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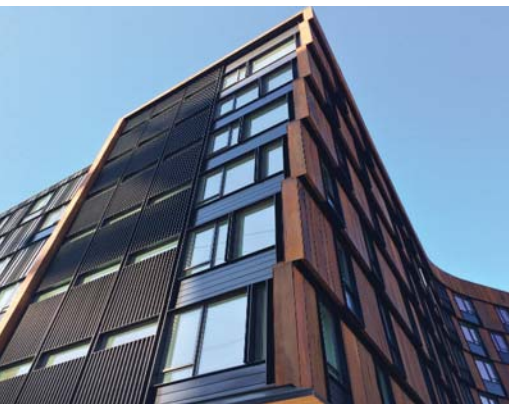
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OCTOBER PREVIEW

- 2019 Rural Builder Buyers' Guide
- NEW this Year: Product Showcase!

Self-Storage Dreams

For nearly four decades I have been intrigued by self-storage businesses. When I was traveling all over the country in the early 1980s, the popularity was unmistakable. I never noticed storage buildings in the big cities, but as they started cropping up in suburbs, towns and rural areas, they smacked me in the face, and I thought: Now there's a good money-making idea!

Alas, I had no money back then, and even less sense to take any action. Like the Apple stock I woulda'-coulda'-shoulda' bought in the 1990s, my shot at riches was never to be. It was a grand idea, though.

Anyone with access to cheap, well-placed land could build a simple, rectangular building, divide it up into bins, and make money from people who gladly paid to store their stuff.

Since then I have followed the trend in storage. I've listened intently to people's conversations about the stuff they have stored in them and their dreams of one day retrieving it; I've attended auctions at storage units where some renters gave up their dreams; and I've wondered often enough: why would anyone pay to store THAT!

It doesn't matter the value of items placed into storage, it only matters that the owners find enough value to have them stored. And plenty of people place lots of value on just about everything.

For all these reasons, I enjoyed working on this issue's article on self-storage. After the industry went through a tough time during the Great Recession, it has come back stronger than ever before. We take a look in our "In Focus" cover story.

This issue is also special because we can announce the addition of a new offspring here at F+W Media.

If you are receiving a mailed copy of *Rural Builder* magazine, bundled with it this time is the premier issue of *Rollforming Magazine*. It is the fourth title in the Trade Division and joins *Rural Builder*, *Frame Building News* and *Metal Roofing Magazine*.

The topic of roll formers, as many of you know, is a natural addition to the family. Builders in the metal-frame, post-frame and metal-roofing industries have embraced job-site roll formers and small roll-forming shops like never before. Once a controversial addition, they have become mainstream. Destined to stay, it behooves us to provide the topic its own space. This will allow roll-forming operations, both big and small, to open dialog on how to operate most effectively and efficiently and hopefully gain ground for the metal industry as a whole.

A final reminder that METALCON is just around the corner. Stop by and visit us in Charlotte.



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MARKET PULSE

PRICES FOR INPUTS SLIDE BACKWARDS

Prices for inputs to construction fell 0.2 percent in July but are 9.5 percent higher than a year ago, according to an Associated Builders and Contractors analysis of U.S. Bureau of Labor Statistics data.

Nonresidential construction input prices fell 0.3 percent in July but are up 9.6 percent year over year. Softwood lumber prices are up 19.5 percent from July 2017, while iron and steel prices are up 13.4 percent.

"The monthly decline in construction input prices registered in July represents a departure from the recent trend," said ABC Chief Economist Anirban Basu. "As is often the case, the question for the economist is how much weight to place on the most recent data point."

Basu cautions against thinking that the surge in material prices has ended. "Putting less weight on the most recent bit of data means that July represents a statistical aberration, and that prices will rise in ways similar to the period preceding July," he said, adding: "Given the ongoing strength of the U.S. construction sector and ongoing trade tussles, it would be difficult to conclude that the rise in materials prices is over. It may be the case, however, that the pace of increase in materials prices is set to slow as suppliers ramp up production of key inputs in the wake of higher prices and as the U.S. dollar remains strong. In any case, it is far too early for estimators, chief financial officers and others to conclude that the construction input inflation cycle is over."

Source: Associated Builders and Contractors

SIZE OF SINGLE-FAMILY HOMES DOWN

Continuing a multiyear trend, new single-family home size decreased during the second quarter of 2018.

According to the National Association of Home Builders (NAHB), median single-family square floor area decreased to 2,344 square feet. Average (mean) square footage for new single-family homes declined to 2,555 square feet.

The second quarter 2018 data was taken from the Census Quarterly Starts and Completions by Purpose and Design and NAHB analysis.

NAHB said the post-recession pattern is consistent with the historical pattern coming out of recessions. Typical new home size falls prior to and during a recession as home buyers tighten budgets. Sizes rise as high-end home buyers, who face fewer credit constraints, return to the housing market in relatively greater proportions. Then, as that phase ends, sizes once again decline.

The recent declines in size indicate that the high-end part of the cycle has ended, and size will trend lower as builders add more entry-level homes into inventory.

Source: National Association of Home Builders

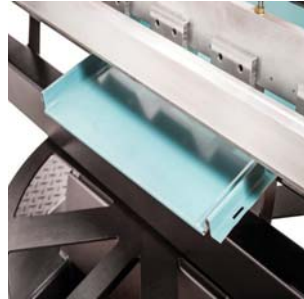
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■ OSHA PROPOSES ROLLBACK OF INJURY, ILLNESS REPORTING REQUIREMENT

OSHA has proposed a rule that would eliminate the requirement that employers with 250 or more employees electronically report detailed information about their workers' injuries and illnesses.

Large employers would still have to submit information Form 300A, "Summary of Work-Related Injuries and Illnesses," electronically, but not from Form 300, "Log of Work-Related Injuries and Illnesses," or Form 301, "Injury and Illness Incident Report."

OSHA said that the information from the more detailed forms, such as body parts affected by injury or illness or treatment specifics, would be accessible through Freedom of Information Act requests and could potentially be traced back to workers, compromising their privacy.

OSHA said the risk of exposing sensitive worker information, the cost to OSHA of collecting the data and the financial burden of employer reports outweighed the benefits of the rule.

OSHA, which said the proposed rule still maintains safety and health protections for workers, would also require companies to submit their employer identification numbers along with the information from Form 300A. The agency is accepting comments about the proposed revision until Sept. 28.

■ OSHA PETITIONED TO ISSUE HEAT STRESS REGULATIONS

More than 130 organizations and 90 individuals are petitioning OSHA to issue regulations aimed at protecting workers against heat stress.

The petition, addressed to acting OSHA leader Loren Sweatt, is part of a national campaign led by advocacy groups Public Citizen, United Farm Workers Foundation and Farmworker Justice. The organizations are asking OSHA to mandate rest breaks, access to water, heat acclimatization plans, worker training, and shaded or air-conditioned areas for approximately 130 million

affected workers. California, Minnesota, Washington and the U.S. military are the only entities with formal protections against occupational heat stress.

OSHA has issued informational resources on heat stress and can issue citations under its General Duty Clause. NIOSH published a Criteria for a Recommended Standard: Occupational Exposure to Heat and Hot Environments in February 2016.

Rep. Judy Chu (D-CA) said she plans to introduce related legislation in the near future.

In 2016, 39 heat-related deaths occurred (the most recent Bureau of Labor Statistics data available) – the most since 2011, when 61 workers died. The total also rose for the third consecutive year.

Government statistics show that from 1992 to 2016, 783 deaths and 69,374 serious illnesses were linked to heat exposure.

■ LEARN THE SAFE USE OF LITHIUM-ION BATTERIES IN POWER TOOLS

The Power Tool Institute encourages consumers, contractors, and educators to "take charge of their battery" through an extensive education and awareness campaign that promotes the safe use of lithium-ion batteries in power tools.

The campaign (available at www.powertoolinstitute.com) describes ways to reduce risks by choosing batteries from the original power tool manufacturer—which are designed to share the same circuitry and best operate with matching power tools—and avoid aftermarket or counterfeit batteries, which may not undergo the same safety testing. It also explains how to properly store and transport the batteries to limit risks, and how to recognize indicators that a battery is no longer operating properly and how to safely dispose of it.

Before operating a battery-powered tool, heed this advice from the experts at the Power Tool Institute:

- Know that batteries are not interchangeable. It's important to only use batteries and chargers from the origi-

nal power tool manufacturer. Original-manufacturer batteries are specifically engineered and tested for use with the tools and chargers from the original manufacturer.

- Aftermarket batteries may not be tested to the same standards as original manufacturer batteries and therefore may come with additional hazards that can result in fire, property damage or personal injury.

- Always transport and store lithium-ion batteries as instructed in the owner's manual.

- Avoid contact with metal objects, such as keys, coins, screws and nails, and also liquids, which present safety hazards. Inspect batteries regularly for signs of damage, such as crushing, cuts or punctures. Do not use a battery that has received a sharp blow, has been dropped, or is damaged.

- Never modify, disassemble or tamper with a battery. The performance of damaged or modified batteries can be unpredictable and dangerous.

- When disposing of a lithium-ion battery, never throw it into the trash or a municipal recycling bin, as it can become a fire hazard. Instead, take it to a local recycling center or place it in a receptacle specifically designed for recycling batteries. If your lithium-ion battery is damaged, contact the manufacturer.

■ TREAD LIGHTLY ON FINISHED INTERIOR CONCRETE

The popularity of polished and textured concrete in interior flooring calls attention to one problem that can occur during installation: abuse by contractors who don't realize it's final flooring.

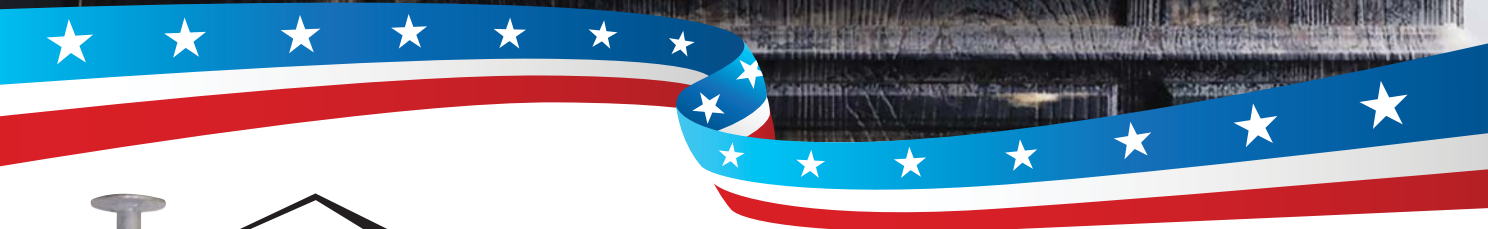
The Concrete Polishing Council (CPC), a specialty council of the American Society of Concrete Contractors (ASCC), has developed a job site sign called the Concrete Floor Protection Plan. The sign is designed to alert other contractors that the polished slab on the project is the finished floor and needs to be kept clean. The sign is downloadable by ASCC members for printing at www.asconline.org.

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Self-Storage Market Surges, How Long Will it Last?



Perhaps like no other country in the world, Americans love their stuff. As a portion of houses shift to tiny, property boundaries shift to smaller, and increasing numbers of people stay happily cocooned in multi-family housing, the market for personal storage booms.

Steve Hajewski closely follows the industry as marketing manager for Trachte Building Systems, Sun Prairie, Wisconsin, as well as the owner of a self-storage business. He saw the industry come to a screeching halt during the Great Recession of 2008, but those rough days are in the rearview mirror and new storage construction is outpacing former levels.

“If you look at census data (one of the few impartial places that’s tracking it) the value of self-storage construction is through the roof,” he said. “Last year was a record year, and this year is beating last year. It’s making up for all the deficits of what wasn’t built during that slump, and then some.”

Clearly, the proof of market strength for self-storage can be found in the numbers. According to Mike Stanley, manager of self-storage for Varco Pruden Buildings, Memphis, Tennessee: “In rough numbers 2017 self-storage saw about \$7 billion in total construction costs vs less than \$1 billion in the recession of a few years ago. Demand has grown from an estimated 4-5 square feet per person in 2005 to an estimated 9-11 square feet today,” he noted.

Of course, what goes up, must come down, and insiders agree that the slow-down is likely to occur in 2019 or 2020. Hajewski says 2020. “We feel like it’s going to have to drop, probably not 2019 but maybe 2020 we think the construction level is going to taper off,” he said.

Stanley leans more towards sometime in 2019. He observes: “Presently the strong demand has resulted in self-storage suppliers

struggling with long lead times and increased costs. However, some feel that 2018 will be the top of the current trend with the next few years seeing a significant downtrend in new sites built, until once again demand catches up with availability.”

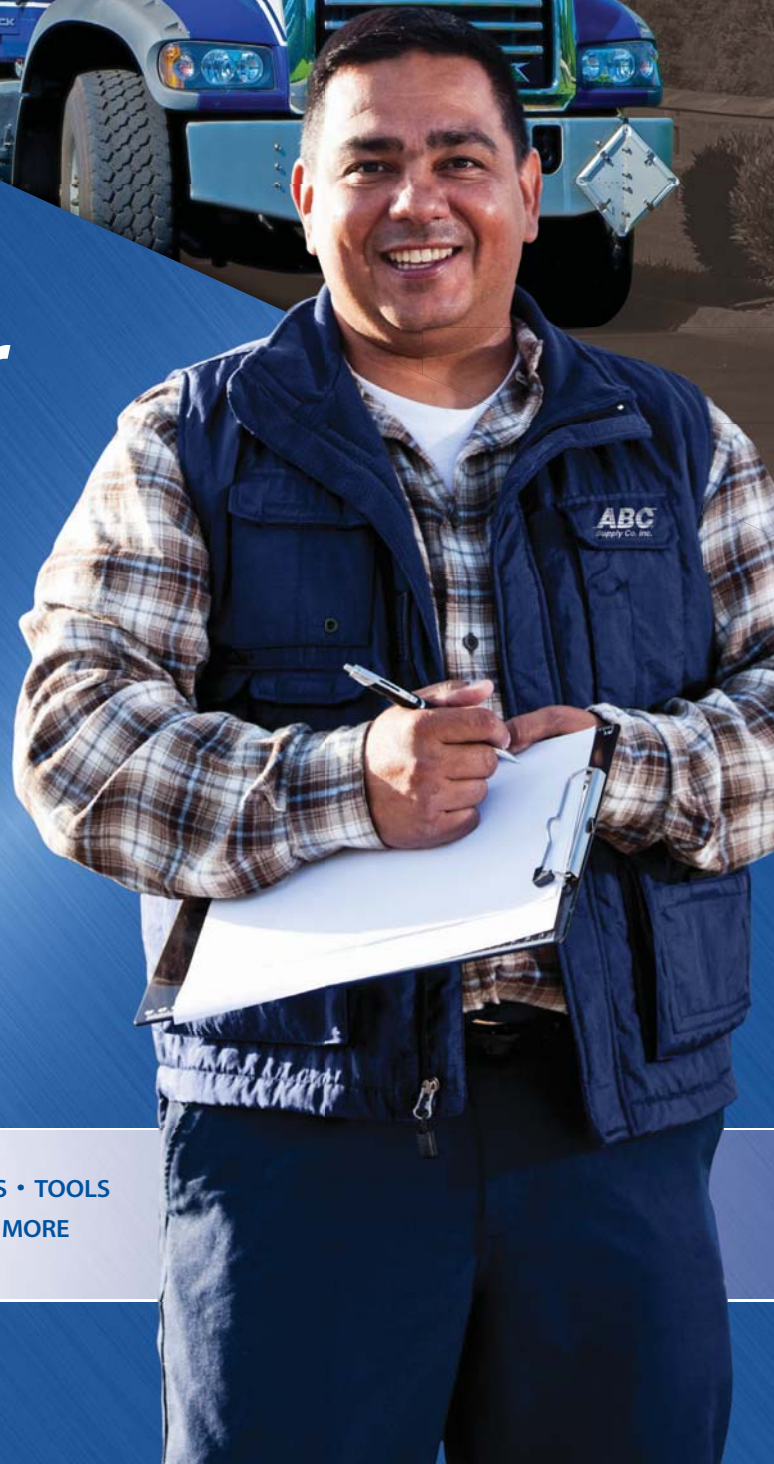


A well lit, clean and secure space like this Central Storage Works building in Arkansas attracts users who want to feel assured their possessions are safely kept.

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Larger complexes like this one in Edgerton, Wisconsin, are becoming increasingly more common around the country as more people embrace rented storage solutions. Photo: Trachte Building Systems

Jason Van Hecke, general manager of sales for Central Storage Works, a division of Central States Manufacturing, Lowell, Arkansas, has tried to gauge future demand by querying customers and other industry insiders. “I was encouraged to hear that people have orders into next year, an indicator that it will remain strong through this year and into next,” he said. “But when you get to 2020 there’s a question of where it will be, whether it will be saturated or will continue to grow at a different pace.”

The predictions for a slowdown may be based solely on current order backlog, and that is a moving target; one can only see as far as the orders allow. If orders continue to come in past their current time line, “I wouldn’t be surprised halfway through next year, if people aren’t looking out even further [for the slowdown],” Van Hecke said.

Regional differences can play a role in that moving demand. Van Hecke said he is “continually amazed that one part of the country, city or region will be really hot and you have a ton of people building units in those areas either anticipating or reacting to growth in that particular area. But as that growth, population wise, starts to level off, so does the amount or number of storage units. Then just as they are winding down, you see another area pop up and start growing. I think that’s why the market has continued to stay strong. The saturation isn’t nationwide. It’s in an area. It’s like [the developers] say, ‘ok, we’re good there, now we’re moving to a different part of the country,’ and then that grows.”

TRENDS

The self-storage market has matured in the past four decades since it escaped big cities and became widespread throughout the country. Builder Rick Andersen, the soon-to-be-retired owner of Andersen Statewide Buildings in Illinois, and an authorized Wick Buildings dealer, was working in the industry at the time. “We’d

build one unit and we’d always go back and build a second one, a third one, a fourth one as they paid for themselves,” he said.

They were smaller units. “They were all cookie cutters,” he said, “40 x 100, 40 x 200, 40 x 300. They’d be partitioned down the center, 10 x 20-foot bays on each side. Maybe some small ones at the end of the building.”

The style still exists, but has been joined by a much larger variety of storing options and styles.

“Now [self-storage business owners] buy a big piece of property and start putting multiple units on it, different sizes, so they can accommodate just about anybody who wants any kind of storage,” he said.

One of his final projects, as he winds down his business, is at a storage operation in Burlington, Wisconsin, where the owner will customize sizes according to his customer’s needs. “They’ll build the partitions as the customer wants,” Andersen said. “They might only put one partition in and have a 40x40 for one customer.”

Customization may also lead to different door sizes. “Rather than just a 7- or 8-foot tall door, maybe they’ll have 12-, 14-, 16-foot doors,” he said.

URBAN VS RURAL

There are some differences in types of storage trends when it comes to urban versus rural. With land prices at a premium in big cities, storage buildings tend to grow up rather than out. “With the price of land being so high, and lack of open space, people are starting to go vertical,” Van Hecke said.

Mike Stanley has noticed that differences between rural and urban self-storage demand “have become more pronounced” over the last few years. “Generally, the more rural an area, the larger units are in demand, while the opposite is true for the urban areas,” he said.



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Circle Reader Service #313

BY SHARON THATCHER

In recreational areas, like northern Wisconsin where this Wick Buildings structure is located, boat storage is popular. To maximize building space, large forklifts make bi-level storage possible.

Those larger units are being used for things like boat and RV storage.

In urban areas Stanley has seen a large increase in multistory projects, conversions of existing buildings into self-storage, and more demand for climate-controlled units.

But even in smaller markets, climate-controlled units have gained interest in some localities.

“You’re seeing more climate-controlled buildings going into markets where you definitely wouldn’t have 10 years ago,” Hajewski said. At one of his own facilities in Columbus, Wisconsin, which has a population of just 5,000, his newest phase of building is 20,000 square feet of 100 percent climate-controlled space. “I’m doing some drive-up units, so you can drive up to an insulated garage door and put your classic car in a heated and air conditioned unit. It differentiates itself nicely, and the increased rental income, compared to the increased cost to build it, makes the numbers work out pretty well.”

Climate-controlled units have become more attractive not to just to owners of clas-



sic cars, but to customers who may have antique furniture or expensive household goods to store. In the more formative years of the industry, consumers learned the hard way that cardboard boxes and mattresses don’t always hold up well over the long haul in units without heat and air conditioning.

Again, a mix of unit types has gained favor. “Developers think they gain a lot more clientele if they have a blend, so you’re

not excluding anybody from your facility. You have a variety and let them choose what they need. I think some people also think they can have an evolution: ‘maybe I can rent them a smaller storage unit to start with and they’ll be comfortable storing their boat here as well,’ said Central Storage’s Van Hecke.

AMENITIES

Another trend in self-storage has to do with aesthetics. When a potential customer drives up, is it an inviting place for them to keep their goods stashed?

In some cases, developers are forced to use nicer landscaping and prettier building fascades to conform to zoning rules, but other developers are doing it to attract customers willing to pay higher rent.

“In a rural area a number of years back, you might have a gravel driveway, and some basic buildings, now you’re more likely to pave it, install gates, you’re seeing more amenities,” Hajewski said. “You want to build it a little nicer than other buildings in your market and that supports a little higher rent.”

Security cameras and LED lighting are also must-haves in the modern market of self-storage.

Added aesthetics doesn’t have to put you behind in the money-making part of your building project, however. Hajewski suggests building a simple traditional unit, then dress up the end walls with a simple brick or fiber cement panel, add better landscaping, and if you have an office, focus your curb appeal on the office.

PRINCIPAL DRIVERS AND USERS OF SELF-STORAGE

Mike Stanley, manager of self-storage for Varco Pruden, provides a snapshot of who is most likely to rent self-storage and urban vs rural storage trends.

By gender, women are more likely than men to rent extra storage space at 55-60 percent vs 40-45 percent.

The principle drivers include:

- Move of household
- Marriage (consolidation of household)
- Divorce
- Retirement (downsizing)
- Death in the family
- College (vs. moving possessions back and forth)
- Military deployment
- Seasonal use (boats, vehicles, holiday decorations etc.)

URBAN

- Higher demand propensity
- Greater commercial use
- Higher renter-occupied housing
- Smaller unit mix
- Average unit size of 120 sq. ft. / unit

RURAL (pop less than 20,000)

- In towns with as few as 500 people
- Typically drive-up units
- Generally less security
- Larger unit mix
- Average unit size of 150 sq. ft. / unit

FUTURE TRENDS

While retrofit is popular in some areas now, Trachte's Jason Van Vecke believes it is a definite trend to watch for the future, with developers making use of larger buildings that are being vacated by brick-and-mortar stores.

"So if you have land or buildings already in place, that you can get at a decent rate and are already zoned, that takes some of those impediments out for developers looking to get into the market. You have a pretty good building shell already in place, it already has heating and air conditioning. If someone can buy that and fill it with storage unit space, there is potential there," he said.

On the operations side, technology is also offering opportunities. "The old school way was for every facility to have an office or an apartment where somebody lived there who was the caretaker and rented the spaces," Van Hecke explained. "With technology, now there are kiosks where you can rent the space. It's almost

like a vending machine; you pay and it lets you in, gives you a lock, gives you a space, and if you don't pay, you get locked out of your space. Some of them even have a video screen where you can talk to someone off site if you have a question. Some developers are developing three or four sites and only one will be staffed, and the others will be monitored digitally from that one site. There's more cost up front but possibly some savings over the long term."

MARKET PRESSURES

Steve Hajewski lists three primary pressures currently affecting the self-storage industry: over-saturation in localized markets, rising interest rates and rising steel prices.

■ **OVER-SATURATION**

Over-saturation is particularly occurring in larger markets.

"Because self storage received such great publicity about how well it held up as an

investment, that has attracted more investors and bigger investors than we previously had," Hajewski said. "So now we have people coming in building 100,000 square foot, multistory, 1,000-unit properties all at once. We have like two of them within a few blocks of each other in Milwaukee. When that happens you don't want to be within five square miles of that nuclear bomb dropping on the city because it kills everything."

Overbuilding is typically occurring in major cities like Milwaukee, Nashville and Raleigh, North Carolina, where residential building in general is booming.

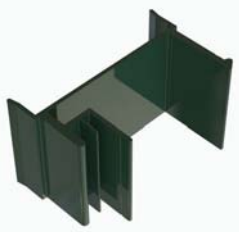
■ **RISING MATERIAL PRICES, LAND PRICES AND INTEREST RATES**

Higher prices for materials is part of the risk of construction. "It's the same for everybody," Rick Andersen said. The biggest problem is that it can limit growth. "It just prices people out from doing it."

In the past year, the challenge has been in higher steel prices.

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Circle Reader Service #308

BY SHARON THATCHER

“It’s been a wild year so far, with a lot of increases and guess work,” Van Hecke said. “A lot of that is still a question mark but from what we have heard recently, we think costs are starting to flatten out, leveling off.”

As a whole, it hasn’t negatively affected storage-unit growth yet, but it has kept

number crunchers awake at night. “The biggest thing is pricing and how we keep that in line and allow our customers and their customers be successful and make the project work from a numbers perspective,” Van Hecke added.

VP’s Mike Stanley is one who keeps track

of the numbers. “This year, steel costs have risen significantly due in part to tariffs on foreign steel. Since January 2018 this has driven increases of 15-25 percent for suppliers of storage projects,” he said.

But it isn’t only the cost of steel, it’s rising property values and interest rates that also complicate the market. “Finding property to build on that is priced reasonably and zoned for storage is always a struggle and has only become more difficult,” Stanley said.

■ **CODES**

Along with all the other market pressures, building codes, energy codes and zoning codes impact the self-storage market. A case in point involves insulation requirements.

“Providing new climate-controlled buildings easily has increased cost up to 50 percent in some cases due in part to insulation requirements,” Mike Stanley said.

These new requirements are changing the way storage buildings are being configured.

“The energy code is getting pretty strict to the point that some of the buildings we were building five years ago aren’t feasible to build,” Steve Hajewski maintained. “Years ago you might have climate-controlled units in the middle of the building, and ambient temperature on the outside. To do that now, if you’re under the strictest codes, it’s going to require that you have a thermal break in the foundation. With a floating slab, that really means that the inside of your building slab versus the outside of your building slab could be moving differently. That’s not good for a building.”

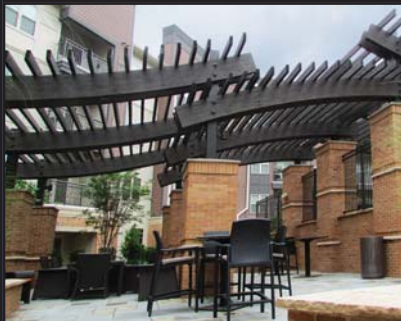
Hajewski said that Trachte is now encouraging people building in those stricter building code areas to build their climate-controlled buildings as separate buildings, not as a single blend of controlled and ambient.

Fire codes are also changing, in particular for larger facilities. “There’s a line in the newer code about buildings used to store upholstered furniture,” Hajewski noted. A building over 2,500 square feet will need a sprinkler system or additional firewalls that are 3-hour drywall or concrete block.

“We think that fire code was written in response to fires that happened in furniture stores and warehouses, but it snags those of us in the self-storage business. Not all areas of the country are under that code yet, but



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BY SHARON THATCHER

when you're building a big structure and you have to add those firewalls, it impacts a few things, even changes in the foundation," he said.

Rick Andersen's recent project in Wisconsin is an example of how fire restrictions influenced building configuration. Originally, the developer wanted to build one building, 528 feet long. The State of Wisconsin approved the plan, but the city's fire department and zoning department nixed the plan. To allow fire trucks greater access, they approved a plan to build three buildings, with a 12-foot fire lane in between sections.

TIPS FOR NEWCOMERS ENTERING THE MARKET

Aside from just building self-storage units, many builders have become self-storage business owners. Hajewski does encourage builders, who already have the work ethic needed to get the job done. For many people it has also been a very good investment.

Hajewski cautions, however, that if this is a new venture, you'll need to study your own market. Look at the current situation. Is a newer unit in your area, three or four years old, only 60 percent

occupied? That's a red flag that you are not in a desirable area. Move farther away.

Is an older, aging unit at full capacity? That's a good sign there could be room for a newer, nicer-looking facility to move in.

You'll want to conduct your own feasibility study. Questions to answer:

- How many units are in your market?
- How many square feet of storage is in your market?
- How many households are in that market?
- What's the population?

Now compare your results to the averages. "On average, about 1 out of 10 households use storage," Hajewski said. "Americans consume 7.2 or 7.3 square feet of storage for every man, woman and child. If you start looking at those numbers, is your area under-served or over-served?"

If you are considering climate-control, Hajewski advised that climate control shouldn't just include heaters and air conditioners, but also consider dehumidifiers. If you are heating your units to 50



Nicer landscaping and building fascades, displayed on this VP building in Monroe, Michigan, help to blend a storage business into a community.

degrees and air conditioning to 80 degrees, there may be days when there is no need to heat or air condition, but humidity can still play havoc with possessions. "Here in Wisconsin, you get those fall and spring mornings when the outdoor temperature is within that range and the unit doesn't need to heat or cool, but it's like 95 percent humidity and everything is still damp," he said. This can be a particular problem with units built on a slab.

Rural builders tend to be more cautious and focused on the small to medium markets. "The safe way to build is to build as you sell," Hajewski said.

Hajewski said Trachte receives a fair number of inquiries from people about the potential for an RV/camper storage business. It is a tempting idea for valid reasons. "The RV and camper manufacturers are having record-breaking years of production and all these campers have to go somewhere," Hajewski agrees, but there are reasons to temper enthusiasm. "Most everywhere, there is a shortage of camper storage, but it doesn't get built because it doesn't have a great rate of return," he said.

The typical camper needs 12 x 40 feet of building space plus 70 or 80 feet of paved driveway. The building cost doesn't square with how much the typical camper owner is willing to pay.

Hajewski suggested: "If you're looking to do camper storage you're far better to do it on vacant land while you are waiting to build more traditional storage which is going to have a higher rate of return."

Rick Andersen points to the importance of ventilation. "Definitely ventilate the buildings and protect the roof line from condensation because no one wants to store things and then have a steel building drip through the spring and fall and on their stuff," he said.

Andersen swears by a product called DripStop. He gets his supplies from Wick Buildings, which installs DripStop directly onto the steel in the factory. "It prevents condensation. It absorbs any moisture ... That has probably been one of the best things to happen for the post-frame industry for condensation control," he said. **RB**

For information about the companies quoted above visit: www.trachte.com; www.vp.com; www.wickbuildings.com

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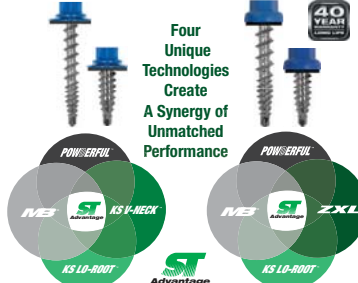
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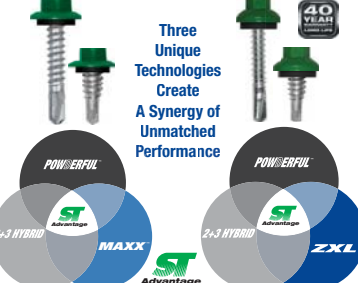


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Full Speed Ahead to Charlotte

Plans Finalized for 2018 METALCON

**WHAT: METALCON 2018****WHO:** Designers, builders, developers, contractors, fabricators and suppliers from more than 50 countries**WHEN:** Wednesday, Oct. 10 – Friday, Oct. 12**WHERE:** Charlotte Convention Center, 501 S. College St., Charlotte, North Carolina

The METALCON tradeshow and conference is the metal industry's largest international event for metal construction products, technologies and solutions. At the 28th annual event, industry experts from 275 leading companies will exhibit the latest products and technology, while sharing their knowledge with attendees. As well, industry specialists will present key topics in the show's highly-rated, education program.

KEYNOTE SPEAKERS

Steve Smith, the former five-time Pro Bowl and three-time All-Pro wide receiver for the NFL Carolina Panthers, and Dan DiMicco, a steel-industry icon, former CEO of NUCOR, and Senior Trade Advisor to the Trump Campaign, will deliver keynote addresses at this year's event.

Smith's address on "Perseverance, Teamwork and Overcoming Obstacles" will be held on Wednesday at 11:00 a.m. Smith will explain the many obstacles he had to face and overcome to make it to the NFL, from struggles in his personal life to overcoming injuries and facing adversities on and off the playing field

Considered one of the NFL's most productive wide receivers of the 21st century, Smith is the Panthers' all-time leader in total touchdowns, receptions and receiving yards. He and his wife founded the Steve Smith Family Foundation, dedicated to helping families impacted by domestic violence and to promoting child health and wellness.

For Keynote Speaker DiMicco, author of *American Made*, there's no risk of the president's tariffs sparking a trade war—"we've already been in one for years!" he said, adding: "The only difference now is that we're deciding to fight back."

Trump's proposal to impose a 25 percent tariff on steel imports and 10 percent tariff on imports of aluminum has been met with opposition, but DiMicco is among those who think they're putting the United States back on track.

DiMicco not only revived a major U.S. manufacturing firm during a recession, but helped galvanize the flagging domestic steel industry when many of his competitors were in bankruptcy or headed overseas. NUCOR is the United States' largest producer of steel and also considered North America's largest recycler.

On Thursday at 11:00 a.m., DiMicco will present "The Economic Plan for Growth and Global Competitiveness in the United States—Implications for Steel" an overview of the 30-year trade war, section 232 of the U.S. Trade Expansion Act of 1962, the impact on the metal construction industry and why Trump's steel and aluminum tariffs make sense, in addition to sustainability of the steel industry.

METAL ROOFING CHAMPIONSHIP GAMES

Celebrating its 5th year, contestants will "put the pedal to the metal" at this year's "Charlotte METAL Speedway!" There will be five challenges each on Wednesday and Thursday, October 10th and 11th. The team that scores the highest collective points each day will be required to return on Friday October 12th for a run-off competition. The winning team on Friday will be recognized as the 2018 MCA METALCON Metal Roofing National Champion and receive a Grand Cash Prize of \$2,000.

SPECIAL PROGRAMS

Become certified in the 8-hour Metal Roof Installation Training Program offered on Tuesday and Wednesday by leading industry experts Jim Bush, vice president of sales and marketing of ATAS International and Scott Kriner, president of Green Metal Consulting.

Other special programs at METALCON include Insulated Metal Panel Building Types and Related Estimating Guidelines,

Roll Forming for the Metal Construction Industry Part I and II, MBCEA's Controlled Decking Zone Train Trainer, and Soldering Techniques. All special programs take place Tuesday, Wednesday or Thursday.

On Wednesday afternoon, a panel of industry-leading women roofing professionals will address "Building a Strong and Sustainable Business with Diversity" followed by "Arrested Developments: Slip, Trip and Fall Hazards" with Trevor Zinn of Preferred Safety Products.

This year's two Learning Centers will offer five 30-minute sessions between 1:00 and 5:30 p.m., on Wednesday and Thursday. Metal Construction Association industry committees will lead sessions on "Best Practices for Installing Insulated Metal Panels," "What to Know about Metal Composite Materials," "Roofing and Walls: Insulating Single Skin Panels for Today's Code Compliance Requirements" and "Foreign Fires' Impact upon NA Building Codes." Additional sessions include: "Best Business Choice for Metal Roofing," "Worth It! Strategies for Getting the Prices you Deserve," "How to Attract and Hire Rock Star Staff" and the "Five Inviolable Laws of Business Transition Success!"

EARN CASH MONEY AT INNOVATION STATIONS

Returning to METALCON are the popular Innovation Stations. Standing kiosks located throughout the show floor highlight a company's "innovative" product. The METALCON App will be your key to winning cash prizes. All you do is scan each and every Innovation Station for a chance to win \$500.

METALCON GIVES BACK

Every year, METALCON works to give back to the sponsoring city through a nonprofit organization. Selected this year was the Steve Smith Family Foundation, founded by Steve Smith and his wife, Angie, in 2013. The foundation champions for families affected by domestic violence and promotes child health and wellness. Since its inception, the foundation's efforts have provided children from the Safe Alliance Domestic Violence Shelter the opportunity to attend summer camps. In November 2016, Smith pledged more than \$350,000 to establish the Smith Family Wellness Center in collaboration with Project 658.

To register for METALCON 2018 visit www.metalcon.com.

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Employee Recruitment and Retention

Part Two: The Importance of a Business Culture in Attracting and Keeping Employees

[Editor's Note: Writer Kathy Jonas continues her series on Employee Recruitment and Retention. She interviews employers and employment experts to gauge the current challenge of finding quality, long-term employees.]

What is your business culture? Can you name it in one word? Many would have difficulty with that simple exercise.

“Culture” is a word that has been banded about in regard to employee recruitment and retention for a long time. It’s become such a buzzword that it has about as much meaning as other business jargon such as “best practices,” “networking” and “ROI.”

We’ve all heard about tech start-ups who have unlimited jelly beans and cereal and bagels displayed in an ultra-modern workplace. Oh, and they also offer unlimited time off.

But culture is more than candy: it is a feeling that drives employees to take pride in the place they work and consider their time there as significant and meaningful.

Take Fed Ex, for example. Rated number 36 by Fortune Magazine’s “100 Best Workplaces for Millennials,” employees take pride in the charitable work done during disasters at home and abroad. They also appreciate the level of pay and benefits afforded to part-time workers, who make up about half of the workforce. A wellness program on and off site is also mentioned as important.

Some of these practices may not work in the construction industry, but they illustrate what is being done to increase employee satisfaction in companies across the country. Maybe you can’t have a gym in your small office, but you could reimburse part of the membership in a fitness center or start a walking program for those who work mainly at their desks.

Having an authentic business culture is important in terms of the image you present to current and future employees, according

to Mike McKinley, a motivational speaker and business consultant who helps businesses find ways to differentiate themselves from the competition. “Some of our problem is leadership not adapting to a changing workplace,” says McKinley.

For example, if the owner of a construction company has the attitude, “we start at 7, dammit,” McKinley says that company will be left behind while others offer flexible scheduling to cater to the specific needs of the employees who might just end up looking forward to coming to work each day.

Defining your culture is not easy, but it is also not as difficult as that one-word exercise might make it out to be. You’re probably doing some positive things already, it’s defining and cultivating it that make it your own, stresses McKinley. If you’re having a company picnic each year, that’s culture. If you regularly donate time and money to local charities, that’s culture. Having an open door where employees feel safe to discuss personal challenges affecting their work life is an example of a caring, compassionate culture. Culture is more an exercise in defining your values and philosophy, according to McKinley.

On the negative side, your culture could be defined by chaos, instability, lack of integrity or doing just the minimum to get by. Obviously, that kind of environment will not bring in—or keep—good workers.

KYLE’S CULTURE: A PASSION FOR POST FRAME

Kyle Stumpfenhorst is the 34-year-old owner of Rural Renovators, an 11-year-old frame-building business in Dixon, Illinois. Originally getting a computer science degree in college, he found that he wanted more creativity in the workplace. “I’m a positive guy, I enjoy life and I wanted to pass that on to people as much as possible. I try and promote being happy at work.”

If you want to see Kyle for yourself, look at his YouTube channel, RR Builders, which has 66,000+ subscribers. In the first video, he demonstrates how to build an 84 by 128-foot clear span farm shop. That video alone got 198,000 views. And his personality, which includes a palpable sense of humor, comes through as he realizes he didn’t bring the right size nails to the job, for instance. He is down to earth, self-deprecating at times, and confident in his abilities, crew, equipment and product.

His brand has been established well through social media. He has built a brand based on quality, energy efficiency, customer service and a passion for the custom projects he and his small crew works on each day.

As his website states: “It’s more than just a barn. It’s a big investment for you and for us.” He describes the business as “a passion brought to life through the use of wood and steel.”

Stumpfenhorst and his crew members take pride in customer comments that reflect the brand and culture he is trying to build. “I had a customer say that he had never seen guys enjoy hard labor as much as ours did.

“We take it as our responsibility to build somebody’s dream,” he said. “Mentally you have to stay positive and realize you are doing something good for the customer.”

MILLENNIALS BY ANOTHER NAME

Speaking of overused business jargon, is there a person left who hasn’t thought about millennials and what they want, what they need and how they are different from other generations? Google the word “millennials” and the result is a whopping 13,900,000 results.

McKinley looks at the group born between 1981 and 1996 a little differently.



A passion for post frame shines through in the work of Kyle Stumpfenhorst, center, owner of Rural Renovators, and his crew.

In his eyes, this age group is not only a huge resource, and even an asset, for business but also the workforce that is available—like it or not. And that means finding ways to make your culture something they are attracted to and even admire.

“This group wants flexibility and

accountability,” says McKinley. “They want to know where you stand, what is expected of them, what their future is with the company and what results can be achieved.” So for the business owner without a specific plan, this employee will move on if expectations are not met, McKinley adds.

“Everything these days is about results, not hours worked,” he goes on to say. So if a job can be accomplished in less time than the typical work day dictates, adjustments need to be made. Conversely, it is expected that employees may need to work long hours to get a project done on deadline.

And when some owners complain that this generation wants the participation trophies they got in school, McKinley asserts that most employees, young or old, like to be recognized for good work and good results. “A real and specific compliment goes a long way.”

Listen to Stumpfenhorst talk about his three-person crew: “Our crew works circles around a six-man crew. One hundred percent it is about having good people. I work more hours than the guys to motivate them and give them satisfaction that they are an important part of the process. And I want to show them that I put a lot of trust in them as they interact with customers.” **RB**



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Succession Planning Doing It Right!

Transitioning yourself out of your business could be a gut-wrenching nightmare if it is not done correctly. The conflicting forces are pulling in opposite directions and are mostly emotional or financial tensions that must be resolved.

I have been a business coach for 10 years and a business executive for 30 years and the most challenging experience that I have gone through was planning and executing a succession plan in a family setting.

Here are some of the most important issues that must be worked through:

- Am I ready to retire and what would I do after retirement?
- If I sell the business, can it work without me? If “no”, then it would be difficult to sell it.
- What is my business worth? Can I afford to retire?
- Where would I find a suitable buyer? Is the buyer(s) my child(ren) or an employee?
- What does the financial buyout transaction look like?
- What help do I need and where do I find it?

Below is a more in-depth analysis of the key issues surrounding a well thought out succession plan:

1. **Are you ready to retire emotionally:**
Walk away from the business and turn it

over to someone else? This issue is separate from any financial considerations affecting your decision to retire.

The other part of this decision is what does the next phase of your life look like and are you excited for this journey?

This is not an easy decision, but I believe you will know when the time is right.

2. **Can you afford to retire?** Working with a financial planner to help you translate the vision of the life you want to live in financial terms is very critical. Cash flow requirements to consider are your personal balance sheet, proceeds from the sale of your business, social security benefits, etc. Tax liability and the method of the sale of your business has huge cash flow implications and must be considered as well.

3. **Are you ready to retire and seeking to sell the business but the business cannot work without you?** This could be a serious problem. You can get around this issue by staying with the business after the sale until someone can learn to run it. Finding the right buyer who views your business as a strategic acquisition that will be integrated into another business could be another service option. A third option is to train a general manager and then sell the business.



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4. **What is your business worth?** There are numerous ways to put a value on your business but at the end of the day, your business is worth what the buyer is willing to pay. However, there are clear performance indicators that will influence the buyer to pay top dollar for your company. A few of those are as follows:

- EBITDA – (Historical): Earnings Before Income Tax, Depreciation and Amortization
- Future Growth Rate
- Net Worth in the Balance Sheet
- Return on Assets
- Capitalization Factor of Your Peer Businesses

5. **Who is the buyer?** Is he/she a family member and ready to lead the business? If not, you need to prepare for succession. Hire a business coach to help you.

Selling to an independent third party, that is ready to take over the business and run it successfully, would be the easiest.

6. **Financing the Deal.** A complete cash buyout is the easiest and with the least risk. Tax liability from the seller's standpoint is restricted to capital gains. A promissory note with a competitive interest rate is another way to finance a buyout. This is a more affordable solution and more suited for a family member buyout. Interests become taxable to the seller and the buyer's tax liability may go up due to taking a distribution to make payments in the promissory note.

7. **What help do you need to do the necessary things right?** It would depend on your situation but at minimum you will need to seriously consider the following help:

- Get a good business coach to help you layout the plan and serve as the mediator, and to prepare the business for sale in terms of leadership to enhance the value of the business.
- Get a good CPA firm to do the tax planning and business evaluation.
- A good lawyer to give you legal advice to structure the deal and minimize the risk.
- Retirement planning and wealth manager to help you

understand your financial needs and to invest wisely for your retirement.

CONCLUSION

The process of succession planning involves a lot of moving parts and therefore, putting together a plan to put things in the right sequence is important. Giving yourself enough time to get it done is critical.

Some of you may be further along than others but to do it right, all the pieces must be in place. The more time you provide to get things done, the better chances are that your expectations will be met like the sale of your business for a good price and managing your risks during and after the sale.

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BY RURAL BUILDER STAFF

LEVI'S BUILDING COMPONENTS CELEBRATES 40 YEARS

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MCELROY METAL OPENS NEW MANUFACTURING FACILITY IN MISSOURI

McElroy Metal opened its 13th U.S. manufacturing facility in Diamond, Missouri, this summer.

"I look forward to servicing customers from here," said Billy Howell, operations manager at the new facility. "McElroy Metal has had a service center in this location for more than a decade. We've cultivated an excellent customer base, so building a manufacturing facility was just a natural step to meeting the needs of that customer base."

Diamond is located in the southwest corner of Missouri, near the borders of Oklahoma, Arkansas and Kansas, serving the four-state area. The new manufacturing facility provides products for the post-frame industry as well as the architectural and commercial construction markets. www.mcelroymetal.com

people in the news

Kent Haney has been recruited as Southeast Sales Manager for Atlas Bolt and Screw, effective July 16.



Haney has responsibility to manage Atlas's sales in the southeast.

His career spans more than 17 years, with roles that include Marco Industries, Metal Sales, Reed Metals and Central States Manufacturing. His experience in the metal building and post-frame industries positions him to develop the southeast market and to support customer growth. Haney's progressive experience includes sales leadership, product and market training, management, operations and marketing. www.atlasfasteners.com

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- Product Profile: Tools and Machines (snips, shears and seamers)

Summer 2019

- Issue Mails July 2019
- Rolling Long Panels
- Steel Pricing, Imports and Raw Material Costs
- Adapting Rollformers to Unique Situations
- The Newest Colors and Finishes for Coil
- Product Profile: Sealants, Closures, Ventilation and Moisture Control

Fall 2019

- Issue Mails October 2019
- Year in Review
- Hot Panel Profiles
- Minimizing Growing Pains
- Product Profile: Components (clips, clamps, fasteners and accessories)

For more information contact: Gary Reichert
Gary.reichert@fwmedia.com
715-350-7080 • Cell 715-252-6360

BY RURAL BUILDER STAFF

09 /

SEPTEMBER

13-14, Insulation Contractors Association Of America (ICAA) Convention & Trade Show 2018, Orlando, FL; insulate.org

23-26, National Coil Coating Association (NCCA) Fall Meeting 2018, Louisville, KY; coilcoating.org

26-27, NFBA Heartland Chapter Conference, Afton, OK; 918-257-4204

10 /

OCTOBER

10-12, METALCON 2018, Charlotte, NC; metalcon.com

24-26, Midwest Roofing Contractors Association (MRCA) Annual Conference 2018, Omaha, NE; mrca.org

11 /

NOVEMBER

14-16, Greenbuild International Conference & Expo 2018, Chicago, IL; greenbuildexpo.com

28-30, 2018 Construct Canada, Toronto; constructcanada.com

01 / 19

JANUARY

18, Buckeye Frame Building Association 34th Annual Post Frame Expo, Hartville, Ohio; ohiopostframe.org

29-30, Wisconsin Frame Builders Association Conference & Expo, Stevens Point, WI; wisconsinframebuilders.org

02 /

FEBRUARY

11-13, 2019 International Roofing Expo (IRE), Nashville, TN; theroofingexpo.com

19-21, 2019 International Builders' Show (IBS), Las Vegas, NV; buildersshow.com

03 /

MARCH

6-8, 2019 National Frame Builders Association (NFBA) Frame Building Expo, Louisville, KY; nfba.org

13-15, 2019 Self-Storage Association (SSA) Spring Conference & Trade Show, National Harbor, MD; selfstorage.org

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BY RURAL BUILDER STAFF



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www.boschtools.com

Four New Telescopic Handler Models from Gehl

Gehl has introduced four new telescopic handler models for the North American market—the DL11-44 GEN:3; DL11-55 GEN:3; DL12-40 GEN:3; and DL12-55 GEN:3.

The four models offer maximum lift capacities from 11,000 to 12,000 pounds and maximum lift heights from 40 feet 4 inches to 55 feet 5 inches. They are powered with a 120-hp Tier IV Cummins QSF 3.8L engine and Dana 4-speed power shift transmission. Four-wheel drive is a standard feature with operator selectable four-wheel, two-wheel and crab steering.

The new Gehl DL Gen:3 Series models feature a single joystick control for boom extension and retraction, attachment tilt, auxiliary hydraulics and forward/neutral/reverse. The all-in-one joystick allows the operator to control all machine functions with one hand while leaving the other hand on the steering wheel.

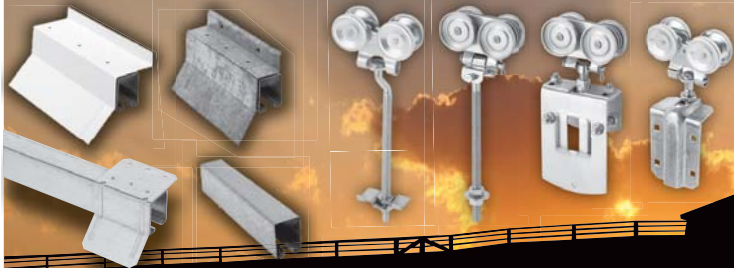
Three types of attachment systems make it quick and easy for the operator to switch between applications—the narrow Dynattach which has an automatic locking system; the Dynacarrrier with wider support of the attachment; or Dynacarrrier with hydraulic locking quick attach. In addition, the DL11-55 and the DL12-55 feature front outriggers and boom tip auxiliary hydraulic lines as standard equipment, and both are an option on the DL11-44 and DL12-40.

www.gehl.com



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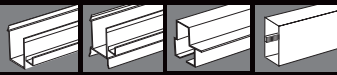


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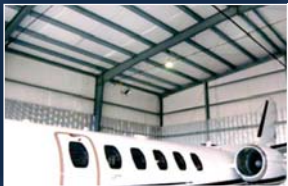
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