have been labor

shortages in construction since the Great Recession of 2008,” he says. “In addition, an aging workforce, a lack of younger workers entering the field, and the push for college vs. the trades have consistently kept these shortages in place. Immigration policy changes are now adding another layer of uncertainty. This will continue to be an issue that affects building capacity and costs on both the construction side and the LBM distribution side.”

“That said, there are many ways better material handling and storage can improve efficiencies,” he adds. “For example, upgrading a yard with cantilever racks and a PowerBin system will dramatically decrease the amount of labor needed to stock products. Needless to say, it would also be safer for the employees. Safety is always an issue: Coupled with the right policies and procedures, the right rack systems can reduce injuries and disability claims.”

When it comes to the labor shortage, there are three things to consider with any investment in a new material handling system, Krauter Auto-Stak’s Krauter states. First, does it have robotic or have semi-robotic elements which eliminate or reduce hand labor? Second, does it increase product density and selectivity within the same square footage, therefore reducing or eliminating the need for additional bricks and mortar or leased space? Finally, does it reduce the need for laborers, or, in a more positive approach, can the same labor force be more productive?

Krauter’s recommendation is the company’s Auto-Stak System. “It checks the boxes on all of the three elements. SKU density over selective cantilever and pallet rack is increased by 30-40% in the same area. The roller bed table loads and unloads bundles of lumber, so that is the semi-robotic part, which enables the high SKU density. Higher SKU density preserves available square footage and allows orders to be picked and fulfilled more effectively, saving time and increasing labor productivity. The net result is that the present labor resources of any given lumberyard can achieve significantly improved results.”

Benefits beyond efficiency

Increased efficiency isn’t the only trend that LBM dealers should keep in mind when deciding to invest in material handling and storage. Issues such as reducing fuel and maintenance costs, while increasing overall yard safety can be compelling reasons to make changes, say experts.



As CT Darnell explains, I-beam cantilever racks can function as the building blocks for T-sheds, L-sheds and drive-thru buildings or as a stand-alone, multi-level, high-density storage system for long-length materials such as engineered wood products.

“HUBTEX sees three major forces at play: electrification; digitalization; and safety,” says Baumann. “More companies are transitioning from diesel to electric not just for sustainability, but also for reduced maintenance needs and lower total cost of ownership. At the same time, connectivity is becoming standard. Our new fleet management platform gives real-time insights into energy use, vehicle health, and operator access. Safety is also being enhanced through camera-based AI systems and semi-automated navigation tools. All of this helps improve efficiency while protecting people and goods.”

The LBM world is constantly in flux, and what worked well in years past may no longer be the best option, industry leaders point out. As new building materials are developed, yesterday’s handling and storage methods may no longer suit present needs. “New building products continue to be developed and brought to market,” CT Darnell’s Stout points out. “Take, for example, the explosive growth of engineered composite products for decking. Yards need to stock many profiles and colors, and, because of the expense of the products, it’s crucial that they’re stored properly. This necessitates having the right racking, and more of it.”

Beyond meeting the immediate needs of the yard, now may be the opportune time to make changes, Krauter Auto-Stak’s Krauter recommends, as there is an increasing amount of government oversight that he has experienced in the past year. “More and more simple rack projects are requiring building permits,” he says. “New requirements are creeping into the building codes. While this is normal and customary with exterior rack canopies and interior mezzanine systems, the requirement for simple rack systems to be certified and permitted is increasing. My advice is to get ahead on these projects and have them ready to go earlier in the CAPEX cycle, far in advance of the target in-service date. The permit review and award process can take weeks if not months to get approval and release. An owner will want the storage systems in place before the inventory arrives.”

Taking the leap

Capital investment can seem daunting, and the fear of expense can keep many an LBM dealer on the fence. And while expensive, whether it’s with moving materials or storing them, waiting to address inefficiencies or outdated facilities can result in even more expense. HUBTEX’s



Combilift’s Load Xtender, a new pantograph-style load extender that allows full truck or container loading from one side only, is designed as a solution for businesses operating in restricted loading areas, where double-side access to trailers is not possible, or where space is limited.

Baumann recommends not delaying the inevitable if you want to stay competitive. “If your current setup is slowing you down, bogged down by repair costs, or holding back growth, it’s time to act. Don’t wait until inefficiencies and accidents force your hand. Upgrading doesn’t just mean getting new equipment—it means making day-to-day operations smoother, reducing handling errors, and helping you move more material in less time. Reliable vehicles that are tailored to your load types and facility layout will pay for themselves over time.”

Taking a critical look at your existing space, both inside and out, is critical, says CT Darnell’s Stout, because when times are tough and you need to hold onto your margins, improving your material handling and storage is an easy way to do it. “You can’t change the macro forces that affect top-line sales, but improving your yard is entirely in your control. Material handling improvements will increase efficiency, day in and day out, and will optimize flow and efficiency in locating products, reduce unit man-hours, reduce cull rates, improve the customer experience, and increase safety and reduce workers comp claims.”

“It is imperative that the current warehouse maximize its storage potential,” Krauter Auto-Stak’s Krauter recommends. “Eliminating traffic aisles to access product stored in one-unit-deep selective racks is key. A fresh approach with a high density system would improve the SKU count and increase labor productivity. The benign usage aisle space is turned into product storage.”

As well, he recommends LBM dealers organize and protect lumber stored outside. “High density rack systems are available with covered roof and end wall enclosures. Single face cantilever rack canopies along the perimeter organize and protect lumber. These also can be placed adjacent to main warehouses for additional storage. Lumber values are increasing ... reducing cull damage is essential.”

IN THE END, investing in better material handling and storage is about staying competitive while protecting profits. As CT Darnell’s Stout sums it up, “In essence, you will operate more efficiently every day. All of this will decrease your costs, which, in turn, increases your margins. Every customer we talk to a year after they make improvements says, ‘It’s the best thing I ever did.’” ■

GET OUTSIDE THE EVERYDAY



Every day should feel like an adventure. MoistureShield® is the only high-performance composite decking engineered to deliver 360-degree protection, 365 days a year. So you can be one with nature, no matter what the day brings.

[OutsideTheEveryday.com](https://www.OutsideTheEveryday.com)



MoistureShield
DECKING • RAILING

WHERE QUALITY MEETS OPPORTUNITY



TRUSTED BY THOSE WHO BUILD WITH PRIDE.

Since 1936, Sakrete has been the trusted choice for those who build with precision, pride, and purpose. Engineered for consistency and jobsite-ready performance, we're the brand professionals rely on time and again. Where quality meets opportunity, a lasting reputation is built.

Become a Sakrete dealer and represent a brand built on trust at [Sakrete.com/Dealer](https://www.sakrete.com/Dealer)





WOMEN-OWNED BAKER LUMBER EMBRACES ITS COMMUNITY AND STORIED PAST

NOT MANY COMPANIES survive for more than 150 years and stay family-owned and operated, but Baker Lumber—nestled in the idyllic, lakeside town of Grand Haven, MI—is not your average company.

That becomes clear talking with fifth-generation co-owners and cousins, Annie Baker and Nada Baker, and looking at the sepia-toned photos on the company website. Logo-clad trucks, stacks of lumber, and past generations of Bakers illuminate these pages, and one can only imagine the stories they might tell. And the sign, “D. Baker & Son Lumber Company”—still official but now better known as “Baker Lumber”—dominates the front of the new building, just as it did the original lumberyard that stood for 100 years.

Nada spearheaded Baker Lumber’s transition to the fifth generation when she came aboard full-time in 2001. She’s been ever-present at the yard since, learning as much as possible from her late father, Dick Baker, and her uncle, Bruce Baker. Taking those lessons into her tenure as president of the company in 2013, she has pro-

vided a sense of stability and continuity to the business, vendors, and customers alike.

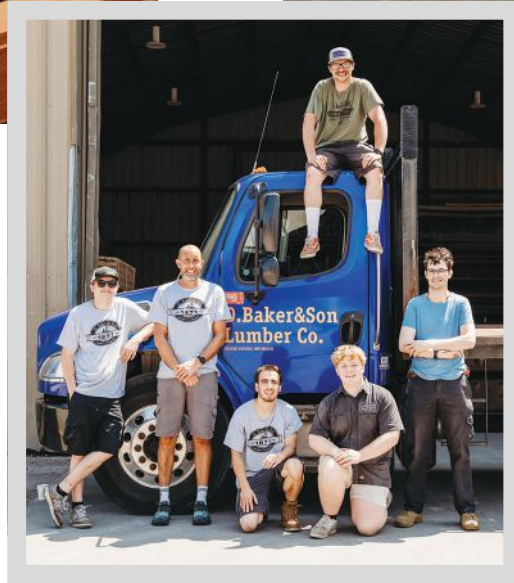
Annie joined the venture in 2014 and worked closely with her father, Bruce, to learn the accounting and background operations. She became a co-owner in 2019, making the company 100% women-owned for the first time in its long history. She moved quickly to establish consistent standards and guidelines that eventually helped Baker Lumber navigate the turbulence of COVID-19. In addition, Annie’s twin brother Dan recently returned to the company after getting business and law degrees and working at Deloitte.

The two owners are reshaping the present and future of Baker Lumber with a strong assist from another cousin—General Manager Lucas McFadden—who runs the yard’s daily operations and estimating department and helps maintain customer relationships. Both Nada and Annie point to Lucas’s work with contractors and walk-in clients as essential in preserving the small-town feel that remains at the company’s heart and identity. ▶

In its 154th year, Baker Lumber is flourishing with four cousins at the forefront and the sixth generation coming up. With its rich history and special place in Grand Haven lore, this lumberyard is sure to stand more tests of time.



BY RONN LEVINE | PHOTOS BY JASMINE’S DAWN PHOTOGRAPHY



"I cut my teeth at Baker Lumber as a kid stacking lumber, taking inventory, and unbending nails," said Lucas. "There's no place I'd rather be than with family, building community."

While Annie oversees finances, payroll, and long-term planning, Nada manages inventory, customer relationships, and day-to-day interactions. "Nada and I feel well equipped to do this," Annie said. "There are a lot of challenges and opportunities that come with [women ownership in a male-dominated industry]. We've created a space that welcomes women as employees, contractors, and customers, and I'm finding that trend happening everywhere throughout the industry, which is fun to be a part of."

Baker Lumber's workforce and revenue have almost doubled under the two women's leadership. Even with complicated industry issues like supply chains, tariffs, and the availability of wood, Nada said they "feel a bit insulated from all of that. There are a lot of people in this area who want to invest in their homes." A key to Baker Lumber's profitability is its close relationship with builders in the area. "We know their projects well, and we're focused on providing them personalized care," Nada said. "We also love to serve our community!"

The community aspect came up more than once in conversation as the intangible that truly sets Baker Lumber apart. From donating materials to local schools and non-profits to logos on the back of youth sports uniforms, Baker Lumber continues to give back in ways that reflect its values. Hosting community events in their iconic building has become tradition this past decade, including the popular Art at the Yard, which benefits the Grand Haven Schools Foundation through collaboration with the Lakeshore Visual Arts Collective.

The leadership team believes that doing good for the community is good for business. "That's stuff I want to do more of as we grow, because it's such a nice connection," Annie said. During a recent local museum board meeting, Annie was thanked by the director for supporting preschool programs in creating wooden Mother's Day gifts, one of which she received from her daughter. "Just shows that if you put something out like that, it comes back."

In 1871, D. Baker & Son Lumber Company opened as a sawmill on the Grand River in Grand Haven, during the peak of Michigan's lumber boom. In 1912 the company transformed from a sawmill into lumber retail and relocated to its current location, due to its

ideal proximity to the railroad tracks. In 1946, Douglas Baker, grandfather of Nada, Annie, Lucas, and Dan, returned from serving in the navy in WWII to run the company, which he did for 25 years. That led to brothers Bruce and Dick Baker running Baker Lumber together for 40 years starting in the early 1970s.

“There were a lot of times when it logically made more sense for them to throw in the towel and give up,” Annie said. “But they’ve been such good models for us, and I feel like a steward now. We’re a part of this long-term thing that our family has been doing, and it’s our job to pass on the knowledge and legacy to the next generation. We’ve been taught that longevity doesn’t come from never having bad years; it’s what happens when you find a way to withstand them. As my dad says, ‘We’re history in the making!’”

The company reached a pivotal moment in 2011 when the century-old lumberyard collapsed from ice and snow. While no one was hurt, the major setback presented a new set of hurdles to overcome. “I chose to rebuild it in the same spot and keep the original footprint,” Nada said, “because it holds our history and keeps us connected to our community in beautiful ways.”

“A big reason we rebuilt was because the community came together and encouraged us,” added Dan. “We have a plaque with 48 community members who helped us out—without asking for anything in return.” A memory that Dan has from the roof collapse is his dad not panicking and saying that during the Great Depression, “We ripped up our floorboards and sold them. If we’re not doing that yet, we’re not in that big of trouble.”

In its 154th year, Baker Lumber is flourishing with four cousins of the fifth generation at the forefront and the sixth generation coming up. One smaller sign inside, probably there for equal parts pride and fun, reads “D. Baker & Daughters.” With its rich history and special place in Grand Haven lore, this lumberyard is sure to stand more tests of time. ■

Get to know Baker Lumber

Founded:	1871
Ownership:	Family
Employees:	15
Locations:	1
Co-op/buying group:	LBM Advantage
Top 3 brands by revenue:	Andersen Windows Therma-Tru Doors Wolf Decking



Pictured above: Fourth and fifth generations of Baker Lumber. From left: The late Dick Baker; Nada Baker; Annie Baker; Bruce Baker.



8 Benefits of TimberStrand® LSL for Dealers and Their Customers

In the push to build more efficiently, more resiliently, and more durably, engineered wood offers an array of options that help ensure quality and versatility. Among those is TimberStrand® Laminated Strand Lumber, an innovative solution for a diverse range of framing applications.

The advantages of TimberStrand LSL extend to both building pros and dealers alike, with product features that speed installation and address critical problem areas alongside unparalleled support and resources.



TimberStrand Benefits for Pro Customers

Why should your builder customers consider TimberStrand LSL? Engineered for consistent performance, TimberStrand offers ample opportunities to build stronger and more efficiently.

Extremely versatile: TimberStrand provides a suitable solution for a range of applications such as tall walls, beams, rim board, sill plates, and so much more. TimberStrand is ideal for any application that requires long lengths and stability where strength and performance are essential.

Speeds installation: For beams, TimberStrand provides a one-piece solution for a variety of residential applications in floors and roofs while helping to reduce installation time. Installers can drill larger holes, up to a 4-5/8" in the 14" beam, without worrying about structural integrity; because they're strong and stable, they help reduce jobsite material and labor costs by allowing contractors to go through instead of around them.

Stable and consistent: Framing solutions made from TimberStrand LSL allows installers to leverage all the benefits of LSL to a stable and consistent end result. TimberStrand LSL is available in framing lumber, sill plate, framing for tall walls, headers and floor joists.

No worry about culling or waste: TimberStrand LSL is straight, free of knots, and resists twisting, shrinking, and bowing after installation. It's consistent from piece to piece, so there's no need to sort through stacks of material to find those that are straight and true.

A green building solution: The manufacturing process for TimberStrand combines technology and innovation to produce high-performing engineered lumber using small-diameter trees that otherwise are not strong or straight enough on their own to be of structural value as conventional sawn lumber products.

TimberStrand Benefits for Dealers

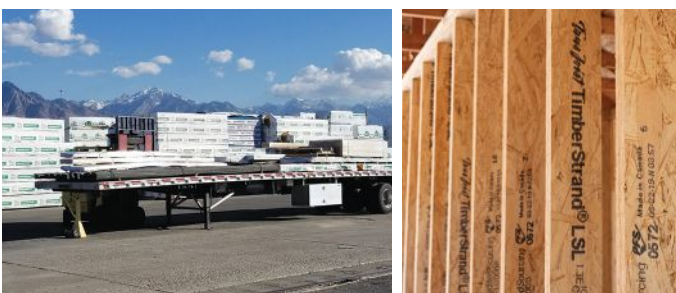
Dealers supplying TimberStrand LSL have an opportunity to provide customers with a strong, consistent material that can increase efficiencies, save time, and address design challenges. In addition, TimberStrand dealers can access a range of tools to further support customers and ease the sales process.

Unparalleled personal support: Trus Joist® Territory Managers around the country are available to both dealers and pros to answer questions, provide specification support, and offer installation education. In addition, dealer sales reps are available to support LBM retailers with questions and sales help.

Endless resources: The Trus Joist Tech Support portal offers a full menu of education and information, including product knowledge, installation instructions, technical documentation, and more.

Powerful software tools: Weyerhaeuser's suite of software helps builders and dealers implement high-quality structural framing solutions and optimize material use while reducing construction cycle time, cost, and waste. This includes Stellar® software, which provides insights dealers can use to make decisions about when and what to order, and allows them to create an optimized shipping list with jobsite cutting instructions, among other tools. Another option is Javelin®, in which users can build a complete model of the entire structural frame, providing the power needed to specify products and track vertical loads from ridge to foundation.

To learn more about TimberStrand LSL and the opportunities for dealers and customers, visit weyerhaeuser.com.



Weyerhaeuser Distribution is committed to delivering the reliable, consistent products you can rely on. Connect with your Weyerhaeuser representative today about the engineered wood solutions available in your market.

Building on strength that **supports a home**

TimberStrand® LSL is engineered to perform consistently as one of the straightest and most reliable wood products in the world. Reliably apply **TimberStrand® LSL** to a diverse range of building applications, from tall walls and headers to beams and floor systems.

Trus Joist™
▲ Weyerhaeuser





ENGINEERED WOOD PRODUCTS

Even in a soft building market, EWP can provide opportunities for LBM dealers

BY MIKE BERGER

THROUGHOUT HISTORY, some pretty amazing things have been built from engineered wood products (EWP). Take for example the Hughes H-4 Hercules, otherwise known as the Spruce Goose, the largest wooden airplane ever built. The 150-ton aircraft was primarily constructed from a laminated birchwood/resin composite known as Duramold, a composite material created by impregnating birch wood with phenolic resin, which was then laminated under heat and pressure.

Although LBM dealers don't need to worry about EWP structures taking flight, EWP as a product category continues rising in popularity. Industry research firm IBISWorld forecasts revenue from the engineered wood market in the U.S. to grow to \$4.1 billion, an increase of 2.4%.

EWP manufacturers are hoping these predictions come to fruition over the remainder of the year, despite uncertain economic indicators, and LBM dealers should prepare themselves to meet the demand.

Looking back, planning ahead

The last twelve months have brought a softness to the engineered wood segment. As industry experts point out, the engineered lumber market is primarily driven by single-family housing starts. Housing starts dipped from 1.421 million in 2023 to 1.368 million in 2024, and most forecasts are in the 1.39 million range in 2025. These softer market conditions have provided EWP manufacturers, however, with opportunities to increase inventory and production to ensure product availability.

“The current softer demand presents a valuable opportunity for the channel to effectively align inventory levels,” explains Lofton Beasley, engineered wood product manager for Weyerhaeuser. “This environment also enables stakeholders to enhance equipment reliability and drive significant improvements in efficiency. LBM dealers can anticipate a steady supply within the channel and should actively explore growth opportunities in previously underserved areas. Embracing these developments will position them for sustained success and competitive advantage in the market.”

Dan Milfred, COO and executive VP for PWT, also sees the current market conditions as ripe for increasing productivity on the manufacturing side. “The last twelve months have indeed shaped up to be a dynamic period for the engineered wood products (EWP) sector, demonstrating remarkable resilience amidst persistently elevated mortgage rates and broader macroeconomic uncertainty,” he says. “New home construction has remained a pivotal driver of demand, with the residential segment continuing to account for the largest share of the overall engineered wood market.”

“Looking ahead, we expect demand to remain robust for single-family construction, particularly as builders seek reliable, high-performance partners,” he continues. “While regional softness may persist in some markets, the fundamentals of new construction remain strong, and we anticipate continued growth in EWP. The key for LBM dealers will be maintaining strong supplier partnerships and ensuring reliable access to high-quality engineered wood solutions to meet evolving customer demands in this dynamic but fundamentally sound market.”

Similarly, Chris Webb, general manager of EWP sales for Canfor, sees supply as remaining strong over the next year. “LBM dealers should expect little to no EWP supply side disruptions

near term,” he says. “Several glulam manufacturers have announced capacity increases in 2025-2026. In the short term, there is sufficient EWP manufacturing capacity to meet demand over the next 12 months.”

Rob Johnson, Boise Cascade SVP of manufacturing operations, agrees that product availability should remain robust over the coming year, and also sees opportunities for LBM dealers to make improvements in efficiency when it comes to EWP. “With a challenging market and tight labor conditions, it is clear dealers need access to products, people, software and support,” he points out. “Boise Cascade’s Value-Added Solutions provide dealers with the tools to support their builder customers to make job-site construction more precise and faster, which helps mitigate those tight labor conditions.”

He points to solutions like Boise Cascade’s SawTek automated saw system as a way to increase efficiency. The SawTek system combines software and hardware in an all-in-one saw system that automates EWP processing. SawTek automatically cuts utility holes, then labels and organizes everything into framer-optimized job packs. EWP materials then arrive on-site cut, packed, and labeled.

“Product availability is the other piece of the puzzle,” he adds. “Dealers need to trust that the products will be available when and where they need them. Following the recent acquisitions, Boise Cascade announced more than \$140 million in capital expenditures at plants in Oakdale, LA and Thorsby, AL. These strategic investments allow our manufacturing operations to be more self-sustaining and improve product reliability.” ▶

OPPOSITE PAGE:
BCI Joists from Boise Cascade are specially constructed I-joists with flanges made from VERSA-LAM laminated veneer lumber with oriented stranded board webs and approved waterproof structural adhesives. They’re available in long lengths, are light weight, and come with a lifetime warranty.

PWT has expanded its Billet Beam offering, which provides a wide-width LVL solution reportedly ideal for drop-in framing and accelerated builds.



The changing face of EWP

It's not just market softness that's influencing the EWP landscape. Building trends themselves are driving development of new EWP products that meet those new needs. From building smaller or more efficiently to building with more mass timber components, EWP products are being called on to do more than ever, and LBM dealers need to be prepared to meet these new demands.

"There is a growing level of momentum behind affordability in the market, with various strategies emerging to achieve it," says Weyerhaeuser's Beasley. "Some are exploring smaller footprints or increased density through townhomes and similar developments, while others are prioritizing speed and efficiency, seeking to deliver projects more quickly with reduced labor. In response, we are actively pursuing innovative solutions for new products that simplify installation processes, thereby easing complexity and enhancing overall effectiveness. This proactive approach will not only address the demand for affordability but also streamline operations and improve outcomes."

Builders are increasingly focused on labor efficiency, sustainability, and durability, says PWT's Milfred. "These trends are shaping how we innovate. We're also seeing growing interest in longer spans, reduced material waste, and products that integrate seamlessly into digital design workflows. These needs are driving our investment in product consistency, advanced coatings, and engineered solutions that perform predictably across jobsites."

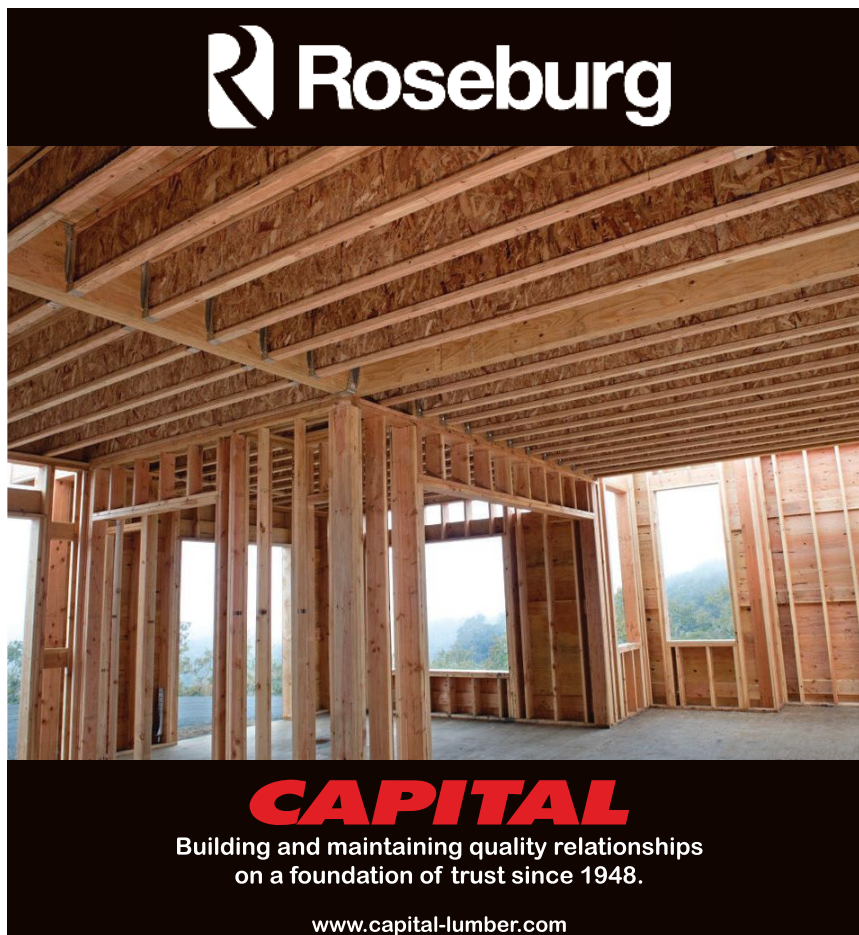
Boise Cascade's Johnson points to the growing popularity of components such as Rheia Duct (a new type of home heating and air conditioning distribution system) as having an impact on EWP development. "BCI joists are lightweight which means easier handling, and they're easily adaptable on the jobsite. These benefits coupled with Boise Cascade software can help with precise hole placement in the web while still performing and meeting load requirements."

As well, the growing use of mass timber, a building trend composed of different engineered wood products including glued-laminated timber (glulam), cross-laminated timber (CLT), nail-laminated timber (NLT), dowel-laminated timber (DLT), and mass plywood panel (MPP), is driving more use of EWP products, says Canfor's Webb. "These load-bearing engineered wood products can be used in a wide variety of structural applications: beams and columns; floor, roof and wall panels; tall wall framing studs or roof rafters; door and window headers; and more. Mass timber is used to construct everything from tall high-rise towers (9+ stories) to office buildings, multi-family structures, educational facilities, and warehouses," he explains.

Consistency builds confidence

Beyond the versatility of EWP, builders are turning to it because it delivers a level of consistency that they can rely on to reduce jobsite headaches and increase quality of build, say industry experts.

"EWP can address this need by offering consistency in manufacturing, which helps eliminate guesswork during the installation process," says Weyerhaeuser's Beasley. "Additionally, builders are seeking products that minimize callbacks and customer complaints. EWP meets this by offering improved quality and consistency over solid sawn lumber and open web manufacturing, ensuring proper installation and thereby enhancing overall customer satisfaction and project efficiency." ▶



Roseburg

CAPITAL
Building and maintaining quality relationships
on a foundation of trust since 1948.

www.capital-lumber.com

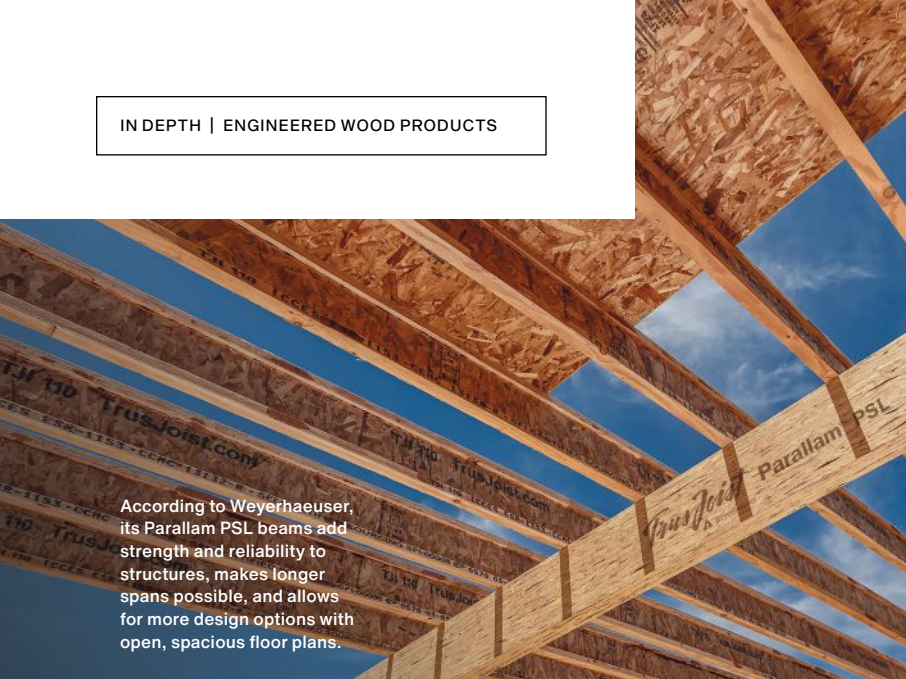
TruWood[®]
SIDING | TRIM

The beauty is in the details.

Our new profile Sure Lock™ V-Rustic 12in. Lap Siding features our hidden nail design for seamless, secure application. TruWood Siding | Trim showcases your style with distinctive character that stands apart from the rest. TruWoodSiding.com | **Get Tru.**



Siding: **SURE LOCK™ 12 IN. V-RUSTIC LAP**, Trim: **VARIOUS SIZES**
800.417.3674 | The TruWood Collection | Manufactured in Klamath Falls Oregon
WUI Approved | Ask us about our FSC® products | **FSC-C002971**



According to Weyerhaeuser, its Parallam PSL beams add strength and reliability to structures, makes longer spans possible, and allows for more design options with open, spacious floor plans.

Builders want confidence that the product will perform as expected, arrive on time, and install easily, PWT's Milfred points out, and EWP can deliver on those needs. "They're looking to solve for labor shortages, reduce jobsite waste, and minimize callbacks," he explains. "That's why dimensional stability, strength-to-weight ratio, and consistent quality are non-negotiables. At PWT, we've responded by investing in automation, veneer optimization, and quality control across our facilities. Our products are engineered to eliminate twists, bows, and inconsistencies that slow down framing crews. Builders also appreciate our first-class technical support and the ability to source treated and untreated LVL from a single supplier."

Jeff Dracup, director of EWP sales and marketing for Boise Cascade, also sees consistent product performance as being a key desire among customers, along with access to support teams to make sure code requirements are met. "For wall framing with a high-quality finish, consistency matters," he says. "Products like Versa-Stud LVL provide the smooth, straight walls for bathroom tile and kitchen cabinets, plus engineered performance for walls 10' or taller. With solutions like Boise Cascade's Saw-Tek automated saw system, builders get precise cuts in BCI joists, plus each is labeled before it's delivered to the site. Not only does this reduce waste and make things more efficient for crews, it also maintains design performance because framers are building as the designer intended." ▶

Serving builders' needs

Along with providing a product that delivers consistency, LBM dealers need to be prepared to provide the solutions that come from a deep product knowledge, says EWP manufacturers. EWP is a premium product that offers structural solutions for the building community, and LBM dealers play a critical role in providing these solutions to builders, says Weyerhaeuser's Beasley. Therefore, being able to articulate the benefits of EWP is a vital aspect of their service. For LBM dealers, possessing strong product knowledge and confidence in communicating these solutions will significantly contribute to delivering a premium service to their customers.

"One of the most effective ways LBM dealers can demonstrate the benefits of engineered lumber to their customers is through high-quality inventory management," he points out. "By delivering solutions promptly, they can prevent delays and eliminate the need for customers to seek alternative options. Proper inventory rotation is also essential to avoid issues related to aged stock, which could potentially lead to complications down the line."

PWT's Milfred recommends LBM dealers focus on three things: availability, education, and partnership. "First, having the right mix of EWP products in stock—or being able to source them quickly—is critical," he says. "Second, educating contractors on the performance benefits of engineered lumber, especially newer innovations like treated LVL, can help drive adoption and reduce returns. Finally, dealers who act as true partners, offering design support, job pack services, and value-added logistics, will win long-term loyalty." ▶

RIGHT: OnCenter BLI-65 I-Joists from BlueLinX Engineered Products feature a 3.5" flange. As well, the manufacturer has added trimmable trusses in many markets.



FAR RIGHT: Power Preserved Glulam from Canfor is reported to be a durable, long-term solution for most exterior, non-marine use structural applications.





THE PERFECT CHOICE
for Multi-Family,
Light Commercial,
New Home Construction,
Repair & Remodel Projects

Why Choose **onCENTER**

- **Consultative Approach**
Solutions tailored to fit your project needs
- **Knowledgeable Sales & Technical Support Staff**
Design Services and Value Engineering optimize your project's performance and budget
- **Just-In-Time Delivery**
Quality products delivered exactly when you need them

When it's built right,
it's **onCENTER!**

Scan to view a case study detailing how we helped our customer boost sales and keep their large hotel project on track.



Chris Brandt, director of EWP value-added solutions for Boise Cascade, agrees that a strong partnership between the LBM dealer and the manufacturer can go a long way towards helping customers meet their needs. “It’s important that dealers leverage technology and the dedicated teams that are there to support them, especially in a market where every advantage counts,” he points out. “If a dealer isn’t offering these services, it is a safe bet that their competitor is or is working on it. Boise Cascade’s Value-Added Solutions can help dealers make smart and cost-effective decisions to fit builders’ needs without over-engineering or over-building. Getting started doesn’t mean a complete overhaul of systems either. It’s important to start, but you can start small and work with a manufacturer who is committed to supporting them as they make incremental changes and improvements. Over time, dealers can see this pay off for them and their customers, and Boise Cascade is committed to helping them succeed.”

EVEN IN A soft building market, EWP continues to gain increased acceptance, and builders are more often turning to the product category to solve their building challenges with cost- and labor-effective methods.

“Glulam columns are a good example,” says Canfor’s Webb. “Glulam columns are a one-piece member, require no nailing or bolting of multiple pieces together. Glulam columns are a superior alternative to built-up stud packs or solid-sawn timbers. Glulam columns are an engineered product, making them an excellent load path solution for engineered beam and header products that may be sitting on top of them carrying floor and/or roof loads above. Framing members such as glulam beams can easily be attached to glulam columns with simple connection detailing.” And as he sums it up, “Offering customers and contractors alternative products will create a value-add for the LBM dealer and a reliable engineered solution for their downstream customers.” ■

PHOTOS COURTESY OF MANUFACTURERS



**CONNECT, UNWIND,
AND DINE!**

The perfect end to a productive day.

LBM STRATEGIES 
2025 CONFERENCE

OCT. 15-17 • EMBASSY SUITES DOWNTOWN • NASHVILLE

FULL 2025 CONFERENCE AGENDA ► 

LBMSTRATEGIES.COM

**THURSDAY NIGHT RECEPTION:**
The rooftop at Ole Red in Nashville. Open bar and dinner included with registration.

OPEN BAR SPONSORED BY 

YOUR SALES PLAYBOOK...



SELL FEARLESSLY!

VISIT buildingleaders.com/store

to order your book for \$25 or save on the three-book series for only \$60!

Prices do not include shipping.

A PROFESSION OF FEAR

Sales is the profession that insists you constantly get results and the pressure mounts. Rick Davis has proven to tens of thousands that there is a better way. Replace fear with the process that virtually guarantees results.

SCIENCE INSIDE THE BOX

Selling is not about clichés and style. All you need is a commonsense approach along with a sincere desire to help your clients succeed. All the skills you need are presented with proven inside-the-box skills that work!



“WOW! Just wow.”

— Rick Schumacher, Publisher and Editor of the LBM Journal

“YOU NAILED IT! I don’t think there has ever been books written like these and I’ve read all of them.”

— Bill Lee, Founder of Lee Resources

“NOBODY has written books on sales like these, and I’ve read all of them.”

— Tom Latourette, Managing Partner and Certified Trainer M3 Learning

“YEP! Bill and Tom wrote those words independently without any prompt from me. These are great books for mastering the science of LBM Sales.”

— Rick Davis, The Guy who Wrote the Books



NEW PANEL SIZES FOR PREFERRED VIEW SLIDING GLASS DOOR

PGT Custom Windows and Doors, part of the MITER Brands portfolio, announced the launch of larger panel sizes for its WinGuard Aluminum Preferred View Sliding Glass Door. The Preferred View Sliding Glass Door now offers door panels with up to 60 square feet of glass in sizes as large as 6' wide by 10' tall or 5' wide by 12' tall. Capable of creating openings up to 48' wide, these expanded dimensions are available in a variety of operating configurations depending on panel height. pgtwindows.com



SASHCO EXACT COLOR PAINT SHAKER ADAPTER

Designed to mix up to six cartridges of eXact Color custom color caulk at a single time in store, the eXact Color Paint Shaker Adapter from Sashco is designed to add value and revenue by giving LBM dealers the ability to tint for their customers. According to Sashco, the mixer has the potential to set an LBM dealer apart from the competition, for while a lot of products can be found in a variety of big box stores, a contractor may be willing to drive five minutes more to get a product that will help them to differentiate their customizable offerings. Sashco says the shaker is compatible with all paint shaker styles. sashco.com

GAF MASTER FLOW ROOFTOP VENT

GAF has launched the Master Flow Bath and Dryer Rooftop Appliance Vent, a solution that GAF says is engineered to efficiently vent heat and moisture from bathroom and kitchen exhaust fans, clothes dryers, and other household appliances. Designed to help safeguard your home, this vent is reported to help improve indoor air quality and reduce the risk of costly moisture damage. The vent passes rigorous 110 mph wind-driven rain testing in accordance with TAS-100(A)1, ensuring reliable operation in severe weather conditions. It also meets building codes that require a minimum of 12.5 square inches of net-free ventilation area for rooftop bath, dryer, and appliance vents. The vent includes a removable stainless steel bird/pest screen and convenient duct collar that the manufacturer says simplifies duct connection and allows for hassle-free lint and dust removal without the need to climb on the roof. gaf.com



FORGEWOOD THERMALLY MODIFIED SIDING

Edge, a manufacturer of siding, pattern, and trim, has launched ForgeWood, a new line of thermally modified siding inspired by metalwork. Crafted from poplar and available in natural and two-tone prefinished colors, Edge says the state-of-the-art thermal modification process alters the physical and biological properties of the wood and breaks down natural sugars to discourage rot and fungal decay. Boards emerge from the process lightweight and resistant to expansion or shrinking due to exposure and seasonal shifts. The siding is backed by a 20-year limited warranty against rot and decay. ForgeWood is available in 1x6 and 1x8 nominal widths and 11'-16' random, end-matched lengths. ufpedge.com



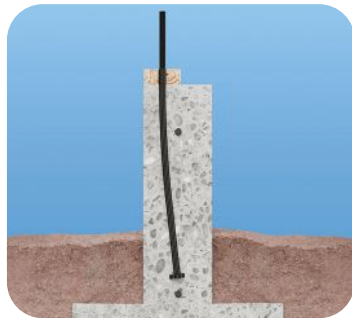
VERIS MODERN GRAIN ENTRYWAYS

New from Therma-Tru, the Veris Modern Grain entryway system combines refined design with enduring performance. As the only large aluminum door in the market featuring Therma-Tru Walnut-grained fiberglass panels and sleek glass, Modern Grain systems deliver the beauty of real wood with superior durability, says Therma-Tru. Modern Grain entryway systems feature an aluminum frame that resists warping and deterioration and is backed by a one-time transferable lifetime warranty and a balance-transferable 10-year finish warranty. Each door system offers bespoke selections in operation, configuration, stain, and glass—choose the size needed, the desired look, and the level of privacy preferred. veriscollection.com



SABR ANCHOR BOLT

Simpson Strong-Tie has launched the SABR code-listed cast-in-place anchor bolt featuring a one-piece sweep design that the manufacturer says maximizes its position for increased tension capacity. The SABR anchor bolt works with all Simpson Strong-Tie holdowns, including the new HDUE line of holdowns, providing both strength and specification simplicity. The SABR comes in five anchor diameters, each designed with a 6" threaded section. SABR comes in one length for each diameter, reportedly simplifying specification, ordering, and inventory. To simplify product specification, the SABR replaces both the SB and SSTB anchor bolts; in most applications, SABR is reported to have significantly higher loads than those products. strongtie.com



SENCO CS61H1 CAP STAPLER

The new 1-1/2" Cap Stapler from Senco is reported to be engineered to improve jobsite performance for siding, roofing, and framing pros who install housewrap, roofing felt, and foam board insulation. Feeding a roll of collated plastic caps into the tool alongside each staple, Senco says the CS61H1 improves hold strength, reduces tearing and helps ensure long-term performance of the underlayment. Weighing in at 4.5 lbs., the CS61H1's top-load cap magazine with spring-loaded door keeps caps secure and protected from the elements during operation, while wear guards protect the tool body from abrasive surfaces and improve durability. The cap bypass switch allows the user to drive staples without caps for applications such as door and window jambs, eliminating the need for a separate tool. senco.com



Storage Systems for LBM Dealers

- The Auto-Stak System
- Cantilever Rack Systems
- Metal Buildings
- Drive-Thru Systems
- Millwork Storage Systems
- Pallet Rack Systems
- A-Frame Systems



Bulk Canopy



Cantilever Rack T-Shed



Auto-Stak System



Cantilever Rack Drive-Thru

Portable A-Frame & Stacking Millwork Racks - In Stock!



Contact Us Today!

Toll Free: 800-992-2824

Visit us online at:
www.ks-ka.com
info@ks-ka.com



CORTEX SCREWS FOR PAMFAST

FastenMaster's Cortex hidden fastening system now pairs with the stand-up PAMFast Tool for quick, efficient installation of Trex composite decking. According to the manufacturer, this combination delivers an installation three times faster compared to traditional methods, eliminates the need for predrilling, and ensures a flawless, professional finish. FastenMaster says the PAMFast AutoFeed System provides smooth, consistent fastener installation without jams, setting Cortex screws to the perfect depth to allow for plug installation. The increased drill consistency and stability provided by the PAMFast Tool eliminates the need to predrill in Trex Decking. The tool can be used in its stand-up configuration, eliminating bending and enhancing ergonomics and comfort, or it can be converted to a short tool, bringing the installer closer to the application for precision placement. fastenmaster.com



VAPORWISE VAPOR-VARIABLE INTERIOR MEMBRANE

Benjamin Obdyke has launched VaporWise, a vapor-variable interior membrane with a design that is reported to provide advanced moisture management. With a perm rating ranging from 0.14 to 14, VaporWise adapts to seasonal changes according to the manufacturer. During winter, it acts as a Class II vapor retarder, helping to prevent interior moisture from entering the wall cavity; and in the summer, the membrane's permeability increases, allowing moisture to escape which ensures a dry, healthy wall cavity year-round. benjaminobdyke.com

SCHWEISS

DOORS

HYDRAULIC — OR — BIFOLD

ONE-PIECE DOORS **STRAP LIFT DOORS**

507-426-8273

SCHWEISSDOORS.COM



NEW FINISHES FOR SIMONTON WINDOWS AND DOORS

Cornerstone Building Brands has introduced bold, on-trend black and bronze interior and exterior finishes for its leading Simonton Window and Door collections. According to the manufacturer, the advanced manufacturing processes enable dealers to offer their customers resilient dark color finishes on high-quality, durable and weather-resistant vinyl windows. These new dark window and door options are available to order through the AccuQuote ordering system. simonton.com

DON'T MISS A SINGLE ISSUE

Each issue of LBM Journal is packed with real-world business tools and insights that will inform and inspire, all while helping you grow your sales, your business, and your brand.



Our circulation requires subscribers to confirm their subscription each year, so...

RENEW TODAY!

subscribe or renew online:
lbmjournals.com/subscribe



SUBSCRIPTIONS ARE FREE TO QUALIFIED READERS.

SERIOUS ABOUT BUILDING YOUR BUSINESS? WE ARE.



ADVERTISER INDEX

COMPANY	PAGE	PHONE	WEBSITE
1st West Mergers & Acquisitions LLC	29	866.489.6604	1stwestma.com
* Anthony Forest Products	53	800.221.2326	anthonyforest.com
Atlas EnergyShield XR	21	800.388.6134	xr.atlasrwi.com
* Biewer Lumber	53	810.329.4789	biewerlumber.com
BlueLinx	55	888.502.2583	bluelinxco.com
Boise Cascade Engineered Wood Products	17	208.384.6161	bc.com
Building Leaders, Inc.	57	773.769.4409	buildingleaders.com/store
* Capital Lumber Company	52	602.381.0709	capital-lumber.com
* Culpeper Wood Preservers	13	800.817.6215	culpeperwood.com
DMSi	23	402.330.6620	dmsi.com
Do it Best	19	260.748.7175	doitbestonline.com
* Firelands Hardware, Inc.	56	888.321.7550	firelandshardwareinc.com
Krauter Auto-Stak	59	800.992.2824	ks-ka.com
LBM Century Club	31		lbmjournals.com/lbm-century-club
LBM Strategies Conference 2025	6-7		lbmstrategies.com
LMC (Lumbermens Merchandising Corporation)	26-27	800.218.0043	lmc.net
* Milgard	INS-9	1.800.MILGARD	milgard.com/moving-glass-walls
MoistureShield	42	866.729.2378	moistureshield.com
NAHB International Builders' Show	IFC-1	800.368.5242	buildersshow.com
Orgill	11	800.347.2860	orgill.com
Pacific Woodtech	25	360.707.2200	pwtewp.com/products/pwt-treated
* PGT	INS-9	941.480.1600	pgtwindows.com/protectflorida
PSP/Deck Expo	5	866.860.1970	poolspatio.com
* Rollex Corp.	13	800.251.3300	rollex.com
* RoyOMartin	13	800.299.5174	royomartin.com
Sakrete	43	866.725.7383	sakrete.com
Schweiss Doors	60	507.426.8273	schweissdoors.com
* Starwood Rafters	52	888.525.5878	starwoodrafters.com
Sunbelt Rack	36-37	800.353.0892	sunbelt-rack.com
* TruWood Siding Trim	53	800.417.3674	truwoodsiding.com
UFP-Edge	14-15	844.529.5882	ufpedge.com
Uline	12	800.295.5510	uline.com
Westlake Royal Building Products	OBC	800.521.8486	westlakeroyalbuildingproducts.com
Weyerhaeuser	48-49	800.525.5440	weyerhaeuser.com

* Denotes regional distribution.

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

IBC=inside back cover, IFC=inside front cover, OBC=outside back cover, BB=belly band, INS=insert, PB=polybagged, WP=white paper.

LBM JOURNAL DAILY

The **LBM JOURNAL DAILY** e-newsletter is built for pros in the lumber/building material industry, delivering the latest news and insights on market trends, new products, sales and marketing tips and more into your inbox every business day. This free daily e-newsletter complements the robust, **LBMJOURNAL.COM** website.

LBM JOURNAL is committed to using the latest technology to deliver information the way you want it: print issues, digital issues, daily e-newsletter, website, webinars, white papers, social media, and the live **LBM STRATEGIES CONFERENCE**.



LBMJOURNAL.COM

Subscribe for free at **LBMJOURNAL.COM**, then browse, bookmark, share and interact with the most relevant and credible content and people in the market. Here's to building your sales, your business and your brand.



THANK YOU TO OUR PREMIUM PARTNERS

Westlake
Royal Building Products™

MASONITE

MRS
MANUFACTURERS
RESERVE SUPPLY

**Do it
Best**

Weyerhaeuser

ORGILL

**Humboldt
Sawmill**
REDWOOD AND DOUGLAS-FIR

GENTEK

PLM

Westbury
ALUMINUM RAILING
by Digger Specialties Inc.



LBM STRATEGIES
2025 CONFERENCE

deck
EXPO

AGGRESSIVE ACQUIRER VS. FAMILY STARTUP

One offers a bigger but uncertain payout, one is smaller but guaranteed. Which suitor would you sell to?

YOUR FAMILY-OWNED LBM yard recently purchased a lumberyard in a neighboring market. The newly acquired company's offerings line up almost perfectly with yours, making for a mostly seamless transition. The only piece that didn't fit was a small custom cabinetry workshop that was a passion-project of the former owner. Since it didn't fit your core business, you decided to put it up for sale.

After just a week on the market, two potential buyers were interested. They both had good credit, but otherwise they couldn't have been more different from one another.

The first was a regional company that had a reputation as an aggressive acquirer. Indeed, they'd tried to buy it from the former owner several years earlier and were ready with a generous, if somewhat complex offer as soon as it hit the market. They seemed like good people, but they'd earned a reputation that was, let's say, less than stellar. As active acquirers, they'd burned several bridges along the way.

The second was a woodworking hobbyist who worked in an office during the day and did custom carpentry jobs during nights and weekends. "I work the office job because I have to," he explained, "but I've been putting money away in case an opportunity like this came up, so I could earn a living doing what I love." A nice guy, but his total offer worked out to be about one-third of the aggressive acquirer's total offer.

On the surface, the offers appear dramatically different, but as is often the case, the devil is in the details. The first offer would be paid out over three years—with one cash payment up front, then two additional payments over the next two years if the custom cabinet shop hits revenue targets. The second offer was for the same amount of cash up front, with the potential for one small payment the following year.

If you sell to the hobbyist, you know exactly what you'll get. But if the aggressive acquirer buys the business and is successful, your payout over three years could be much larger. However, given their reputation, you're not confident that you'd see any additional payments—regardless of their success. What would you do?



CAST YOUR VOTE ONLINE AT: LBMJOURNAL.COM

Bigger gamble. Accept the acquirer's offer for potential upside. If they hit revenue targets, your payout could be much larger. But their reputation makes collecting those payments far from certain.

Renegotiate terms. Push the acquirer for stronger guarantees. Larger up-front cash or fewer performance-based payments could reduce risk and still leave you positioned for a higher overall return.

Back the dreamer. Choose the hobbyist even at a lower price. Supporting passion and craftsmanship builds goodwill in the community and ensures the shop stays true to its roots.

Reposition shop. Keep the business in-house, but scale it to focus only on high-margin specialty items that complement your yard. This way, you preserve assets without letting it distract from core operations.

PHOTO: @ISTOCK.COM/SIPHOTOGRAPHY

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

CALL FOR ENTRIES!

LBM^{JOURNAL} **DEALER** OF THE YEAR **2026**

This special award program is open only to lumber and building material dealers.

FOUR REVENUE CATEGORIES:

- 1** ANNUAL SALES OF \$100 MILLION +
- 2** ANNUAL SALES OF \$50 - \$100 MILLION
- 3** ANNUAL SALES OF \$10 - \$50 MILLION
- 4** ANNUAL SALES UNDER \$10 MILLION

ANYONE CAN NOMINATE AN LBM DEALER FOR DEALER OF THE YEAR.

Just answer three simple questions at:
lbmjournals.com/dealers/nominate

Email editorial@lbmjournals.com, or scan the QR code below.

DEADLINE

ALL ENTRIES/NOMINATIONS MUST BE RECEIVED BY **SEPTEMBER 26, 2025.**

Winners' stories will appear in our **2026 DEALER OF THE YEAR SPECIAL ISSUES**. Winners will also receive a plaque to proudly display—and a logo for use in company communications.

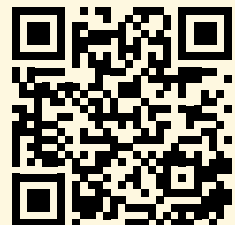
If you've got it, flaunt it. Let your customers know that their supplier is something special!

NO COST TO PARTICIPATE
DEALERS ARE ELIGIBLE IN FOUR CATEGORIES.

SPONSORED BY



Scan the QR code for the 2026 Dealer of the Year submission form.



THE PRODUCTS TO DO EVERYTHING. THE POWER TO DO EVEN MORE.



BE BOUNDLESS™

We've got the industry's greatest collection of building products to bring any space to life, inside and out. Together, we're just getting started in expressing, adapting and advancing. That's what it means to **Be Boundless™**.