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DEC. 8-9, 2021

# LBM EXPO

PREVIEW ISSUE

OCTOBER 2021

**NRLA**  
Northeastern Retail  
Lumber Association

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- HENRY DAVID THOREAU



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### Lumber Co-operator Mission Statement:

Lumber Co-operator is committed to broadening awareness of critical issues shaping the lumber and building material industry. We promise to equip our readers with the necessary tools to compete in an ever-changing business environment.

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Rita Ferris, NRLA President

*"When we least expect it, life sets us a challenge to test our courage and willingness to change; at such a moment, there is no point in pretending that nothing has happened or in saying that we are not yet ready. The challenge will not wait. Life does not look back."*

— Paul Coehlo

These words perfectly sum up the experience of our members this past year, and the experience of the NRLA. It has been a challenging and exciting year, and one of exceptional strategic growth because we have embraced our challenges. September marks our year-end, prompting a look back on what has been accomplished and to look forward to how we will continue to build value in the next year.

While you have been extremely busy with the new challenges in your businesses, I was delighted to see that you continued to invest time in the things that will benefit your businesses the most in the future. Those things are legislative and education. With your support, we were able to gain some solid wins for the industry, and key to this was your record-breaking participation in NRLA's lobbying events. Thank you!

On the education front, there was also record-breaking participation. Nearly all of the education offered was virtual, and in addition to offering our traditional courses such as sales training, blueprint reading, and crane certification, new topics were offered such as leadership adapting to change, managing legalized marijuana, retaining employees, and supply chain expectations. We also began an education partnership with the Building Material Suppliers Association (BMSA) representing building material retailers in Ohio, Virginia, West Virginia, North and South Carolina, and Tennessee. The partnership helped to extend education into the summer, which was another first.

After more than a year of virtual meetings, we experienced a delightful return to live state and local association events with strong attendance (on average 7-10% below 2019

attendance). We will continue to safely produce events, including NRLA's LBM EXPO to be held in Providence, R.I., December 8-9. The EXPO will be held in conjunction with our NRLA Annual Meeting (a first in recent history) where Nick Kuiken of Kuiken Brothers Company, Inc. will be installed as chair. We'll also enjoy a great night with Howie Mandel as our entertainment. Many state and local associations offered generous subsidies for members to attend the EXPO. Log on to [lbmexpo.com](http://lbmexpo.com) to see what is available to you!

In the new year, NRLA will be developing a new strategic plan and new education topics to add to our Learning Management System; increasing our legislative staff to enhance federal legislative and regulatory services offered through the American Building Materials Alliance (AMBA); changing our association management technology to improve interaction with you and to make it easier for you to access NRLA benefits; and introducing new programs such as discounted telematics, a compensation and benefit survey, and reasonable suspicion training.

I want to extend my deepest thanks to NRLA Chair Lorraine Miner for her steady leadership, complete commitment to her role, sense of humor, and straight-shooting opinions during her two-year term as chair, which was another first. Lorraine, with the Executive Committee, Board of Directors, and our incredibly talented staff, accepted today's challenges and turned them into one of the most successful years of service.

Thank you for the opportunity to serve you,

*Rita*





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Lorraine Miner  
NRLA Chair, Miner's Inc.

Each year when we're headed into autumn, I begin to get a familiar feeling ... it's a good one, filled with excitement, anticipation, and expectation. It's during this time of year that I begin to think about LBM Expo, and is the way I've felt for the last 49 years after attending my very first one.

Much has changed over this time. First we were going to New York City, then we switched to Boston. We then tried Foxwoods once, but outgrew that. Providence has proved to be a meeting place that many have enjoyed, and we've switched between Boston and Providence for some time now. Soon, in 2022, we will be using Mohegan Sun for our special meeting. I've always wished we could hold LBM Expo in every state our association represents, but unfortunately, not every state has a facility big enough for us, so we stick to the ones that work. The days of the week that the Expo is held, the number of days, and the events held have also changed over the years. The NRLA has always made an effort to make the adjustments that its membership wants and needs.

Everything was going along nicely until, in a flash, COVID-19 took over our world. As it would be expected, the NRLA turned on a dime to do what had to be done. A search was immediately started to find the best platform for a virtual meeting. The virtual 2020 LBM Expo, LBM Expo Evolve, was well attended and considered a great success.

Here we are in 2021, and the same excitement is with me. The difference this year is that we expect to hold LBM Expo in person, face-to-face. How wonderful that will be! Many of us have known each other for generations. We've missed seeing each other and look forward to doing just that this December 8 and 9 in Providence.

The NRLA staff has worked hard and has a great show in store for you in Providence.

By attending LBM Expo you can:

- See the latest LBM products, in-booth demos, and show specials from exhibiting companies
- Attend demo zones from leading LBM pros
- Receive complimentary lunch on the show floor on both days
- Participate in the industry recruitment discussion and job fair
- Learn how to build your brand and business through social media with The Modern Craftsman
- Celebrate the installation of our new chair, Nick Kuiken of Kuiken Bros., at NRLA's annual meeting
- Laugh with renowned comedian Howie Mandel

(Tickets include a 1-hour cocktail hour, lobster and fillet dinner, and dessert stations.)

In view of all this, how could you not be as excited as I am? Please plan to attend and bring as many people as you possibly can. We're finally going to share this wonderful event in person again. So, let's make it the best LBM Expo ever!

*Lorraine*



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Frank Saluti, NYLE President  
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As we continue to navigate through turbulent times, we must keep in mind that most things will probably never be like they were in the past, no matter how badly we want them to be. This makes keeping an organization like NYLE and its events held every year challenging. On Wednesday, August 18, and Thursday, August 19, we were finally able to hold our first in-person event in over a year. On Wednesday, participants met at the beloved Saratoga Race Track for our “annual” Summer Outing. Sadly, I could not attend in person but want to thank everyone who did for doing so, and I hope you all truly enjoyed your time in Saratoga. Thankfully, I was able to attend the board meeting via Zoom on Thursday, where the board furthered their work and thoughts on pushing NYLE forward in the future.

Traditionally, our next event is the always highly anticipated Timber Tour. Unfortunately, like last year, we were unable to make it happen. With uncertainty in the world with COVID-19 variants, and the always growing concern of more restrictions being implemented, many production facilities are still not allowing tours. I know this is a big disappointment for many who sign up every year to attend and also for members who have never had the opportunity to attend but have been looking forward to their first experience. At our last board of directors meeting in Saratoga, many options were discussed about something different than the traditional Timber Tour, but to still plan an event where members can meet in person. The rest of the board and I, as well as anyone else, would certainly be open if anyone has any ideas that they would like to share on this.

The inevitable unknowing of what will come down the road certainly makes planning future events difficult. Coming into the 2022 fiscal year, Second Vice President Alyson McLaughlin will be charged with still planning all four events for the year. I have no doubt that she will be planning some amazing events, and I can only hope that we are able to attend all of them in person together. The past year plus has been hard on NYLE achieving its goals, but we have been pushing through the best we can with having an obstacle such as a pandemic.

This coming December, I very much look forward to seeing all of you at LBM Expo in Providence, R.I., for NYLE’s Annual Business Meeting where our new slate of officers will be installed for 2022.

*FX Saluti*





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## Hammond Lumber and Hancock Lumber Make the 2021 “Best Places to Work in Maine” List

One hundred employers throughout the state have been named “The Best Places to Work in Maine” by the Maine State Council of the Society for Human Resource Management. The companies are selected for fostering outstanding workplace environments. Both of the retail lumberyards listed below were recognized and featured in the Large Employers (250 or more U.S. employees) category in MaineBiz magazine.



Based in Belgrade, Hammond Lumber Company has been a family-owned business since 1953. Today, the fourth-generation company is the largest lumber and building materials retailer in Maine.

“We are honored to receive this designation, and we would like to congratulate the Hammond team—each of our 820 employees across 21 locations—for the achievement of this award,” said Mike Hammond, president and CEO of Hammond Lumber Company. “The Hammond team consists of employees who consistently provide exceptional customer service, demonstrate remarkable teamwork and collaboration, and serve our communities daily. We believe our employees have set the foundation for what makes Hammond Lumber Company a ‘best place to work’ through their dedication and daily commitment. We could not have achieved this award without each and every one of our employees.”

Recently, the building supply company has received numerous awards, including the 2020 ProSales Dealer of the Year, National Safety Council’s 2021 Occupational Excellence Achievement Award and 2021 Industry Leader Award, and NELMA’s 2021 Outstanding Safety Performance Award.



Hancock Lumber celebrates its eighth-consecutive year earning Best Places to Work in Maine.

Hancock Lumber prides itself on its commitment to being the best place to work in Maine. Its process to do this directly supports its employee-centric culture and mission to have a highly engaged team and respectful work environment where every employee leads and has a voice.

Hancock states that its company model of shared leadership and everyone’s personal commitment to maintain maximum workplace health and safety has enabled them to continue working over the last 17 months during some of the most demanding market conditions they’ve ever seen.

They believe that leadership is most effective when everyone provides it at the most important moments, and this has never been truer for their company.

“Congratulations goes out to every single person on Team Hancock because we all made this happen together! Thank you for your commitment to your team and for your energy and enthusiasm—this has been quite a year, and they appreciate everyone working toward being a best place to work, every single day,” said Wendy Scribner, HR director.





## US LBM Acquires Massachusetts' Mid-Cape Home Centers

US LBM has acquired Mid-Cape Home Centers, a building products and home improvement company with six locations in the southern coastal region of Massachusetts.

Mid-Cape Home Centers traces its roots back to 1895, and today supplies professional builders, remodelers, and homeowners in Massachusetts' South Shore, Cape Cod, and the Islands with lumber and specialty building materials.

"We're excited for this partnership with US LBM, which shares our focus on quality, service, community involvement, and people," said Mid-Cape president and general manager Jack Stevenson, who will continue to lead Mid-Cape's day-to-day operations. "Together, Mid-Cape and US LBM will set an even higher bar, as we remain committed to our loyal customers, local communities, and mission to be the supplier of choice in southeastern Massachusetts."

With the addition of Mid-Cape, US LBM now operates 25 locations across New England under several banners, including Deering Lumber, East Haven Builders Supply, Poulin Lumber, Ridgefield Supply, Universal Supply, and Wallboard Supply.



## Riverhead Building Supply Acquires First Massachusetts Yard

Riverhead Building Supply, an 18-unit family-owned lumber and building material dealer with locations in New York, Connecticut, and Rhode Island, announced it has acquired the assets of the Mozzone Lumber Company in Taunton, Mass.

This acquisition is Riverhead's first location in the state of Massachusetts and will significantly enhance the company's ability to service the high-end, quality-oriented customers in the southeastern Massachusetts market.

Joe Mozzone, president of Mozzone Lumber, stated, "Riverhead has built a reputation on quality and service. They recognize the importance of putting good people in front of a customer, and that's been central to the success of Mozzone Lumber since the business was started by my grandfather 74 years ago."

John Callahan, president of Riverhead Building Supply, agreed, "Mozzone Lumber is a strong company, with a history of meeting the needs and expectations of its customers. They are respected in the industry and enjoy close relationships with their customers. We are excited to be entering into Massachusetts with the leadership of Joe Mozzone, his management team, and the dedicated employees of Mozzone Lumber."

Mozzone is expected to remain active in the business. Riverhead will look to maintain Mozzone Lumber employees to continue the customer service their market has come to expect.

## Builders FirstSource Acquires California TrusFrame

Builders FirstSource, Inc. announced it has acquired California TrusFrame, LLC (CTF), the largest independent producer of value-added building products in California, for \$179.5 million.

Established in 1982, CTF is a leading designer and manufacturer of prefabricated structural building components, including roof trusses, floor trusses, and wall panels, supplying home builders, framers, and general contractors across single-family and multifamily end markets throughout California. CTF is led by President and CEO Shawn Overholtzer, who will be joining Builders FirstSource along with the rest of its employees upon closing, and operates four strategically located manufacturing facilities in Hughson, Sanger, and Perris, Calif.

## ALERT! Scams on the Rise!

The NRLA continues to receive scam alerts from its members. An unknown customer calls on the phone, orders a couple pallets of shingles or plywood (and typically nothing else), pays with a credit card (which initially works, but is likely a stolen number), then has a common carrier/freight hauler pick them up.

## Vista Expands Distribution Network with Charles Grey in North Carolina

Vista Railing Systems Inc. is expanding its distribution network with the addition of Charles Grey's Winston-Salem branch. This relationship represents significant growth potential for each company in a great railing market.



## Hancock Lumber to Acquire Winnepesaukee Lumber

Hancock Lumber announced its plans to acquire Winnepesaukee Lumber, an independent, family-owned building materials supplier that has operated in Wolfeboro, N.H., since 1985. With a tentative closing date of Nov. 1, the two companies will work together in the coming months to ensure a smooth transition for their employees and customers, carrying on the Quinby family legacy. Established in 1848, Hancock Lumber is a seventh-generation, integrated forest products company that is passionate about its people-first and values-driven culture.

"I'm personally thrilled to welcome Winnepesaukee Lumber into the Hancock Lumber family," said Kevin Hancock, Hancock Lumber's CEO. "Dick and Dianne Quinby have made an indelible contribution to the lumber industry in both New Hampshire and Maine since Dick began his career in 1959. It's an honor to build off their legacy. From the very first time Dick and Dianne welcomed me into their home, I knew this was something we wanted to make happen. Our team could not be more excited about this acquisition for the long-term benefit of both companies."

## RUSSIN

ESTD 1997

## Russin Acquires Production Assets of Golla Enterprises

Russin has announced the purchase of the production assets of Golla Enterprises, a factory finisher formerly located in Toms River, N.J. With this acquisition, Russin will be able to further expand its factory finishing footprint and offer an even higher level of finishing service to its growing customer base.

Russin has been offering factory finishing services since 1997 and is currently constructing a brand-new, state-of-the-art finishing facility, expected to open in December. This facility, located across the street from Russin's headquarters, will give the company improved efficiency, easier access to Russin's pipeline of raw materials, and improved workflow. By adding the assets acquired from Golla Enterprises, Russin's efficiency and ability to service its customers will only increase further.

## NRLA Members Going the Extra Yard

### SIMPSON

### Strong-Tie

#### Simpson Strong-Tie Donates \$40,000 to American Red Cross Disaster Relief Fund for Haiti Earthquake, California Wildfires

Nearly two weeks after a 7.2 magnitude earthquake struck southern Haiti, the death toll is still rising and survivors are in need of food, water, and medical attention.

Thousands of miles away, the Dixie and Caldor fires in California have been declared a major disaster by President Biden.

To help provide these communities with relief and recovery, Simpson Strong-Tie has donated \$25,000 to the American Red Cross Disaster Relief Fund for the Haiti earthquake and \$15,000 for the California wildfires.



#### Tando Supports Family to the Rescue TV Show to Help Families in Need

Tando, a brand of Derby Building Products, stepped in to help *Family to the Rescue* complete a home renovation for a Hempstead, N.Y., family in need. The company supplied TandoStone for the home's exterior façade update.

"The benefits of composite stone are numerous for a project like this," said Gina Centauro.

*Family to the Rescue* is a streaming TV show launched by Long Island, N.Y., contractors Gina and Vincent Centauro, who also have several disabled family members. The current rescue was for Claire Helfenbein, who is wheelchair bound, and her two children, Maghan, 20; and Jacob, who is 13 and autistic.

Learn more about TandoStone at [tandobp.com](http://tandobp.com), and for more information about *Family to the Rescue*, visit [familytotherescue.org](http://familytotherescue.org).



## NRLA Members Recognized in ProRemodeler Magazine's 2021 Top 100 Products

Based on reader interest, the competitive Top 100 list contains ProRemodeler magazine's most clicked-on and requested products over the last 12 months.



### Beach House Shake and TandoStone by Tando—Exteriors

TandoStone, a brand of composite stone, is preferred by siding installers. Perfect for creating an on-trend mixed-material finish, its TruGrit surface delivers the realistic look and feel of stone. In Stacked Stone and Creek Ledgestone profiles, a variety of colors complement any exterior.

"We are extremely proud to have two products chosen for Professional Remodeler's elite list of top products," said Ralph Bruno, CEO, Derby Building Products. "Beach House Shake and TandoStone offer contractors and homeowners unparalleled performance, natural looks, and ease of installation."



### EDGEXMETAL Clips from CAMO—Decks, Porches, Railings

CAMO EDGEXMETAL Clips are a fast, innovative solution for fastening grooved deck boards to metal framing. They feature wings that fit into boards' grooves, allowing contractors to line up rows of clips and boards before fastening with no partial installation, increasing efficiency. Each clip has a stainless steel gusset that holds the boards down to reduce lateral movement and a drill point screw that engages quickly.

"CAMO EDGEXMETAL Clips provide builders with a much-needed solution for the ongoing lumber and labor shortages by helping to reduce installation times on metal-framed decks," said W. Scott Baker, CEO, National Nail.

#### Other NRLA members that were recognized:

FastenMaster—Decks, Porches, Railings  
Fiberon—Decks, Porches, Railings  
Benjamin Obdyke—Exteriors  
LP—Exteriors  
Owens Corning—Exteriors

Boral Building Products Versetta Stone—Exteriors  
Huber—Interiors  
DAP—Tools & Equipment  
Andersen Windows & Doors—Windows & Doors  
Jeld-Wen—Windows & Doors

## Interfor to Invest \$8 Million to Restart DeQuincy Sawmill

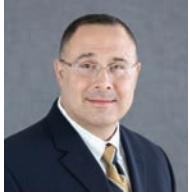
Louisiana Gov. John Bel Edwards and Interfor Corporation announced that the wood products company plans to invest up to \$8 million to revive the idled Georgia-Pacific sawmill near DeQuincy. The project will create 170 direct new jobs, with average wages of \$62,000, plus benefits. Louisiana Economic Development estimates the project will result in 505 indirect jobs, for a total of 675 new jobs in Louisiana's southwest region.

## Roseburg Plans Significant Investment, Restructuring for Western Operations

Roseburg announced plans for a multi-million-dollar investment in new technology at its western manufacturing operations, the result of an extensive analysis of strategic business opportunities in the west. As part of the restructuring, the company will close its particleboard plant in Dillard, Ore., and offer current team members employment opportunities elsewhere in the organization.

## ON THE MOVE

### Paul Kane Named LMC Senior Vice President of Finance and Technology



LMC has named **Paul Kane** as senior vice president of finance and technology. Kane steps into the role vacated by Paul Ryan, who was promoted to president & CEO upon former President & CEO John Somerville's retirement at the end of June.

"Paul's extensive finance and business background makes him an excellent fit for his role at LMC," said Ryan. "We are excited to have him join our outstanding team and look forward to his contributions that will elevate LMC to even greater heights as an industry leader."

### Danielle Chin Joins Benjamin Obdyke as Market Development Manager in the Northeast



Benjamin Obdyke has appointed **Danielle Chin** as its new market development manager for New England. Chin will support lumberyards, builders, and architects in understanding and working with Benjamin Obdyke's family

of innovative wall and roof systems while helping them find the ideal solutions for each project.

### Masonite Appoints Chief Sustainability Officer and New Europe General Manager

Masonite International Corporation announced the appointments of **Clare Doyle** as senior vice president, chief sustainability officer and **Vicky Philemon** as senior vice president, general manager.

"I am extremely pleased to announce these two Masonite leadership team appointments," said Howard Heckes, president and CEO. "Clare has a valuable combination of general management experience with a technical background, and she is well-versed in Masonite and our businesses. We believe these factors are critical for our continued ESG progress. Additionally, Vicky's commercial and marketing expertise, as well as her inclusive leadership style, are well-suited for this role as we look to build on recent momentum in our Europe business."

### Weyerhaeuser Appoints Travis Keatley as Senior Vice President of Timberlands

Weyerhaeuser Company announced the appointment of **Travis Keatley** as senior vice president of Timberlands, effective September 13. Keatley has served as vice president of Western Timberlands for the company since January 2020, and his appointment follows the planned retirement of Adrian Blocker, who will stay on through mid-October to serve as a

senior advisor and aid in the transition.

"In his more than 20 years with the company, Travis has gained extensive operational experience across our Timberlands business," said Devin W. Stockfish, president and CEO. "He has demonstrated outstanding leadership, driving safety, strategy, and operational excellence, and we look forward to the energy and vision he will bring to our senior management team."

### Philippe Deecke Appointed as Chief Financial Officer of Lonza Group

Lonza announced that its board of directors has appointed **Philippe Deecke** as the new CFO for Lonza Group. The appointment will be effective on Dec. 1. Deecke will succeed Rodolfo J. Savitzky as a member of the Lonza Executive Committee.

Deecke joins Lonza Group from Novartis, where he has held a succession of senior finance positions. Deecke has worked at Novartis for more than 16 years, and most recently held the role of global CFO for Novartis Oncology.

Albert M. Baehny, Lonza chairman, commented, "It gives us great pleasure to welcome Philippe to our leadership team. He joins us at a critical moment in our journey as we redouble our strategic focus on operational excellence and business growth."

### Envision Promotes 6 Within Sales Team

Following the acquisition of Fairway Architectural Railing and subsequent creation of Envision Outdoor Living Products, Envision Building Products recently announced the following sales team promotions:

A six-year veteran at Envision, **Rick Gebhart** was promoted from national sales manager of Envision Building Products to director of sales for Envision Outdoor Living.

**John Purvis** has been promoted from national sales manager for Fairway to senior divisional manager for Envision Outdoor Living.

**Charlie Haines**, previously Envision's Eastern sales manager, is now the Southern division manager for Envision Outdoor Living.

Formerly Midwest regional sales manager for Fairway, **James Clark** has been named Midwest division manager for Envision Outdoor Living.

**Kyle Warwick**, formerly business development manager for Envision, has been promoted to Central Valley division manager/fastener category manager of Envision Outdoor Living.

**Tom August** was promoted from regional sales manager, New England for Fairway to Northeast division manager for Envision Outdoor Living.



## Feeney Introduces ColorEasy Powder Coated Colors ▶

Feeney Inc. has launched ColorEasy, a new powder-coating program for its DesignRail Aluminum Railing System and Awning Kits. ColorEasy features 18 colors, including 15 on-trend and classic colors along with three realistic wood-grain finishes, for optimal design versatility.

For more information, dealers can visit [feeneyinc.com/ColorEasy](http://feeneyinc.com/ColorEasy), contact their local Feeney representative, or send an email to [sales@feeneyinc.com](mailto:sales@feeneyinc.com).



## ◀ Simpson Strong-Tie Adds Sizes for Field-Adjustable LSSR Rafter Hangers

Simpson Strong-Tie now offers its versatile, patent-pending LSSR rafter hanger in 2x lumber sizes that can be installed with both miter-cut and square-cut joists for plated truss. The three new models feature a ZMAX finish for extra corrosion protection and respectively accommodate 2x6, 2x8, and 2x10 lumber.

For more information on the LSSR rafter system from Simpson Strong-Tie, visit [strongtie.com/lssr](http://strongtie.com/lssr).

## Weather Shield's New Multi-Slide Door Systems Maximize Space ▶

Weather Shield has expanded its Contemporary Collection and Premium Series aluminum-clad wood windows and patio doors with its newly redesigned multi-slide door systems. The enhanced line combines improved performance, modern styling, and easy assembly with narrow profiles to ensure expansive, unobstructed views that seamlessly connect living spaces with the great outdoors. In addition, the redesigned multi-door systems feature strong, secure connections and ultra-smooth operation.

More information is available at [weathershield.com](http://weathershield.com).



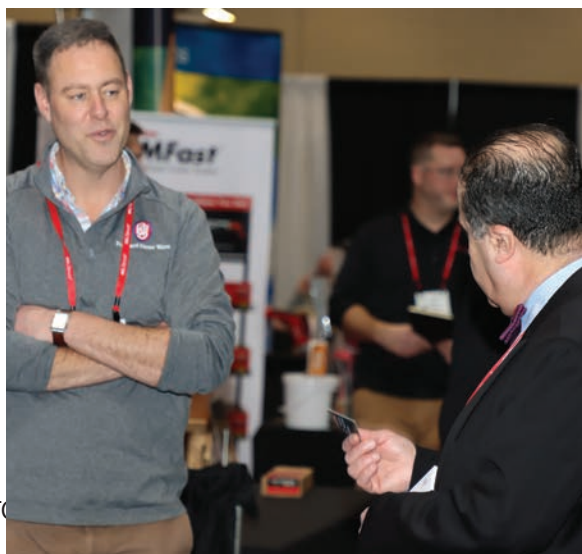
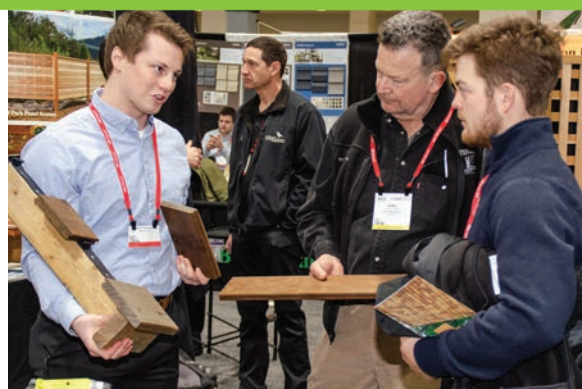




# LBM EXPO:

Just Like Life, It is What You Make It

By Tom Zimmerman





As I am entering my third decade in the LBM industry, I thank my lucky stars that my career began in the Northeast. Having worked for prominent industry brands, I have had opportunities to participate in events, tradeshow, and meetings in all parts of the country, at all levels, and there is no better place for our industry than the Northeast.

The builders in the Northeast build better. They use better products. Quality, craftsmanship, and service are the expectations and are not solely relegated to high-end projects.

The Northeast is flush with population and housing compared to the rest of the country; it supports a strong saturation of lumber dealers. The lumber dealers are local brands, forged from generations that serve as central hubs for the Northeast communities they were built from. The showrooms are busy, salespeople are consultants, and the differentiations are not defined by price. AND there is a special and unique camaraderie among the LBM network that is not found anywhere else. The Northeast sets the bar for what the rest of the LBM industry should aspire to be.

There is a common fabric that helps foster the Northeastern LBM community, the NRLA, and the crown jewel of NRLA's event calendar—LBM Expo. It's where we step away from the day-to-day chaos of business and reconnect with friends, colleagues, and former co-workers. It is where we shake hands, fist bump, tell stories, build relationships, break bread, and maybe even run up a bar tab.

LBM Expo is far more than an annual social event. It's where the distributors, manufacturers, and supplier partners support the NRLA and its membership and where the NRLA's members, in turn, support their suppliers, distributors, and manufacturers.

Sadly, I have witnessed an unsettling murmur through the aisles of the show. "This show isn't what it used to be" is a comment I have heard too frequently from members and suppliers. That statement is a wound to the spirit of the event that is inflicted by complacency and apathy. I have to believe those who share that sentiment have two things in common:

1. They only know the industry in the Northeast and don't understand how great they have it.
2. That person doesn't have a productive reason for being at the show. They have no goal or a direction to advance their business.


I often gauge the person making such a comment and wonder if they were actually here in the "good-old days," and use the phrase "this show isn't what it used to be" to defend their complacency and justify their own lack of productive direction.

Like anything in life, LBM Expo is what you make it. When you enter the doors of the show this year, you have a choice: You can do what many people do every year, walk the show, shake the same hands in the same booths, have the same conversations, and leave the show in the same position you were in before you went. In all reality, if you put little effort or initiative into the show, you will take away little benefit or professional advancement from it.

On the flip side, you can approach the LBM Expo as an industry professional, looking to advance your business in a variety of ways. This advancement can come through finding new products and educating yourself or your team about the products you sell as well as the products you compete with. You may identify new products, services, and even partnerships that can help you bring more value to your clientele. The LBM Expo is a great opportunity to get face-to-face with your supplier partners to define new service offerings or a model for support.

As an exhibitor at the LBM Expo, my team always approached the show as a massive opportunity to grow our relationships and drive engagement with the NRLA community. With this focus, we always grew our business, despite the lingering undertone that the show "isn't what it used to be." We were able to clearly recognize the dealers that were looking to grow their business and give themselves a competitive edge, and, as a result, we were able to help them grow and give them that edge.

This year, set your company up to make progress at the LBM Expo. Don't simply walk the show, but proactively set some goals for every person who attends the show from your company. Make the goals for the show simple yet direct. This can be as easy as guiding them to start each conversation with a vendor with the statement "Show me something new." Or it can be more planned and strategic, like challenging them to find three new products that you don't stock or meeting three vendors that they don't know (or know well).

Taking a few minutes to define a plan or a reason for your attendance at the show will help you and your team find added value from the LBM Expo this year and unlock new revenue and profit or create value for your customers. 

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**About the author:** Looking to take your company's performance to the next gear? Tom Zimmerman, principal of SHIFT Sales Training & Consulting, has helped create value and promote business growth in difficult environments. His efforts have been integral in helping companies like Trex, AZEK, Boral, and GranQuartz generate millions of dollars of revenue through creating and implementing effective sales strategies. Contact him directly at [tzimmerman@shift-stc.com](mailto:tzimmerman@shift-stc.com) or via phone: 678-314-6896.



For years, leading companies have been transforming their business operations to connect with shoppers virtually. Consumers (B2B and B2C) want to research solutions, communicate, and transact online—this isn't pandemic behavior, it's consumer behavior. And we need to catch up.

Hardly a day goes by that I don't encounter an article that quotes "experts," informing me that COVID-19 has "changed everything." It has not. What the pandemic has done is accelerate a trend that has been evident for decades: digital transformation.

Here are a few ideas to consider as you're taking on the digital transformation of your business.

Let buyers reach out to you in the manner they prefer. For decades, marketers have focused on the email lead. While email and webform leads remain significant, there is another consideration that most companies have overlooked—the adoption of smartphones. Texting is the new phone call, and many companies are staffed to respond quickly to text messages from buyers—are you? The technology and expertise in this area has grown tremendously in the past couple of years—savvy consumers are not only OK with text communications, they prefer it.

Bridge the gap between the physical and digital world. Have you ever had a great in-person experience but then later visit a company's website and are completely turned off? We, collectively as an industry, need to do a better job of making sure those experiences are in sync. Can your clients easily view your products and understand the available inventory online? Have you created a digital experience that matches or exceeds your in-person experience? Now's the time to invest in bridging the gap.

Let home buyers take action online, 24/7. A large percentage of clients are willing to purchase products online—but you have to give them the tools and opportunity. The appeal of chatbots, online virtual product demos, and self-service information will only continue to grow. Take the car industry, for example. Not only can you completely design your dream car online, you can now complete the purchase and have it delivered to your home without ever setting foot in a dealership. As car dealers have proven, more of the buyer's journey will be conducted online. The benefit to you is a better qualified buyer who is closer to purchase.

Respond to inquiries quickly with personalized replies. All of the digital transformation in the world is great, but you'll accomplish little if you fail to respond in a timely manner to qualified leads and buyers. We all have our own personal reflections of companies that fell short in the sales experience and lost our trust, but we also remember and are loyal to those companies that take care and pride in their interactions. Today's consumers are conditioned by best practices from companies that are global leaders in providing a great customer experience—the brands that you remember and will keep coming back to. Your response time and follow-up are measured against these companies—the best in any industry, not just the company next door.

Are you ready for the digital-first world? Are your business plans and resources in place to capitalize on this trend? Join me on Wednesday, Dec. 8, from 8:30-10 a.m. at the 128th LBM Expo to find out if your business is ready for life in the digital-first economy. **LC**

*To read more about Tim Costello and his opening session, turn to page 28.*





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**Dick Jennings**  
Owner & Operator

Jennings Building Supply & Hardware  
North Carolina



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**Barrett Burt**  
General Manager  
Ganahl Lumber  
Pasadena, CA



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# Getting It Done Right... The First Time



By Gary Striegler

"Things don't get easier, they just get different." I believe that is true for both life and business. The last year has brought completely unexpected opportunities and challenges. To survive and thrive, you must find a balance between adapting to the times and staying true to your core values. With the cost of materials and the high demand for skilled workers, it is critical to get it done right the first time.

In my demo zone workshops, I will focus on areas of home construction that can build your reputation or kill your profit margin with callbacks and code violations. Everyone knows how important it is to grab a client's attention with a beautiful image in today's world of social media, but any serious client is going to dig deeper and check out your reputation.

Sliding doors can be a great way to free up floor space. In a lot of plans, they are the only practical option for bathroom or closet doors. There are two types: pocket doors and barn-style doors. I will cover the applications for each kind of door. I will share the hardware options for each type of door and share my tips and best practices for installing both a pocket and barn-style door.

I have never heard a client say they have too much closet space. Because space is limited, I focus on getting the layout right and keeping my clients' options open with adjustable rods and shelves. I will also cover add-on hardware options like pull-down rods and valet bars.

Stair construction can be the deciding factor for a client picking their builder. Shaky handrails and squeaky steps create doubts about the whole project. Stairs are all about rise and run, but a host of details must be considered to build a code-compliant staircase. It all starts with getting the math right. I use a story pole to layout finished floor heights plus tread and landing locations. This session will also cover how to determine the height and location of the newel post. I will also show my methods that guarantee silent stair treads and trim details. Failed inspections cost you time and money. I will highlight the three areas that account for the most code violations.

The fireplace is usually the center of attention in one of the most important rooms in the house. The fireplace mantel is a great place to invest a little extra labor and materials to make a big impression on clients. Two things affect fireplace design: the clients' taste and the fireplace location. I use a combination of a story pole and simple drawings to break down each mantel into components that are built separately then combined as I build a finished mantel. During the workshop, I will go step by step through the process of building a mantel.

Every job and client is different, but my goal is to share the tips, methods, and guidelines that I have applied for 45 years to build homes that look great and stand the test of time. That is the secret to the best and most economical form of advertising—referrals from happy clients. **LC**

*To read more about Gary Striegler and his sessions, turn to page 30.*





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# Improving Performance in Existing Attics



By Myron Ferguson

## Air Seal, Insulate, Ventilate, and Ice and Water the Roof

This is how I understand making an unconditioned ventilated attic work best: Air seal all penetrations and possible leakage paths. Then insulate to at least the current energy code, not only to the proper R-value, but also to Grade I quality. Ventilate the attic 1 square foot per 300 square feet of attic floor space, balance at ridge and soffit areas. Then, if you didn't do any of these first three things right, make sure you cover the roof with an ice and water membrane.

When trying to make a home tighter and more energy efficient, I concentrate on improving the thermal boundary along the ceiling leading to the attic and any pathways leading to the vented attic. In homes where the attic is ventilated, the upstairs ceilings are a very important part of the thermal boundary. Cathedral ceilings are typically not accessible, so the flat ceilings with vented attics above are where improvements can most easily be made.

I am always adding insulation, not necessarily because the existing R-value is too low, but because the insulation quality is poor. Poor quality insulation is the result of poor initial installation (often the result of lots of electric wire to fit around, PVC pipes attached to the top of the ceiling joists, the construction of truss rafters, not having used raised heel rafters, uneven spaced rafters, electrical boxes, can lights, bath fans, and duct work, just to name a few). Also, many older attics have had people crawling around in them off and on for years, so many areas have been packed down, torn up, and pulled around. (*see image 1*)

But before any insulation can be added, the attic must be air sealed. There are a lot of holes that allow air to exfiltrate from the living space into the attic space. There are the obvious holes, like the attic access hatch, or worse yet, a folding set of attic steps, partition walls, light boxes, recessed lights, bath fans, and wire holes. All of this is hopefully already covered



with insulation, but the insulation is not enough. Every hole must be located up in the attic and air sealed. I make a sketch of the floor plan and include all the penetrations I can see from below. I orient this plan with the attic access hole, so then when in the attic I at least have something to use as a guide when looking for everything that needs air sealing. (see image 2)

It's funny and often confusing at first for my customers, who usually call me because they want the attics better insulated, but the first thing I mention is air sealing, then making sure the ventilation is done properly, and then maybe adding some insulation. (see image 3)


Improving the ventilation is typically done as I go around air sealing. I start by assessing the existing ventilation. I look at the ridge vent both from the inside and the outside. Concerns are a very low-profile ridge vent outside and not enough of the sheathing cut away inside. I also look at the soffit vents. The ventilation should be balanced, but seldom is. The bottom may be blocked with insulation or just not have enough vent square footage in the soffits. The square footage along the ridge may not be enough. Fixing either is not easy work. It is recommended to have 1 square foot for every 300 square feet of attic space. (see image 4)

I concentrate on improving the ventilation where the rafters are set on the exterior walls. I want to open up this pathway so air can rise up and take warm moist air out of the ridge vent. I also want to prevent this air movement from washing

over and, worse yet, through the insulation along the soffit edges. The plan is to create a 1- or 2-inch-deep pathway over the insulation while preventing this air flow from contacting the insulation. This all sounds great on paper and is easy to understand when looking at a sketch, but in practice is anything but easy.

I suggest making your own proper vents out of insulation board. Installing the new improved proper vents adds some R-value, prevents wind washing, improves the air flow, creates a dam to blow insulation against, and allows for a better insulation fill along the attic edge. I believe all these benefits make all the struggling to complete worth it.

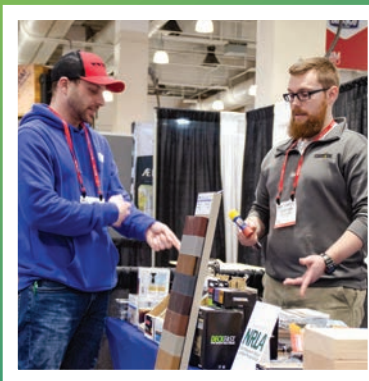
I then like to add blown-in insulation over the existing insulation. As mentioned earlier, the existing insulation is usually just a poor grade, so filling in the gaps and adding some more depth will easily bring it up to grade. Then just add a few inches to create the proper R-value. (see image 5)

NOTE: A good way to quickly see if there is an open path for air along the soffits is to go into the attic during the day and shut off all lights. If you see light coming in along the rafter/exterior wall intersection, then there is an open path. Very little light could mean that the insulation is blocking the path, or there are not enough vents in the soffit material. 

To read more about Myron Ferguson and his sessions, turn to page 31.

## Badges Aren't The Only Thing Your Contractors Will Get For Free!

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### LBM EXPO HIGHLIGHTS:

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Rhode Island Convention Center, Providence, RI

# High-Performance Roof Assembly



By Tony Blue

I wrote this one night while sitting in a hotel in between busy days at another trade show. A real, in-person trade show—it's good to be back. It's the people you run into, the experts at their demos, and the latest updates from the suppliers that you just can't get online. So, find the time to get there.

Don't worry, I'm not giving a seminar on time management. If I were, you shouldn't and wouldn't go because you don't have enough time, and neither do I. Like many (or all) of you, I am scrambling to keep up with it all. Lots of new leads, material price changes, ever-changing shortages of materials, parts, and equipment. And many are battling a lack of good, qualified employees and subcontractors. So, where do we go from here? I don't know and I'm not going to pretend to. For my company, I just want to focus on good quality work for the customers who are giving me their hard-earned money. I can control that—a lot of the rest, I cannot. That means staying on top of good materials, tools, and techniques. It doesn't take much to set yourself apart right now from the other contractor who is proposing the moon and stars and doesn't have the

skills, the team to do so, or the right support. The upcoming LBM Expo is one way to home in on that knowledge.

My demo zone workshops will be on high-performance roof assembly. What is high-performance besides a buzzword in nerdy construction forums? The simplified definition is a building that was well thought out for longevity, durability, energy efficiency, and cost efficiency. I will build a cold roof (vented above the sheathing) with premium underlayment and finish it off with a mechanical lock standing-seam roof. This system is designed to be durable. The vented assembly decreases ice dams in the winter and radiates heat in the summer. The standing seam ensures a rock-solid roof system but with the redundancy of a good quality barrier underneath. This demo will give you the chance to get an up-close look at some of the planning and execution needed for this installation. I can't wait to see you there, in person, at the 128th LBM Expo, Dec. 8-9. [LC](#)

*To read more about Tony Blue and his sessions, turn to page 32.*



# LBM EXPO AT-A-GLANCE

## WEDNESDAY, DEC. 8

**8 a.m. – 5 p.m. Registration Open**  
Register for LBM Expo or use the Scan & Go for self check-in.

**8:30 – 10 a.m. LBM Launch Opening Session**  
"Navigating Your Way in a Digital-First World"  
Presented by Tim Costello

**10 a.m. – 5 p.m. SHOW FLOOR OPEN**  
Network, interact, and explore on the show floor comprised of retailers and exhibitors to build connections and spark ideas.

**10 a.m. – 3:30 p.m. Retail Demo Zones**

**11:30 – 1 p.m. Complimentary Lunch**  
Continue to network, but over a free plate of lunch with everyone at LBM Expo—attendees and exhibitors!

**4 – 5 p.m. NYLE Annual Meeting**  
See what the younger generation of LBM experts has in store for the future, hear about their achievements over the past year, and congratulate the old officers while watching the installation of the new.

**8 – 10 p.m. NYLE Reception**  
Celebrate the new officers and the exciting year ahead.

**128th LBM EXPO • Dec. 8-9, 2021**  
Rhode Island Convention Center, Providence, R.I.

## THURSDAY, DEC. 9

**8 a.m. – 4 p.m. Registration Open**  
Register for LBM Expo or use the Scan & Go for self check-in.

**9 a.m. – 5 p.m. SHOW FLOOR OPEN**  
Network nonstop, interact some more, and explore endlessly.

**10 – 11:45 a.m. Students & Veterans Industry**  
Recruitment Panel Discussion and Job Fair Students and veterans get to explore the LBM Expo show floor for free by attending this session that demonstrates the opportunities the LBM industry has to offer.

**10 a.m. – 4:30 p.m. Retail Demo Zones**  
Continue the interactive education sessions in all demo zones.

**11:30 – 1 p.m. Complimentary Lunch**  
Network some more, over another free plate of lunch with all LBM Expo participants.

**2 – 3 p.m. The Modern Craftsman Podcast**

**4:15 – 4:45 p.m. The Modern Craftsman: Building Your Brand & Business Through Social Media**

**6 – 7 p.m. NRLA Annual Business Meeting & Reception**

**7 p.m. Howie Mandel**  
To purchase tickets, go to [lbmexpo.com](http://lbmexpo.com).

## THANK YOU!

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The Modern Craftsman Podcast | Booth 1225



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Demo Zone 1 – Gary Striegler  
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Badge Lanyards | Booth 528



NRLA Annual Business Meeting  
& Reception



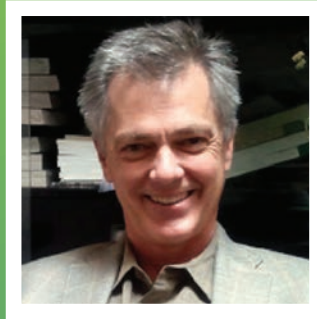
LBM Launch with Tim Costello  
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# LBM EXPO EDUCATION

MEET YOUR PRESENTERS & VIEW SESSIONS HERE

## *LBM Launch Opening Session*

*Location: Junior Ballroom*



**TIM COSTELLO**

Builder Homesite, Inc. & New Home Technologies, LLC

**WEDNESDAY, DEC. 8 • 8:30 - 10 A.M.**

## **Navigating Your Way in a Digital-First World**

Customer expectations have changed, and it isn't letting up anytime soon. Whether B2B or B2C, the acceleration to a digital-first economy is relentless and unstoppable. The pandemic didn't change the course of society, it just accelerated the underlying trends. Our expectations of retailers and trade partners have increased and are becoming less negotiable. While the physical world of retail and distribution is not disappearing, its role is changing. The digital-first experience is here to stay. Are you ready for the digital-first world? Are your business plans and resources in place to capitalize on this trend? Let's spend time together to find out if you and your business are ready for life in the digital-first economy.

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Prior to BHI, Tim worked for Applied Materials as vice president (VP) of Global Operations. Before this position, he served as the VP of strategic & technical programs for the World Wide Manufacturing Organization, VP of production engineering, managing director for the Common Module Manufacturing & Engineering (CMM&E) organization, and the director of engineering for the Mainframe Group in Austin, Texas. Tim has consulted internationally on the development and implementation of world-class manufacturing, engineering, and quality systems. Tim also serves on the boards of HeliVolt Corporation, a leader in the development on thin-film photovoltaic technology; The Shingo Prize for Excellence in Manufacturing, considered the Nobel Prize for manufacturing; The Trust for Public Land of Texas; The Trust for Public Land National Marketing Council; and the Cornell University Engineering Advisory Council. He received his BSME from Cornell University in 1981. He was inducted into the Shingo Prize Manufacturing Academy in 2003.



# LBM EXPO EDUCATION

## THE MODERN CRAFTSMAN

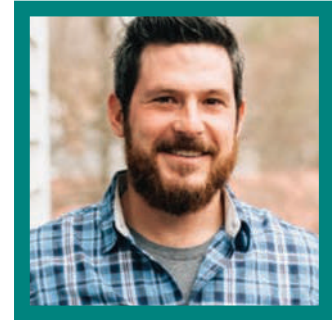
*Podcast and Session – Location: Demo Zone 3*



TYLER GRACE



NICK SCHIFFER



JOHN HOURIHAN

THURSDAY, DEC. 9 • 2 - 3 P.M.

### Podcast

The Modern Craftsman Podcast is a platform for professional craftsmen to tell real and relatable stories about the industry and market they live and work in.

THURSDAY, DEC. 9 • 4:15 - 4:45 P.M.

### Session: Building Your Brand & Business Through Social Media

Learn how social media and technology can be utilized to create value within your company and strengthen your brand.



*Nick, John, and Tyler have spent much of their adult lives involved with the trades, are highly motivated individuals who are fueled by passion, have families, and each possess a relentless desire to grow and learn. For a few years they found themselves perpetually discussing the difficulties of running a business, the struggle to maintain a balance between family and a career, the challenges associated with navigating the construction industry, and the burdens that so often plague small business owners. As they each progressed in their separate careers, they chose to market themselves heavily through social media.*

# LIVE DEMO ZONES

All located on the show floor.

## Demo Zone 1



**GARY STRIEGLER**

Craftsman Builders

## WEDNESDAY, DEC. 8

10:15 – 10:45 a.m. • **Classic Trim Details from Scratch**

11:30 a.m. – 12 p.m. • **Building in the "Fast" Lane**

1:45 – 2:15 p.m. • **Building Mantels That Build a Solid Business**

3:30 – 4 p.m. • **Stand-Out Staircases**

## THURSDAY, DEC. 9

10:15 – 10:45 a.m. • **Smooth Operators**

11:45 a.m. – 12:15 p.m. • **Extreme Makeover Door Addition**

1:15 – 1:45 p.m. • **Fundamentals of Door Installation**

2:45 – 3:15 p.m. • **Using Millwork to Build a Brand**

## WHAT YOU'LL LEARN

### Classic Trim Details from Scratch

Mantels, wainscot, newel posts, columns, and paneled jambs are all traditional trim elements that can transform the look of any room.

### Building in the "Fast" Lane: How to Avoid Structural Mistakes

Keeping a project moving means happy clients and greater profit, but the trick is to get the details right while you are making great progress. This session will show you how to avoid structural mistakes and costly drywall patches and identify common mistakes made by the mechanical trades.

### Building Mantels That Build a Solid Business

In this session, you will be given an overview of the conditions that affect mantel design and how to build a code-compliant mantel.

### Stand-Out Staircases: Design, Trim, and Everything in Between

A well-planned and -built staircase makes a strong statement about the quality and craftsmanship of a home. Sloppy work will turn off clients every time and might even keep you from getting a certificate of occupancy.

### Smooth Operators: Trouble-Free Pocket Doors and Barn-Style Doors

Pocket doors and barn-style doors free up floor space in bathrooms, hallways, utility rooms, furniture walls, and closets. However, pocket doors can interfere with electrical and plumbing layout, provide limited privacy, increase material and labor costs, and installation can be tricky.

### Extreme Makeover Door Addition

Every home has doors that deserve special attention. Learn how to take a door from standard to extraordinary with stock moldings.

### Fundamentals of Door Installation

Doors provide privacy and security, and exterior doors keep out the elements. A contractor can build their reputation on trouble-free doors or lose profits and business with shoddy installations.

### Using Millwork to Build a Brand

Learn guidelines to follow when selecting millwork, mistakes to avoid, and the basics of creating a take-off to order molding.



Gary Striegler is the president of Craftsman Builders Inc. He has been involved in the custom home building and remodeling business for over 40 years. Gary is frequently published in *Fine Homebuilding* magazine and is a contributing editor for *The Journal of Light Construction*. Gary has made presentations at The JLC Live Show, Kitchen and Bath Show, International Builders' Show, and the IWF Show. Each summer Gary teaches at the Marc Adams School of Woodworking. He also enjoys volunteering for Mercy International in Honduras.



# LIVE DEMO ZONES

All located on the show floor.

## Demo Zone 2



**MYRON FERGUSON**

The Drywall Guy

## WEDNESDAY, DEC. 8

11:15 – 11:45 a.m. • **Hanging Drywall**

1:30 – 2 p.m. • **The Interior Air Barrier**

3 – 3:30 p.m. • **Taping Drywall**

## THURSDAY, DEC. 9

10:30 – 11 a.m. • **Insulating Done Right**

12:15 – 12:45 p.m. • **Drywall**

1:30 – 2 p.m. • **Air sealing—Ventilation—Air and Vapor**

3:15 – 3:45 p.m. • **Decorating Drywall**

## WHAT YOU'LL LEARN

### **Hanging Drywall: To Help Create a Perfect and Lasting Finished Drywall Job**

Myron will fit in as many tips and tricks as possible for this session, from discussing what is the best type of drywall to demonstrating its use in every situation. He will also discuss measuring for materials, lifting and holding drywall, fastening, and cutting.

### **The Interior Air Barrier: Inside the Walls, Airtight Drywall, and the Ceiling Below the Vented Attic**

A thorough exterior air barrier may not be enough to pass the newest energy code. Overlooking the simplest things can make the difference. In this session, Myron will discuss inside the walls, airtight drywall, and the ceiling below the vented attic.

### **Taping Drywall: Tapes, Compounds, Beads, and Tools**

It's as simple as it sounds: Myron will discuss tapes, compounds, beads, and tools. If you think nothing has changed, you must see this session.

### **Insulating Done Right: Options, Concerns, and Best Practices**

You do not have to fill the house with closed-cell foam. Let's discuss all the options, concerns, and best practices.

### **Drywall: Repairs and Resurfacing**

Even the smallest interior building project ends up creating drywall repairs and sometimes resurfacing. Learn how easy this can be to do.

### **Air sealing—Ventilation—Air and Vapor**

Learn the difference between the three, what works best, and why.

### **Decorating Drywall: Why Level 5, Priming and Painting, and Colored Plaster**

Customers' expectations for any construction work are very high. Drywall work is no different. See how you turn a quality taping job into a quality finish painted job.

Myron is a fourth-generation New York state building contractor with over 30 years' experience as a drywall contractor specializing in residential homes. He is the author of the bestselling book *Drywall: Professional Techniques for Great Results*. Myron has completed his BPI certification for Building Analyst and Building Envelope. For the past 10 years, Myron has been very active as a building performance contractor working on and consulting on the thermal boundary. He travels the country teaching drywall and related topics at trade shows, lumberyards, tech schools, and construction companies. He is a regular contributor to *Fine Homebuilding*, *The Journal of Light Construction*, *Pro Construction Guide*, and *Walls and Ceilings*.

# LIVE DEMO ZONES

All located on the show floor.

## Demo Zone 3



**TONY BLUE**

Squared Away Contracting

## WEDNESDAY, DEC. 8

10:30 – 11 a.m. • **Vented Nail Base**

12:15 – 12:45 p.m. • **Underlayment**

2:30 – 3 p.m. • **Metal Roofing**

## THURSDAY, DEC. 9

9:30 – 10 a.m. • **Vented Nail Base**

11 – 11:30 a.m. • **Underlayment**

12:30 – 1 p.m. • **Metal Roofing**

2 – 2:30 p.m. • **Metal Roofing**

## WHAT YOU'LL LEARN

### Vented Nail Base: Install

Looking for a high-performance roof system? Tony will detail a bomb-proof roof assembly with each demonstration, building upon the previous one. Starting with the sheathing; reduce ice dams and increase the life of your roof system with a vented roof assembly. You can purchase preassembled vented roof sheathing panels.

### Underlayment: High Temp Ice and Water

Did you know you shouldn't put just any underlayment under that metal roof? Part 2 of that bomb-proof roof is a good ice and water shield. Install a high-temperature-rated ice and water shield. Tony will show some tips and tricks for a good "dry in" of your roof.

### Metal Roofing: Standing Seam

Cap off that bomb-proof roof with some standing seam. Learn some of the basics and important considerations when choosing a standing-seam roof. Also learn why this is a very good choice.

### Vented Nail Base: Fascia/Trim Options

This session will cover how to detail the vented nail base system (covered on Wednesday, December 9) at the gable and eave to achieve the proper air flow.

### Underlayment: Synthetic Underlayment

Consideration and installation techniques for a long-lasting "dry in" while you are waiting on your metal roofing.

### Metal Roofing: Trim Details

Standing seam is all about the details. Here you will learn some ways to simplify those valleys and wall flashings and get it right.

### Metal Roofing: Standing Seam

Cap off that bomb-proof roof with some standing seam. Learn some of the basics and important considerations when choosing a standing-seam roof. Also learn why this is a very good choice. Time will be spent during this session covering some additional information on the roof everybody wants.

Instead of internships, Tony grew up roofing during school breaks. After college he started and grew a roofing business. He placed an emphasis on training his in-house crew to pay better attention to the details. He has since sold that company to those same lead installers and is focused on remodeling work. He still does copper work, flat roofs, and the occasional shingle job. Tony enjoys sharing tips he has picked up along the way.



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# COME CELEBRATE WITH US!

THURSDAY, DEC. 9 • 6 - 9 P.M.

*Celebrate the installation of Chair Nick Kuiken followed by a hysterical performance by comedian Howie Mandel!*



*Nick Kuiken*



*Howie Mandel*

## FINE FOOD AND COMEDY

Take your seat at the annual business meeting as we elect NRLA's executive committee and board of directors. Then enjoy fine food and the camaraderie of industry friends and colleagues as we celebrate the installation of our new Chair Nick Kuiken of Kuiken Bros., Inc. followed by a hysterical performance by renowned comedian Howie Mandel.

### TICKET INCLUDES:

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- Entertainment by Howie Mandel
- Dessert Stations



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Atlantic Forest Products	Feeney, Inc.	Orgill, Inc.
Atlantis Rail Systems	Flagship Forest Products	Owens Corning Sales, LLC
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Culpeper Wood Preservers	Lincoln Wood Products, Inc.	US Lumber
DAP	Lonza Wood Protection	Warren Trask Company
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DMSi Software	Madison Wood Preservers	Windsor Windows
Dupont	Mariotti Building Products Inc.	WindsorONE
Duration Moulding & Millwork	Marketing & Sales Associates	Wolf Home Products
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**FASTENER TRENDS:**

# NEW USES FOR THE RIGHT SCREWS



By Robert Knecht

**A Google search for “should I use a nail or screw” brings back close to 47 million results, making it clear that this age-old question is quite a popular one.**

While the traditional answer was to use screws where grip strength is needed and nails where shear strength is needed, it’s not as simple today. New fastener technologies and applications are constantly evolving and innovating. In addition, not all fasteners are created equal.

In fact, there are several new uses for engineered screw fasteners that can replace not only nails but also other hardware. Perhaps most important of all for the busy contractor, these new applications for fasteners can take less time and labor than traditional methods. With a high-quality, well-tested screw, the possibilities seem almost endless.



## Here are three examples of nontraditional uses for engineered fasteners that can potentially save contractors time and money:

### 1. USING RAFTER SCREWS TO REPLACE RAFTER TIES

Roof truss and rafter connectors, commonly referred to as hurricane straps, are metal connectors historically used to secure rafters to top-plate connections and keep roofs on buildings, even in very high winds.

Hurricane straps, though effective, require multiple nails and therefore added labor and material costs. Today, contractors can save money and time by using a single engineered screw to make the connection. Be sure all fasteners have been evaluated and approved for this application. As an alternative fastening method to hurricane clips, straps, and ties, specially engineered screws can be a quick, easy, and code-compliant fastening solution.

### 2. CONVERTING FROM NAILS TO SCREWS

Contractors are converting from nails to wood screws because of tighter fit, better withdrawal values, and better tensile strength. Furthermore, advancements in sustainable and durable building materials, such as synthetic decking, trim, and siding, create the need for longer lasting connections. Precision-engineered, heat-treated, and coated screw fasteners are resistant to breakage and ensure long-term durability. In addition, using screws means that contractors can use far fewer fasteners, as well as save time through speed of installation and ease of use.

Using specially engineered fasteners may alleviate pre-drilling, making work quicker and easier for contractors. Screws can be offered as a superior alternative in many applications in

areas too constrained for the use of a hammer—and also for the contractor who just doesn't feel like swinging a hammer, which is more labor intensive. Screws also work best where there is a need for the superior holding power and pull-out resistance in comparison to nails.

### 2. CONVERTING FROM NAILS TO SCREWS

As people spend more time at home and outdoors, decks are more popular than ever. Contractors have new options to attach deck ledger boards to building structures that are equivalent to International Residential Code provisions for deck ledger attachment.

Specifically designed fasteners can be used in place of traditional screws. This allows for fewer parts, as fewer fasteners are needed (for example, 16 per 20-foot deck ledger, compared to 24 to 30 traditional lags in the same scenario).

In addition, use of engineered fasteners requires less time and labor to install, as conventional lags must be installed with a socket driver plus there must be two holes predrilled for proper installation.

Time is the most valuable resource for contractors these days. Switching from “the way we’ve always done it” to a quicker, faster, and more efficient fastener can save time and money—especially when it's backed by quality products, industry-leading testing protocols, and certified technical reports (TERs) to ensure code compliance. **LC**

**About the author:** Robert Knecht is the marketing director at SPAX, a division of Altenloh, Brinck & Co. US, Inc. When it comes to the highest quality and innovations in the fasteners category, look to American-made SPAX Engineered Fasteners. Go to <https://spax.us/dealers> for more information.



**Photo credit:** SPAX, a division of Altenloh, Brinck & Co. US, Inc. 1. SPAX #14 Cylindric Head POWERLAGS have been evaluated to secure the critical connection between a wall's top plate and a truss or rafter. 2. SPAX engineered fasteners alleviate pre-drilling, decrease driving torque, and save battery life. 3. SPAX 5/16" POWERLAG fasteners are approved for use in place of conventional 1/2" lag screws, allowing contractors to use fewer screws.



# HARDWARE & HARDLINES PRODUCT SHOWCASE

Photo Credit: Altenloh Brinck & Co. U.S. Inc. / SPAX



Altenloh Brinck & Co. U.S. Inc. / SPAX

**Contact:** Joseph Lovett **Email:** joseph.lovett@spax.us  
**Phone:** 413-588-2032 **Website:** spax.us

## What Hardware/Hardline products do you sell?

Our comprehensive offering allows us to be your single source for “Engineered Wood Fasteners.” Our experienced reps will create a custom solution built around your fastener needs. Secure faster deliveries and fewer inventory issues thanks to local stock, American manufacturing, and agile production lines. Increase your profit margins when you use our suggested retail prices. Sell a product that contractors want.

## What is one product you’d like to highlight?

PowerLags are the largest selection of IRC/IBC code-compliant structural wood-to-wood fasteners for framing in the industry. Featuring patented thread technology, they require no pre-drilling, and drive faster and easier than conventional lags and other structural lag screws. German engineered and American made, SPAX PowerLags are professional-grade structural fasteners sold in job-friendly packages, including pails. The T-Star drive option along with HCR (High Corrosion Resistance) coating plus heat treated to Grade 5 durability, make these especially well suited for exterior lumber and decking structure attachment. DrJ TER No. 1711-01; Deck ledger attachment and DrJ TER No. 1802-03; Multi-ply assemblies.



## PARTICIPANTS

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**Contact:** Dave Bartholomew  
**Email:** dbartholomew@paintsundries.com  
**Phone:** 864-680-2981 **Website:** paintsundries.com



### What Hardware/Hardline products do you sell?

Paint Sundries Solutions (PSS) is a specialty distributor focused on the paint department. We stock thousands of products from leading manufacturers in the following categories: adhesives, applicators, caulks and sealants, exterior and interior stains, masking supplies, patch and repair, safety and apparel, abrasives, spray paint, painter's tools, and roof coatings. Key lines include 3M, Cabot, Dap, Deft, Duckback, Flood, Gaco, General Finishes, Hyde, IPG, Krylon, Messmer's, Minwax, Modern Masters, OSI, Old Masters, Penofin, Premier, Purdy, Ready Seal, Rustoleum, Sashco, Sunnyside, Trimaco, Wooster, Whizz, Zar, and Zinsser.

### What is one product you'd like to highlight?

**GacoFlex S42:** The high-adhesion alternative to replacing your weathered roof. GacoFlex S42 is a 100% silicone roof coating solution for renewing your weathered roof. This high-adhesion coating can be installed over virtually any existing roof substrate\*, creating a durable, seamless membrane that helps protect the roof from permanent ponding water, ultraviolet light, and severe weather. GacoFlex S42 covers more surface area with less material than many other competitive silicones, exhibits outstanding peak hide coverage on granulated surfaces, and with its strong adhesion to multiple types of surfaces, it eliminates the need for an epoxy primer in many cases, allowing for faster installation. PSS is a Gaco Master Distributor.

*\*Always perform an adhesion test to ensure compatibility.*

A NOVO Building Products Company

## L.J. Smith Stair Systems

**Contact:** John Houskamp **Email:** jhouskamp@ljsmith.net  
**Phone:** 616-283-2746 **Website:** LJSmith.com



### What Hardware/Hardline products do you sell?

L.J. Smith offers a complete line of stairway installation hardware designed specifically for stair installers to strengthen and speed up installations.

### What is one product you'd like to highlight?

**Ingenuity** can be truly refreshing. Take our new concealed No Show Iron Baluster Fastener, for example. They're designed to give you a clean, finished look without the need for adhesives or shoes. Simply slide the plastic insert into the bottom of the trimmed baluster, install the dowel screw into the tread, and screw the plastic insert and baluster tight against the tread surface. Made for all our 1/2" hollow square iron balusters, each includes a tapered plastic insert, dowel screw, and instructions.





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#### What Hardware/Hardline products do you sell?

We sell Trex Universal Concealed fasteners as well as the Trex Start Clip. We also sell the entire complement of FastenMaster products that work with Trex deck boards. For concealed fastening, we stock their new Collated Cortex plug system, the traditional Cortex plug system, the new Cortex for Trex Fascia plug system designed specifically for fascia boards, TC-G steel clips packaged with screws for a conventional installation, as well as buckets and "scrails" for use with the pneumatic gun. In addition, we stock FastenMaster TrapEase 3 screws, color matched for all 23 colors of Trex deck boards, as well as TrapEase for Trex Fascia. To assist in concealed fastener installations, we sell a Trex router bit for onsite grooving of square-edge boards. We also carry a full line of engineered wood connectors from Simpson Strong-Tie.

#### What is one product you'd like to highlight?

The Tiger Claw TC-G Clip system is the fastest, easiest way to hide fasteners on grooved decking. The clip's sharp prongs embed into the upper portion of the groove for strong holding power. The stainless steel screw ensures a lasting connection between decking board and joist. It's available in a hand-driven or pneumatic gun installation method. Spacer tabs on the clip automatically gap the decking 3/16" for a consistent look. TC-G Clips are made of long-lasting 304 stainless steel. It comes with a 25-year warranty.



### R.A. Graham

**Contact:** Jacob Cote **Email:** jacob@ragraham.com  
**Phone:** 800-333-3933 **Website:** ragraham.com



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#### What Hardware/Hardline products do you sell?

At R.A. Graham, we specialize in door hardware and anything to do with getting the job finished. From hanging the door all the way to screws for your deck. We are the one-stop shop for every project, from start to finish. We would love to assist you with the hardware for your apartment buildings, residential homes, commercial jobs, and any other project. Small or large, we are always willing to assist and answer any questions you have about what to order and how to order. We are your door hardware headquarters.

#### What is one product you'd like to highlight?



The Schlage sense deadbolt and the Emtek Empowered deadbolt are the items you didn't know you were missing for easy access into your home. These items are perfect for vacation rentals and Airbnbs as you can control everything directly from your phone from anywhere in the world. These items connect to the internet and can be programmed to different codes for specific time ranges, making them very customizable and helpful if you are away from the lock. Come check them out at our booth at LBM Expo 2021 in booth #1015!





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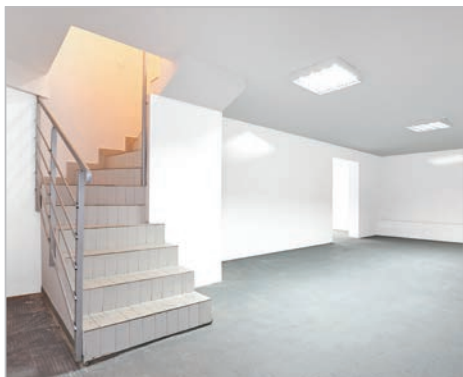
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## Britton Lumber Company

**Contact:** Brian Moses **Email:** bmoses@brittonlumber.com  
**Phone:** 802-333-4388 **Website:** brittonlumber.com



### What Hardware/Hardline products do you sell?

We stock GRK fasteners and Bilco foundation products. With more than 200 SKUs, Britton Lumber regularly stocks the largest selection of GRK products within its distribution region.

### What is one product you'd like to highlight?

Britton Lumber carries the largest inventory of GRK fasteners in Northern New England. Decking, structural, stainless steel, and more in various sizes to meet your customer's needs. Call us for your stocking needs or hard to find items.

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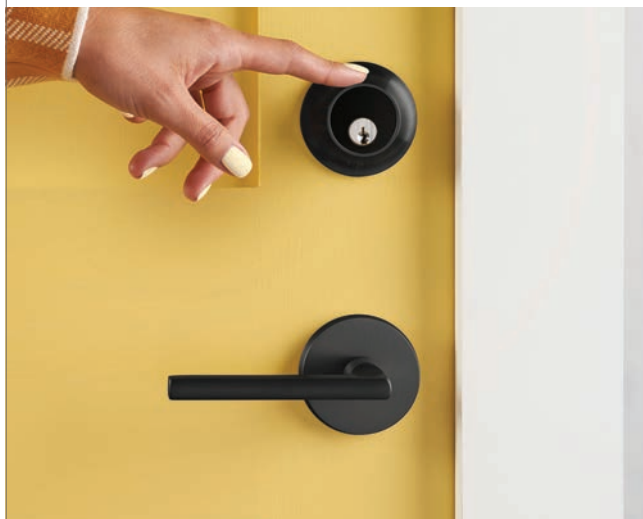
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## Top Notch Distributors, Inc.

**Contact:** Erik Sandercock **Email:** esandercock@topnotchinc.com  
**Phone:** 570-253-7607 **Website:** topnotchinc.com



### What Hardware/Hardline products do you sell?

Family-owned since 1975, Top Notch Distributors is a full-service provider of architectural door hardware. We strive to be the foremost distributor in the industry by continually exceeding our customers' expectations with the integrity, knowledge, and drive to provide the best service. Top Notch means top brands too. Top Notch now carries over 100 brands of residential, commercial, and electronic access control products. We stock a complete assortment of the mechanical and electronic brands your customers want.

### What is one product you'd like to highlight?

Top Notch now carries Level Touch: the smallest, most capable lock ever. In the footprint of a traditional (non-smart) lock, Level Touch packs unmatched conveniences into an impossibly small lock. Locking and unlocking is now effortless with a single touch. Programmable Level Key Cards offer the perfect way to access your home when you don't want to carry your phone. Auto-Unlock in the updated Level Home app can now securely unlock your door as you approach. And of course, Level Touch can be opened with a plain old key. To learn more, contact a Top Notch sales representative today.



## Huttig Building Products

**Contact:** Selene Byron **Email:** sbyron@huttig.com **Phone:** 401-489-5014 **Website:** huttig.com

### What Hardware/Hardline products do you sell?

Revitalize your fastener business with Huttig's comprehensive fastener program. Huttig-Grip hand-drive and collated nails for all phases of construction. Huttig-Grip wood and drywall screws. Huttig-Guard exterior screws. Huttig-Spin commercial drywall, framing, and specialty screws. Collated finish and trim in clamshells or boxes. Stainless steel screws, nails, and collated fasteners. Best-in-class packaging and customized merchandising simplifies stocking and improves your customers' experience, pro or DIY.

### What is one product you'd like to highlight?

Huttig's Huttig-Guard platinum screws are designed specifically for use with wood, for deck, patio, and outdoor construction. From head to tip, the features on these screws all work together to reduce time, effort, and waste during installation, plus their limited lifetime fastener warranty creates peace of mind for the homeowner, the installer, and the dealer. Double countersink flat head and 12-point star drive for better bit engagement, more torque, flush seating, and fewer breaks. Coarse, serrated thread, knurled shank, and type 17 long point cut through wood with less drag and less material in the hole. Trim screws are also available.



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## Holden Humphrey Co.

**Contact:** Lance Humphrey **Email:** lance@holdenhumphrey.com  
**Phone:** 800-777-1053 **Website:** holdenhumphrey.com



### What Hardware/Hardline products do you sell?

We sell the EZ Shear, Magnum Shear, and Centerfire blade from Bullet Tools; Hardie Trim tabs by James Hardie; decking hidden fasteners and Hardwood Wrench from Deckwise; Gecko Gauges by PacTool; and Cortex hidden screws for PVC products.

### What is one product you'd like to highlight?

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**Contact:** Paul Genest **Email:** pgenest@parksite.com  
**Phone:** 860-214-6102 **Website:** parksite.com



# Cortex<sup>TM</sup>

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### What Hardware/Hardline products do you sell?

From concealed to hidden, we've handpicked the best deck fasteners and screws on the market. Our offering includes Cortex Hidden System, CAMO, Tiger Claw, HIDFast hidden fastener systems, Starborn, FastenMaster, and much more.

### What is one product you'd like to highlight?

Cortex for AZEK is a 100% hidden fastening system featuring collated plug strips and a TORX ttap drive system that minimizes handling and saves valuable time on the jobsites. Confidently secure your entire deck. Compatible with TimberTech AZEK full-profile boards.





## PrimeSource Building Products

**Contact:** Dan Javitt **Email:** javitt@d@primesourcebp.com  
**Phone:** 732-296-0600 **Website:** primesourcebp.com



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### What Hardware/Hardline products do you sell?

Home of the Grip-Rite and Pro-Twist brands, PrimeSource leverages a global supply chain and 34 domestic distribution centers to supply the building construction industry with an extensive product portfolio, including nails, screws (including FastenMaster and GRK), and collated fasteners (including Bostitch and Metabo); pneumatic tools and compressors; shingles, roofing, and ventilation products; diamond blades and accessories; gypsum; insulation; weather protection; adhesives and sealants; GRX brand gloves; poly products; deck hardware (including MiTek); concrete accessories, fencing, and 3M Firestop and PPE products.

### What is one product you'd like to highlight?

The RED System features tools, compressors, accessories, and fasteners the pros demand when they are looking for quality and value from a brand they know and trust. From framing, roofing, and fencing to cabinetry, finish, and trim, the RED System has a tool to get the job done right!



## Mullen Sales, Inc.

**Contact:** Rick Mullen **Email:** rick@mullensales.com  
**Phone:** 860-729-3734 **Website:** mullenkb.com



### What Hardline & Hardware products do you sell?

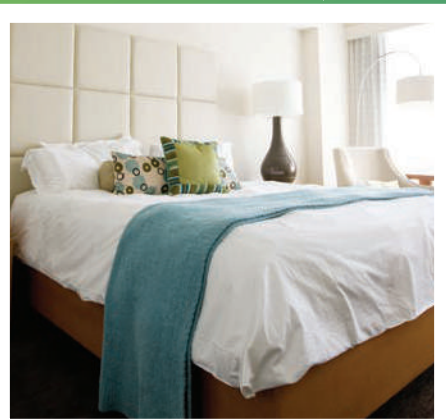
We represent Top Knobs, Atlas Homewares, DuVerre Hardware, Vesta Fine Hardware, Jeffrey Alexander, and Elements Hardware—all are lines of kitchen cabinet hardware and bath accessories.

### What is one product you'd like to highlight?

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# ABMA—Your LBM Advocacy Resource

By Kirk Ives



The ABMA, powered by the NRLA and the Construction Suppliers Association (CSA), is your new source for comprehensive federal legislative and regulatory services. Together, we will advocate for industry-specific issues with our DC-based, ABMA Government Affairs Associate Pat Rita.

The eight member ABMA Federal Legislative Committee includes Chair Joe Cecarelli (HOOD Distribution, CT), Vice Chair Ida Ross Hicks (Swift Supply, AL), Sara Belletete (Belletete's, Inc, NH), Andrew Brown (Brown Lumber, AL), Phil Kennedy (Comanche Home Center, OK), Bob Magbee (Magbee Construction Supply, GA), Matt Semonik (Arnold Lumber, RI), and Rod Wiles (Hammond Lumber, ME). The committee held its first meeting on August 26 and formally identified its legislative priorities, which are:

- The infrastructure package, including potential tax law changes;
- Workforce development, including CTE spending, immigration, and minimum wage;
- And a new Softwood Lumber Agreement to help stabilize lumber prices.

The committee and ABMA staff will actively seek industry engagement to advance our legislative agenda, and we promise to do it in a way that respects our members' time. We will prioritize, protect, and promote the LBM industry by identifying and monitoring legislation, budget proposals, and regulatory actions that impact our members, their businesses, and their employees.

We want to educate the legislature, the White House, and relevant federal agencies about our industry and be a

reliable resource on business issues. Through our legislative conference, online and in-person meetings, yard tours, letters, emails, and phone calls, we will detail how an initiative will affect our membership and the United States.

Many of our priority issues will focus on government mandates that increase the cost of doing business. Small businesses are doing their best to cope with the economic impact of the ongoing COVID-19 crisis. From the onset of the pandemic, the LBM industry has appreciated essential service designation and diligently followed all state and federal guidelines protecting its customers and employees. This was accomplished while maintaining and creating thousands of jobs, growing the industry, and being the trusted, neighborhood supplier of the goods and materials needed to keep homes and businesses safe and operational.

As Congress reviews and ultimately votes on several high-profile initiatives, it is critical that the impact on the business community is front and center in those discussions. Our small businesses drive our economy and must be protected.

Every Friday, please be on the lookout in your inbox for the ABMA Advocate. The ABMA Advocate will keep you up to date on all committee activities, legislative and regulatory news, events, and grassroots activities. You can subscribe to receive all our digital communications at our website: [ABMAlliance.org](http://ABMAlliance.org).

If you have any questions or have issues we should pursue, we are only a phone call or email ([info@abmalliance.org](mailto:info@abmalliance.org)) away. We are excited to serve our members and look forward to providing the very best in LBM industry advocacy services! **LC**





## YOUR LBM FEDERAL ADVOCACY RESOURCE

The ABMA actively advocates on behalf of NRLA and Construction Suppliers Association (CSA) members to advance, shape, and influence policy in all branches of government. We work directly with members of Congress, the White House, and federal agencies to impact the legislative and regulatory process as it affects the LBM industry.



Find all you need and more at  
**ABMAAlliance.org**

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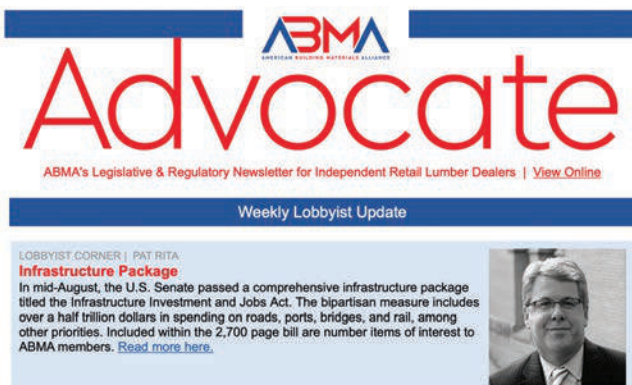
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# Charting a Course to Work on Your Business, Not in It, in a Post-COVID World

## PART 2: DEVELOPING A STRATEGIC ROAD MAP

By Peter Emerling and Mike Ferraro

Welcome back to part two of our three-part series discussing the importance of recurring strategic planning and the development of road maps to help you work on your business and not in it. As we discussed in our previous article, which was published in the September issue of the Lumber Co-operator, the COVID-19 pandemic forced many business owners to shift their focus from strategic planning and initiatives to keeping their businesses afloat. Now it is time for business owners to get back on track, working on their businesses and developing a road map for achieving the goals and success that they deserve. In this article, we focus on the strategic planning process and how business owners can develop a strategic road map to guide the future of their business.



So, why develop a strategic road map? Many business owners have an excellent vision and plan for the future of their business. The problem is that, for many business owners, these visions and plans exist solely in their heads and not on paper. As a result, they lack the clarity that a well-developed and thought-out plan can provide. Surprisingly, this trend is common among small business owners. According to a 2020 survey by Clutch, only 15% of small business owners had recorded their full strategic plan for the previous year, while another 27% failed to document any of their business strategies. The lack of a formal strategic planning process and a fully documented plan limits the ability of management teams and employees to make business decisions and restricts the organization's ability to maximize the return on limited investment resources (i.e. time, capital, etc.).

A well-executed strategic planning process includes business owners, managers, and subject matter experts who are critical to the operation and growth of the business. These individuals are often the closest to the business, its customers, and its vendors. They carry critical insight that will help shape the strategic road map, identify methods for measuring success, and provide feedback throughout the planning and execution process. By involving these individuals in the process and providing them with a clear vision of the strategy, they are able to execute the strategy without constantly having to defer to the business owner. This is a critical element to enabling the business owner to work on the business and not in it.

This process is not a one-time, "set it and forget it" exercise. The strategic planning process should be performed on an annual basis, in advance of the upcoming fiscal year, and be continuously reviewed and updated throughout the year. The

timeline for the completion of the process varies by company, but typical timelines range between three and four months. Progress on the strategic plan should be measured monthly, and re-evaluation of the plan should occur on a quarterly basis, if not more frequently. We'll review the process in more detail below.

### **The strategic planning and road map development process can be broken down into four primary steps:**

1. Current state analysis
2. Strategy development
3. Plan development
4. Execution and evaluation

## **Current State Analysis**

The foundation of your strategic plan requires an unbiased, holistic analysis of the current state of your organization. This analysis answers the question of "Where are we now?" and focuses on your business holistically, both internally and externally. From an external perspective, traditional SWOT analysis is a great place to start and will help highlight areas requiring further review. This analysis will not only help business leaders to understand the position of the company in the market, but the underlying discussions in the process of completing this analysis will ensure alignment with the current state of the business.

From an internal perspective, it is important to answer the questions of "Do we have the right people and are they in the right places?," "Does our technology stack, and the information/data contained within it, effectively support our business, and is it capable of supporting future growth?," and "Are our business processes well understood, efficient, and scalable?" It is important for business leaders to be brutally honest about the internal assessment

of their business. Oftentimes, this task is clouded by personal pride, limited understanding of best practices in sub-functional areas (i.e. finance, IT), and limited bandwidth to really dig into the state of the business.

An advisory board can be an invaluable resource in helping business leaders think through the current state of internal and external analysis based on what they've seen with other similar businesses. The advisory board is not there to complete the analysis, but instead exists to ask questions during the process that hadn't been thought of, opening up the conversation with an unbiased strategic lens and providing valuable insight.

As the company works through the current state analysis, especially in the COVID-19 pandemic world, it is important for the company to consider key themes and trends that are impacting the industry in which they operate.

### **As we discussed in our previous article, we identified the following four key themes from our discussions with several New England-based retail lumber organizations that should be considered as part of this process:**

1. Talent challenges dominate the concerns for retail lumber companies
2. The timeline for succession/exit planning has significantly accelerated
3. Technology and facility investments are critical to accommodate changing customer preferences and addressing talent shortages
4. Advisory boards can be invaluable when providing strategic guidance, but they require continuous evaluation and enhancement.

## **Strategy Development**

Once the current state analysis is done, it's time to move on to developing the future state business strategy. This

process will help answer the questions of “Where do we want to be?,” “How will we get there?,” “What financial resources will we need?,” etc. While most business strategies focus on the future state of the business, it is extremely important to also focus on the future needs of the business owners. Understanding the end goal for the owners, whether it be selling the business or passing it down to the next generation, lays the overall direction and foundation for the future state strategy. These needs are flushed out through the process of revisiting and updating the company’s mission, future state vision, and values.

Once the mission, vision, and values are fully understood, leadership should seek to define the business goals and objectives for the next three to five years. In order to define these goals and objectives, the company must analyze and identify the gaps between the updated mission, vision, and values, and the current state analysis. These gaps will help leaders identify the necessary goals and objectives needed to achieve the desired future state. It is important as part of this process to gain unity from leadership and owners on these goals and objectives, as they will ultimately serve as the road map for management teams and employees as they make day-to-day decisions without having to constantly defer to the owner or decipher the owner’s vision.

As part of this process, it is important to consider the financial resources needed to achieve these goals and objectives. Building a long-term

financial forecast, understanding capital requirements, and calculating return on investment are necessary to rationalize the investment needed to achieve the future state. The outcome of this exercise will also help provide clarity to the process of prioritizing key initiatives.

An advisory board can help an organization work through the alignment of goals and objectives with the overarching strategy of the business, prioritize initiatives, and help rationalize financial forecasts. In addition, an advisory board can help to identify financial resource options and connect business owners to external providers to help achieve the desired objectives.

## Plan Development

Plan development is where the rubber meets the road and answers the question of “Who must do what?” in order to achieve the strategic vision. In this phase, the strategic plan is finalized and broken down to create tactical plans by setting SMART goals and key initiatives at multiple levels within the organization. As part of this process, goals and tasks are typically defined and organized at the organizational, departmental, and individual team member levels. The output of this exercise will serve as the road map for the entire organization.

It is important for leadership to be realistic about the timeline and resource requirements needed to achieve these goals and consider how success will

be measured. The identification of key performance indicators (“KPIs”) is critical to this process, including an understanding of how these indicators will be reported, the source and quality of underlying data, and the frequency of measurement. These KPIs should be incorporated into the company’s monthly financial and management reporting processes and reviewed accordingly.

In addition to developing the necessary reporting components, leadership should develop a detailed one-year budget that aligns with the tactical plan. This budget should be prepared at a level of detail that supports monthly budget vs. actual reporting, which is typically at the general ledger account level. The budget should primarily be focused on the income statement and cash flow, and should include detailed capital expenditure and head count planning components. Surprisingly, more than 50% of small businesses have no formal budget. Much like not having a strategic plan, not having a formal budget greatly restricts the ability of managers and leadership to evaluate the performance of the business and limits decision-making activities.

One question we often get asked about this process is when to involve employees below management. Your employees are some of your most critical assets and have a deep understanding of the day-to-day operations of your company. They know what works and they know what doesn’t. The decision of when and whom to involve in



the strategic planning process will vary based on your company, your relationship with your employees, and what role each employee plays. An advisory board can help you think through involving employees in this process, including how to manage communications and resolve conflict; typically, employees who are involved in the process are provided with a greater sense of ownership, are more likely to accomplish the goals and objectives, and are more willing to provide regular feedback to leadership.

### Execution and Evaluation

The rollout and execution of the outputs of the strategic planning process is the most critical component to success in achieving the goals and objectives defined during the process. In our experience, we've met many companies that have completed the strategic planning process only to put the plan on the shelf to collect dust. Given the critical nature of this phase, we've dedicated our third article in this three-part series to the rollout, execution, and adjustment of strategic plans.

### An Invaluable Exercise

While the strategic planning and road map development process may seem daunting and require an investment of time away from day-to-day operations, the process opens creative discussions, identifies areas of opportunity and risk, and provides business owners and their employees with a road map for navigating the business into the future to achieve continued growth and success. This process is invaluable to the organization and is a critical component of your business. It is never too late to develop a strategic plan. **LC**

**About the authors:** Mike Ferraro is a director at Conifer Hill Advisors. He has more than 40 years of experience providing financial and tax compliance and management advisory services to companies in various industries. Ferraro works closely with the client's management team to deliver financial and tax compliance services. He also works closely with company shareholders to formulate short- and long-term strategies to ensure their success. He can be reached at [mferraro@coniferhilladvisors.com](mailto:mferraro@coniferhilladvisors.com) or 617-877-5800. Peter Emerling is a Consultant at Conifer Hill Advisors. He has more than 14 years of experience providing finance, technology, and operations advisory services to middle market companies. He can be reached at [pemerling@coniferhilladvisors.com](mailto:pemerling@coniferhilladvisors.com) or 781-351-1506.

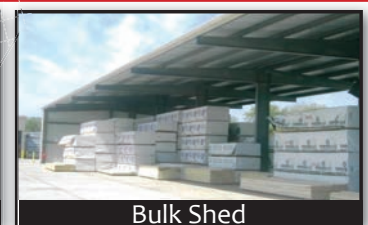


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# NJBMDA Golf & Annual Meeting



**The New Jersey Building Material Dealers Association (NJBMDA) held its golf and annual meeting** on August 9 at Neshanic Valley Golf Course in Neshanic Station, a 27-hole championship course.

After a day of golf, a cocktail reception was held followed by dinner and several scholarship awards. There were 11 scholarships awarded at \$1,000 each.

Following the awards, NRLA Chair Lorraine Miner (Miner's Inc.) and NRLA President Rita Ferris delivered their remarks. An industry update and information on the upcoming LBM Expo were shared with attendees.

NJBMDA wishes to thank its sponsors for their support and invites you to their reception being held at LBM Expo in Providence, R.I. The reception is being held in honor of the first New Jersey Chair of NRLA, Nick Kuiken (Kuiken Brothers) at the Providence Library on December 8.

## **GOLF AWARD WINNERS:**

### **First Place Low Gross:**

Ed Mejias Jr. (Woodhaven Lumber)  
score 78 (match cards)

### **Second Place Low Gross:**

Keith Coleman (DURATION Millwork)  
score 78 (match cards)

### **Third Place Low Gross:**

Dave Arndt (Kuiken Brothers) score 83

### **First Place Low Net:**

Bob Long (Garden State Lumber  
Products) score 68

### **Second Place Low Net:**

Doug Helmacy BWI-Masonite) score 70  
(match cards)

### **Third Place Net:**

Joe Horniacek (Boise Cascade) score 70  
(match cards)

### **Two awards for Nearest to the Pin:**

Mark Currie (Niece Lumber) 9'5"  
and Craig Behnke (Paramus Building  
Supply) 5'7" (different courses)

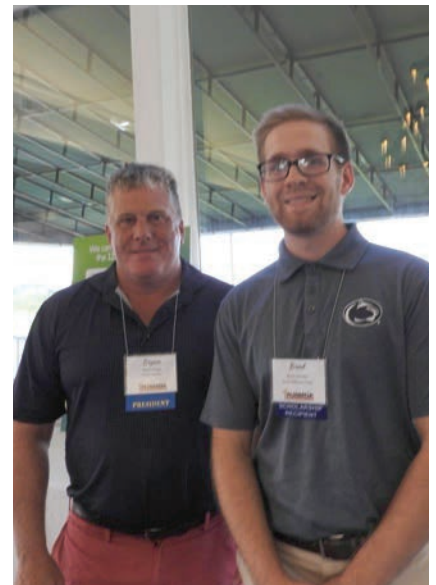
### **Two awards for Longest Drive:**

Craig Behnke (Paramus Building  
Supply) and Jess Coleman (DURATION  
Millwork)

### **Straightest Drive:**

Steve Gerard (Reeb Millwork) 1'11"



**SCHOLARSHIP RECIPIENTS:****Alexandra Ankiewicz***Attending Florida Gulf Coast University***Thomas Ankiewicz***Attending Florida Gulf Coast University\****Daniel Blackwood***Attending Kean University***Richard Chan***Attending University of Pennsylvania\****Kascianna Corona***Attending Saint Joseph University***Elizabeth DeCesare***Attending University of Georgia***Sophia Goos***Attending Buck's County Community College***Jozlyn Minnema***Attending Desales University\****Gabrielle Petrillo***Attending Rutgers University***Bradford Schaffer***Attending Penn State University***Abigail Sjosward***Attending the Catholic University of America**\* Previous scholarship recipients.*



# NNYLDA Annual Summer Outing Event



**The Northern New York Lumber Dealers Association (NNYLDA) held its long-anticipated summer outing** for two fun-filled days in the St. Lawrence River region on Wednesday and Thursday, September 1 and 2. The breathtaking 1000 Islands resort in Clayton, N.Y., was home base for almost 100 attendees who enjoyed golf, fishing, and the annual dinner cruise. Members from across northern New York and Upstate New York enjoyed two fun-filled days with industry friends after a year-long hiatus. It was a great event for NNYLDA!



## Golf Tournament on Wednesday

To kick off the two-day event, it was a beautiful day for the members who teed off at 10 a.m. to play at Clayton's C-Way Golf Course. Defending champs, the Merriman's team, emerged as the standout winners of the tournament with Bicknell Building Supply/White's team coming in second. Other winners were Lee Gordinier from O.D. Greene, who won closest-to-the-pin, and Jeff Jay from Merriman's, who had the longest drive of the day.

## Annual Meeting Wednesday Evening

Following golf, members were shuttled from the 1000 Islands resort to the Alexandria Bay area where they boarded the Uncle Sam's Cruise Boat. At 6 p.m., the exclusive dinner cruise boat left the dock for dinner and sightseeing. Upon nightfall, before the boat returned to the dock, President Rob Bicknell expeditiously emceed the annual meeting ceremony, highlighting NNYLDA's accomplishments and swearing in of the new board in record time.



## Fishing Tournament Thursday Morning

Fifteen boats left various harbors early Thursday morning with fishermen going out on the St. Lawrence River, Henderson Harbor, and Lake Ontario. It was a beautiful day in the islands, and plenty of bass, pike, and salmon were caught throughout the day. At 1 p.m., the boats rolled back into the docks and the boat guides filleted the fish while the fishermen gathered at the resort to tell their stories. The resort prepared a shore dinner with the fresh fish that was enjoyed by the group as they reveled in the excitement of the last couple of days before heading home. NNYLDA Fishing Chair Rick Maroney and Co-chair Tim Clark, O.D. Greene, organized a great comeback event for the association.







# NYLE Summer Outing



**It's no surprise that horseshoes bring luck.** On Wednesday, August 18, a day that called for torrential downpouring, NYLE got lucky during its annual outing at the Saratoga Racecourse with only a couple light showers and brisk 70-degree weather. On top of beating the odds against the weather, some NYLE members were lucky enough to beat the odds on the track, with winnings ranging from \$5 to over \$400. Sadie Hammond of Hammond Lumber, Belgrade, Maine, won "Best Dressed Woman" for her classic Saratogan ensemble, and Joe Sollitto of Contractor Express, Inc., Long Island, N.Y., came out on top as "Best Dressed Man" for his Gatsby-like pin-striped suit. Nearly 70 NYLE members and their families were in attendance, looking forward to catching up with industry partners after an exhausting year of combating coronavirus. The long-overdue gathering made even those who lost their bets come out as winners.

1. Best Dressed Man, Joe Sollitto of Contractor Express, Inc. 2. Best Dressed Woman, Sadie Hammond, Hammond Lumber Company, pictured with Brad Berube.





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# CNYRLDA 17th Annual Clambake



**The Central New York Retail Lumber Dealers Association (CNYRLDA) held its 17th annual clambake at The Spinning Wheel in North Syracuse on Thursday, August 19.** After a year off, the bake was highly anticipated with more than 100 people attending from 18 companies. Great weather, littleneck clams, oysters, horseshoes, cornhole, raffle prizes, and the anticipated 50/50 cash payout made for a great day. CNYRLDA Clambake Chairman Casper Gottuso, from BlueLinX, picked up right where he left off, organizing the great event for the retailers, vendors, family, and friends!

*1. Joe Gurka, AZEK Building Products, was the lucky winner of \$505 in the 50/50 drawing! CNYRLDA President Jamie Evans (L) (Cameron Ashley) and CNYRLDA Clambake Chair Casper Gottuso (R) (BlueLinX) presented.*





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# Henry Buckley

**Location:** Manchester, Vt.

**Position:** Building Materials Manager • rk MILES



## HOW DID YOU BEGIN YOUR CAREER IN THE LBM INDUSTRY?

My very first job was working summers in the lumberyard throughout high school and college. Since then, I spent a summer in our administration department working in AP and AR, and briefly in counter sales before arriving in this position.

## WHAT ARE SOME OF THE RESPONSIBILITIES OF YOUR POSITION?

My responsibilities include staffing, working with our supervisors to identify problems and create solutions, ensuring adherence to our safety policies, and resolving any employee or customer-related issues that arise. I prepare our budget and conduct performance reviews for employees, as well as being rk MILES' representative for FSC projects.

## WHAT ARE SOME OF THE BIGGEST CHALLENGES YOU FACE IN YOUR CAREER?

The pandemic hit within months of starting in this position. The challenges it presented with pricing, lead times, and availability have been the most difficult to manage.

## WHAT HAVE YOU LEARNED SINCE WORKING IN THE INDUSTRY?

I've learned a lot about people, due to the wide range of employees I oversee and our large customer base. I've also learned there is demand and opportunity for young adults in the lumber industry.

## WHAT ADVICE WOULD YOU GIVE TO ANYONE NEW TO THE INDUSTRY?

Learn as much as you can and take advantage of opportunities. I've been lucky enough to have the opportunity to work in several different positions within our company, and it's proven to be helpful.

## WHAT ARE YOUR PASSIONS OUTSIDE OF THE OFFICE?

I enjoy hiking, running, basketball, and hockey. More recently, I've become interested in horology.

**Publisher's note:** Just in case you didn't know what horology was, I Googled it for you.

Horology is the study and measurement of time. A horologist is someone who makes clocks or watches.



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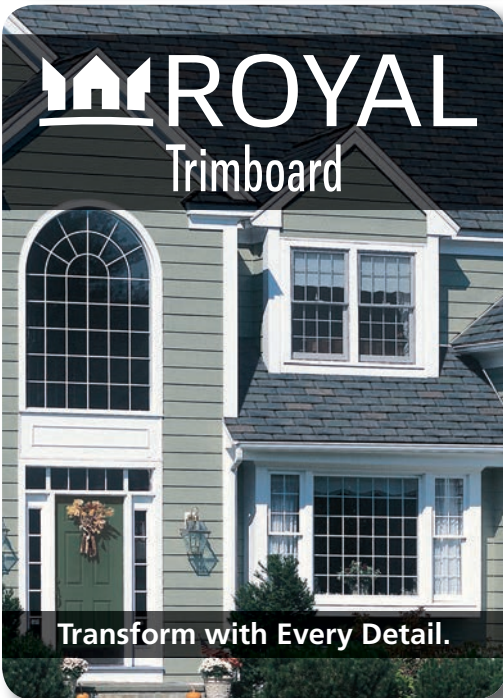
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