

LBM JOURNAL[®]

JUNE 2026 | \$15 U.S. | LBMJOURNAL.COM



CELEBRATING YOUNG LEADERS IN THE LBM COMMUNITY



NewTechWood

DESIGNED FOR THE WAY YOU LIVE TODAY

Clean. Contemporary. Built to last.

NewTechWood composite decking brings architectural precision to your outdoor spaces, resistant to fading, moisture, and wear, so your home always looks its best.



Your dream deck
starts here.



www.NewTechWood.com • 1-866-728-5273



From Struggling Lumberyard To Thriving Multi-Store Operation

How Ellie Bowman used RockSolid MAX to transform rural Kansas retail.

A success story in operational excellence and community impact.

The challenge: Saving a struggling business

In late 2021, Ellie Bowman faced a choice: let a lumberyard in Kinsley, Kansas close, or step in to save a business her community depended on. At 22, newly graduated from Kansas State University with a degree in agribusiness, Ellie and her family acquired the operation. But ownership was only the beginning. The store was burdened by disorganized inventory, limited financial visibility, inconsistent customer experiences, and no operational structure. To survive in rural Kansas, the business needed determination and a transformation into a modern, efficient, profitable operation.

The solution: Implementing RockSolid MAX

Ellie quickly realized the turnaround would require the right systems, not just hard work. She chose RockSolid Max, ECI's point-of-sale and business management platform, as the foundation for Prickly Pear Farm & Home. With RockSolid MAX, Ellie gained inventory visibility, stronger financial oversight, streamlined workflows, and processes that could scale with the business. Better data also helped her refine product mix, improve merchandising, and create a consistent customer experience.

The results: Doubling revenue in one year

The investment paid off quickly. In its first year, Prickly Pear Farm & Home doubled revenue through smarter decisions and stronger operational control. Ellie expanded beyond lumber into farm supplies, housewares, specialty items, and services, using sales data and customer feedback to guide growth. Her success earned recognition, including Kansas Department of Commerce 2024 Under 30 Entrepreneur of the Year.

“ RockSolid MAX gave me the visibility and control I needed to make smart decisions quickly,” —Ellie Bowman

Scaling success: Expanding to a second location

By early 2025, Ellie’s track record opened the door to a leadership role at a second rural Kansas location in need of stability. She implemented RockSolid MAX there as well, improving inventory management, standardizing processes, and rebuilding contractor confidence. Within months operations stabilized and key product lines returned. In 2026 the location was rebranded as Prickly Pear Farm & Home and reopened with a full-service garden center in April.

Today Ellie manages two thriving retail operations simultaneously, each with strong community presence and financial performance, maintaining exceptional customer ratings (5.0 and 4.8 stars on Google) and serving as economic anchors in their communities.

eci | RockSolid MAX[®]

Modernize Your Hardware Business With POS Software Built Just For You

Join Prickly Pear Farms and the 4000+ LBM businesses leveraging RockSolid MAX.

If you’re running your business with manual processes, multiple systems, or generic software, you’re missing out on productivity and profits. Our user-friendly POS software is made to help hardware stores save time and grow.

SCAN THE CODE TO SEE
ROCKSOLID MAX IN ACTION →



INSIDE

JUNE 2026



40 UNDER 40 CLASS OF 2026



FEATURES

- 38 REAL ISSUES. REAL ANSWERS.**
Credit Card Fees
During a time when it seems everyone is tracking their budget down to the dollar, any additional fee can make the difference between return business or an irate customer.
- 46 LBM 40 UNDER 40 | CLASS OF 2026**
Attracting, hiring, and retaining talented young pros is consistently one of the top challenges reported by LBM dealers and distributors. The LBM 40 Under 40 was created to recognize and celebrate the growing class of strong young leaders in the LBM community.
- 62 IN DEPTH | BUILDING COMPONENTS**
Why More Dealers Are Thinking Like Manufacturers
BY JAMES ANDERSON

DEPARTMENTS

- 14 THE BUZZ**
LBM updates, news, and events. Plus, the latest from lumberyards across the country, and responses to our April issue Tough Call survey.
- 44 FIVE QUESTIONS**
Ashley McCurdy, national sales director at Owens Corning, talks about products and resources from subsidiary company Masonite.
- 68 PRODUCTS**
Our editors' picks that are sure to pique your interest.
- 72 TOUGH CALL**
Fighting the Move-On Mentality

LBM JOURNAL VOLUME 24, NO. 6 (ISSN#1930-5516) is published monthly with the exception of the combined November/December issue by Custom Built Publishing, LLC. Copyright 2026 by Custom Built Publishing, LLC, 10880 175th Court West, Ste. 240, Lakeville, MN, 55044, 952.892.7793. All rights reserved. Annual subscription rate: \$48 U.S.; \$60 Canada; and \$120 all other countries. Single copy price \$15 + S&H. Periodicals postage paid at Lakeville, MN, and additional mailing offices. Printed in the USA.

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



PUBLISHER / EXECUTIVE EDITOR
Rick Schumacher
 Rick@LBMJournal.com

CREATIVE DIRECTOR
Richard Hart
 Design@LBMJournal.com

MANAGING EDITOR
Wendy Sturges
 Wendy@LBMJournal.com

SOCIAL MEDIA & PODCAST MANAGER
Sally Lacey
 Sally@LBMJournal.com

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

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

JUNIOR ART DIRECTOR
Lindsay Scott
 Lindsay@LBMJournal.com

OPERATIONS SPECIALIST
Carey Milesenko
 Carey@LBMJournal.com

MEDIA CONSULTANTS

ASSOCIATE PUBLISHER
Jodie Cook Redwood
 Jodie@LBMJournal.com
 800.324.3492

NORTHEAST + SOUTHEAST
Mike Schwartz
 Mschwartz@LBMJournal.com
 310.487.2385

CENTRAL + WEST

SUBSCRIPTION CHANGES
 For subscriptions or address changes call 612.888.5261
 e-mail Operations@LBMJournal.com
 or visit LBMJournal.com/subscribe

INDUSTRY LEADERS

- 22 BUILDING SALES**
Trust in Girl Scout Cookies
RICK DAVIS
- 24 THE SPORT OF SELLING**
Think Like an Architect,
Sell Like a Pro
BRADLEY HARTMANN
- 26 CREDIT Q+A**
Getting Personal in Credit
THEA DUDLEY
- 28 MERGERS + ACQUISITIONS**
The Future is Already Here
JOHN D. WAGNER
- 30 LEADERSHIP**
The Four Qs of Strong Leadership
RUSS KATHREIN

LBM EXTRA

34 CENTURY CLUB
 We spoke with Scott Williams, owner of Morgan Hardware in Rockmart, GA, about the company's longevity in the community.



BACK ISSUES & EXTRA COPIES
 Operations@LBMJournal.com

Copyright 2026 by Custom Built Publishing LLC. Opinions expressed are those of the authors or persons quoted. Reproduction in whole or in part is prohibited without written authorization. LBM Journal is sent free-of-charge to qualified dealers and distributors of building materials. Publisher reserves the right to determine qualification. Non-qualified annual subscription rates: US, \$48; Canada, \$60 (U.S.); Airmail to all other countries, \$120 (U.S.). Single copy price: \$15 + S&H.



Continuous Insulation in Wall Assemblies: What You Need to Know

Continuous insulation has long been a cornerstone of energy efficiency across Western Europe. In countries like Germany, where energy supply remains vulnerable, conservation is critical, leading to progressively stricter standards over the past several decades. While this approach is well established in Europe, North America has been slower to follow suit ... until now.

Driving the growth of continuous insulation in North America are environmental, comfort, safety, and health impacts. The combination of these challenges, plus necessary energy code changes, are positioning continuous insulation as the solution to many energy loss problems on the market today. It's clear: there is a solid pattern of growth on the horizon for continuous insulation.

Why is continuous insulation important?

Following the traditional method of stick-built construction, a structure can lose upwards of 25% of its energy due to thermal bridging¹, which occurs when a building component (like a wall stud) conducts heat faster than the building

materials around it, creating an easy path for heat transfer. As a result of this very real threat, we're seeing codes changing across the country, the required R-value is increasing, and the use of continuous insulation as the preferred method is approaching the norm. Energy codes are beginning to require more insulation to address energy loss and gain in residential projects.

And these changing codes are right on target. Continuous insulation provides an uninterrupted thermal barrier, helping to reduce or eliminate thermal bridging, making it the most effective way for a home to achieve the necessary R-value to meet code.



Traditionally thought of as only needed in commercial buildings or in cold climates, continuous insulation is being used more in residential construction, as well as in warmer climates to retain conditioned air.

With many different continuous insulation products on the market today, how do you select the right one?

Polyisocyanurate, or polyiso, has been on the market for more than 40 years as a leader with its environmentally friendly closed-cell foam structure and high thermal resistance. The product has one of the highest R-values in a thin profile offering the best value to price ratio. Polyiso is made with high performance facers and, when properly detailed, can work as an integrated air and moisture barrier within a wall assembly. It also works with more cladding options than any other foam plastic providing flexibility for designers.

Polyiso continuous wall insulation, like EnergyShield® XR from Atlas, can:

- Result in a home that is more comfortable with reduced energy demand and inherent moisture control; and
- Help contribute to better indoor air quality, leading to safer and healthier interior spaces; and
- Serve as a multifunctional product acting as a code-compliant air- and water-resistive barrier, reducing project costs and time.

EnergyShield® XR is a polyiso solution that's changing the game as the first polyiso continuous insulation on the market that can be used above and below grade, plus, the multifunctional capabilities as an air- and water-resistive barrier provide additional benefits to help simplify project complexity. It delivers a higher R-value per inch in a thinner profile to simplify installation and reduce wall assembly thickness. The thinner profile also takes up less space before your project even begins – more boards per truckload, more efficient storage, and the smaller carbon footprint.

Consider polyiso continuous wall insulation for your next home project. Better yet: choose the product that offers the most flexibility and delivers the most return on investment: EnergyShield® XR. We think you'll enjoy working with Atlas.

¹Calculations are based on ASHRAE 90.1, Appendix A and include wood studs, insulation, and sheathing values only.



EnergyShield® XR delivers a higher R-value per inch in a thinner profile to simplify installation and reduce wall assembly thickness.



EnergyShield® XR is a versatile polyiso solution that can be used both above and below grade that's inherently water resistant and solvent compatible.



Learn more about EnergyShield® XR and request a sample.



EnergyShield® XR
Continuous Insulation

CONTRIBUTORS



Rick Davis

Trust in Girl Scout Cookies | P. 22

Rick Davis is the contributing sales editor for *LBM Journal* and regarded by many as the leading sales trainer and consultant in the LBM industry. He has been the owner of Building Leaders, Inc. for 20 years and trained tens of thousands of salespeople in our industry.

Thea Dudley

Getting Personal in Credit | P. 26

After working for her subcontractor Dad but realizing manual labor wasn't for her, Thea Dudley moved to the power seat, granting credit and collecting payables. With over 35 years of experience, including as a VP of finance, she has worked with manufacturers, dealers, and contractors to improve cashflow. She hosts the "LBM Talks Credit" podcast, LBM webinars, and has written three books on the subject.

Bradley Hartmann

Think Like an Architect, Sell Like a Pro | P. 24

Bradley Hartmann has written 15 books and hosts both "The Construction Leadership" and "The Craft of LBM Sales" podcasts. He advises LBM dealers, distributors, and manufacturers across the country and trains thousands of commercial and residential construction leaders annually through his executive coaching and consulting, online training programs, custom workshops, and keynote speeches.

Russ Kathrein

The Four Qs of Strong Leadership | P. 30

Russ Kathrein is vice president of lumber & building materials at Do it Best, based in Fort Wayne, IN. He is passionate about the art of leadership and the human element of business. He has successfully led operations by first getting the people part correct and aligning the team, then focusing on fundamentals.

John D. Wagner

The Future is Already Here | P. 28

John D. Wagner is a managing director for 1stWEST Mergers & Acquisitions, which has transacted \$1.5 billion+ in deals with a specialty in distribution and LBM sectors. John is the author of 25 books and 2,600+ articles published in several major outlets. His most popular book is "M&A Basics For People in a (BIG) Hurry!"

James Anderson

In Depth: Building Components | P. 62

James Anderson is a career journalist who has served as reporter, editor, and publisher of community newspapers and now serves as editor-in-chief of a national business magazine. His work in trade media focuses on manufacturing, entrepreneurship, and the trends shaping small businesses and specialized industries.

A SPECIAL THANK YOU TO ALL OUR EDITORIAL CONTRIBUTORS



One Trade Fast. One Trip Finish.

FastFinish™ installs in one hour—with one trade.

Labor is tight. Schedules are tighter. FastFinish™ simplifies closet installs into a single visit—no extra steps, no return trips, no slowdowns.

Less back-and-forth. Better consistency. Faster closings.

Build faster.
[ClosetMaidPro.com/
FastFinish](http://ClosetMaidPro.com/FastFinish)



CLOSETMAID® PRO™

FastFinish™

THE ONE-HOUR CLOSET

FROM THE PUBLISHER

I'M PROUD AND EXCITED TO ANNOUNCE the inductees of the LBM 40 Under 40, Class of 2026.

We created this program to recognize and celebrate the young leaders making a difference in our community. It's important to emphasize that the 40 people featured on our cover and inside this issue aren't *rising* stars or *future* leaders. They've already established themselves as strong leaders in their companies and markets. They have arrived.

When we launched 40 Under 40, as with any new initiative, it was impossible to know how it would be received. I'm happy to report that since the beginning in 2023, we've been wowed by both the number and enthusiasm of the nominations. This year, the wow factor reached another level—with more nominations and more deserving candidates than ever before.

The fact is, while these 40 honorees are standouts, there was so much excellence among all the nominees that narrowing the list to 40 was no easy task.

I hope this program helps eliminate the perception among some in our community that young people today just don't want to work. And its sister perception—that women don't belong in the world of residential construction supply. If either were true—which they clearly aren't—our 40 Under 40 class wouldn't include women serving as buyers, controllers, owners, and general managers.

One last thing: Imagine all the strong young professionals in the LBM community who weren't nominated—or whose nominations weren't completed. After all, nominating someone is a process, and it requires input from the nominee.

This year's 40 Under 40 class has been invited to attend the LBM Strategies Conference, Oct. 14–16 in Milwaukee, where they'll be recognized on stage and receive a plaque. As we do each year, we'll also host a panel discussion featuring selected members of this year's class, moderated by an alumnus from last year. It's always a highlight of the event—and a reminder that the LBM community is vibrant, healthy, and in good hands.



A handwritten signature in black ink, which appears to be 'R. Schumacher'.

— Rick Schumacher
Executive Editor & Publisher

HAVE A QUESTION FOR RICK?
RICK@LBMJOURNAL.COM

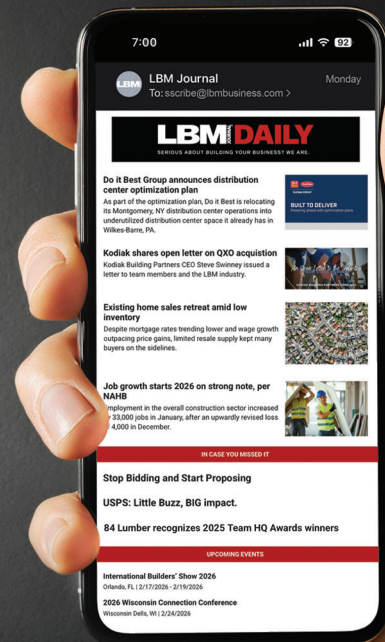
SERIOUS ABOUT BUILDING YOUR BUSINESS? WE ARE.

IT'S A NEW DAY.

LBM JOURNAL DAILY

NEW LOOK. STILL FREE.

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



SUBSCRIBE FOR FREE

Browse, bookmark, share, and interact with the most relevant and credible content and people in the market.



LBMJOURNAL.COM

THANK YOU TO OUR PREMIUM PARTNERS



RAILING TRENDS ARE SHIFTING. YOUR PROS ARE PAYING ATTENTION.

Walk into any design consultation today and the conversation has changed. Homeowners aren't just asking for a deck. They're asking for a specific look: horizontal lines, open sight lines, mixed materials, railing that disappears into the view rather than interrupts it. Contractors who can deliver on those requests are winning better jobs, and the dealers stocking the systems that make it possible are earning that business.

A LINE THAT COVERS THE FULL CONVERSATION

Aesthetic preferences vary by project, but the underlying contractor need doesn't: a railing that installs efficiently, performs long-term, and doesn't generate callbacks. Deckorators® railing systems are engineered around that reality across four product lines.

Aluminum railing covers the widest range of builds. The Rapid Rail system is built for speed, with a bracket-based design and drop-through balusters that get jobs done efficiently. Contemporary Rail raises the aesthetic with welded aluminum panels and a refined profile for clients who want something more polished. Both systems share the same post platform, simplifying what dealers need to carry and what contractors need to learn.

For higher-end projects where the view is the selling point, Contemporary Cable Rail pairs powder-coated aluminum with marine-grade 316 stainless steel cable.

Glass railing has a reputation for being the job contractors either sub out or talk clients out of, losing the margin either way. Deckorators Glass Rail Post Kits are designed to bring that work back in-house. The universal post handles line, end, and corner applications from a single component and is compatible with both ¼" and ½" glass panels. That means fewer SKUs for the dealer and a more predictable, profitable process for the pro.

For clients who want a traditional profile without the upkeep of painted wood, Composite Rail delivers. Pre-routed rails speed up the install, and the structural aluminum post with a trim-locking PVC sleeve delivers metal strength with a clean composite finish that holds its look season after season.

Every system is built with either durable composite materials or a powder-coated finish that resist scratching, hold color, and keep callbacks off the schedule while reinforcing contractor confidence.



THE COMPLETE BUILD IS THE BIGGER OPPORTUNITY

A railing upgrade that draws the eye to an inconsistent deck surface undermines the project and the referral that comes with it. Deckorators decking featuring Surestone® technology gives contractors a surface that matches the performance standard of the railing above it: increased traction, meaningful heat reduction underfoot, and dimensional stability through seasonal swings. When the complete build performs, contractors remember where they bought it, reference it by name at the counter, and come back to reorder.

STOCK THE SYSTEM, NOT JUST THE SKU

Dealers who stock the full Deckorators system aren't just filling a shelf. They're creating the conditions for larger tickets, stronger contractor loyalty, and pull-through demand that grows naturally.

Give your pros a railing line that covers every aesthetic they're being asked for, and the decking to complete the build behind it.

Learn more at [deckorators.com/products](https://www.deckorators.com/products)

YOUR CUSTOMERS **WILL NOTICE**



Better railing raises the bar on every build. Deckorators® gives your customers the strong and stylish railing they're looking for—and gives you a system that drives repeat business. Stock it alongside Deckorators decking featuring Surestone® technology and you're offering the complete build: durability, stability, and traction across every square foot.

Dec~~X~~**orators**® **STAND OUT**™



BROWN LUMBER & BUILDING SUPPLY



BUILDERS FIRSTSOURCE



CHELSEA BUILDING PRODUCTS

BY THE YARD

Brown Lumber & Building Supply has completed its 250th truss package since opening a new roof and floor truss manufacturing facility in Columbiana, AL on Jan. 14, marking a faster-than-projected ramp for the 30,000-sq.-ft. facility and adding \$5 million dollars in capital investment to Shelby County's industrial base. The plant currently employs 20 workers and is on pace to produce around 2 million board feet of product by the end of 2026.

Milwaukee, WI-based **Bliffert Lumber**, which operates 15 locations across Wisconsin, has reopened its Portage location after a store remodel. The location, which includes a lumberyard, hardware store and showroom, now features kitchen and bath displays, cabinetry, countertops, and expert design consultation.

McCoy's Building Supply opened a new store in New Caney, TX featuring 15,000 square feet of inside retail space and a paved, drive-thru lumberyard. The New Caney store is managed by Matt Daugherty who joined McCoy's in 2018.

84 Lumber has been named to Newsweek's America's Most Patriotic Companies 2026 list. The recognition honors 500 employers that put patriotism into action by supporting service members, veterans, and American communities, while demonstrating a strong commitment to ethical standards. Newsweek's America's Most Patriotic Companies 2026 list is based on a comprehensive study and a nationwide survey of more than 20,000 Americans.

The Red River Region of Blood Cancer United recently recognized Dallas-Fort Worth-area **Builders FirstSource** team members with an "Impact Award," for raising more than \$105,000 for the 2025 Dallas Light the Night Walk.

Three LMC dealers: **Builders' General**, **Hamilton Building Supply**, and **Woodhaven Lumber & Millwork**, all based in New Jersey, are giving back in their community to help raise funds for pediatric medical research. Together, they contributed to a Dream Home Project in Manasquan, NJ, in partnership with CMM, a Jersey Shore custom home builder, to benefit St. Jude Children's Research Hospital.

Clearwater, FL-based **Decks & Docks** has been added to the LBM 100. The company was mistakenly omitted and had submitted revenue information prior to the publication of our May 2026 issue. Decks & Docks operates locations across 20 states in the U.S.



INDUSTRY UPDATES

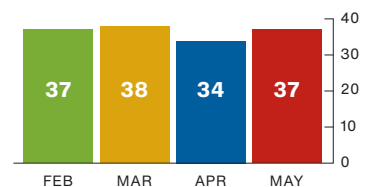
Chelsea Building Products celebrated the grand opening of its new 228,000-sq.-ft. facility in Madison, PA. The Madison facility will support the company's expanding manufacturing operations by extruding PVC-based window and door profiles, while also housing state-of-the-art blending and lamination operations.

National New Markets Fund, LLC has invested \$28.5 million to support the expansion of **RoyOMartin's** manufacturing operations in Corrigan, TX. The \$115.1 million project will retain 200 full-time jobs and create 123 new full-time positions.

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

Builder sentiment posts gain despite affordability challenges

Builder confidence posted a modest gain in May even as buyers grapple with rising mortgage rates and economic uncertainty while builders continue to contend with elevated land, labor and construction costs. Builder confidence in the market for newly built single-family homes increased three points to 37 in May, according to the National Association of Home Builders (NAHB)/Wells Fargo Housing Market Index (HMI).



FIND LBM JOURNAL HERE



FOLLOW, COMMENT, LIKE, AND TAG US. And send us your feedback to Rick@LBMJournal.com. Letters may be edited for length and clarity.





SOLENO
MASTERING WATER SUSTAINABLY



SMARTER BUILDING STARTS WITH BETTER DRAINAGE

TRIPLEFLO

Stronger. Tougher. Smarter.

- Lighter than PVC
- Easy to cut - even in the cold
- Easy to install
- Integrated bell for fast connections

DRAINS & ACCESSORIES

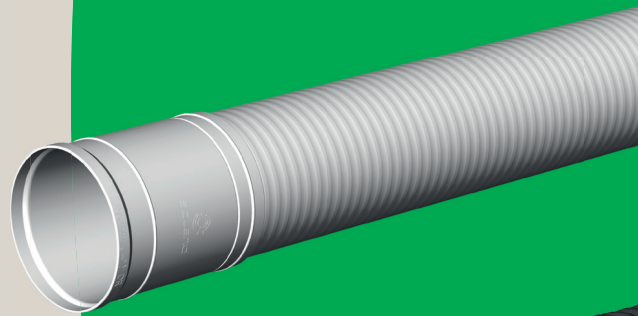
Flexible HDPE Drainage Solutions

- Perforated or solid HDPE drains
- Filter sheath options available
- Long continuous lengths up to 250 feet

GEOSYNTHETICS

High-Performance Geosynthetics for Smarter Ground Solutions

- Needle-punched nonwoven geotextile
- Separates, filters, and stabilizes soils
- From foundation drainage to landscape optimization



[SOLENO.COM](https://www.soleno.com)

| 1.800.363.1471



PEOPLE IN LBM



DAVIS



PARRISH

Spahn & Rose Lumber Co. announced that CEO/President **Dave Davis** will retire. To ensure continued strategic momentum the board has announced **Matthew Parrish**, a business leader with over 30 years of experience in the building materials industry, will join Spahn & Rose Lumber Co. as CEO/president.

US LBM announced that **Nick Cox** is the recipient of the 2026 Humanitarian Award, recognizing exceptional dedication to improving the lives of youth in his community. As part of the recognition, the US LBM Foundation will donate \$10,000 to the Boys & Girls Clubs of Wake and Johnston County.



Builders FirstSource, Inc. announced the appointment of **Alena Brenner** as executive vice president, chief legal officer and corporate secretary. Brenner will lead all legal, risk management, government affairs, compliance, corporate social responsibility, and insurance functions for the company.



The board of directors of **The Lester Group** has elected **Jay Dickens** to serve as Board Chairman. Dickens, who continues in his role as CEO, succeeds James A. O'Brien, who has retired from the board after more than a decade of service to the company.



Owens Corning announced that **Todd Fister** has been promoted to executive vice president and chief financial and operating officer. Fister has served as Owens Corning's executive vice president and chief financial officer since 2023.

GAF announced that **Dan Karins** will assume responsibility for the full Commercial Sales business, succeeding Alma Garnett.

Trex Company, Inc. announced the appointment of **Zachary C. Lauer** as senior vice president, chief operations officer. Before joining Trex, Lauer held numerous senior roles in supply chain, manufacturing, and engineering at Newell-Rubbermaid Company and Federal-Mogul.



FIRKO



DiGANGI

Pennsylvania Lumbermens Mutual Insurance Company introduced several executive leadership changes and promotions across the organization:

Steve Firko, CPCU, a PLM veteran of over two decades, will assume the role of president.

Lindsey N. DiGangi, CPCU, has been promoted to senior vice president and COO.

BJ Gardner has been promoted to assistant vice president of information technology.

Ray Rogers has been promoted to assistant vice president of claims.



GARDNER



ROGERS

Georgia-Pacific announced that **John Mulcahy**, vice president of stewardship for Georgia-Pacific, will assume the role of senior vice president of communications, public affairs and stewardship.

ProVia announced the promotion of **Kari Crilow** to vice president of customer experience. Crilow will assume the responsibilities of Lonnie Hershberger, who retired after 30 years of dedicated service to ProVia.



CO-OP & BUYER'S GROUPS

Nick Talarico has been named chief operating officer of **Do it Best Group**, marking the next major step in the integration of Do it Best and True Value. Talarico will have the responsibility of strengthening operations and advancing the company's work to serve members and retailers through both national brands.

LMC has announced the addition of **David Lezzer**, president of Lezzer Lumber and managing partner of Lezzer Property Ventures, to its board of directors.



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

DISTRIBUTION NEWS

IG Railing announced that **American Cedar & Millwork** is stocking IG Railing hardware, lighting and IG Armor. The partnership makes IG Railing's frameless glass railing systems readily available to contractors and builders through American's inventory and service network supported by distributor Parksite. The announcement marks the first step in a broader expansion of stocking dealers as IG Railing continues to grow its depth of presence across the U.S.

HydroBlok, a manufacturer of lightweight, waterproof construction systems, announced a distribution partnership with **Weatherization Partners, Ltd.** expanding access to HydroBlok exterior wall systems for builders, contractors, developers and architects across the South and Southwest United States.

Envision Outdoor Living Products is bolstering its presence in Texas and expanding its partnership with **Dealers Choice**, which will add Envision's composite decking lines and Fairway Railings in Tyler and Seguin. The Tyler distribution center serves dealers throughout East Texas while Seguin supplies Central Texas, including the San Antonio corridor and surrounding Hill Country communities.

Arbor Wood Co. has announced a new distribution partnership with **General Woodcraft Inc.**, a supplier of premium and sustainable building materials. With distribution locations on both the east and west coasts, the agreement will broaden market access to Arbor Wood Co.'s line of domestically-produced ThermoWood products, delivering sustainable, high-performance wood solutions to a wider network.

Ready Pine, a supplier of prefinished pine wall and ceiling panel products, announced an expansion of its distribution network through a new partnership with **WS Building Materials**. Ready Pine products are now available at WS Building Materials branches in Green Bay and Jackson, WI, Riverdale, IL, and Sioux Falls, SD. Ready Pine has been distributed from their Comstock Park, MI branch since 2023. This strategic expansion significantly increases accessibility to Ready Pine's premium pine products for designers, contractors and retailers across the Midwest.

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



ULINE SAFETY FIRST

MASKS

GLASSES

GLOVES

ORDER BY 6 PM FOR SAME DAY SHIPPING 1-800-295-5510 uline.com

MERGERS + ACQUISITIONS

Ganahl Lumber Company has announced that it has acquired the assets and real estate of **Nichols Lumber**. Since 1958, Nichols Lumber has been a cornerstone of the Baldwin Park, CA community.

Carter Lumber, one of the nation's largest building materials suppliers, announced the acquisition of **Gaster Lumber and Hardware**, a three-location building materials supplier serving the Savannah, GA metro area. This acquisition continues the expansion of Carter Lumber's footprint in the Southeast, giving the company full coverage across Georgia.

Southeast Building Supply Interests announced the acquisition of **Builders Supply Company**, further expanding SBSI's footprint in Tennessee. This acquisition adds three Builders Supply locations to SBSI's growing network, bringing the company's total footprint to 14 locations throughout the Carolinas, Georgia, Alabama and Tennessee.

The Building Center, Inc., a privately-held building materials supplier in the Southeast, announced the successful acquisition of **Willingham and Sons Building Supply and Septic Tank, Inc.**, located in Newberry, SC.

QXO, Inc. announced that it has entered into a definitive agreement to acquire TopBuild Corp. for approximately \$17 billion, significantly expanding QXO's scale and capabilities across the building products value chain. TopBuild is the largest distributor and installer of insulation and related building products in North America. The combination will bring together QXO's leading positions in roofing, waterproofing, lumber-related building materials, and associated products with TopBuild's insulation capabilities, creating a higher-margin business with expansive value-added offerings for customers.

Siwek Lumber Jordan has acquired the assets of **Generations Lumber** in Lonsdale, MN, as part of a strategic expansion designed to strengthen the company's market presence, inventory capacity, and delivery footprint across the Twin Cities metro area and Southern Minnesota. Operations at the former Generations Lumber location ceased on May 7, 2026, with inventory, equipment, and operational assets being integrated into Siwek Lumber's Jordan and Le Sueur facilities.

rk MILES, a provider of building materials and services across Vermont, northern New Hampshire and Western Massachusetts, announced the acquisition of **Valente Builders Inc.** in Hudson Falls, NY, a manufacturer of wall panels serving builders and lumberyards throughout the region.

All Points Technical, Inc., a provider of offshore technical services to the construction and building components industry, announced the acquisition of an ownership stake of **Solutions 4 Design, LLC**, an architectural, engineering and building components industry services firm with operations in the United States and Honduras.

TOUGH CALL SOLUTIONS

APRIL 2026 ISSUE SURVEY RESULTS FROM LBMJOURNAL.COM AND LINKEDIN.

THE DISCOUNT VENDOR DILEMMA

With decking season heating up, you could buy your decking/railing brand of choice at a steep discount from a different vendor—but with no training, service, or support. Here's how readers responded.



Negotiate. 74%
Share the offer with your current distributor and ask if they can sharpen pricing to keep the business.

Test drive. 14%
Do a couple of test orders with the new vendor. This way you can discover what they're like to work with, and to see if you can live with the bare bones service.

Stay loyal. 9%
There's more to business than low margins. Stick with your current vendor and treat their service, support, and partnership as part of the value.

Money talks. 3%
Agree to buy the brand you're accustomed to from the discount distributor and accept the lower price in exchange for reduced service.

WANT TO SEE MORE TOUGH CALLS? CHECK OUT PAGE 72 OF THIS ISSUE, OR FIND MORE AT: lbmjournals.com/category/tough-call

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



LISTEN NOW!

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

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

LBM TALKS



INDUSTRY EVENTS

AUG 27

ALLIED BUILDING STORES FALL MARKET
Branson, MO | alliedstores.com

SEP 14-16

2026 WMA MILLWORK CONVENTION
& TRADESHOW
Orlando, FL | worldmillworkalliance.com

SEP 14-18

BCMC 2026
Columbus, OH | bcmcshow.com

SEP 15-17

LMC LEADERSHIP SUMMIT
Seattle, WA | lmc.net

SEP 23-25

CONSTRUCTION SUPPLIERS
ASSOCIATION 2026 CONFERENCE
& TRADESHOW
St. Simons Island, GA | gocsa.com

SEP 25-28

DO IT BEST & TRUE VALUE FALL MARKET
Indianapolis, IN | doitbestonline.com

OCT 14-16

2026 LBM STRATEGIES CONFERENCE
Milwaukee, WI | lbmstrategies.com

OCT 28-30

LMC EXPO 2026
Philadelphia, PA | lmc.net

NOV 4-6

NAWLA TRADERS MARKET
Anaheim, CA | nawla.org

NOV 9-11

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

NOV 17-19

DECK EXPO
New Orleans, LA | deckexpo.com

2027

JAN 19-20

BLD BizCon North
Brooklyn Park, MN | bldconnection.org

FEB 1-2

BLD BIZCON SOUTH
Altoona, IA | bldconnection.org

FEB 2-4

2027 NAHB INTERNATIONAL
BUILDERS SHOW
Las Vegas, NV | buildersshow.com

FEB 25-27

ORGILL DEALER MARKET
Orlando, FL | orgill.com

MAR 5-7

DO IT BEST & TRUE VALUE
SPRING MARKET
Orlando, FL | doitbestonline.com

MAR 8-10

LBM ADVANTAGE ANNUAL
BUYING SHOW
Grapevine, TX | lbmadvantage.com

MAR 23-25

LMC ANNUAL 2027
Tampa, FL | lmc.net

Congratulations!
on being named
to the prestigious
LBM Journal 40 Under 40
CLASS OF 2026

Ashley Elliott SBSI Mountain Building Supply	Danielle Hoover Your Building Centers Inc.	Ben Rush Southeast Building Supply Interests
James Dain N. Dain's Sons Co.	Daniel Matsuura HPM Building Supply	Rebecca Vaughn Mead Lumber
	Eric Pagan LBM Advantage	

We're proud of your remarkable contributions
and commitment to the LBM industry.

 **LBM Advantage**
Better. Stronger. Together.

LBM STRATEGIES

2026 CONFERENCE

OCTOBER 14-16 • THE PFISTER HOTEL • MILWAUKEE, WI

Ready to outperform the competition? Join other LBM industry leaders from across the U.S. to learn, share and network, then get back to work armed with fresh ideas and actionable insights to grow your sales, your business and your brand. Breakfasts, lunches, networking breaks and cocktail receptions—all included with your registration—offer an ideal opportunity to connect with old friends and make new ones.

REGISTER TODAY!

RESERVE YOUR SPOT BY JUNE 30

SAVE \$200

Registration is open to LBM dealers and distributors

PRESENTED BY

LBM JOURNAL



FEATURED SPEAKERS
MORE TO COME!



CHAD AMBLE
Issaquah Lumber



RICK DAVIS
Building Leaders, Inc.



THEA DUDLEY
Credit Overlord



DAN EFENCY
Carter Lumber



GRANT FARNSWORTH
Farnsworth Group



BRADLEY HARTMANN
Bradley Hartmann & Company



RUSS KATHREIN
Do it Best



BETH POPNIKOLOV
Venveo



TED RIEPLE
1st West M&A



JOHN D. WAGNER
1st West M&A



SHANE SOULE
ProTec Panel & Truss



RICK SCHUMACHER
LBM Journal

**A SPECIAL THANK YOU TO
OUR GENEROUS SPONSORS**

PLATINUM



SPEAKER DINNER



RECEPTIONS



GOLD



BRONZE



Boise Cascade®
ENGINEERED WOOD PRODUCTS



Higharc



SPONSORS



**Lumber &
Building Materials**



Weyerhaeuser



LBM Advantage
Better. Stronger. Together.



4Ward Solutions Group
Where Businesses Come for Solutions



SOLENO
MASTERING WATER SUSTAINABLY



**REGISTER TODAY AT
LBMSTRATEGIES.COM**



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

BY RICK DAVIS

TRUST IN GIRL SCOUT COOKIES

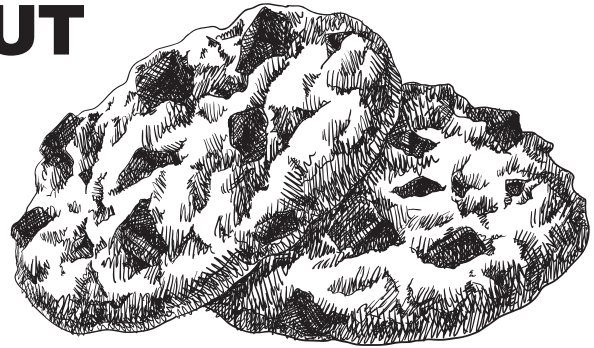
IF YOU WERE BORN after 1922, which means all of us, then you must be familiar with the ritual joy of munching on a delicious Girl Scout Cookie. According to at least one source that AI cites, so it must be true (eye roll), 40% of all U.S. households purchase the delicious treats every year. There is certainly a lot this annual campaign can teach us about sales and the customer experience.

The first is the matter of trust. People buy Girl Scout Cookies from people they trust, and this means established trust in addition to likability. You can see an ad hoc cookie stand at your grocery store and guiltlessly walk by without making a purchase. Yes, you like the young salesgirl hawking her goods with her mom, but you have trusted relations with other salespeople promoting the same commodity.

Thus, the business that a household gives to the Girl Scout Program goes to the family and friends of family where daughters, granddaughters, and nieces are representing the product. The relationship comes before the transaction, just as it usually does in the LBM industry.

But technology can help! As salespeople grapple with the fear that AI or CRM technologies might render them obsolete, the progressive ones recognize that technology is the force multiplier of trust. Take the amazing story of 6-year-old Pim Neill, who has shattered the single-year sales record by selling over 100,000 boxes of cookies.

It all started with a dream she had as a 3-year-old to sell Girl Scout Cookies when she “grew up.” Because she is a child with special needs, she had to find the right troop to join before amazing the cookie community with her feat. Her parents helped her get messaging out on social media and the trust in this beautiful child did the rest. Notably, the record for most boxes sold in a “career” for a Girl Scout is 180,000. Seems likely that Pim will likely shatter that record as well.



Additionally, abundant studies have proven that scarcity is a highly influential factor in the value of a product. Collectible items are bid up because they are rare. For example, the McRib is a product on which success is built because the timed release makes it a once-per-year opportunity. The timely spring release of Girl Scout Cookies makes them a product that we know must be purchased before the window of opportunity closes.

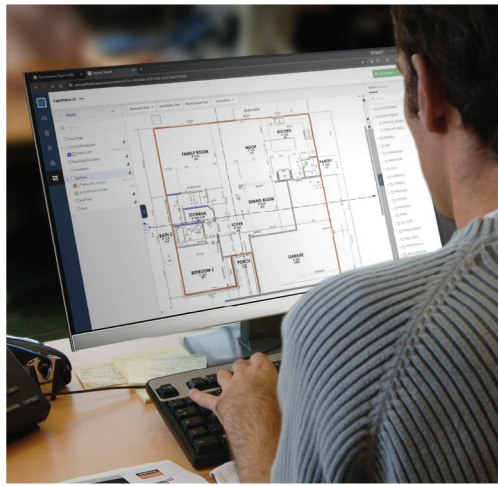
Ultimately, the thing about Girl Scout Cookies is that they are delicious! They create an emotional connection to an experience, a worthy objective for any sales and service organization. It's not enough for your customers to be “satisfied.” Satisfaction surveys might validate that customers have attained this moderate level of engagement. True engagement means determining if your customers are genuinely thrilled with the relationship they have with you. Maybe it would be better to have “Elation” surveys rather than satisfaction.

Quality is controlled by only two organizations licensed to produce the cookies, with formulas that have not changed in decades. It's in knowing ahead of the first taste that the emotional connection begins. The product does not underpromise and over-deliver; instead, the experience promises and delivers consistently, a powerful formula for the longevity of any brand!

The consistency with which the product has been delivered for over a century elicits Pavlovian responses even before the cellophane is torn open. Girl Scout Cookies elate us and become addictive in the short window they are available. We buy them from the salespeople we most trust and with whom we have the closest relationships. The product remains the same and is an enduring part of our culture even if the means of modern technology might change buying patterns slightly.

For me, I will forever be a fan of Girl Scout Cookies and only wish that they would stop issuing them in two-portion boxes.

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



Solutions for the modern LBM.



Pipeline LBM™ takeoff, material management and estimating software is built to help you do business more efficiently. Now with cloud-based Takeoff capability, it generates accurate estimates and BOMs faster than ever. Creates downstream workflows in sync with your POS system. And frees up your sales team to spend more time with customers. Plus, in-app training eases onboarding so everyone can get up to speed. Simpson Strong-Tie also offers Professional Services to augment your expertise in residential construction. It all adds up to a smart solution that can accelerate business growth. Scan the QR code to learn more about Pipeline LBM.



BY BRADLEY HARTMANN

BY THE FALL OF 1987, Michael Jordan was done with Nike. The mania around the first Air Jordans—black and red and banned by the NBA—had faded. The second Air Jordans were lackluster. When several of Jordan’s key contacts at Nike left, he was ready to do the same.

Phil Knight, Nike’s CEO, asked for one more chance. That chance was Tinker Hatfield. He would be Jordan’s third shoe designer in three years.

Hatfield wasn’t a traditional designer. He was an architect. Before sketching a single line, he asked to spend time with Jordan in Chicago. He accompanied Jordan to his tailor, noting his attention to lapels, hem lines, fabrics, and fit. Michael wanted a shoe that felt light but stable—and he wanted to wear a new pair every game without having to break them in. He wanted something new and fresh, yet classic.

Hatfield observed and listened. He studied the superstar before him. His pencil was in constant motion, alternating between scribbling and drawing.

Weeks later, Jordan arrived at Nike headquarters. On the conference room table sat a shoe beneath a black velvet cloth. Hatfield lifted it. The Air Jordan III.

THINK LIKE AN ARCHITECT, SELL LIKE A PRO

He walked Jordan through the design. The unique elephant-print suede would be a first on the court. Tumbled leather uppers were soft from the jump, featuring a natural grain that made every pair look one-of-a-kind. There was a window of “visible air” in the heel. Then Hatfield delivered the insight that changed the game.

The previous models, he explained, were Nike shoes with Jordan’s name on them. This one was different. This was Jordan’s shoe—one that happened to be made by Nike. The proof was on the tongue. It was a new symbol: Jordan’s airborne silhouette. The Jumpman. Jordan was sold.

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

Hatfield’s breakthrough wasn’t just better performance. It was a shift from product to personalization. As an architect, he started with a three-dimensional person and a problem to solve. And this is where most salespeople go wrong.

Too many reps arrive with product knowledge and spend their time reverse-engineering. Great salespeople start with the solution—and then align the product to fit.

That requires an architectural mindset, one built on three principles that separate sales amateurs who pitch products from those sales professionals who design solutions.

Principle I: Study the Customer Before Designing the Solution

Amateur reps jump into quote mode. Expert sellers diagnose first. They listen with intent, ask follow-up questions, and work to understand what’s really driving the opportunity: annoyances, inefficiencies, and unmet aspirations.

Every customer—even Michael Jordan—wants to feel seen and heard.

Principle II: Design Within Their Constraints

Constraints aren’t obstacles. They’re the boundaries of the blueprint.

Jordan wanted to wear a new pair of shoes every game, but traditional materials required a break-in period. Hatfield didn’t push back. He designed around it.

Your customers operate under constraints too: Labor shortages, lead times, cash flow, and jobsite coordination. They need better solutions, ones built for their perception of reality.

Principle III: Build the Blueprint Before the Proposal

Architects don’t design before surveying the site. Form follows function. Every time.

Too many salespeople rely on instinct and memory to understand their customers. The best ones rely on systems.

By implementing a system to methodically understand your customer’s priorities, current initiatives, pain points, and even how they wish to be perceived in the market, you often uncover needs beyond the reason for the call.

This is where sales tools matter. One example is our Mackay 66 v.2.0, an updated version of Harvey Mackay’s customer intelligence report. It’s a diagnostic framework designed to eliminate guesswork and help uncover what really drives decision-making.

When you understand a customer deeply enough, the solution stops feeling like yours and becomes theirs. This is when the conversation shifts from “Who should we pick?” to “When can we start?”

Dear Sales Managers—and those General Managers who never signed up to lead sales,

I owe you an apology.

For years, the LBM industry, us included, has focused on those above and below you: Roundtables, conferences, and councils for executives; academies, training courses, and tools for sales reps.

Standing in the middle of it all, we've worked around you. Which doesn't make much sense. Because the sales manager role is a constant paradox.

You're expected to coach your salespeople, but not hover. To step in, but not take over. To ensure your sales reps are successful, but also allow them to fail.

At any given moment, you're juggling projects, pricing, customers, and prospects. You're developing existing employees while tasked with hiring new ones.

It's a largely impossible job. So, we chose a largely impossible mascot: Part elephant, part octopus.

Like an elephant, you're strong, steady, and protective of your team, advancing the herd one step at a time.

And like an octopus, you're constantly juggling, moving in three dimensions: backward to analyze, forward to anticipate, coaching down while managing up.

For some of you, this is the job you chose. For others, it's a responsibility you inherited.

Either way, the expectations are the same. And for too long, you've had to figure it out on your own.

DO NOT WALK ALONE.

That's why we built a guild. Not a course. Not a one-day workshop. Not a book recommendation.

A guild is what forms when a craft is too complex to master alone. The Sales Managers Guild exists to represent you, to train you, and to connect you with others doing the same difficult work—day after day.

The Sales Managers Guild launches September 2026.

We can't make your job easy.
But we can make sure you don't have to do it alone.



TO LEARN MORE, VISIT
[THESALES MANAGERS GUILD.COM](https://thesalesmanagersguild.com)

BY THEA DUDLEY

Dear Thea,
Our management team approached me about concerns on a couple of accounts that have larger than normal balances on the AR. What kind of guarantee/insurance do we have as an unsecured creditor of getting paid if the company can't pay the account balance? Most larger corporations won't do a personal guarantee. Is there anything you can recommend we do to guarantee we will get paid when dealing with these larger corporations?

— It ain't personal

GETTING PERSONAL IN CREDIT

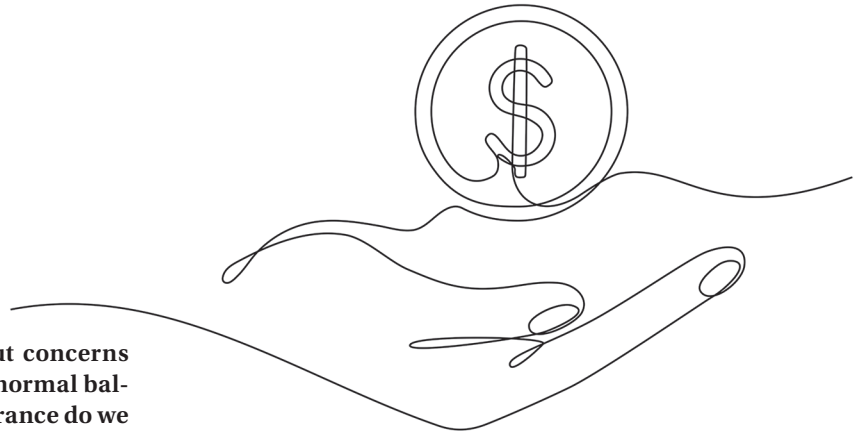
Dear Personal,
Are you familiar with the phrase, “The only thing guaranteed in life is death and taxes?” Welcome to trade credit, where a guarantee of payment is a wild mix of choice, chance, and what you or your customer decide to do with both.

Most companies incorporate to insulate themselves from being held personally liable. Who at the large corporation would be nutty enough to sign a PG unless they're the sole owner with complete control, and is the one spectacular human who puts their money where their mouth is and means it? Otherwise, presidents, VPs, controllers, CFOs, and any other title you'd like to throw in, are at the whims of change as much as any other employee.

What guarantees do you have? None. Trade credit is lending based on past payment performance, reputation, relationship, sometimes financial statements, and a host of other items that credit folks find hard to run through a data analytics program.

It's probably not the best time to point out—but a reality—that asking what guarantees or insurance you have for a customer AFTER they rack up a giant balance is trying to get health insurance on someone who is already flatlining.

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



Sure, it feels reasonable, but you already know you're in the weeds and so does the insurance company.

You shouldn't be looking for smoke-on-the-water guarantees. Instead, start looking for control. That control comes from tightening the exposure you already have.

1. Re-evaluate the account(s) IMMEDIATELY. Not a full credit app redo, but a quick, targeted assessment.
2. Find fresh financials or request that set you have been meaning to get.
3. Do they have jobs in progress, orders pending?
4. What terms do they have? Are they in this deep because you granted extended terms?
5. Get the status of the AR—how much is current, past due, and how past due?
6. Are there any new lenders, liens, lawsuits, or judgment?

This gives you insight whether the balance is a temporary spike, increased growth, or their inability to manage their cash flow (bill and collect their money).

Watch your lien rights: Send preliminary lien notes, track deadlines, file liens or bond claims. A lien isn't a guarantee, but it's the closest thing to a “pay me or else” that the law allows. Exercise your rights—don't give them away.

You can ask for a PG at this point, but it's only good for debt incurred going forward. Getting a PG now is like installing a smoke detector after the house is burning. It's safety equipment but it's not saving anything.

There is no magic guarantee they will pay. Not a form, a handshake, signature, or divine intervention. What you do have is: leverage, legal rights, relationship capital, information, and control over future shipments. These are your real tools.

Let's be honest: in trade credit, the only two things truly guaranteed are that 1. you will have customers and 2. some of them won't pay. Everything else equates to a carnival game run by a dude named “Lefty” who swears the ring can fit over the bottle if you try “just one more time.”

We do our best—liens, joint checks, payment plans, PGs, account reviews. Compared to death and taxes, they're polite suggestions to the universe. It beats crossing your fingers and hoping the credit gods are in a generous mood. If nothing is guaranteed, what do you actually want to bet on, knowing there are no promises?

WINDOW WRAP®



Self-adhesive. Self-sealing. The system to stick with.

WindowWrap® delivers a complete line of proven flashing solutions.



In today's economy, builders demand maximum value from their building materials.

When it comes to flashing, it means keeping out more than just water. Count on the WindowWrap® family to deliver versatility, quality and value to each and every job. Protect your reputation by using a product line that won't let you down – WindowWrap®

WindowWrap® Flashing Solutions

- Flex options for sill pan flashing and curved openings
- Variety of straight flash products
- Low-temperature-rated options
- Made in the USA

mfm® BUILDING PRODUCTS CORP.

Visit mfmbp.com or call 800.882.7663 today.



BY JOHN D. WAGNER

THE FUTURE IS ALREADY HERE

HOVNANIAN ENTERPRISES' Ari Hovnanian famously said that, "Home building is a 200-year-old business unimpeded by progress."

Well, the actual building of homes hasn't improved all that much over the last 40 years—we're still driving nails through boards after all—but the ordering and logistics for getting building products to the site has changed, and it's changing even more rapidly now.

At the last LBM Strategies Conference, where 1stWest M&A interviewed acquirers of LBM business, US LBM's Jim Hooper asked the audience to imagine what the airline industry was like 20 or 30 years ago. If you wanted a flight, you called a travel agent. They issued you a paper ticket, which was also your boarding pass. There were no TSA eye scans to allow you to the boarding gate ... you sauntered into concourse (with your family in tow to say goodbye). There was no way for the consumer to cross-check prices, look for deals, or select seats and upgrades.

Now, you can go to Google Flights, cross-compare tickets—with access to predictions for future price changes—and then you go to your airline's app on your phone, purchase your tickets, select your seats, and even preorder your meals. Then, day of, you can go to Flightly or Flight Alert, or the airline app, to track the incoming plane that your flight depends on, and track delays to the minute. Worried about your luggage? Track those through the app, or through Apple Air Tags.

That kind of price transparency and ease of order tracking is coming to the LBM industry. In fact, it's already here, with the trail blazed initially by well-capitalized companies. Home Depot has its real-time inventory directly linked to their phone app, showing product counts, aisle, and bin numbers in your search results. Your GPS will even direct you to the right part of the store. If the product is out of stock, you can, right there, order the product, and arrange delivery. Lowe's offers identical capability.

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

On the "pro" side of the building supply industry, the trend is toward digital platforms that allow customers to manage key aspects of their business relationships online, including estimating, ordering, scheduling, delivery tracking, invoicing, and account management. Along with leading ERP platforms, a growing number of third-party logistics, delivery, and inventory are also available. LBM suppliers increasingly need modern, up-to-date technology to meet customer expectations for speed, convenience, and efficiency.

If you are going to seek an acquirer for your company, do you think it would be a value-add if you have already installed this kind of digital capability? Of course it is.

Today, if even your ERP system is out-of-date, acquirers will probably dock you the replacement or upgrade costs as a reduction in purchase price, since that is a cost they will bear soon after they own your company.

As apps that pro customers use become more commonplace, acquirers will start to consider that capability as the new baseline—a *must-have* not the *nice to have*—for customer service capabilities you should be offering. This is especially true if your cross-town competitor has this capability, and you don't.

If you are going to seek an acquirer for your company, do you think it would be a value-add if you have already installed this kind of digital capability? Of course it is.

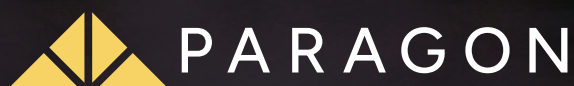
There's a quote about technology that's held true for years: "The future is already here, it's just not widely distributed."

Think back just 10 years ago—the blink of an eye for most of us—could you even image drones delivering for Amazon? Yet it's coming up your street soon. Could you imagine robots building trusses and components in lights-out manufacturing? That's happening now too. How about robotic lines trimming out pre-hung doors, knocking out 90% of human employees? Here already. Robots picking inventory and serving as your load-builders? It's not far away for the LBM space, but it's commonplace in Amazon warehouses. AI vision systems like Sparrow, Vulcan, and Blue Jay can recognize products by "sight," e.g. optical reader. AI-driven "self-healing" inventory, "elastic" logistics, and self-driving trucks? It's all headed your way, if it isn't already at your doorstep.

Although it may seem as though I'm talking about a distant future right out of the movie "Blade Runner," we are seeing a rapid adoption of these features and having them—or not having them—will have a direct effect on your acquisition value.

TRUSS DESIGN BUILT FOR WORKING TOGETHER.

- ◆ Streamline component quoting: improve coordination and turnaround.
- ◆ Connect your tools: open API and flexible integrations for your workflow.
- ◆ Collaborate with any shop: no vendor lock-in or closed systems.



Paragon gives any LBM the tools to quote faster, integrate seamlessly, and ensure streamlined coordination.



Start for Free at www.ParagonTruss.com

BY RUSS KATHREIN

WE HAVE ALL SEEN someone who is a good manager get promoted and fail because they weren't a good leader. They could manage the X's and O's of a job, but they struggled leading their people. So what are the qualities that a good leader must master, or more specifically, what are the ones that leaders often overlook, that ultimately lead to their demise? Clif Mathews posted on LinkedIn about four areas of intelligence in leadership—how we often only focus on intellectual intelligence, and overlook the other three: Emotional, Social, and Adversity.

THE FOUR Qs OF STRONG LEADERSHIP

Emotional Quotient (EQ)

Early in my career, a company I worked for hired an executive coach named Bill to work with a group of us considered up-and-coming leaders. I was running a large region and I was frustrated. I couldn't figure out how to get the best out of my people. Bill's advice was simple: figure yourself out first, then you can figure out how you affect others.

I took some personality tests that showed that I was an extroverted processor. I liked to think out loud and push for decisions. Turns out, not everyone is wired that way. One of my area managers was an introverted processor. When I pushed hard in meetings, he either dug in or shut down. Once I understood that about him, I changed my approach. Instead of dropping a big decision on him in a meeting, I sent him a note on Friday and told him we'd talk Monday. He came in ready. He'd already processed it on his own and reached the same conclusion I had.

EQ isn't about being soft. It's about knowing how your internal state affects the people around you. Leadership maturity is the ability to stay present without making your mood the organization's problem.

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

Social Quotient (SQ)

The best intelligence I've ever gathered as a leader didn't come from a report. It came from an impromptu discussion with a colleague or a conversation with a vendor. Those informal settings are where people tell you what they won't say in a meeting. What a competitor is doing. Which company is about to make a move. Who just got let go and why.

SQ is the ability to read what's actually happening across your organization, not just what's being presented to you. What gets said in the room is usually only part of the picture. A leader with a high SQ knows how to find the rest of it. You can't develop it sitting behind a desk. It's the biggest thing remote work has cost us.

Adversity Quotient (AQ)

I've sat across from leaders who were visibly stressed during a difficult stretch. The problem wasn't the situation itself. It was that the anxiety was spreading. The team could see it, and instead of solving problems, they were spending their energy managing around the leader.

When things get hard, people don't look for the most charismatic person in the room. They look for the steadiest one. A leader's job is to be the shock absorber, not the amplifier. AQ is the capacity to absorb pressure without passing it down. A calm leader in a crisis gives the team permission to solve the problem instead of worrying about the person running it.

Intellectual Quotient (IQ)

IQ matters. But at senior levels, it's not about having the most answers. It's about asking the right questions and creating the conditions for the best answer to surface, even when it's not yours.

I like to start meetings out hearing from the least senior people. It brings out fresh perspectives, and takes away the possibility of them keeping to themselves and just agreeing with their superiors' opinions. There is an old story of a truck that was wedged under a bridge. A group of engineers determined that the only option available to loosen the truck was to dismantle parts of the bridge. It took a little boy standing in the crowd to offer the idea of simply deflating the tires on the truck.

Leadership is about distinguishing signal from noise, seeing implications early, and translating complexity into clear direction for the people who need to act on it.

The leaders who last aren't the ones with the highest IQ (something I can personally attest to). They're the ones who know themselves, read the room, hold steady under pressure, and cut through noise with clarity. Four letters. One complete leader.

THE ORIGINAL BAGGED CONCRETE

SINCE 1936.

ZERO
COMPROMISES.



**BECOME AN AUTHORIZED DEALER
AT [SAKRETE.COM/DEALER](https://www.sakrete.com/dealer)**

How LBM Dealers Win with GatorBar® Fiberglass Rebar—and How to Position the Value with Your Customers



Across the competitive LBM landscape, looking for smarter ways to grow margin, reduce operational friction, and strengthen contractor loyalty are nonnegotiable for savvy dealers. GatorBar® fiberglass rebar gives dealers an opportunity to do all three. By offering a lightweight, corrosion-proof alternative to traditional rebar, dealers can unlock freight savings, differentiate their product mix, and help contractor customers build faster, safer, and longer-lasting structures—turning rebar from a commodity into a value-added profit driver.

Where Benefits Become Advantage: How Dealers Can Clearly Sell GatorBar® Benefits to Contractors

Here are counter-ready benefits your team can use to capture the profitable advantage of GatorBar® fiberglass rebar sales.

Lower Freight = Higher Dealer Margins

- Up to \$5,000 per truckload in freight savings
- 4x lighter = more linear feet per delivery*
- Reduce inbound freight costs or pass savings through to win more orders

Faster-Moving Product, Lower Yard Burden

- Can be stored outdoors — no rust, no degradation
- No corrosion protection needed (no epoxy, galvanizing, or stainless upgrades)
- Lighter weight reduces wear on forklifts, racks, and handling equipment

Contractors Finish Faster — They Order More

- Contractors see 30–50% labor savings
- Smaller crews required → faster pours → quicker reorders
- 3/8" GatorBar® (#3 GB) replaces 1/2" steel (#4) in flatwork applications, reducing material volume

Safety + Simplicity = Fewer Barriers to Adoption

- No splinters, no splinters, no sharp steel edges
- Reduced injury risk → better contractor confidence
- Cuts cleanly with no sparks or carcinogen exposure

It's not replacing steel everywhere, but where corrosion, freight, labor, or safety are pain points, GatorBar® can help LBM dealers move more product per truck, reduce yard headaches, and give contractors a reason to choose your store over the next dealer down the road.

Your Weyerhaeuser Distribution sales representative is ready to help you pinpoint where GatorBar® fits your contractor mix and where it can drive margin, volume, and repeat business.

Higher margins. Differentiated offerings. Stronger customer loyalty.

*GatorBar® is 4x lighter than steel size-for-size, and 7x lighter when sizing down from #4 steel to #3 GatorBar®.

Graphics courtesy of GatorBar®



DISTRIBUTED BY

GATORBAR®



Weyerhaeuser

Delivering the elements that **elevate your business**

Built on **industry-leading delivery performance**,
Weyerhaeuser is the distribution partner you can count
on to get you the best building materials available.



 **Weyerhaeuser**

▲ and Weyerhaeuser are registered trademarks of Weyerhaeuser NR Company.
© 2026 Weyerhaeuser NR Company. All Rights Reserved.

wy.com/Distribution

MORGAN HARDWARE

ESTABLISHED: 1901

We spoke with Scott Williams, owner of Morgan Hardware in Rockmart, GA, about the company's longevity in the community.

What was the company's early history like?

Morgan Hardware was founded in 1901 in Rockmart, GA at a time when the town had no electricity or indoor plumbing. Founder George F. Morgan established the business to serve a largely agricultural and mining community, selling essential goods such as kerosene lamps, farm tools, wagon parts, and even dynamite for local slate quarries. Early ledger books show the store was truly a lifeline for the community, supplying everything from water buckets and chamber pots to plows, horse-shoes, and buggies. The store adapted to the realities of rural life at the turn of the century, meeting customers where they were and providing the necessities of daily living long before modern home centers existed.

What keeps the company going after so many years?

Longevity at Morgan Hardware has been driven by generational stewardship, adaptability, and a deep commitment to the community. Leadership passed from the Morgan family to the Kinney family, with each generation embracing change while honoring tradition. Over the decades, the business evolved alongside advances in electricity, plumbing, and home improvement. Strategic decisions, such as modernizing the store layout, adopting computer systems, and joining cooperative networks like Do it Best, helped ensure continued relevance. At its core, Morgan Hardware has endured because it consistently focused on serving local needs, building trusted relationships, and reinvesting in the business for the long term.

What do you see in the future for the company?

The future of Morgan Hardware is rooted in the same principles that sustained it for more than a century: service, adaptability, and community connection. The groundwork has been laid for continued growth while preserving the store's historic identity. The hope expressed by ownership is that the next generation will add their own chapter to the story, building on over 100 years of resilience and innovation, so that Morgan Hardware remains a trusted resource for Rockmart and the surrounding area for decades to come. ■

A CENTURY OF SERVICE



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



LBM Century Club honors 100-year-old businesses

The LBM Century Club was founded on the simple belief that companies that have been around for 100 years deserve to be recognized. Launched in 2016, the LBM Century Club has grown to over 230 members, with more coming in each month. In all, the companies have provided 29,207 years of combined service to their communities.

By no means does the LBM Journal's Century Club list include every 100-year-old company ... at least not yet. That's where you come in. Do you work for, or know of a lumberyard or building materials retailer that is 100 or more years old? Send them our way, so that we can give them the recognition they deserve. Century Club members receive a certificate for their store, window decals for their front doors, free admission to the LBM Strategies Conference where they are guests of honor at a Century Club induction ceremony, as well as recognition in their local media, all free of charge.

The most recent inductees into this exclusive club include:

ORGAIN BUILDING SUPPLY Clarksville, TN	est. 1921	MILTONVALE LUMBER CO. Miltonvale, KS	est. 1900
ISSAQUAH LUMBER Issaquah, WA	est. 1889	LUMMUS SUPPLY COMPANY Acworth, GA	est. 1925
SCHOLL LUMBER Houston, TX	est. 1845	ATTICA LUMBER CO. Attica, OH	est. 1925
DELAWARE COUNTY SUPPLY COMPANY, INC. Boothwyn, PA	est. 1924	THE HOME LUMBER & SUPPLY CO. Ashland, KS	est. 1905
GEORGE M HALL LUMBER West Homestead, PA	est. 1893	RYAN BROTHERS INC. Apopka, FL	est. 1920
SAN ANTONIO LUMBER COMPANY San Antonio, FL	est. 1923	HASELTON LUMBER COMPANY Wilmington, NY	est. 1901

Nominate a company for the LBM Century Club:

lbmjournal.com/page/nominate-a-company-for-the-lbm-century-club

Find a complete listing of LBM Century Club members:
lbmjournal.com/awards/lbm-century-club

NOBLE™



Everything Your Jobsite Needs to Stay Connected

Why Noble Electrical?

- Complete electrical assortment in one system
- Covers terminals, wires, protectors & more
- Built for contractor and jobsite demands
- Easy-to-shop display designed for fast turns



Keep jobsites powered and your customers moving with Noble's complete electrical displays- built for contractor demand and designed for high-turn merchandise.

800.444.7313
fastenerconnection.com

 **MIDWEST**[®]

REAL ISSUES. REAL ANSWERS.

CREDIT CARD FEES

During a time when it seems everyone is tracking their budget down to the dollar, any additional fee can make the difference between return business or an irate customer.

BY LBM JOURNAL READERS



What insights would you share with the LBM dealer who posed this scenario: "A very real challenge in our business is the cost of credit card processing. It seems industry standard that charge accounts pay a fee when a credit card is used to pay their statement, but we're now starting to apply processing fees during any remote transaction (namely through our e-commerce platform and credit cards securely stored in our ERP). Our customers don't like it, so we're looking for alternative payment methods that hit our bottom line less. How are other dealers handling these costs to their business?"

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

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

"We charge a fee of 2% when a customer with a charge account pays with a card; no fee if a purchase is paid for at time of sale."

"We charge a 3% processing fee and really have no complaints from our customers."

"The second to last sentence sums up the dilemma and points to the solution: 'Our customers don't like it ...' Splitting out credit card fees causes friction, particularly for an e-commerce transaction, and leads to abandoned carts, or a one-and-done relationship."

"Yes, credit card fees are a cost. But providing in-house credit accounts and handling cash/checks also incur costs, the only difference is these latter costs are not as easy to see. Offering in-house charge accounts means hiring credit department staff, can lead to bad debt from non-payment, and the delayed collection results in lost interest income or increased interest expense on the company's line of credit. The cost of bad debt on an in-house account is 100% of the sale. Banks charge to process cash and checks, and open the business up to employee theft loss, bad checks, counterfeit cash and checks, as well as simply lost cash and checks. It's better to just bury these costs (credit card fees, in-house account costs, banking costs) in the price charged."

"We allow customers to send us an ACH payment from their bank, either by pushing it themselves or through our online portal. We pay the cost of the ACH through our online portal, and it is a lot less costly than credit cards."

"Credit card processing fees are a cost of doing business. Ensuring you are maximizing your buying opportunities is the best way to offset these fees. From a retail perspective, passing the fee onto the consumer is not feasible. From distribution and wholesale, I would assume this burden is lighter, but it is more commonplace to see fees and additional lines on an invoice from a wholesaler or distribution model than direct to consumers. Retailers bear the brunt of these the most, but cannot afford to add service fees at POS."

"Card fees are now negotiable depending on the customer, the job, the pricing and the GP margin. We have not found 'policies' that get the job done."

"I believe that simply raising your prices across the board—not the full 3% because you will make it up on each purchase, including cash purchases—would be taken better by customers. They would just assume your prices went up."

"We charge an additional fee if a customer payment is out over 60 days. Often we use this as leverage to get a payment and then depending on the situation might waive the fee."

"About 6-7 years ago when credit card fees became a rising problem in our cost structure, we thought we could solve it with policies from on high. Wrong! When we turned our brains back on, we realized that it had become just one more piece of the overall negotiation process. At that point, our sales leadership had to step up and teach our salespeople how to negotiate the payment terms."

"One alternative is offering a cash price which is lower than the credit price (similar to what gas stations do)."

"Absorb it and be grateful to be paid."

"We can't legally charge a surcharge fee in our state. So we try to setup ACH options when possible as they are lower in fees."

"We are working to make a change to give our customers an option to use a card or do ACH but will be showing the costs of using a credit card in the very near future."

"We are just absorbing the fees and looking at starting to charge credit card fees to the customers."

"We do not charge for credit card processing, either on statements or everyday transactions. We are very upfront with our customers with how much we pay in processing fees. If a customer insists on using a high-transaction fee card, we inform them that we will have to raise their price level. This has worked well with my clientele."

"Old thinking—most businesses (other than building material dealers) are adding the fee."

"As a member of the Ace Hardware co-op, we run all of our credit card purchases through them, and we pay 1% to 1.6% , depending on if it is debit or credit. We receive the money from the credit cards as a credit on the statement, and I haven't had to pay an Ace bill in years. They deposit the money into my bank." ▶

“Unfortunately, we are absorbing all costs associated with credit card transactions. Similar retailers in our area, including both big box stores and independents, have yet to begin charging a surcharge. We don’t feel like we can be the first in our trade area to make this change. To help combat this, we have looked into accepting ACH payments, as there is a lower processing fee.”

“We’re currently absorbing the costs, but would prefer not to keep doing that. Looking for a good solution.”

“We still don’t charge customers for credit card fees.”

“We are currently in the process of adding the fees to transactions. I think in time this will become the norm for just about every day-to-day transaction for all businesses.”

“Our credit card processing company automatically adds the charge at the time of purchase, so there is no negotiating.”

“We tend to encourage having customers open up an account then pay their balance by check at the end of the month.”

“We are applying the surcharge whenever a customer uses a credit card, whether it’s to pay their statement or make an individual purchase. We are finding that more and more of our contractor customers have adopted credit card surcharges for their customers so they understand why we are doing it also.”

“Well-stated problem. Any convenient payment options other than check or cash comes with an additional cost at this time for us.”

“Cash customers and contractors are paying the price. A few have said they don’t like it. They are offered to get a certified check or debit card for payment and we waive any fees.”

“Credit card fees are best split between cost of doing business and adding a small amount to the retail of your product. Customers do not know your costs/expenses and your margins. What they do know is that they see a price, get to the register, and then ‘hidden’ or surprise fees are added, which is frustrating. Doesn’t help if your extra fee is posted, most people don’t read postings. Excess and add-on fees are getting ridiculous.”

“What are your e-commerce peers doing? Do you offer ACH as an alternative so that your consumer is not locked-in having to use their credit card and getting charged?”

DESIGNED FOR THE WOOD OF TOMORROW. BUILT FOR DECKS OF TODAY!

ThermoClip
Hidden Deck Fasteners

Thermally Modified Wood Hidden Deck Fastener

DeckWise
The Ipe Clip® Fastener Company, LLC

DeckWise
ThermoClip
Hidden Deck Fasteners
FOR GROoved THERMALLY MODIFIED DECKING
100 SQ. FT.
FASTENERS FOR EASY INSTALLATION
- FASTENERS FREE DECK SURFACE
- AVAILABLE IN 5 SIGNATURE COLORS
HIDDEN DECK FASTENERS

“It is a tough balance. Many of our customers pay by credit card. Our collections have improved and we collect money quicker and easier. So the 3% cost still is better than having long outstanding balances. Customers who pay with credit card increase their pricing by 1-2% to offset fees.”

“With such a tight and competitive market, we find it challenging to compete with low prices AND absorb credit card processing fees. Our quotes for lumber are just that, quotes for lumber. If clients choose to pay with a credit card, then they are choosing to pay the additional processing cost. Most of our clients are receiving fantastic ‘points’ on their credit cards and paying the fee isn’t a concern to them. Either that, or they are passing the cost onto the general contractor and ultimately the owner of the project.”

“This cost is so high everyone is trying to offset these fees.”

“I totally understand this, but the truth is there’s ways around this such as paying with a check. Also, this is something we have to get used to dealing with. Nobody carries cash anymore. You can possibly consider increasing the product 2-3% and absorb the associated costs.”

“Our biggest challenge is absorbing the fees when customers pay off their A/R accounts.”

“It depends on their monthly purchase amounts. Our larger customers do not pay the fees; they are absorbed by our company to keep them purchasing from us.”

“In my opinion, the problem is there does not seem to be an industry standard. Even what most companies advertise as their credit card fee policy is not followed, and there are exceptions for a lot of customers. Most of us are too scared to lose a customer to actually enforce the policy. My preference would be that credit cards not be allowed to pay an account balance and pricing levels be set so that credit card fees are not charged when a credit card is used at the time of sale.”

“I am open to alternative ways to paying an invoice, swipe fees by the credit card companies are way too high. Having a 30% gross margin sale/ transaction and giving 10% of the gross margin back via a 3% swipe fee is crazy. It just does not make economic sense in our industry with the low margins our products carry.”

“To be profitable overall, you’re going to collect the fees one way or another. Higher margin, higher delivery fees, etc. With credit card companies offering a wide variety of incentives to use their cards, it’s changed our culture to make it acceptable and desirable for customers to want to pay their invoices or account with a credit card. Without taking into account the real cost of this service, you’ll slowly go out of business. Regardless if their paying one invoice or paying off their account, we charge a 3% fee.”

“We feel our customers would revolt if we started charging a surcharge for every transactions. I am starting to see a surcharge added for merchants who provide a service, like a hair salon, auto repair, doctor’s visit, but I have yet to see it for retail merchant sales. I don’t really have any good suggestions here.”

“We are still absorbing the fees whether online, in store, A/R, or cash and carry.”

“We continue to just absorb the credit card fee. A lot of our contractors use travel or reward cards so our merchant fee is even higher than a standard credit card. We attempt to get some back by reducing the discounts on special orders to contractor orders. Instead of getting 25% on cabinets, we discount by 23%. We advertise it that way.”

The advertisement is a green-bordered graphic. On the left, there are four small images showing different truss structures: 'MONO' (a simple wooden frame), 'GOTHIC ARCH' (a red barn with a pointed roof), 'GAMBREL' (a wooden frame with a double-peaked roof), and 'TIMBER TRUSS' (a wooden frame with a gabled roof). To the right of these images is a large photo of a finished riding arena with a high, arched wooden ceiling. Below the photos, the text 'LAM-PLY TRUSS' is written in large white letters, followed by 'RIDING ARENAS • CATTLE ENCLOSURES • STORAGE • SHOPS'. A list of benefits is provided in white text on a dark green background. At the bottom right is the 'Starwood RAFTERS, INC.' logo with a yellow star and the location 'Independence, WI'. At the bottom, the website and phone numbers are listed.

LAM-PLY TRUSS
RIDING ARENAS • CATTLE ENCLOSURES • STORAGE • SHOPS

- Spans up to 72 ft.
- Bird nesting control
- Up to 12 ft. spacing depending on desired load
- No feed alley post obstruction
- Additional ceiling height for more usable space

Starwood RAFTERS, INC.
Independence, WI

starwoodrafters.com • 715-985-3117 • 888-525-5878

“Making it easy to pay and pay promptly has been something we’ve considered while accepting fees as a cost of doing business and not adding a surcharge. We price our overall margin in order to support it, but that means we must compete primarily on service/longevity vs. purely price.”

“We charge a credit card convenience fee to offset the processing costs. We accept ACH payments also.”

“Our most loyal regular customers eventually pay with check. I could see a cash/check discount making a difference for the customers that will actually take advantage of it, the others may complain about the fee, but in actuality the convenience of the credit card ends up being worth it.”

“We heavily encourage customers to take advantage of cash/check options to increase their discount from 7% with a credit card to 10% with cash/check. We take deposits on special orders to make sure the payment is valid before ordering the merchandise. We still get a few people who consistently choose to use a credit card, but they are also choosing the reduced discount or to pay the fee.”

“As long as our competitors are not charging a fee, we can’t. Best if everyone builds in the margin.”

“We’re offering a cash discount when paying by cash/check or ACH.”

“Currently we do not charge our AR customers a credit card fee. However, we are going to begin this in our e-commerce platform that we are currently implementing. One key point for us is that we are also offering ACH online for them to use as a payment method. We think that offering an alternative method will help ease the charging of the credit card fee. This may not apply to everyone, but in the past, we have held back some discounting and rebates to AR customers that pay with a credit card. When we implement the fee, then we will make those items available to those who pay with a credit card.”

“We offer a discount on accounts that pay per terms but payments by credit card negate that discount. We do not charge added fees to cash sales that use credit cards.”

“Charge the fee and the customer will change the payment method if they like.”

“We charge a small convenience fee for credit account holders looking to pay by credit card. We also don’t offer discounts for paying with check or cash anymore to offset some of the credit card processing fees.”

“We are just now getting into accepting charge account payments online, and are planning to pass along a portion of the processing fee. We will also have an ACH option which would be fee-free for the customer, which we’re hoping our customers will adopt more. I am also a consumer and find it odd when a customer is upset they are charged a fee for using a credit card. They want the card perks, but don’t understand that it is killing independent retailers in all industries. As a fellow consumer, I completely understand businesses passing that fee along.”

“We’re adding a portal for ACH payment method to offer debit card payments as an alternative method.”

“We are all sharing in this painful situation.”

“This is a very real challenge. In our business, we weigh the pros and cons of charging extra processing fees to the customers often. So far, we just can’t bring ourselves to do it. That is not to say that at some point we won’t implement that process. It is a tough call. We have thought about giving the customers that pay their full bill the option of a check or credit card with processing fees. Problem is, waiting on a check or lost in the mail is a real thing. I would like to hear what other businesses are doing besides the extra fee charge.”

Responses from wholesale distributors, manufacturers, and service providers:

“We ask clients when we offer terms to them to pay via ACH, avoiding those fees. If they aren’t approved for credit, we’ll absorb the cost, but make sure they KNOW we are, because we hope to earn their business for when they become creditworthy.”

“We will be charging the fee for all credit cards processed. Customers have the choice of paying by check, cash, or ACH to avoid such fees.”

“We have decided to split the fees with customers: 75% customer responsibility/25% us.”

“We don’t use credit card payments often so it’s not a significant issue.”

“We recently changed ERP systems and it doesn’t process credit cards. We had to go with a third-party processor. They send a link to the customer and automatically collect the fees when a card is processed. The third party also accepts ACH payments, so we see more customers using either debit cards or ACH payments to avoid the surcharges.”

“We share the cost with our customers.”

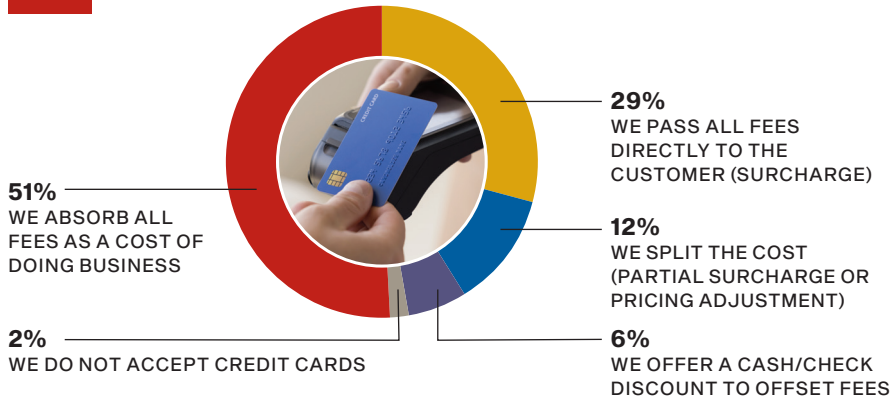
“We use payment software called Paystand that offers bank payments (bank login required), ACH (routing and account info required), and credit cards. Bank and ACH are free to the customer (carry a small cost to us). Credit card charges a 3% fee.”

“Free or low-cost options are the key to managing customer complaints.”

“We have a set processing fee which is high and we know it. All of our customers paying with a credit card are high-risk. Not many can hang on after they start paying with a credit card.”



How does your company handle credit card processing fees?



Comments from dealers:

“The majority of our business is with contractors who have charge accounts and receive special pricing. We don’t accept credit card payments for any accounts who have special pricing. We only accept credit card payments from cash/walk-in customers.”

“We do have exceptions for older customers that are grandfathered in. Also, we just charge everyone a percentage.”

“We charge a fee of 2% when a customer with a charge account pays with a card; no fee if a purchase is paid for at time of sale.”

“This is just a cost that is built into our pricing.”

“Essentially, we calculate in 2% into margin consideration to help compensate for a prevalent credit card use. I personally don’t like to break down and itemize charges, it just has the appearance that we are ‘nickel and dime’ the customer to death.”

“We cannot charge a surcharge to customers in New York State. We can only offer a cash payment discount. It didn’t appear that our ERP system can handle implementing this policy only to cash customers, only customers on account.”

“We only charge a credit service fee if customer pays their account via our online portal on website. All other credit card fees are absorbed by company.”

“We charge a 3% fee to customers paying their charge account with a credit card. We absorb the fees for direct credit card purchases.”

“We charge a percentage of our costs for processing fees for all credit card payments. No fees for debit, cash, checks or ACH payments. No fees for online payments. However for house accounts if paid by credit card they do not receive a discount for paying by the 10th.”

“We have an online portal with the option to pay by ACH or credit card. We absorb the ACH fee but pass the credit card fee to the customer. The customer can also write a check, pay cash, or push an ACH payment to us at no cost.”

“Sales over \$500 are charged 3%.”

“We have a 3% surcharge on credit card purchases.”

“This is the first calendar year we are passing credit card fees on to our customers as a line item (surcharge or convenience fee.) Credit card usage has dropped for charge account customers. (Paying their monthly statement with a credit card.)”

“This has taken place this year in that our credit card fees last year were over \$400K. Ouch!”

“Currently only charge a 3% fee for those term account holders. Normal credit card walk-in business does not get a charge.”

“We only add a surcharge to customer account payments with a credit card. We absorb credit card fees for retail transactions, and where possible, set gross margin accordingly to absorb these fees.”

“We just implemented surcharge for credit cards the first of April. Debit cards do not get charged a fee.”

“From 2020-23, we worked to increase our margin on most products to offset as much of this as possible. We can’t necessarily recover ‘all’ of this via increased margin, but have been successful enough that we’ve been able to avoid (or at least postpone) passing a corresponding fee along to our customers.”

“Previous to credit cards, we had a lot of contractors that would pay this month’s in-house charge account from the next business. This often caused them to have to pay late fees. With credit cards they move the obligation to their credit card company versus us. So our bill is always paid on time, any late payment is being charged by the credit card company. Previously we might have someone be behind 90 days.”

“A few of our larger customer do not pay the fees, we absorb the charges for them.”

“For purchases under \$1,000, we absorb the fees as a cost of doing business. For charges over \$1,000, we add the 3% fee. Customers also have the option of check, cash, or ACH payment to avoid the fees.”

“At this time, we pass along the fee to our over-the-counter customers. Currently we do not pass along the fee on AR payments but intend to start that in 2027.”

Comments from vendors:

“We started charging fees in May.”

“We charge a flat 3% credit card processing fee.” ■

HAVE A REAL ISSUE?
Send it to Rick@LBMJournal.com.

ASHLEY McCURDY

SALES DIRECTOR | MASONITE

What's new from Masonite?

From a product and services standpoint, we're focused on delivering value for dealers beyond the door itself—helping you sell, specify, and service the category with confidence. That includes design-forward products and performance upgrades, but also the support that makes the day-to-day easy: product training, dedicated dealer-facing support, and merchandising resources that help customers choose faster and accurately.

On the product side, we're also leaning into whole-home solutions—making it simpler to create a cohesive look by coordinating entry and interior door styles and options, so dealers and builders can offer a complete, curated package for the home.

What trends are homeowners looking for when considering new doors?

We're seeing homeowners look for the right mix of style, performance, and personalization. There's strong interest in clean, modern profiles; large glass and lite configurations to bring in natural light; and finishes that work with today's exterior color palettes.

At the same time, expectations for performance are rising—people want doors that help with comfort and energy efficiency, feel secure, and hold up to everyday use. And because many homeowners want an easy path from inspiration to installation, clear option sets, helpful visualization, and straightforward product information matter.

What's the No. 1 thing LBM dealers should know about selling Masonite?

The No. 1 thing I'd emphasize is that doors are a high-impact, high-consideration category—and selling them well is about guiding customers to the right combination of style, configuration, and performance for their home. We support that consultative sale with resources that help dealers simplify choices and build confidence at the counter and in the showroom, with literature, displays, samples, and a sales team dedicated to the dealer channel.

What resources would you recommend?


Product education and training with Masonite Dealer Activation sales team to help teams speak to design and performance features:

- Merchandising and showroom support to highlight key collections and best-selling configurations
- Product literature that makes it easy to compare options and specify the right door
- Masonite field sales team dedicated to the dealer channel —Dealer Activation Team

What's coming in the near future?

In the near term, we're focused on continuing to evolve our door portfolio with additions that reflect how people want to live today—design options that feel current, performance features that support long-term durability and comfort, and solutions that are easy to specify and install.

One example I'm eager to share is our launch of an expanded Shaker-inspired Heritage Series portfolio with new options across molded hollow and solid-core interior doors, and fiberglass and steel exterior doors. These additions round out the Heritage Series and give dealers and builders another on-trend way to create a cohesive look throughout the home. ■



Ashley McCurdy is a National Sales Director at Owens Corning, bringing more than 20 years of experience in the building materials industry. She has held senior sales leadership roles focused on driving growth through the dealer channel, aligning product strategy with customer needs, and navigating evolving market dynamics. Ashley is known for her customer-first mindset and collaborative approach to delivering practical, profitable solutions for dealers. She is based in Central Oregon.

CELEBRATING

The Next Generation of LBM Dealers

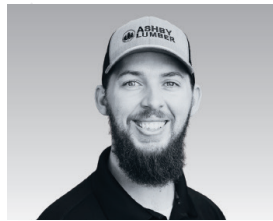
Orgill is thrilled to celebrate our partnership with 20 outstanding dealers honored in LBM Journal's prestigious 40 Under 40 Class of 2026.



Tania Swanson
41 Lumber



Nicholas Branch
Arnold Lumber Company



Jeremiah Johnston
Ashby Lumber



Chad Bankston
Bankston Lumber Co.



Mark Weber
Builders FirstSource



Mark Anderson
Building Center



Tim Martin
Doherty Lumber and
Building Supply



Daniel Matsuura
HPM Building Supply



Johnny Gutierrez
HT Building Products



Sarah Thomas
Koopman Lumber



Rebecca Vaughn
Mead Lumber



Turner Morsches
Morsches Lumber Inc.



Ashley Elliott
Mountain Building Supply



James Dain
N. Dain's Sons Co.



Shelby Leonardis
Nation's Best/
Sparr Building and
Farm Supply



Taylor Roark
Orange County
Building Materials



Jesse Mauldin
Red River Lumber



Ben Rush
Southeast Building Supply
Interests



Walt Kearney
Sunrise Builders Supply/
QXO



Rachel Homulos
Zuern Building Products
& Design Center

ORGILL

Helping Our Customers Be Successful Since 1847

Orgill.com/opportunity | 800-347-2860 Ext. 5141 | customerservice@orgill.com

THE
2026 CLASS
OF YOUNG
LBM
LEADERS

LBM^{JOURNAL}
40
UNDER
40

ATTRACTING, hiring, and retaining talented young pros is consistently one of the top challenges reported by LBM dealers and distributors. That's exactly why we created the LBM 40 Under 40—to recognize and celebrate the growing class of strong young leaders in the LBM community.

Inductees to the Class of 2026 are neither “rising stars” or “future leaders.” Instead, they've paid their dues and have put in the work necessary to establish themselves as leaders in their companies, and their communities.

From growing up in the industry to joining later in their careers, this year's class comes from a variety of backgrounds and positions at organizations across the U.S. Many of them are leaders in their respective companies, and we've asked them to share not only their goals for the future, but their advice for the next generation of LBM employees.

Inductees from this year's list have all been invited to attend and be recognized at this year's LBM Strategies Conference, to be held Oct. 14-16, 2026 in Milwaukee, WI. For more information on the conference, visit lbmstrategies.com.

For now, we're excited to celebrate and present, in no particular order, the 2026 LBM 40 Under 40 inductees.

SPONSORED BY



RORY MENEHNETT

PRESIDENT & OWNER
NORTHWEST RANCH SUPPLY

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I hope to continue leading Northwest Ranch Supply as we grow into one of the most trusted, service-driven LBM and farm-and-ranch suppliers in our region. I want to complete the ongoing expansion of our facilities, optimize our operations, and position our business to serve our region in the best way possible. I also see myself continuing the Menhennett Foundation to help make an impact in our community.

ADVICE FOR THE NEXT GENERATION: The LBM industry may not seem glamorous from the outside, but it offers a rewarding career built on relationships, service, and the opportunity to make a real impact on your community. My advice is simple: Start by learning everything you can from the ground up. Work in the yard, build loads, make deliveries, study blueprints, talk to customers, and pay attention to the products and tools they rely on. Involving yourself with the many aspects of this industry will help you understand everything it takes to better serve your customers.

FUN FACT: I grew up in our store—literally. When I was seven years old, I created my first “invoice” to my dad titled “jobs,” complete with billable line items like sweeping the shop, help customers, organizing his desk, fetching him a treat, and counting my money before going home. He still keeps that invoice in his office.



TANIA SWANSON

MARKETING MANAGER
41 LUMBER

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself in a senior leadership role, guiding long-term strategy, brand growth, and customer experience. I want to continue doing the work I care most about: helping legacy businesses evolve thoughtfully and strengthening alignment across teams, particularly in rural and small-town communities. I aspire to mentor younger professionals and contribute to industry conversations around the future of LBM.

ADVICE FOR THE NEXT GENERATION: Do not overlook this industry. The LBM industry is built on relationships, trust, and solving real problems for real people. It offers far more career paths than most expect, from sales and operations to marketing, design, technology, and leadership. My advice is to stay curious, learn the business from the ground up, and ask questions until you understand the “why.” Seek out mentors who are invested in your growth, raise your hand for opportunities, and don't underestimate the value of showing up consistently. If you do, the LBM industry can offer a career that is both stable and meaningful.

FUN FACT: I was born and raised in India and have worked on global marketing campaigns, but I have found some of the most meaningful work telling stories for a small-town, fourth-generation family-owned LBM business.



JOSH BEACH

MARKETING MANAGER
LENSING BUILDING SPECIALTIES

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself continuing to lead the marketing efforts at Lensing Building Specialties. I see the marketing team playing a vital role in our organization's nimbleness to respond to evolving customer demands. I include myself in this, but we don't shy away from the latest marketing evolution or technology. We adopt them in ways that make us a better distribution partner to our customers. I want to be a part in turning Lensing into one of the brands in this industry that other companies look toward for best practices and interesting, effective marketing approaches.

ADVICE FOR THE NEXT GENERATION: The LBM industry is ripe with opportunity to make an impact. The organizational mix in this sector is quite diverse and ranges from small family-owned companies to large publicly traded corporations. While it is a mature industry, there is so much opportunity for growth through product, service and technological evolutions. It's an exciting time to be involved in the LBM industry.

FUN FACT: I met and started dating my wife when we were teenagers. Coming from a big Chicago Cubs family, she always joked she wanted to get married on Wrigley Field. I did the next best thing years later and proposed to her on the field while we were on a tour of the stadium.



MATT SAINES

VICE PRESIDENT OF FINANCE
DO IT BEST GROUP

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself continuing to take on broader financial and strategic leadership responsibilities within the hardlines and LBM industry, ideally in a role that allows me to help shape enterprise-level decision-making and long-range planning. I will complete my Executive MBA at the University of Notre Dame in Spring 2026, and I intend to apply that experience toward advancing our capabilities. Ultimately, I aspire to serve as a CFO.

ADVICE FOR THE NEXT GENERATION: The LBM industry is one of the most dynamic, resilient, and relationship-driven sectors you can build a career in. My advice is to stay curious and to be willing to learn the business from the ground up. Spend time understanding how products move, how markets behave, and how decisions in one area impact the entire value chain. Build relationships early and protect them. Don't be afraid to ask questions. Finally, lean into hard problems. This industry rewards people who take initiative, adapt quickly, and look for new ways to add value.

FUN FACT: Until recently, I played in a competitive adult ice hockey league, a sport I've loved since childhood. It was a way to stay active, decompress, and stay connected with friends.



DANIEL MATSUURA

SENIOR BUYER
HPM BUILDING SUPPLY

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself in a senior leadership role at HPM Building Supply, contributing at a strategic level to the long-term growth and stability of the company. I want to expand beyond procurement and help guide company-wide decisions related to supply chain strategy, operational efficiency, and market positioning in Hawaii's unique building environment. I plan to continue developing my leadership skills, mentoring team members, and deepening my understanding of all areas of the business from manufacturing and logistics to sales and customer service. My goal is to help HPM remain a trusted, forward-thinking industry leader while supporting initiatives that improve affordability, sustainability, and housing access across Hawaii.

ADVICE FOR THE NEXT GENERATION: The LBM industry offers tremendous opportunity for those willing to learn and take initiative. My advice is to stay curious, build relationships, and understand how your work impacts the bigger picture. Get involved, find mentors, and don't shy away from responsibility. This industry rewards commitment, adaptability, and relationships.

FUN FACT: I can do a backflip.



NICHOLAS BRANCH

OPERATIONS SUPERVISOR-
OUTBOUND
ARNOLD LUMBER COMPANY

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself continuing to grow within Arnold Lumber and crushing the goals I've set for myself. I plan to keep building my skills, expanding my leadership responsibilities, and contributing to the company's success in meaningful ways. My focus is on becoming an even stronger leader, taking on challenges that push me forward, and helping drive the team and the organization toward continued excellence.

ADVICE FOR THE NEXT GENERATION: My advice to young people exploring career opportunities in the lumber and building materials industry is simple: take the chance. This field offers hands-on learning, steady growth, and the opportunity to build a rewarding career from the ground up.

FUN FACT: I'm a motorcycle enthusiast. I am always looking for any excuse to take the long way home. If you ever hear me say I'll be somewhere in 10 minutes, just assume I've found a scenic detour.



SARAH THOMAS

DIRECTOR OF MARKETING
KOOPMAN LUMBER

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself continuing to grow as a leader at Koopman Lumber, with a focus on stabilizing operations as we expand into new markets and integrate acquisitions. I want to play an active role in supporting the next generation of employees and builders by helping create strong, well-supported teams through mentorship, education, and industry engagement, while continuing to build partnerships and initiatives that strengthen our workforce, our customers, and the long-term future of the industry.

ADVICE FOR THE NEXT GENERATION: The lumber and building materials industry offers incredible opportunities for growth if you're willing to learn and build relationships. My advice is to focus on people first, ask questions, get involved, and invest in networking. This is an industry fueled by great people who build America, value relationships, and are committed to helping the next generation succeed.

FUN FACT: In another life, I would be a recipe developer.



BRYAN BARDENETT

DIRECTOR OF SALES
ERIE MATERIALS INC.

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself continuing to contribute to the success of Erie Materials as we expand into new markets, while playing a key role in the growth of our window and door business segment. As long-tenured employees retire, I also see myself helping carry forward and promote our company culture to newer and younger co-workers.

ADVICE FOR THE NEXT GENERATION: Find an organization that aligns with your values and has a clear plan for long-term sustainability. Learn its operations from the ground up and identify the strongest tenets of its culture. Embrace them, embody them, promote them.

FUN FACT: Ten years ago, I took a job as a carpenter so that I could speak more intelligently about the products I sell to our customers.





JEREMIAH JOHNSTON

SALES MANAGER
ASHBY LUMBER

WHERE DO YOU SEE YOURSELF

IN FIVE YEARS: I see myself continuing to grow as a leader within the LBM industry while helping develop the next generation behind me. My goal is to expand my impact taking on greater responsibility, strengthening the teams I lead, and contributing to the long-term success of Ashby Lumber. Five years from now, I hope to be known not only for what I've accomplished, but for how I've treated people along the way.

ADVICE FOR THE NEXT

GENERATION: My advice is simple: don't overlook the LBM industry. It offers incredible opportunity, long-term stability, and real room to grow. For young people starting out, I would say be curious and willing to learn. The more you understand about products, customers, and operations, the more valuable you become. Don't be afraid to ask questions, take on new challenges, and spend time in different parts of the business. Most importantly, focus on relationships. Technology and markets will change, but trust and customer service never go out of style.

FUN FACT: I bring a winning mindset into everything I do. I'm a dedicated dad raising two young kids. On weeknights and weekends, I coach their sports teams, focusing on teamwork, effort, and celebrating the wins that come from showing up and doing things the right way.



MARK WEBER

SALES MANAGER
BUILDERS FIRSTSOURCE

WHERE DO YOU SEE YOURSELF

IN FIVE YEARS: I see myself continuing my career with Builders FirstSource while growing as an empathetic and effective leader. I also hope to have published a sales and leadership book I am currently working on focused on real-world experience, relationship-driven selling, and leadership within the LBM industry. My goal is to be known not only for results, but for developing people, strengthening the industry, and leaving a positive, lasting impact.

ADVICE FOR THE NEXT

GENERATION: My advice to young people considering a career in the LBM industry is to get comfortable being uncomfortable. Growth in this business comes from taking on challenges, learning from mistakes, and continuously pushing yourself to improve. Stay organized, be honest, and approach your work with discipline and professionalism. Just as important, strive to be a true partner to your customers. Learn from those who came before you—there is tremendous knowledge and experience in this industry but don't be afraid to set higher goals and bring fresh ideas forward.

FUN FACT: I'm a proud husband, dad to four daughters, Disney enthusiast, and warm-weather fan living in Michigan. I love fishing, boating, and snorkeling. I consider my ADHD my superpower—it keeps me energized, creative, and always moving.



ERIK BORNSTEIN

FOUNDER/CEO
TOOLBX

WHERE DO YOU SEE YOURSELF

IN FIVE YEARS: I see myself continuing to build technology that meaningfully advances the lumber and building materials industry by helping dealers operate more efficiently, profitably, and intelligently. My focus will be on automation and AI-driven workflows across every core dealer function; from sales, estimating, and order management to accounts receivable, credit, inventory, and customer experience. I believe the next phase of innovation in LBM will come from connecting data across departments and turning it into actionable workflows that work alongside people, not replacing them.

ADVICE FOR THE NEXT

GENERATION: Approach the LBM industry with curiosity, humility, and a willingness to learn from the ground up. This industry rewards people who take the time to truly understand how things work. There is enormous opportunity for innovation, especially in areas like automation, data, and technology, but real progress happens when new ideas respect how the industry actually operates. For those willing to put in the work, build relationships, and continuously learn, the LBM industry offers an incredibly rewarding and long-term career path.

FUN FACT: I love gardening, surfing, cooking, and spending time with my family. Ideally, outdoors and away from a screen.



RACHEL HOMULOS

DIRECTOR OF HUMAN RESOURCES
ZUERN BUILDING PRODUCTS
& DESIGN CENTER

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I envision myself as a trusted executive leader, helping guide organizational growth through strong culture, thoughtful leadership development, and people first strategies. My goal is to continue building systems that support employee engagement, retention, and sustainable success while developing the next generation of leaders within the organization.

ADVICE FOR THE NEXT GENERATION: I would encourage young people to stay open to industries they may not initially consider, such as the LBM industry. It offers stability, growth, and long-term career opportunities for those willing to learn, work hard, and grow within an organization. Often, the most fulfilling careers are built through experience, relationships, and consistency rather than a predetermined path.

FUN FACT: I've worked at the same company since high school, growing from a part-time job to HR Director.



REBECCA VAUGHN

INVENTORY ANALYST
MEAD LUMBER

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself continuing to grow within Mead Lumber, excelling in a leadership or category manager role where I can further apply my skills, curiosity, and passion for the business.

ADVICE FOR THE NEXT GENERATION: I'd advise young professionals that honesty, clarity, and communication are the most important drivers of long-term success. I believe those values matter more than any single training or credential, especially in an industry built on trust and personal character. That philosophy is reflected in how I work, lead, and build relationships.

FUN FACT: Outside of work, I try to bring that same energy and balance to my family and community. I enjoy building Legos and playing video games with my husband and two children, and I volunteer as a coach for my children's sports teams.



TREY MOORE

GENERAL MANAGER
BEACH LUMBER

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I hope to be dialed in and aligned in our business with clear mission, vision, and values, and to grow to \$380 million in annual revenue across business units.

ADVICE FOR THE NEXT GENERATION: It is one of the few careers in the world where truly your limit is YOU. Whatever work you're willing to put in, you will get out of it, no question. It is a really fun and dynamic industry that I am blessed to be a part of.

FUN FACT: I am a diehard waterfowl hunter and my dream one day is to guide waterfowl hunts professionally when I hang it up in the lumber business.





JACOB KALABICH

VICE PRESIDENT
ACME LUMBER AND BUILDING
MATERIAL

WHERE DO YOU SEE YOURSELF

IN FIVE YEARS: I see myself continuing to lead and grow Acme Lumber, expanding in the marketplace. We are on the precipice of rapid changes in our industry; there is an aging workforce, as well as private equity expansion. This will inevitably leave gaps in the market. I'd like to continually identify these areas, and expand in ways that are probably unconventional for most LBM businesses. To quote Robert Frost: "Two roads diverged in a wood, and I—I took the one less traveled by, and that has made all the difference."

ADVICE FOR THE NEXT

GENERATION: Take care of your body. Lift with your legs, not your back. I say that as a person who has had two surgeries on herniated discs.

FUN FACT: I was born on Leap Day, February 29, 2000. I only get a birthday every four years. I was on the national news within hours of being born, and my mother was interviewed. A decade later, negatives and original tapes from the news were actually listed for sale on eBay for the offensively low price of \$20. By the time I found the listing, the auction had expired, and no one had bought me for such a bargain!



ERIC PAGAN

SPECIALTIES TEAM LEAD
LBM ADVANTAGE

WHERE DO YOU SEE YOURSELF

IN FIVE YEARS: I envision myself as a key contributor to the success and growth of LBM Advantage, playing an integral role in driving innovation and excellence within the organization. I aim to enhance my skills and knowledge in the industry through continuous education, training, and mentorship opportunities. I aspire to take on a leadership position within LBM Advantage, where I can mentor and inspire others.

ADVICE FOR THE NEXT

GENERATION: Be bold, take calculated risks, and speak up when you have an idea. Become a catalyst to actively initiate and drive positive change within the industry by identifying opportunities, fostering collaboration, inspiring innovation, and motivating others. Essentially, act as a force that accelerates progress without being directly consumed by the process itself; you become a spark that ignites new ideas and positive developments.

FUN FACT: I am an avid outdoorsman and fly fisherman in the picturesque Pocono Mountains of Pennsylvania. During my free time, you'll often find me deep in the woods, exploring remote trout streams or indulging in my passion for fly-tying. It's a hobby that allows me to unwind and connect with nature.



TAYLOR ROARK

STORE MANAGER
ORANGE COUNTY BUILDING
MATERIALS

WHERE DO YOU SEE YOURSELF

IN FIVE YEARS: I see myself building a long-term career in the industry, tackling major operational inefficiencies, and having multi-store leadership responsibilities. I want to be known as someone who spurs team performance, creates a culture of teamwork, and modernizes the way independent yards operate. My goal is to grow into a role where I can impact our entire team, not just one location, by utilizing better training, smarter data use, and providing consistent execution.

ADVICE FOR THE NEXT

GENERATION: I have a saying, "The only thing we are truly responsible for is controlling ourselves." Growing in this industry, you will be faced with challenges that will test your patience, integrity, and intelligence. If an individual can exercise control in all areas of their role, they don't have to have the most knowledge or be the smoothest speaker to go far. The industry rewards people who are committed, humble, and willing to learn.

FUN FACT: I enjoy taking technically complex problems and providing solutions that are palatable for everyone. Spreadsheets are a professional's best friend.



ETHAN STAHL

INSTALLED SALES MANAGER
BEISSER LUMBER COMPANY

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself continuing to lead the installed sales and service division at Beisser Lumber Company with purpose and intention. My goal is to further strengthen relationships with builders, contractors, and residential customers while continuing to improve execution, service, and long-term growth. Beyond my professional role, I see myself giving back to my community through continued volunteer efforts that align with my interests and values.

ADVICE FOR THE NEXT GENERATION: The LBM industry offers real opportunity for those willing to start at the ground level and learn the business from the field up. That hands-on experience shaped my ability to move into project management, sales, and leadership. My advice to young people is to stay curious, take ownership, and build strong relationships. This industry rewards people who are dependable and committed to learning.

FUN FACT: In an effort to live with less distraction and more intention, I took a leap of faith and unplugged from all social media.



ASHLEY ELLIOTT

GENERAL MANAGER
SBSI - MOUNTAIN BUILDING SUPPLY

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself in a broader leadership role within the LBM industry, focusing on operational excellence, developing strong teams, and supporting growth. I plan to continue to grow as a leader who develops people and systems by mentoring future leaders, improving processes, and helping organizations adapt to the ever-changing market while staying grounded in what matters: taking care of your people and customers. My goal is to be known as someone who builds high performing teams, simplifies complex challenges, and is always willing to go the extra mile.

ADVICE FOR THE NEXT GENERATION: It sounds cheesy, but the sky is the limit. There are so many paths that can be taken in this industry if you're willing to consistently show up, put in the hard work, and never stop learning. Find what you like to do and get in with a reputable company that you can grow with. The long days become worth it!

FUN FACT: I never planned a career in the LBM industry, but as with so many others, it pulled me into something I genuinely love.



BRYAN MIDLIK

SENIOR ACCOUNT MANAGER
NORTHERN OHIO LUMBER & TIMBER

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I hope to be leading a team of regional salespeople helping to distribute material throughout the Midwest.

ADVICE FOR THE NEXT GENERATION: If you're a professional young adult evaluating what you want to do in your career, I would encourage you to look into the construction and building supply industries. These are professions where you can have a tangible impact on the community around you and be well rewarded for putting in the hard work. There are few better feelings than seeing an opportunity go from a blue print drawing to a completely new structure, and knowing you helped contribute to that.

FUN FACT: I used to be a professional water skier at SeaWorld San Antonio.





SHELBY LEONARDIS

ASSISTANT STORE MANAGER
NATION'S BEST/SPARR BUILDING
AND FARM SUPPLY

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself continuing to grow professionally and personally within the LBM industry. I hope to have expanded my skill set, taken on more leadership responsibility, and gained the experience needed to confidently guide others. I want to be someone younger team members can turn to for support, coaching, and encouragement.

ADVICE FOR THE NEXT GENERATION: As someone with only seven years of experience in the LBM industry, I'd tell young people not to overlook this field. It offers stability, growth, and real long-term opportunity. I've learned that success comes from getting hands-on experience, understanding how all parts of the business connect, building strong relationships, and being open to new technology and change.

FUN FACT: In my spare time, you can find me making anything that could be considered a labor of love. Whether it's preparing full Italian dinners from scratch or spending hours crocheting, it's my guilty pleasure. Last November, my 7-year-old daughter, Aspen, and I decided we were going to make and donate 100 hats by Christmas to a local cancer center for the patients. It wasn't about hitting a number; it was about the pride I was able to share with my daughter.



WES BIRCHMEIER

NATIONAL ACCOUNT MANAGER
SIMPSON STRONG-TIE

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself continuing in sales leadership and elevating my position within Simpson Strong-Tie along with continued growth and leadership within the industry. I see myself continuing to not only grow as a leader but mentoring and developing the next generation of leaders within our industry that will help carry us all into the future.

ADVICE FOR THE NEXT GENERATION: I would say dive right in headfirst, ask questions, and find a mentor both in your organization and outside your organization. This industry is full of people that are willing to help out, teach, and guide you as you start off your career. Finally, your career isn't always going to be predictable, find the things you like to do and that you are good at, but know that you have to be open to opportunities. Some of the best career growth can come from taking a leap on a job that might be out of your comfort zone.

FUN FACT: I am married and we have one amazing daughter. When I'm not working, my favorite hobbies are spending time with my wife and daughter, hanging out with family and friends, and pretty much anything that involves sports.



MENTS HAUGEN

CORPORATE PRICING MANAGER
OREPAC BUILDING PRODUCTS

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself continuing to grow within the organization in a role where I can have an even greater strategic impact. I'd like to deepen my expertise in pricing strategy, margin optimization, and data analytics while taking on more leadership responsibility. Ultimately, my goal is to help drive measurable improvements in company performance and contribute to long-term profitability and growth.

ADVICE FOR THE NEXT GENERATION: I'd tell someone starting in the building materials industry to focus on learning the fundamentals first: understand the products, the customers, and how the business actually makes money. This industry rewards people who are dependable, responsive, and detail-oriented. I'd also encourage them to build strong relationships internally and externally. Over time, consistency, integrity, and a willingness to keep learning really set you apart.

FUN FACT: My two brothers and I are working our way through visiting every NFL stadium together.



JOHNNY GUTIERREZ

OPERATIONS MANAGER
HT BUILDING PRODUCTS

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself continuing to grow as a leader and having earned the opportunity to serve in a General Manager role through hard work, accountability, and results.

ADVICE FOR THE NEXT GENERATION: If you want to make it in the lumber and building materials industry, show up, work hard, and don't make excuses. Be consistent, stay hungry, and don't be scared of change, it's part of the job. Keep your mind open, learn from everyone around you, and earn your respect through your work. This industry doesn't hand you anything, but it will reward the ones who grind.

FUN FACT: I still keep my CDL because I believe in staying hands-on and leading from the front.



JAMES DAIN

PRESIDENT
N. DAIN'S SONS CO.

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: Five-year plan: same desk, same lumberyard, same last name on the building—just bigger numbers and better systems.

ADVICE FOR THE NEXT GENERATION: Start at the ground level and learn how the business actually works from the yard to the counter to the jobsite. This industry rewards people who show up, work hard, and build real product knowledge and relationships. It's not flashy, but it's stable, offers real opportunity, and moves fast if you take ownership. Treat it like a career, not a stopover, and the growth will come.

FUN FACT: I began sweeping at 13. Now I sweep the Hudson Valley construction market.



CHAD BANKSTON

OUTSIDE SALES REPRESENTATIVE
BANKSTON LUMBER

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I hope to be married with children and transitioning into ownership here at Bankston Lumber.

ADVICE FOR THE NEXT GENERATION: This industry can be a grind, but there is far more opportunity and money to be made in this industry than most other avenues of business.

FUN FACT: I played every sport my high school offered, and I also enjoy waterskiing, snow skiing and any other outdoor activities.





JACOB SAUNDERS

GENERAL MANAGER
AMERICAN BUILDERS SUPPLY/QXO

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself growing in the same areas that matter most to me; faith, family, and leadership. At home, I want to be even more present and intentional as a husband and father, building a home rooted in discipline, faith, and love. Success to me starts here. I want to be known as a leader who develops people; someone who creates systems that improve performance, strengthens culture, and leaves organizations better than I found them. Growth, to me, isn't just about title; it's about impact.

ADVICE FOR THE NEXT GENERATION: The LBM industry rewards people who are willing to learn the fundamentals and take ownership early. My advice to younger professionals is simple: don't chase titles, chase competence. Learn how things are built, how materials move, how decisions affect the field, and how people work together. The people who rise in this industry are the ones who understand both the product and the process. Most importantly, build your reputation on reliability and integrity. In LBM, relationships matter. This industry has tremendous opportunity for young people who are willing to work, learn, and lead with ownership.

FUN FACT: I'm more competitive with myself than anyone else.



KELLY ROPER

CONTROLLER
HARBIN LUMBER COMPANY, INC.

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself still with Harbin having continued to grow my skillset and responsibilities, and creating more value for the company than I do today. I want to be viewed as someone leadership can rely on for sound judgment, problem solving, and long-term thinking—whether that is in my current role or an expanded one. My focus is less on a specific title and more on continuing to learn, helping others succeed, and supporting Harbin's long-term goals.

ADVICE FOR THE NEXT GENERATION: LBM is a relationship-driven business. Learn the fundamentals, be dependable, and take pride in understanding how the whole operation works. If you focus on skills, accountability, and doing right by customers and coworkers, the opportunities will come.

FUN FACT: I am a wife and a mother of two beautiful children, and we own and operate a commercial poultry operation as well as a family farm. I am originally from Virginia with no farming background, so when I moved to Georgia and married a farmer, I was in for a treat! There is never a dull moment around our house, but I am very thankful that I get to raise a family in this environment as it teaches responsibility and hard work.



NATHAN HAYES

OPERATIONS VICE PRESIDENT
DECKORATORS, INC.

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I would like to continue to expand my sphere of influence, and hone my business acumen and skills to have the opportunity to run one of the business units within UFP Industries.

ADVICE FOR THE NEXT GENERATION: I would really like to pass along a few key things that I wish I would have known or realized sooner: The first is that there is a path for everyone within our industry, from HR to operations to data analytics, so don't let your first position limit your perspective on opportunity. Secondly, and probably most importantly, is the higher you wish to move in a company, the less you are judged on your individual acts, and the more you will be judged on the teams you build and how they perform. Develop others to develop yourself.

FUN FACT: I love being outdoors playing with my two sons. When we aren't out playing, you can usually find me training or participating in endurance sports. I am currently building up to running my first Ironman 70.3 event this year.



TIM MARTIN

MANAGER
DOHERTY LUMBER AND
BUILDING SUPPLY

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself running one of my company's branches as the manager or our top outside salesman, whichever need is most dire for my company.

ADVICE FOR THE NEXT GENERATION: Be eager and willing to learn. This industry is incredibly vast and has a steep learning curve, but if you put in the time and learn from your more knowledgeable coworkers, vendors, and contractors, you can build an incredible career in the building materials industry. Develop relationships with professionals in every facet of the industry because it will be impossible to be an expert on everything, but having the right connections will serve you far greater than any seminar or class ever could.

FUN FACT: Since March 1, 2025, I have lost over 150 pounds and participated in the Tough Ruck 2026 event, a fundraiser marathon for fallen soldiers and first responders families.



HUNTER CLARK

PRODUCTION MANAGER
LIBERTY CEDAR

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself continuing to grow within the lumber industry, learning new things whenever possible, and hopefully being an instrumental part with inspiring the next generation of people in the industry.

ADVICE FOR THE NEXT GENERATION: Give the lumber industry a chance, even if you don't think it's for you. No two days are the same and the people within the industry that you communicate with are passionate about what they do, and if you give it a chance, that passion is contagious. When you fully immerse yourself in the industry, it can be very rewarding and enjoyable.

FUN FACT: I am a father to a crazy four year old, serve as a volunteer firefighter, and enjoy rooting for the Boston Red Sox.



DANIELLE HOOVER

BUYER
YOUR BUILDING CENTERS INC.

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself working in the LBM industry as it continues to evolve. I am motivated to embrace the change and help improve efficiency to move our industry forward.

ADVICE FOR THE NEXT GENERATION: The LBM industry offers long-term opportunity. If you are willing to work hard, ask questions, and find good people and learn from them, you will build a rewarding career.

FUN FACT: I am a full-time mom working in the LBM industry. Additionally, my life experiences include studying abroad, working for a junior high drama department, being a site director for nonprofit after school program for under privileged youth, and being an office manager for Habitat for Humanity.





BEN RUSH

COMMODITY BUYER
SOUTHEAST BUILDING SUPPLY
INTERESTS

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I aim to become the leading voice for product knowledge within SBSI and serve as a “go-to” for supporting our sales team as they educate our customers. I plan to become proficient in futures and options marketing. Becoming an expert in lumber futures and options five years from now will not just be useful, it will be essential. The personal portion of my 5-year plan involves becoming a mentor to aspiring members of the LBM space.

ADVICE FOR THE NEXT GENERATION: When considering career options, ask yourself this question: If I only get to choose one career, what role would I pick that I would guarantee I’d be the best in the world at? Upon making your choice, you must become a sponge. You have everything to learn and no industry knowledge to bring to the table. The only thing you can provide to your new team is a good attitude and outstanding character.

FUN FACT: In 2024, I founded an insulation company called Dynamix Home Energy. Our mission was to find more cost-effective ways to provide value for home builders by enabling them to meet the legal requirements for home energy credits. Although this endeavor has since been dissolved, I learned what it takes to be an owner operator in building materials supply chain.



ELLIE BOWMAN

OWNER **PRICKLY PEAR FARM & HOME**
 MANAGER **ELKHART LUMBER**
COMPANY - PRICKLY PEAR FARM,
HOME & LUMBER

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself continuing to lead and grow strong, community-focused lumber and hardware businesses in rural markets, while also consulting with other independent dealers who are navigating transition, growth, or operational challenges. My long-term goal is to help preserve and modernize locally-owned lumberyards by offering guidance on operations, financial discipline, inventory management, and culture.

ADVICE FOR THE NEXT GENERATION: Stay curious and never stop asking questions. The lumber and building materials industry offers an incredible opportunity to learn, but much of that knowledge is gained on the job by listening to experienced professionals, understanding how materials are used in the field, and being willing to learn from mistakes. I would also encourage young people not to underestimate the value of rural markets and independent businesses. These operations offer experience, meaningful responsibility, and the chance to make a real impact early in your career.

FUN FACT: A fun fact about me is that I showed cattle nationally, which taught me responsibility, discipline, and the value of preparation.



JESSE MAULDIN

GENERAL MANAGER
RED RIVER LUMBER - NORTH

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself continuing to grow as a values-driven leader in a senior leadership or operational role where I can make a broader impact on people, performance, and community. My goal is to lead high-performing teams, mentor future leaders, and contribute to sustainable organizational growth. Equally important, I see myself continuing my public service and community engagement, using leadership as a platform to positively influence both the workplace and the community. Ultimately, my measure of success will be reflected not only in professional advancement and results, but in the growth of the people I lead and the example I set as a leader, husband, and father.

ADVICE FOR THE NEXT GENERATION: Never stop learning. Learn every part of the operation from every angle. Beginning in the lumberyard and learning materials and delivery gave me the perspective I needed to lead, because I understand what my team experiences firsthand. Be willing to step in and help wherever needed.

FUN FACT: Outside of work, I enjoy spending time watching my children compete in sports, working on vehicles, and supporting my wife’s personal and professional growth.



TURNER MORSCHÉS

ASSISTANT MANAGER
MORSCHÉS LUMBER INC.

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I see myself running our company and looking to expand our customer base. I see our company growing and continuing to deliver excellence for our customers. I would like to see us at that time looking at ways to expand our footprint to better serve our customer base.

ADVICE FOR THE NEXT GENERATION: Take every opportunity to learn from those who have been in this industry. The LBM industry is extremely blessed with a multitude of individuals that have dedicated their lives to this industry and it is important to gain all you can learn from them. Be open to doing every job. The more you know the ins and outs of how your company runs, the more irreplaceable you become.

FUN FACT: I graduated from Culver Academies and then continued on to Furman University. I played rugby both in high school and as team captain for three years in college. My playing career culminated in us being ranked sixth in the Division II.



DAKOTA KISANDI

PRODUCT MANAGER
MID-AM BUILDING SUPPLY

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I envision myself continuing to grow with Mid-Am, leveraging deep product knowledge and strong, meaningful relationships to drive sustained growth while further expanding the territory.

ADVICE FOR THE NEXT GENERATION: Approach this industry with the same respect and commitment you would a skilled trade. You may be surprised to find that a strong work ethic, effective communication skills, and solid organizational abilities can, in many cases, take you further than a four-year degree, often without the burden of significant student debt

FUN FACT: Despite what the organization may require, I am admittedly a terrible golfer. Outside of work, I prioritize time with my wife and our three children. Once they are in bed, I enjoy unwinding by flying virtual routes on a flight simulator, often to airports near my customers.



JOSH MARTIN

OWNER & CEO
PROEDGE BUILDING SOLUTIONS

WHERE DO YOU SEE YOURSELF IN FIVE YEARS: I hope to be a well-established business with a brand that speaks for itself, and a company that looks out for employees and helps employees become better people.

ADVICE FOR THE NEXT GENERATION: It is hard; never put your integrity at stake, and never be dishonest, no matter what the outcome is. Do not do this alone—find a mentor. Your family and religion is always first, no matter what.

FUN FACT: 8th grade education, country boy, no business training.



THE LBM
40 UNDER 40
REPRESENT A
SMALL SAMPLE
OF THE YOUNG
PROS WHO
ARE DRIVING
THE FUTURE
FOR THE LBM
COMMUNITY.



MARK ANDERSON

DIRECTOR OF PURCHASING
BUILDING CENTER

WHERE DO YOU SEE YOURSELF

IN FIVE YEARS: I see myself continuing to grow within the industry, taking on more responsibility, and becoming someone others can rely on. I want to be known for doing my job well, building strong relationships, and helping to continue to grow our business.

ADVICE FOR THE NEXT

GENERATION: Some of the most influential people I have met within the LBM industry started in the yard or at the counter. Starting hands-on teaches you product knowledge and earns respect. Be patient and ask as many questions as possible. That knowledge base will never be forgotten as you continue to grow.

FUN FACT: I enjoy traveling as much as possible, whether it be on tropical vacations or traveling to watch my favorite football teams.



WALT KEARNEY

VICE PRESIDENT OF SALES
SUNRISE BUILDERS SUPPLY/QXO

WHERE DO YOU SEE YOURSELF

IN FIVE YEARS: I see myself continuing to grow in the industry with a mindset of continuous improvement both personally and as a company. Our goal is to grow our company significantly and grow our millwork business.

ADVICE FOR THE NEXT

GENERATION: It is an incredibly rewarding industry, and you get out what you put into it. If an industry that values hard work and provides advancement opportunities sounds interesting, the sky is the limit in the building materials world. This career provides you a unique opportunity to interact with a very broad range of stakeholders on a daily (and even hourly) basis.

FUN FACT: My wife was on the "Wheel of Fortune" while pregnant with our first child.

LOOKING TO THE FUTURE

Not surprisingly, we received far more nominees than we could recognize in the 2026 LBM 40 Under 40. It's why each year we'll welcome an entirely new group of professionals to our list of inductees. If your name (or the name of an associate you nominated) wasn't included this year, we encourage you to re-nominate again next year. Thank you for joining us in recognizing and celebrating the young pros who are driving our community forward.



SHORTCUTS SAVE SECONDS. ACCIDENTS COST EVERYTHING.

In a busy yard, it's easy to rush and skip a checklist, take a sharp turn, or lift one load too many. But one wrong move with a forklift can lead to injuries and costly downtime.

Safety isn't about speed; it's about control. With PLM's risk management expertise and insurance protection built for wood-based operations, you can keep productivity high and accidents low.

Because "*it won't happen to me*" isn't a strategy.

PLM brings insurance and risk management together to keep your business and your people safe. Visit www.plmins.com/LBM to get started.



PENNSYLVANIA
LUMBERMENS MUTUAL
INSURANCE COMPANY

800.752.1895
PLMINS.COM

PROUD SPONSOR OF THE LBM 40 UNDER 40



Why More Dealers Are Thinking Like Manufacturers

BY JAMES ANDERSON

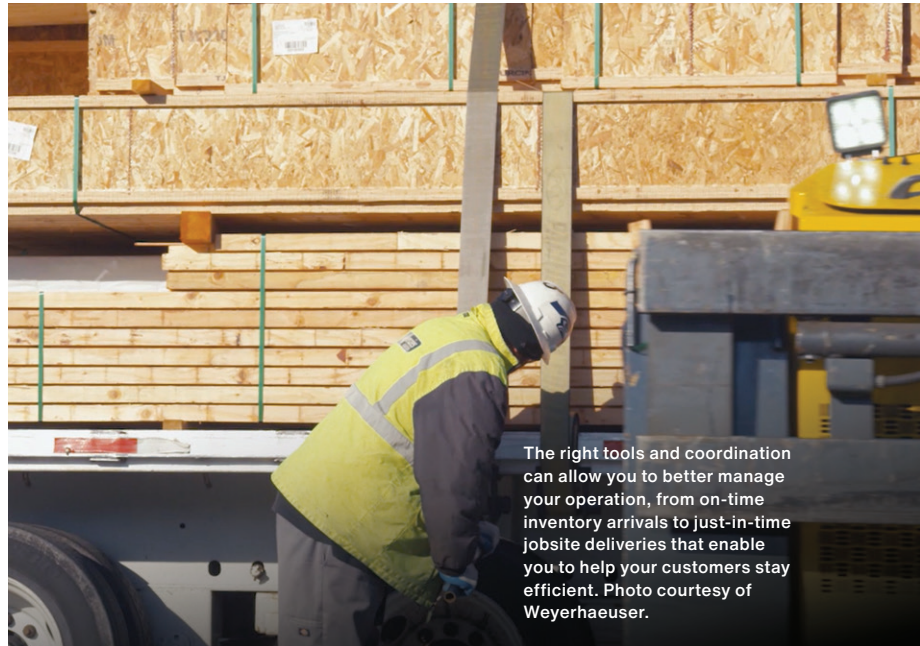
With the chronic shortage of skilled labor and the need for productivity gains in home construction, it's no surprise that the building component category is experiencing rapid growth. While the opportunity is growing, the reality for traditional LBM dealers is not that simple. Getting into building components—and doing it correctly—involves more than just clearing space in a showroom and warehouse and stocking the right products. For many dealers, getting into the building components game means becoming a manufacturer, and that takes a lot of space and a whole new set of business skills.

BUILDING



ProTec Panel & Truss's Bremen, IN facility operates across multiple production bays with trusses, wall panels, and component packages staged daily for delivery to jobsites across Indiana and Michigan.

THERE ARE TWO WAYS in which LBM dealers are tackling component construction: one in which the dealer has invested in building their own truss and/or wall panel plant, and another in which the dealer sources components from independent component suppliers. These models of component supply are gaining traction in both expansion plans and acquisition opportunities for lumberyards pursuing a piece of the building component market.



The right tools and coordination can allow you to better manage your operation, from on-time inventory arrivals to just-in-time jobsite deliveries that enable you to help your customers stay efficient. Photo courtesy of Weyerhaeuser.

COMPONENTS

Capturing components growth

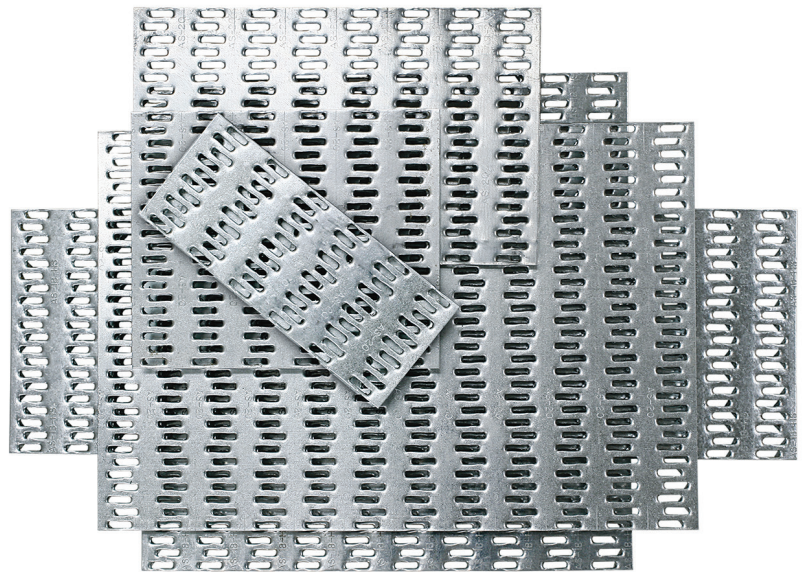
“The opportunity for LBM dealers in components is massive, but most are still underselling it,” says Shane Soule, president of ProTec Panel & Truss. “The dealers capturing the most growth are the ones who stopped treating components as a commodity add-on and started leading with design capability.”

Soule adds, “Dealers who can take a [project] from napkin sketch to engineered panels and trusses with a full material package own that relationship. The dealers who are just quoting trusses off a plan set are losing to the ones offering turnkey solutions.”

Carolyn O’Hearn, product marketing manager for software apps at Simpson Strong-Tie, agrees.

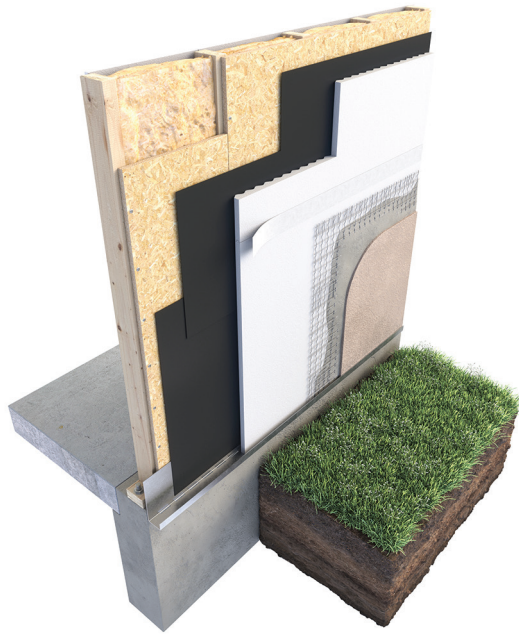
“Dealers are seeing the most growth in investments in new innovative solutions, such as artificial intelligence solutions [that are] streamlining current workflows and technology investments that drive their future growth,” she says.

The process of building prefabricated components is evolving from an exercise in manufacturing and framing to an exercise in consultation, says Jeremy Dummer, senior software solutions manager at Weyerhaeuser. It’s no longer enough, he says, to simply build a prefabricated floor, wall, or roof. ▶



The Simpson Strong-Tie AS-20 series structural truss plates are staggered-tooth metal plates. The teeth are punched in pairs and formed at right angles to the face of the parent metal so that two teeth per hole occur along the length.

Atlas Molded Products, a division of Atlas Roofing, has introduced ThermalStar DripWave, an energy-efficient expanded polystyrene (EPS) insulation designed to enhance performance in exterior one-coat stucco assemblies and other exterior wall systems, depending on project requirements.



“Component suppliers must be in lockstep with each of their customers at an individual level,” he says. “Some projects require customization and preference for how components are built, and how they accommodate the needs of all building trades.”

Zach Hubbs, CEO at Paragon Truss, a cloud-based truss design software, says the biggest opportunity for LBM dealers right now is moving from simply supplying materials to becoming a more integrated solution provider.

“With labor shortages and the builders’ desire for speed, you can provide value by making

the builders’ life easier. Components are a natural extension of that,” he says.

Hubbs adds that dealers seeing the most growth are those who are leaning into trusses, wall panels, and engineered packages as a way to increase ticket size per project, improve builder speed, and differentiate from commodity competitors.

“What’s interesting is that growth isn’t just coming from large production builders. Smaller and mid-sized builders are increasingly open to components because of labor constraints, schedule pressure, and the other advantages components offer,” Hubbs said. “Dealers who can package materials with components with coordination are winning more of that business.”

Although, Jason Darling, vice president of marketing at Huber Engineered Woods, says LBM dealers that have made the move to building components have done so most successfully by targeting larger projects.

“Due to the higher up-front cost of designing the components to be built off-site and then delivered to the jobsite, at Huber Engineered Woods, we are seeing dealers capture the most growth by targeting building components to production-built homes or multifamily projects due to the repetitive nature of the designs for these types of construction. ZIP System sheathing and tape products are ideal solutions for building component construction methods due to their durability and the ability to complete the structure and weather barrier layers in the factory before delivery to the jobsite,” Darling explains.

Jen Frey, senior product manager at Atlas Roofing, says she’s seeing a greater adaptation of continuous insulation, which is being driven by stricter energy codes.

“As energy codes shift and change, there are different ways to meet them, but the higher-performing dealer is using continuous insulation as more of a performance-based product (to improve overall energy efficiency of a home) than a prescriptive requirement (necessary to meet codes). Ultimately, adopting continuous insulation into the builder’s overall design results in long-term higher thermal performance and efficiency of the home. On top of that, the dealers benefit from the versatility of rigid insulation, since builders can use the product as an opportunity to reduce jobsite costs, reduce overall time on the jobsite, and offset labor shortages,” she says.

Huber Engineered Woods’ ZIP System sheathing and tape are designed to help builders create a tight, dry building enclosure with a streamlined installation process intended to save time on the jobsite.





FAR LEFT: Revol's first Build-to-Rent (BTR) community is in Bristol, WI. The development consists of 250 units, including a pool house and clubhouse. Revol says that Build-to-Rent is quickly becoming the ideal housing solution for families who have outgrown apartment living but aren't yet ready for a large custom home.

LEFT: Revol has upgraded all its panel lines with automated bridge nailers, which the company says has significantly improved efficiency and increased output. The new system allows Revol to program the exact nail pattern directly into the machine, which is engineered to eliminate human error by nailing precisely according to the design.

Craig Sichling, senior vice president and chief commercial officer at LP Building Solutions, says the greatest opportunity right now from his perspective lies in the continued momentum behind engineered siding, which is benefiting from rising demand for exterior materials that deliver durability, resilience, and long-term sustainability.

"Market trends show a clear uptick in innovation within the siding category as homeowners increasingly prioritize products that are designed to withstand climate challenges while offering strong environmental performance," Sichling says.

Market performance

Joshua Ratcliff, co-founder and CEO at Revol Building Solutions, says that more markets—especially in the south—are turning to off-site manufacturing due to labor uncertainties, immigration crackdowns, and aging talent. He expects the trend to continue over the next 12 months.

"Of course, AI is coming for all the software in our business. From design to take-offs and estimating, to logistics—we know it's coming," he says.

However, Ratcliff said that it's an exciting time in the industry when AI can assist users in estimating and designing a large multifamily project. The programs can make it possible to present customers with a full-on itemized product listing and 3D design to in a matter of minutes and with an error rate less than 1%.

"This will not only cut down on the time put into the upfront cost of a project, but will eliminate thousands of dollars in mistakes," he says.

Soule at ProTec agrees that AI can greatly enhance business operations.

"Not as a buzzword, as an operational strategy. The default answer in our industry when you need to handle growth is to hire more people and train them. I'd flip that. Figure out how your trained, experienced people can do more

with AI systems that multiply their output. At ProTec, we've cut commercial estimate prep from hours to minutes using AI. That's not replacing estimators. It's making the ones we have dramatically more productive."

Soule says he thinks component growth may even outpace permit growth in the next 12 months, for two reasons: "First, national builders are expanding their use of wall panels and component solutions across more of their projects, which drives volume independent of new permits. Second, there's a generational shift happening on jobsites. The old-time framers who resisted panels are retiring, and the younger framers coming up see the efficiency gain immediately."

The younger generation of framers don't have the same "we've always done it this way" resistance, Soule says, and that generational turnover is opening doors for wall panels in residential construction that were closed five years ago. ▶



LP BurnGuard FRT OSB expands LP's fire solutions with a true OSB panel featuring integrated, through-panel fire-retardant protection. Manufactured entirely in-house, it installs like standard OSB, meets code requirements, and supports 1- and 2-hour fire-rated assemblies with single-source warranty support.



AnyPlate from Paragon Truss is engineered to allow users to design and analyze trusses regardless of plate supplier. According to Paragon, AnyPlates can be substituted with a variety of plates from other suppliers.

O’Hearn, at Simpson Strong-Tie, says she also sees growth in the coming year.

“Although not as aggressive in past years, we are still seeing growth in the building components market with solutions introduced that make workflows more efficient as they relate to design services or more automation in the workforce,” she says.

Traditionally, as demand in the construction industry softens, builders trend away from the efficiencies of premanufactured components in favor of lower costs (or perceived lower costs) to frame on the jobsite, says Weyerhaeuser’s Dummer.

“During this time, LBM dealers might find success in providing precut JobPack solutions such as NextPhase Site Solutions in lieu of fully componentized systems. Slower periods provide an opportunity to investigate new things, try them, and to learn. If you’re building or are

considering floor cassette fabrication, tools like TJ-PanelMate software are a great way to create efficiency in detailing for floor cassettes. Software tools such as ForteWEB and Javelin already include many changing building code design requirements,” he says.

In addition to software tools, Dummer also encourages LBM dealers to take advantage of training, such as Weyerhaeuser Learning and webinars to keep them abreast of what is changing.

“Softer markets are a great time to learn and to build consultative relationships,” he says. “Leverage software tools to better understand and accommodate your builder’s individual preferences.”

Darling, at Huber, says the performance of the building components market will be closely tied to how production-built homes and multi-family projects perform over the next 12 months.

“Many of these customers are seeking solutions to minimize the overall project schedule, and building components are well-positioned to deliver accelerated schedules. ZIP System sheathing and tape products, for instance, provide a simplified way to build off-site components and finish them on the jobsite, further reinforcing the cycle-time savings benefit.”

At LP Building Solutions, Sichling says he expects demand for resilient, sustainable, code-compliant systems to accelerate.

“LP BurnGuard FRT OSB panel, for example, meets IBC/IRC FRTW requirements, making fire-resistance-rated assemblies easier for builders, speeding adoption in multifamily and dense construction,” he says. “Siding demand is expected to stay strong as homeowners prioritize durability, resilience, and sustainability. We continue to see that sustainability and resilient materials remain increasingly important.”

Dealer investment

Future growth in the LBM industry is going to depend on what a business is willing to invest in, says Simpson Strong-Tie’s O’Hearn.

“Investing in new and innovative software and technology is a key driver to future growth in the LBM industry and finding a partner that can deliver all of the services and solutions in their journey,” she says. “We are seeing more partners invest in their overall operations by streamlining their current workflows with new technology or advanced software to make their plants run more efficiently and timely to meet their customers’ needs.”



ABOVE: Paragon Assembly software provides read-only views of components as they’re being assembled, to help ensure accuracy and efficiency.



RIGHT: Experts with Atlas Roofing say continuous insulation use is expanding rapidly throughout North America, due to the product’s many benefits: occupant comfort, health, safety, and the ability to express responsible stewardship of our environment.



Engineered to simplify the building envelope, ZIP System from Huber Engineered Woods combines structural sheathing with an integrated air and water-resistive barrier, helping builders save on labor costs and improve project cycle times.

Top dealers increasingly emphasize building-envelope and structural solutions that offer clear advantages in durability, resilience, and code compliance, says Sichling at LP. “The growing demand for resilient, sustainable materials, including those with environmental product declarations, shows builders are prioritizing performance credibility.”

Over the next three to five years, Sichling suggests dealers focus on strengthening their technical foundation, investing in digital design tools, better estimating platforms, and selective automation to support the growing use of advanced materials like integrated fire-retardant OSB and high-performance sheathing.

“These tools help improve consistency, accuracy, and alignment with evolving code requirements, while deeper product fluency in sustainability and resilience will become increasingly important as demand grows for materials with strong environmental credentials,” he says.

Equally important, Sichling adds, is investing in people and partnerships. “Sales teams increasingly need value-based training to articulate the benefits of durable, energy-efficient, and resilient product solutions, while strong field support, like hands-on training and jobsite demos help drive adoption of upgraded systems.”

Darling, at Huber, says the first piece of advice he would offer LBM dealers is to ensure that end-users of this type of construction are considered and fit within their business strategy.

“A dealer who focuses primarily on custom-built homes may not benefit from large-scale investments in building components. The important thing is to know your customers and what they want from you as a dealer partner.”

Tim Milroy, senior director of sales for the commercial roofing division at Atlas Roofing, says top performing dealers take the time to build relationships up and down the distribution chain to understand changes in code in order to become subject matter experts for their builder customers.

“Presenting as a knowledgeable dealer well-informed to help guide builders — that’s invaluable,” he says.

Hubbs at Paragon agrees. The two top suggestions he has for LBM dealers is to invest in technology and to strengthen design capabilities.

“The future isn’t just faster design, it’s more connected data,” he says. “Dealers should be looking for systems that allow them to integrate with builders, internal teams, and partners without being locked into rigid workflows.”

Design, Hubbs says, is where a lot of value is created. “The ability to quickly iterate, validate, and communicate designs will separate leaders from the rest.”

Weyerhaeuser’s Dummer says the highest performing partners he sees are those who recognize and adjust to the cyclical nature of the industry and still aim to make decisions guided by long-term direction and goals.

“Investing in the right people and software tools that enable efficiency goes a long way to create efficiency in the estimating, design, logistics, and manufacturing processes that can allow the organization to overcome the ebb and flow of our industry,” he says. “As it relates to an LBM dealer who builds and supplies components, my advice is to make sure you understand your customers’ needs first. It is easy to be internally focused on your plant, your manufacturing, your software. The reality is that your success hinges on your customers’ success.” ■

PHOTOS COURTESY OF MANUFACTURERS

CONTRIBUTING MANUFACTURERS



SHANE SOULE
ProTec Panel & Truss



CAROLYN O'HEARN
Simpson Strong-Tie



JEREMY DUMMER
Weyerhaeuser



JEN FREY
Atlas Roofing



TIM MILROY
Atlas Roofing



ZACH HUBBS
Paragon Truss



CRAIG SICHLING
LP Building Solutions



JASON DARLING
Huber
Engineered Woods



JOSHUA RATCLIFF
Revol
Building Solutions

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



BENWRAP SA FROM BENJAMIN OBDYKE

New from Benjamin Obdyke, BenWrap SA is a self-adhered housewrap designed to serve as both an air and moisture control layer. The product uses a continuous acrylic adhesive that seals around fasteners and penetrations, which the manufacturer says reduces the need for additional sealing steps. A repositionable adhesive and split-release liner improves alignment and speed installation, helping reduce labor time and material waste. The tri-laminate construction is designed to resist tearing during installation. With a vapor permeance of 14 and UV exposure rating of 120 days, it offers dealers a housewrap option suited for streamlined wall system installs. benjaminobdyke.com



ACRE FLAT CROWN MOULDING

Described as an alternative to wood crown, ACRE Flat Crown Moulding from Modern Mill is engineered to accept stain like wood, allowing it to match interior or exterior finishes. Made from upcycled rice hulls, it is said to resist moisture, pests, and maintenance issues associated with wood. The product contains no added formaldehyde, VOCs, or adhesives and is designed for use in traditional and historic-style applications. Available in 3" and 6" widths, 16' lengths, and 3/4" thickness, it gives dealers a trim option aligned with demand for low-maintenance, stainable materials. modern-mill.com

SIMPSON STRONG-TIE PFUD POST FRAME UNDERSADDLE HANGERS

Simpson Strong-Tie's PFUD™ undersaddle hangers for post-frame construction are designed to support ceiling joists on both sides of a truss with a single connector. According to the manufacturer, the continuous seat fits snugly under the truss bottom chord to help align components and simplify layout. The hanger can be separated along perforations for single-side applications, offering flexibility in the field. It is load rated for joist tension forces and suitable for use with ceiling diaphragms or truss bracing. Available in models for one- and two-ply trusses, the code-listed hangers provide contractors a connector option that can reduce layout steps and installation time. strongtie.com



FEENEY DESIGNRAIL MODERN IN COASTAL WHITE

Feeney has expanded its DesignRail Modern line with a Coastal White aluminum railing system for residential and light commercial applications. According to the manufacturer, the system uses snap-and-screw assembly with pre-drilled posts and pickets, intended to simplify installation and reduce layout time. The railing is designed to integrate with 1/8" CableRail kits for metal posts. Components are made from 6000-series aluminum with a powder-coated finish to support durability in exterior environments. Kits are available in 6' and 8' lengths for 36" heights and 6' lengths for 42" heights, giving dealers a railing option suited for modern designs and coastal settings. feeneyinc.com



FYRATEK FROM WESTLAKE ROYAL BUILDING PRODUCTS

Westlake Royal Building Products has introduced FYRATEK, a fire- and ember-resistant roof underlayment for concrete and clay tile systems in wildfire-prone areas. According to the manufacturer, the product features a non-combustible aluminum surface that reflects heat and helps prevent embers from igniting the roof deck. It is Class A fire-rated with tile assemblies and approved for use in California's WUI zones. A reinforced scrim is intended to improve traction during installation, while the material is designed to lay flat and withstand jobsite wear. Available in 54" x 100' rolls, FYRATEK aims to provide dealers and contractors a code-compliant underlayment option for wildfire-driven reroofing and new construction demand. westlakeroyalbuildingproducts.com





MODERN SLIDING DOOR FROM MARVIN

The Modern Sliding Door from Marvin is a large-format exterior door designed for contemporary residential applications, which can be configured with up to four panels and heights up to 12 feet. It features a high-density fiberglass exterior and extruded aluminum interior, intended to balance durability with low maintenance. The unit carries a PG40 performance rating to align with other products in the Modern collection. For dealers and contractors, it offers a modular option suited for large openings, daylighting, and modern design. marvin.com/modern



WOLF HAVEN DECKING FROM WOLF OUTDOOR LIVING

Wolf Outdoor Living, part of PrimeSource Brands, has introduced Wolf Haven Decking, a composite decking line for residential outdoor living applications. The boards feature a scalloped profile intended to reduce weight for easier handling and faster installation. The material is designed to resist moisture, mold, and mildew, supporting use in humid or coastal environments. Available in multiple board lengths and profiles, along with fascia options, it gives dealers a decking option aimed at low maintenance and flexible design layouts. wolfoutdoorliving.com



Storage Systems for LBM Dealers

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



Bulk Canopy



Cantilever Rack T-Shed



Auto-Stak System



Cantilever Rack Drive-Thru

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



Contact Us Today!

Toll Free: 800-992-2824

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

ADVERTISER INDEX

COMPANY	PAGE	PHONE	WEBSITE
1st West Mergers & Acquisitions LLC	IBC	866.489.6604	1stwestma.com
Atlas EnergyShield XR	6-7	800.388.6134	xr.atlasrwi.com
* Biewer Lumber	15	810.329.4789	biewerlumber.com
Bradley Hartmann & Company	25	630.234.7321	bradleyhartmannandco.com
Building Leaders, Inc.	71	773.769.4409	buildingleaders.com/store
* ClosetMaid PRO	9	800.874.0008	closetmaidpro.com
* Culpeper Wood Preservers	9	800.817.6215	culpeperwood.com
Deckorators	12-13	800.556.8449	deckorators.com/dealer
Deckwise	40	941.896.9851	deckwise.com
ECI	2-3	877.521.1100	ecisolutions.com
Krauter Auto-Stak	69	800.992.2824	ks-ka.com
LBM Advantage	19	845.564.4900	lbmadvantage.com
LBM Century Club	35		lbmjournal.com/lbm-century-club
LBM Strategies Conference 2026	20-21		lbmstrategies.com
* Manufacturers Reserve Supply	BB	973.373.1881	mrs lumber.com
MFM Building Products Corp.	27	800.882.7663	mfmbp.com
Midwest Fastener Corp	36-37	800.444.7313	fastenerconnection.com
NewTechWood America	IFC-1	866.728.5273	newtechwood.com
Orgill	45	800.347.2860	orgill.com
Paragon Components	29	423.521.0056	paragontruss.com
Pennsylvania Lumbers Mutual Insurance Company	61	800.752.1895	plmins.com
* Rollex Corp.	9	800.251.3300	rollex.com
Sakrete	31	866.725.7383	sakrete.com
Simpson Strong-Tie	23	800.999.5099	strongtie.com
* Soleno	15	888.363.1471	soleno.com/en/
Starwood Rafters	41	888.525.5878	starwoodrafters.com
Uline	17	800.295.5510	uline.com
Westlake Royal Building Products	OBC	800.521.8486	westlakeroyalbuildingproducts.com
Weyerhaeuser	32-33	800.525.5440	weyerhaeuser.com

* Denotes regional distribution.

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

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

YOUR SALES PLAYBOOK...



SELL FEARLESSLY!

VISIT buildingleaders.com/store

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

Prices do not include shipping.

A PROFESSION OF FEAR

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

SCIENCE INSIDE THE BOX

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



“WOW! Just wow.”

— Rick Schumacher, Publisher and Executive Editor of LBM Journal

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

— Bill Lee, Founder of Lee Resources

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

— Tom Latourette, Managing Partner and Certified Trainer M3 Learning

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

— Rick Davis, The Guy who Wrote the Books

FIGHTING THE MOVE-ON MENTALITY

Your company is good at attracting and hiring young talent, but too many promising employees leave after just two or three years. What would you do?

WHEN LAUNCHING Stable Lumber Company 15 years ago, you were determined to avoid the management mistakes you'd experienced during your years as an employee. Those "what not to dos" have been invaluable as you've grown your company. Beyond that, you've worked hard to build a culture people say they want. That's why your company invests in training, leadership development, mentoring, and clear advancement paths. Managers meet regularly with employees about career goals, and compensation is competitive for your market.

Your reputation as a great place to work has helped you attract young pros. However, *hiring* them isn't your problem. *Retaining* them is. You keep watching promising young employees leave right around the two- or three-year mark. The frustrating part? Many of them aren't leaving because they're unhappy, or underpaid, or don't feel valued. Instead, they're leaving to move on.

"I just think I need to move around and gain other experiences to grow my career."

"I've heard that you have to switch companies every couple of years to move up faster."

"This is great, but I want to see what else is out there."



In some cases, these employees leave for positions very similar to the ones they already had, or for slightly higher pay. More than a few eventually try to come back.

Meanwhile, you're questioning the wisdom of investing heavily to train and develop employees who may be taking Stable Lumber for a test drive. What would you do?

CAST YOUR VOTE ONLINE AT: LBMJOURNAL.COM

Accept it. Members of today's generation often view long-term careers differently. Accept this as both a reality and a challenge.

Adapt. Instead of counting on retention, focus instead on stronger incentives to stay like retention bonuses, enhanced benefits, and clear timelines for advancement.

Stay the course. Continue making your company a great place to work, with a strong culture and employee development, and know that not everyone will stay.

Seek experience. Since the turnover you're experiencing is primarily among young talent, try to attract more seasoned pros who seek stability and a great place to work.

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



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

**NORTH AMERICA'S "GO TO"
M&A ADVISORY FOR 18 YEARS!**

OUR SERVICES

Turn-Key Representation of Sellers in Exits and Acquisitions.

Advisory to Sellers or Buyers on Deal Value and Structure.

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

1stWEST[®]
Mergers & Acquisitions LLC

**1stWEST M&A has transacted more than
\$1.5 billion in deal values.**



TRANSFORMATIONAL LOOKS FOR LIFE

Celect® Cellular Composite Siding was designed to differentiate. With its **NEW Coastal Collection colors**, you can add an easygoing beachside aesthetic to the seamless design, durability and best-in-class color fade resistance that make this siding such a standout.



**TIGHTEST SEAMS
IN THE INDUSTRY**



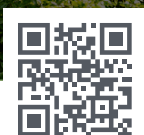
**WON'T ROT,
SPLIT OR CRACK**



**GRAVITY LOCK
HIGH WIND RESISTANCE**



**LOW
MAINTENANCE**



Westlake
Royal Building Products™

WE HAVE EVERY PIECE TO BUILD YOUR STORY
BE BOUNDLESS™

WRBP.COM

SIDING & ACCESSORIES

TRIM & MOULDINGS

ROOFING

STONE

WINDOWS

OUTDOOR LIVING

© 2026 Westlake Royal Building Products