



# Professional Roofing

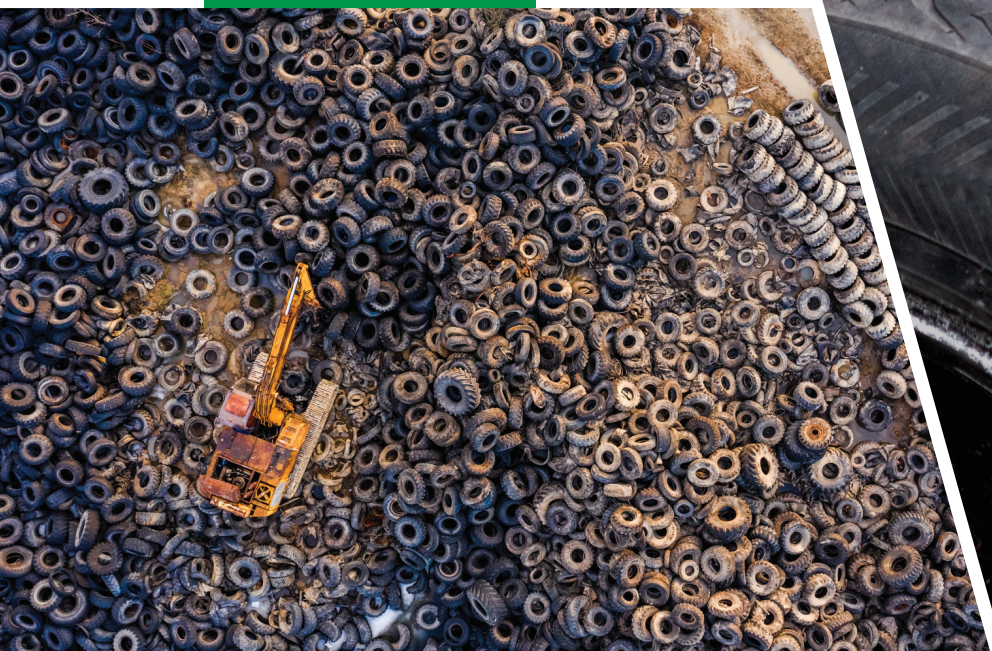
the source for the roofing industry

Kyle Thomas takes the reins  
as NRCA's *chairman*  
of the *board*

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## Two new leaders

### NRCA welcomes its new chairman of the board and CEO

by Ambika Puniani Reid



June always has been a month of change for NRCA, but this June has more than usual.

As we begin NRCA's new fiscal year, we welcome Kyle Thomas, executive vice president of Thomas Industries Inc., Mobile, Ala., as NRCA's new chairman of the board. Thomas succeeds outgoing Chairman of the Board Rod Petrick, president of Ridgeworth Roofing Co. Inc., Frankfort, Ill., who held the position for an unprecedented two years to help NRCA navigate the COVID-19 pandemic with limited upheaval.

Although COVID-19 seems to have stabilized for the time being, Thomas will be leading the association through equally challenging supply chain issues and worker shortages. You can read more about Thomas' plans for the industry in "An honorable leader," page 30.

NRCA also welcomes its new CEO this month. McKay Daniels has replaced former CEO Reid Ribble, who retired May 31 after five years of leading the association. Ribble ushered in transformational changes to NRCA, including its One Voice initiative and Roofing Day in D.C., and will be missed. Daniels now will author the column in our News + Views section, and this month, he formally introduces himself to the industry (see page 16).

Although this may seem like a great deal of change, Thomas and Daniels not only bring years of experience but also leadership and vision for the association. Please join us in congratulating them on their new positions.

**AMBIKA PUNIANI REID** is editor of *Professional Roofing* and NRCA's vice president of communications.

# CLOSE-UP



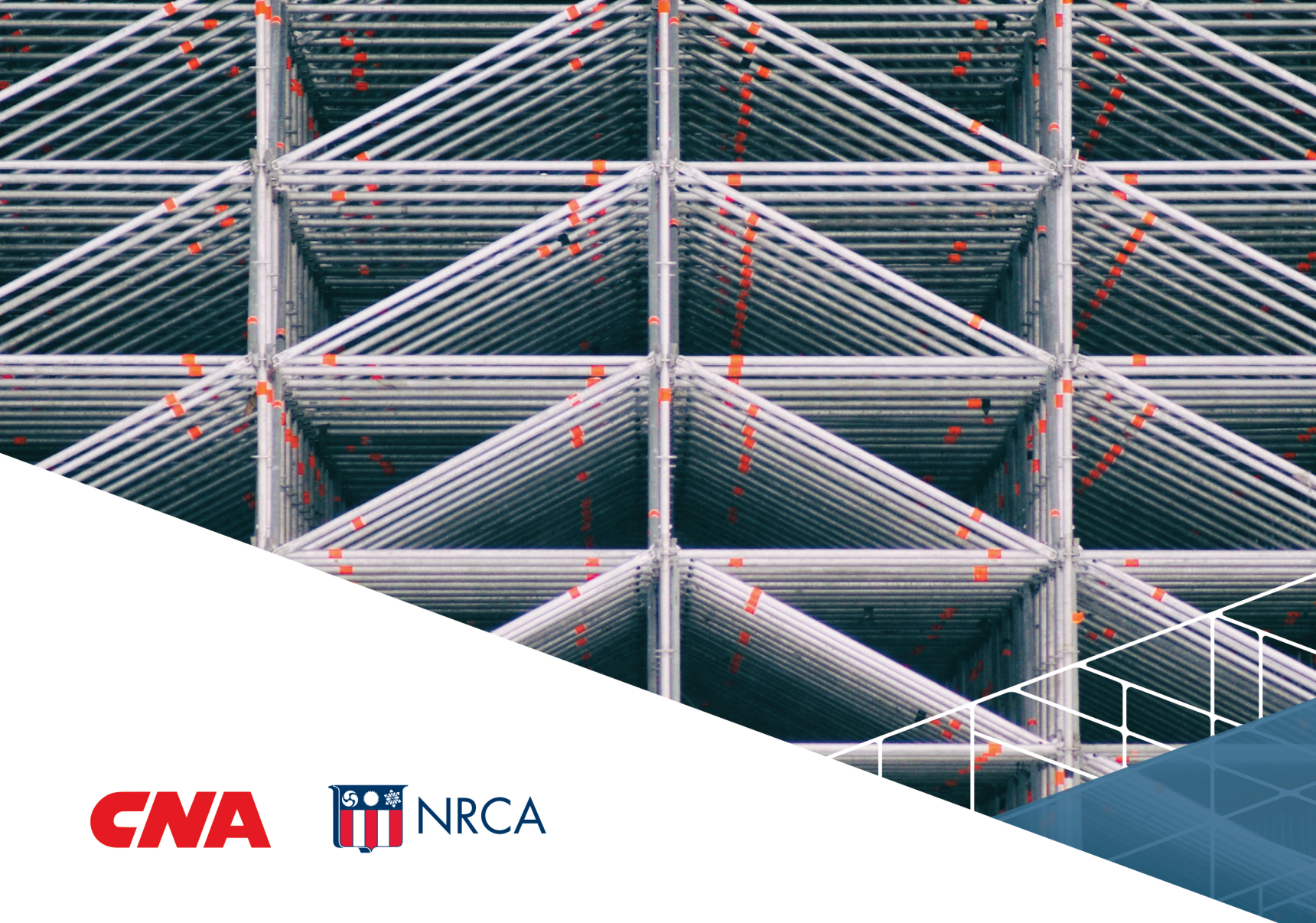


The Spray Polyurethane Foam Alliance recently announced the winners of its 16th Annual SPFA National Industry Excellence Awards. The program showcases the industry's most noteworthy projects completed by contractors, highlighting best-in-class applications of spray polyurethane foam insulation, roofing and specialty applications, and elastomeric coatings applications.

The organization recognized all winners March 1 during an awards ceremony held during the SprayFoam 2022 Convention & Expo in San Antonio.

NRCA member Wedge Roofing Inc., Petaluma, Calif., won in the SPF Roof Under 40,000 Square Feet category for Quest Church & Day Care, Novato, Calif. To view a list of all winners, visit [sprayfoam.org](http://sprayfoam.org).

To submit a photo to Close-up, email [professionalroofing@professionalroofing.net](mailto:professionalroofing@professionalroofing.net). Submittals should include a photo, as well as a description of the photo.



# Simple rules keep little slips from becoming big falls.

CNA Risk Control experts know that roofing fatalities occur at nearly twice the rate of other construction trades. That's why as part of our fall protection program, we recommend a 100% tie off with fall exposures over six feet. It's a guideline that helps limit injuries to bruises and scrapes, and helps our clients avoid financial disaster.

Learn more about how our risk control programs help NRCA members operate more safely. Contact your independent agent or visit [cna.com/nrca](https://cna.com/nrca).

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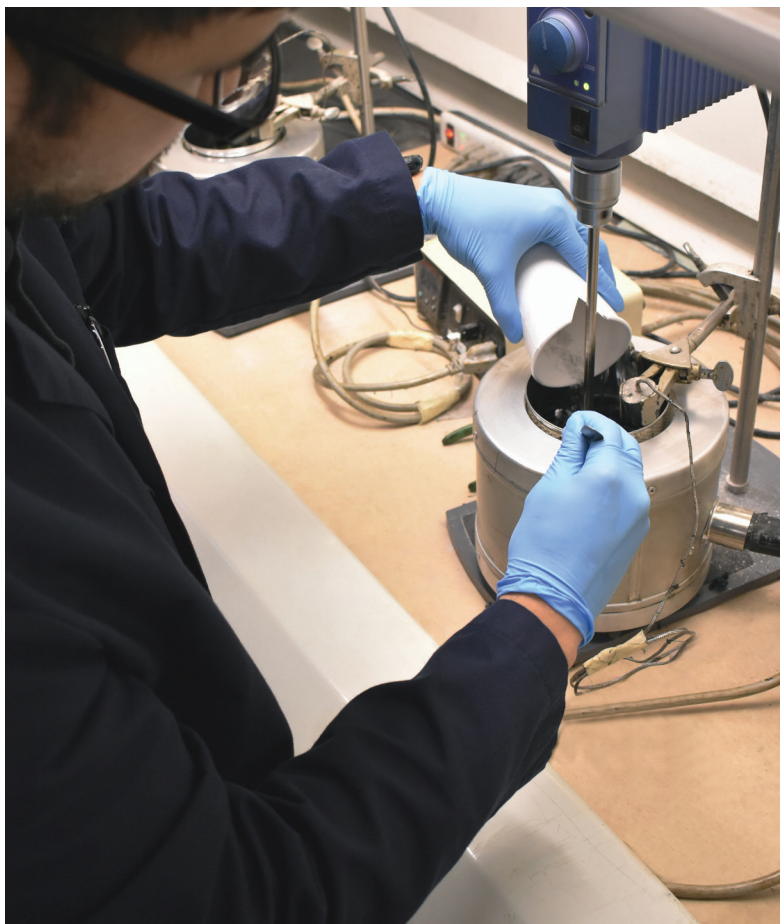
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**Mission:** *Professional Roofing* provides information, insight and innovation to help every roofing professional thrive.

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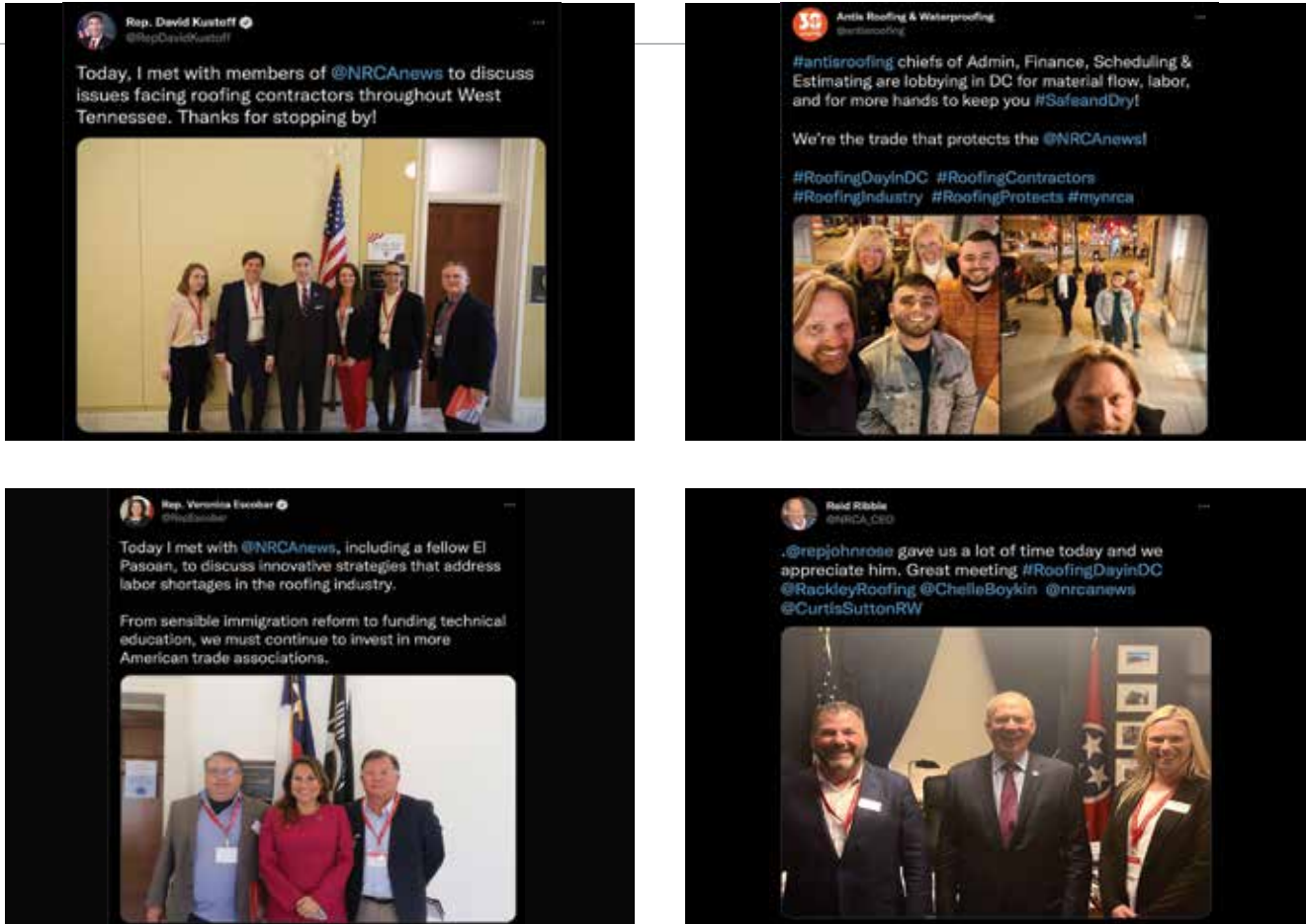
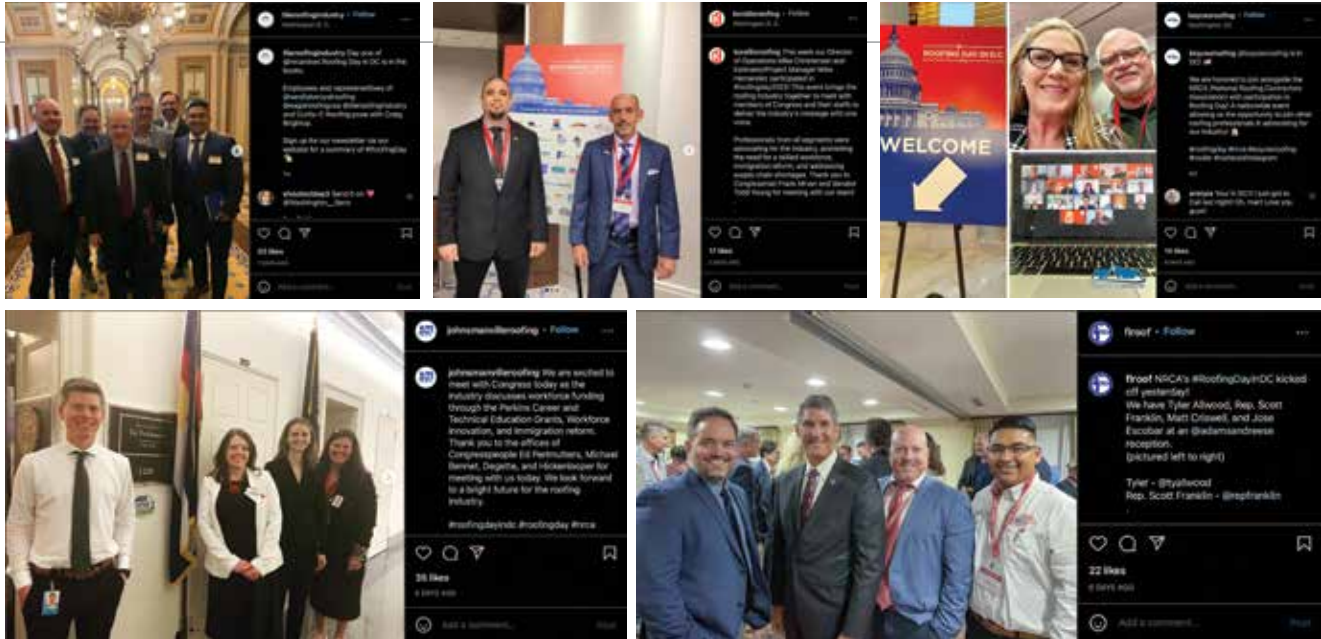
**[NRCA.NET/LEGALCONFERENCE](https://nrca.net/legalconference)**

# #HASHTAG

## #ROOFINGDAYINDC

NRCA held its annual #RoofingDayinDC April 5-6. The event brought together 225 roofing professionals for 174 congressional meetings representing 34 states and Washington, D.C. Check out what attendees and members of Congress shared from the event, and plan to participate in Roofing Day in D.C. 2023 April 18-19.





## Membrane systems are heat-welded

**IKO®** has introduced its Innovi™ TPO Single-Ply Roofing Systems. Designed for use with mechanically attached, fully adhered or induction-welded low-slope roof systems, Innovi TPO is heat-welded at the seams to create a continuous, water-resistant membrane. The membranes are available in gray, tan or white. White Innovi TPO membranes are reflective and reportedly meet or exceed ENERGY STAR® and LEED® standards. Offered in 100- or 200-foot rolls, Innovi TPO membranes are available in 45-, 60- and 80-mil thicknesses with widths ranging from 5 to 12 feet. A variety of corresponding components and accessories designed to work with Innovi TPO systems also are available. Innovi TPO Single-Ply Roofing Systems are available in Canada and the eastern half of the U.S.

[iko.com/innovi](http://iko.com/innovi)



## Skylight accessory is flame-resistant

**Solatube International Inc.** has added the Solatube Rooftop Fire Glazing accessory to its tubular skylight offerings. Made with a fully tempered top layer and two layers of glass laminated with a layer of polyvinyl butyral, the product reportedly prevents skylight glass from dropping inside a building and igniting a fire. When used with a flame-resistant Solatube Dome Edge Protection Band, the Solatube Rooftop Fire Glazing accessory is said to meet the prescriptive building code requirements for areas in high fire areas and Wildland Urban Interface zones. The Solatube Rooftop Fire Glazing accessory can be used for commercial and residential applications.

[solatube.com](http://solatube.com)

## Roof board has reinforced panel

**National Gypsum® Co.** has added DEXcell® FA VSH™ Glass Mat Roof Board to its line of DEXcell roof boards. Designed for use in areas prone to Very Severe Hail damage, the roof board reportedly is hail- and puncture-resistant. The roof board features a reinforced gypsum panel with enhanced moisture-resistant gypsum core and heavy-duty coated glass mat facers. DEXcell FA VSH Glass Mat Roof Board reportedly enhances fire and moisture resistance and provides dimensional stability. The roof board can be used as a cover board, under membranes, above insulation or as a thermal barrier for metal deck assemblies.

[dexcellroofboard.com](http://dexcellroofboard.com)



## Nailers drive 1½-inch nails

**KYOCERA SENCO Industrial Tools** has introduced its JN91H1 and JN91H2 pneumatic metal connector nailers designed to fully sink nails in tough substrates. The nailers can be used to fasten pre-punched metal structural connectors and reportedly are strong enough to drive nails into dense engineered lumber, such as OSB. Both nailers are compatible with 1½-inch nails with diameters of .131 to .148 of an inch. The JN91H1 nailer is lightweight and maneuverable with a magazine that holds a single rack of 34-degree paper tape-collated nails. The JN91H2 nailer has an extended magazine that can accommodate two racks of nails for quick production with fewer reloads. The nailers also have a nosepiece design that leaves nail points exposed for accurate placement in pre-punched hardware and feature overmolded grips said to increase comfort and control while reducing slipping, adjustable exhaust ports that direct blowback away from a user, and rugged belt or rafter hooks made from heavy-duty steel.

**senco.com**



## Concrete sealers minimize water penetration

**W. R. MEADOWS** has added PENTREAT™ 244-40 W/B with 40% silane content and PENTREAT 244-20 W/B with 20% silane content to its concrete sealer portfolio. The water-based concrete sealers reportedly protect concrete and masonry surfaces by minimizing water and water-soluble salt penetration, reducing concrete surface spalling, extending the life of concrete and masonry structures and penetrating surfaces for maximum protection.

**wrmeadows.com/pentreatportfolio**

## Blades feature precision tensioning

**DEWALT®** has made available DEWALT Large Diameter Circular Saw Blades. Designed for improved finish quality, the saw blades feature optimized tooth geometry for increased accuracy, body slots for low vibration, precision tensioning for added stiffness and sharp carbide-tipped teeth for clean cutting. DEWALT Large Diameter Circular Saw Blades are designed by tooth count to increase performance; saw blades are available with 24-40 teeth, 60 teeth or 80-100 teeth. Various saw blades can be used for cutting soft wood, hard wood, trim, sheet goods and plastics, among other materials.

**dewalt.com**





## Please allow me to introduce myself

Meet NRCA's new CEO

by McKay Daniels

If you frequently read this column, you probably noticed a different byline. On May 31, Reid Ribble retired as NRCA's CEO and gave up the pen for this space. It's all our loss. He helmed the organization for the past five years through changes and transformations seen and invisible and through headwinds and challenges revolutionary and minute. But like so many others, Reid wants to spend more of his time with family, golfing, riding motorcycles and doing other activities. Having dedicated nearly 50 years to the roofing industry (and more than 30 years to NRCA as a member, volunteer and CEO), Reid's wife and family said it was their turn to get more of his time and for NRCA and the industry to transition onward.

As I wad up newspaper to stuff into the big shoes Reid leaves behind, I want to take a moment to introduce myself. I don't particularly like talking about myself, but with my transition to this new role I thought it would be good to briefly tell you some of my background.

I grew up in southern Nevada and watched the city and state change over the decades. Growing up in the Las Vegas Valley is, overall, a pretty normal, suburban existence. If you go 1,000 yards off The Strip, you could be in almost any town ... where the temperature is 111 F in August.

I can claim two most uniquely Vegas things. First is tearing up the oil



pan of my 1969 Ford Bronco while being an idiot off-roading in the desert as a teenager. A hospital now stands on that spot ... a hospital in which my eldest son was later born. I should have kept that truck as prices now would have paid for a decent chunk of his college tuition, but I sold it to help fund my own.

The second entails learning how to gamble in my high school probability and statistics class as we were calculating the probability of the table games. Always looking a little older than my actual age, I would occasionally then hit the casinos to play craps after school (evidently the broader lesson of the statistics in gambling didn't stick!). Although I lost money at the tables, taking the class allowed me to skip the course in college, so I still came out ahead.

I attended college in Washington, D.C., and studied business with the intention of getting a real job after graduation. But following my freshman year, I was a summer intern for a U.S. Senate campaign in Las Vegas and ended up taking the fall semester off school to work the race through the election. I quickly found I enjoyed the contact sport of politics as well as being involved in something bigger than just "me." I could try and make a difference in this world while also enjoying the chess-like nature campaigns and politics bring.

I ended up spending much of the next few decades working in and out of government for elected officials and wannabes alike. I moved between Los Angeles, Las Vegas and Washington, D.C., for about 20 years. I had stints running two statewide political parties, working for governors, lieutenant governors,

an attorney general, two U.S. senators, two congressmen, and as a partner in a consulting firm involved with dozens of campaigns and ballot initiatives each election cycle.

That's how I found my way to roofing. One of those initial government wannabes a long time ago was Reid Ribble. I was introduced to him by Mary Mai, a former colleague of mine who worked for NRCA's government affairs department and Ribble's campaign. Ribble and I got to know each other, and when he won his race, my wife and I moved back to Washington, D.C., (for the third time at that point) with the intention of starting his office and returning to Nevada and my firm after one year, which ended up turning into six. During his time in Congress, he introduced me to aspects of the roofing industry and after he retired from Congress and became NRCA's CEO, I decided to join him.

For the past four years, I have served as NRCA's chief operating officer focusing primarily on internal functions but still able to see the amazing people, companies and extraordinary character of the industry. It's been a wonderful time that's gone incredibly quickly. Learning the industry dynamics and getting to work with an amazing, dedicated team of staff professionals helps the time move swiftly.

So, too, does having a robust association agenda of new programs and initiatives, as well as external challenges and headwinds like a global pandemic and unprecedented material supply disruptions. Both NRCA and the broader roofing industry have been incredibly resilient, pragmatic and creative in tackling the challenges that arose in recent years. It's been inspiring to witness and humbling to be a part of.

The intermediate future likely holds additional challenges that we all will need to navigate and overcome. Supply disruptions continue; inflation isn't showing promising



Daniels

signs of abating; the Great Resignation continues to upturn the entire economy; and the roofing industry isn't immune. NRCA's leadership, committees and staff continue to focus and work on all these issues while continuing to innovate for the future.

NRCA's strategic plan remains the ever-green roadmap for navigating these issues and more. We, as an industry, are infinitely stronger when we are united and working together, and we remain committed to working in a comprehensive, cohesive manner. Like the old proverb that tells us how it's easy to break one lone stick but impossible to break a bundle of them, the roofing industry is unbreakable when it bands together. The roar of a crowd at a sporting event is often loud and incomprehensible, but that same crowd singing in unison during a concert brings an inspiring, clear message.

The same is true when we as an industry unite, speak and act with one voice. It's not always possible, and that's OK. But more cohesiveness is far better than less.

Another broad focus remains the continued progress on ensuring our industry is recognized for the professionals comprising it. Our members are proud of their work, the legacy they are building and the contributions they make. NRCA will continue to provide resources to help with recruitment (a daunting effort in today's workplace); education and training; demonstrating a career path and honor within the trade; and certification to bolster pride, consumer protection and quality in our profession.

Each NRCA department is working to develop new resources to help members grow and succeed, and the work won't slow in the months and years ahead. The needs are too great, and the goals are too important. Whether these are new technical manuals for steep-slope contractors, cyber insurance to protect your company from risks, affordable health insurance offerings to help your



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company be more attractive to prospective hires, certifications in bituminous roof systems, or career and technical education partnerships to broaden the funnel of workers entering the trade, every NRCA employee is dedicated to helping you and the industry.

I'm looking forward to the tasks ahead and working side-by-side with the professionals at NRCA and you to continue to move the roofing industry and our craft forward. Working together, we can navigate the challenges and come out stronger on the other side.

Nobody will be able to completely fill Reid's shoes, but between NRCA's incredible staff, dedicated volunteer leaders and resilient problem solvers like you, perhaps I won't need as much newspaper. 🌐🔗

**McKAY DANIELS** is NRCA's CEO.

 @NRCA\_CEO

## Musculoskeletal disorders prevalent among construction workers

Work-related musculoskeletal disorders account for 33% of all job-related injuries and illnesses and are especially prevalent in the construction industry, according to [constructionexec.com](http://constructionexec.com).

Musculoskeletal disorders are injuries and disorders that affect the human body's movement or musculoskeletal system, involving the tendons, nerves, muscles, joints, cartilage and supporting structures of the arms, legs, neck and lower back. These disorders often are caused or aggravated by prolonged exposure to intense and repetitive movements. Physical actions such as heavy lifting, persistent grasping, awkward body postures for extended periods of time and forceful vibrations from powerful machinery can lead to debilitating musculoskeletal disorders that can significantly affect a construction worker's physical and mental health.

For construction workers, the areas of the body most affected include the shoulders, neck, back, and any damage or disorder of the joints or other tissues. Some of the more common musculoskeletal disorders include tension neck syndrome, digital neuritis, tendonitis, ligament sprain and muscle strain.

Musculoskeletal disorders affect millions of construction workers throughout the world and cost companies billions of dollars. The



To learn more about preventing musculoskeletal disorders, go to [professionalroofing.net](http://professionalroofing.net).

Laborers' Health & Safety Fund of North America reports 40% of construction workers surveyed

said working while hurt decreases productivity and results in more severe injuries in the future.

According to the Bureau of Labor Statistics, across all industries, musculoskeletal disorders are the largest category of workplace injuries and responsible for almost 30% of all workers' compensation costs. The average musculoskeletal disorder has a direct cost of about \$15,000.

## Hiring and training strategies for the construction industry

During a press conference at the International Builders Show in Orlando, Fla., Ed Brady, CEO of the Home Builders Institute, a Washington, D.C.-based construction training nonprofit, said a "long-term structural crisis" within the building industry is preventing it from adequately attracting and retaining workers, according to [constructiondive.com](http://constructiondive.com).

Brady said higher compensation is not the only thing potential workers seek.

"Beyond better paychecks, people are looking for the best overall workplace environment when they choose what careers to pursue," he said. "Today's workers want greater respect, stability and opportunity."

HBI's Construction Labor Market Report, which is based on data and research from the National Association of Home Builders, estimates the residential construction industry will need to train and place 2.2 million new workers during the next three years to meet the demand for new housing in the U.S.

During the press conference, Brady shared five hiring and training strategies for the construction industry.

- Recruit more women.
- Train and place more minority, lower-income and second-chance workers.
- Provide education and training for veterans and transitioning military.
- Develop national immigration policies that support workforce growth.
- Change entrenched and misguided perceptions of careers in construction.



A recent study by the Washington, D.C.-based Building Talent Foundation shows why tradespeople stay on the job and why they leave.

The top reason survey respondents gave for staying in their jobs was they had opportunities for career advancement, training and learning new skills. Other reasons included being treated well by their bosses and feeling valued and respected at work. The top reason people wanted to leave their jobs was a lack of career advancement, training and development.

NRCA offers resources to help contractors with worker recruitment, including workforce recruitment materials available at [nrca.net/workforce-recruitment](http://nrca.net/workforce-recruitment) and its Careers in Roofing website, [careersinroofing.com](http://careersinroofing.com).

## Focusing on safety for an aging construction workforce

The average U.S. worker is getting older—the median age of the labor force rose from 39.3 in 2000 to 42 in 2020, according to construction exec.com. The average age of construction workers is 42.5—up from an average of 40.5 in 2013.

As workers age, healing can be more difficult, and injuries can linger. Older workers are more likely to get hurt badly from falls, suffer from more chronic conditions and are at a greater risk of death from occupational accidents. Additionally, their injuries typically cost more to treat and require more time to heal.

Following are ways to ensure the safety of older construction workers.

- **Recognize no one job fits all.** The National Institute for Occupational Safety and Health recommends employers allow workers to perform to their strengths by self-determining job tasks as much as the position will allow—for example, complete tasks on the ground rather than on a 20-foot ladder.

- **Understand the effects of strenuous physical demands.** Work pace is not associated with an increased rate of accidents, but highly physical work increases bodily stress. Allowing workers the flexibility to reduce the physical rigors of their work can reduce the likelihood of injury.

- **Invest in worker training.** No matter how many years employees have been on the job, everyone can use refreshers. In fact, having a lot of experience sometimes can cause complacency, so keeping up with training is crucial.

- **Make accommodations for returning workers.** A Canadian study revealed there seems to be no place for injured construction workers when it is time to return to work, and few construction companies have return-to-work policies to support disabled persons. Reasonable accommodations and return-to-work processes can facilitate a productive return to typical duties.

- **Create a safe working environment.** Good housekeeping on job sites is crucial for all workers. Provide adequate lighting; keep work surfaces free of oil, water, snow and other hazards; and adhere to safety protocols such as appropriate anchoring to prevent falls. Have frequent on-site digitized safety inspections and share photos or videos of site conditions to help identify issues.

- **Provide resources.** Telephone or online resources for workers with health concerns can promote worker health and safety and raise awareness of issues to supervisors.

Although older construction workers may face certain safety challenges, no age demographic is without risks, and companies should do what they can to keep all employees safe.

## OSHA launches program to protect workers from heat hazards

The Occupational Safety and Health Administration has launched a National Emphasis Program to protect U.S. workers from heat illness and injuries. Through the program, OSHA will conduct heat-related workplace inspections to help prevent injuries, illness or fatalities.

Heat illness affects thousands of indoor and outdoor workers each year and can lead to death. The National Emphasis Program is meant to immediately improve enforcement and compliance efforts while continuing long-term work to establish a heat-illness prevention regulation.

As part of the program, OSHA will proactively initiate inspections in more than 70 high-risk industries in indoor and outdoor work settings when the National Weather Service has issued a heat warning or advisory for a local area. On days when the heat index is 80 F or higher, OSHA inspectors and compliance assistance specialists will engage in proactive outreach and technical assistance to help stakeholders keep workers safe. Inspectors will look for and address heat hazards during



For more information about OSHA's National Emphasis Program, go to [professionalroofing.net](https://www.professionalroofing.net).

inspections regardless of whether the industry is targeted in the National Emphasis Program.

“Our goal is to make it safe for workers in hot indoor and outdoor environments, so that they can return home safe and healthy at the end of each day,” says Assistant Secretary for Occupational Safety and Health Doug Parker. “Work-

ing together, we can ensure workers know their rights and employers meet their obligations in order to protect workers from the growing dangers of extreme heat.”

In fall 2021, OSHA published an Advance Notice of Proposed Rulemaking to initiate the rulemaking process toward a federal heat standard. NRCA responded to the Advance Notice of Proposed Rulemaking with written comments and participated in OSHA's May 3 stakeholder meeting during which OSHA discussed its ongoing activities to protect workers from heat-related hazards.

## Sika Sarnafil® announces management changes

Sika Corp., Canton, Mass., has announced several personnel changes.

Brian Whelan has retired as executive vice president and was succeeded by Sebastien Godard. Whelan served more than 40 years in a variety of roles at Sika Sarnafil. He will stay on in a part-time capacity doing independent consulting for the Sika Roofing business. Godard is an experienced manager within Sika who most recently served as general manager of all Sika businesses in Sweden.

“I worked side by side with Brian for most of 2021 to learn from his many years of experience and expertise, and I am honored to fill the big shoes he established in our roofing business and the industry at large,” Godard says.

In addition, Stan Graveline, formerly Sika Sarnafil’s senior vice president of technical services and sustainability, has assumed leadership of American Hydrotech Inc., a recent Sika acquisition, and Michael Darsch was named vice president of technical services for the Sika Roofing business. John McGill has succeeded Darsch as director of technical services—East Area.



## Harness Software joins NRCA’s One Voice initiative

NRCA has announced Harness Software, Newark, Del., has joined its One Voice initiative as a partner member.

NRCA’s One Voice initiative is a transformational approach to addressing the roofing industry’s most critical issues and concerns—with one voice—to secure its future.



NRCA invites manufacturers, distributors, architects, engineers, consultants and service providers to fully engage with NRCA, as partners, and actively address the industry’s most pressing issues, including workforce and work certification; effecting change in Washington, D.C.; building codes and insurance; and increasing professionalism in all industry sectors.

Additional information about NRCA’s One Voice initiative, including a list of the 45 current member partners, is available at [nrca.net/onevoice](http://nrca.net/onevoice).

## Enrollment in skilled trades programs rises

Since the COVID-19 pandemic began, more than 1 million students have decided not to go to college and opted to work instead.

Data from the National Student Clearinghouse show how community college enrollment shifted during the pandemic. The percent change in community college enrollment from 2019 to 2021 fell for associate degree programs such as business, social sciences and communications. However, construction trades grew 5% and architecture and related services grew 4%.

A September 2021 survey by the Associated General Contractors of America found 89% of contractors were having a difficult time finding workers who were trained for the job. Sixty-one percent of contractors reported project delays because of workforce shortages.

Tony Chaffin, leader of the construction program at Texas State Technical College, Waco, says the demand for workers is “huge.”

“We have contractors calling us weekly: ‘Do you have anybody who can work?’” he says. “I mean, they just want people.”

AGC says investing in skilled trades programs is crucial for addressing the shortage of qualified workers.

“The federal government only spends \$1 on career training for every \$6 it puts into college prep,” says AGC CEO Steve Sandherr. “This funding gap for career training is one of the main reasons so many contractors have a low opinion of the current pipeline for preparing new craft and construction professionals.”





## Updating the code

ICC's development of the 2024 I-Codes continues

by Mark S. Graham

From March 27 to April 6, NRCA's technical services staff participated in the International Code Council's Group B committee action hearings for development of the 2024 I-Codes. More than 750 code change proposals were considered during 104 hours of in-person committee hearings. Following are some highlights of the roofing-related proposals and the next steps in ICC's code development process.

### Code development process

ICC split its development cycle for the 2024 I-Codes into two groups with Group A occurring in 2021 and Group B occurring this year. In Group A, ICC's general, fire safety and plumbing committees heard several roofing-related code change proposals.

In Group B, revisions to the I-Codes Chapter 1-Administrative provisions and additional roofing-related code change proposals were considered. Most of International Building Code's Chapter 15-Roof Assemblies and Rooftop Structures and International Residential Code's Chapter 9-Roof Assemblies sections fall under the jurisdiction of ICC's structural committee and residential committee, respectively.

NRCA proposed 28 code changes, and 116 other proposals were



on NRCA's watch list as having some effect on roof system design and installation. Fifteen of NRCA's code change proposals were approved.

### IRC

Code Change S22, Part II, adds the new ASTM International standard for synthetic underlayment, ASTM D8257, "Standard Specification for Mechanically Attached Polymeric Roof Underlayment Used in Steep Slope Roofing," to IRC's Table R905.1.1(1)-Underlayment Types.

In addition, Code Change RB260 correlates IRC's Table R905.1.1(1) to the code's text and adds clarifying statements

indicating underlayment is not required for wood shake roof systems over spaced sheathing and structural metal panel roof systems over open frame structures.

Code Change RB268 adds ASTM D3161, "Standard Test Method for Wind Resistance of Steep Slope Roofing Products (Fan-Induced Method)," testing and classifications as an acceptable method for determining wind resistances of slate roof systems.

Code Change RB274 combines IRC's Section R907.12-Thermoset Single-ply Roofing and Section R907.13-Thermoplastic Single-ply Roofing into a new section, Section R907.12-Single-ply Roofing. A new table, Table R905.12-Single-ply Roofing Material Standards, lists the required ASTM

“NRCA proposed 28 code changes, and 116 other proposals were on NRCA's watch list as having some effect on roof system design and installation.”

International product standards applicable to single-ply membrane roof systems. This code change proposal correlates with a similar code change appearing in IBC 2021.

Code Change RB280 adds a new section, Section R908-Roof Coatings. A new table, Table R908.2-Roof Coating Material Standards, lists the required ASTM International product standards applicable to roof coatings. This code change proposal correlates with a similar code change appearing in IBC 2021.

### IBC

Code Changes S5 and S6 clarify the code requirements for attic ventilation and wind resistance, respectively.

Code Change S7 adds wind resistance testing and classifications for slate roof systems as in Code Change RB268 for IRC.

Code Change S11 removes IBC's outdated and unenforceable accelerated weathering test requirement for roofing products. More stringent, product-specific accelerated weathering already is provided by the applicable materials standard required in IBC's Section 1507-Requirements for Roof Coverings.

Code Changes S22, Part I, and S23 add ASTM D8257 to IBC's Table 1507.1.1(1)-Underlayment Types and correlate the table to the code's text. These code

changes correlate to IRC's Code Change S22, Part II, and RB260.

Code Change S28 combines Table 1507.4.3(1)-Metal Roof Coverings and Table 1507.4.3(2)-Minimum Corrosion Resistance into a single table providing material standard and corrosion-resistance requirements for metal roof coverings.

Code Change S36 adds a requirement for flashings for building-integrated photovoltaic systems to be installed according to the roof covering manufacturer's instructions.

### What's next

ICC will accept public comments on Group B committee action until June 20. Public comments received and the agenda for ICC's public comment hearing will be posted on ICC's website, [iccsafe.org](http://iccsafe.org), by Aug. 4.

ICC's public comment hearing will be held Sept. 14-21 in Louisville, Ky. NRCA technical services staff will take part in this public comment hearing.

ICC's online governmental consensus vote starts about two weeks after the public comment hearing and is open for two weeks.

Code change proposals approved during ICC's public comment hearing and by ICC's online governmental consensus vote, along with code changes approved during ICC's Group A code development hearings, will be published as the 2024 I-Codes, likely in late 2023. 🌟🌟🌟

**MARK S. GRAHAM** is NRCA's vice president of technical services.

[@MarkGrahamNRCA](https://twitter.com/MarkGrahamNRCA)

To read about ICC's Group A hearings, see "The first step," June 2021 issue.



## Digital transformation may increase opportunities for women in construction

A recent joint survey by the National Association of Women in Construction and Safe Site Check In shows 71% of construction companies view digital transformation—integrating digital technologies to help reshape business processes—as a top priority, with new technologies opening doors for women in the workforce, according to [forconstructionpros.com](http://forconstructionpros.com).

The survey reveals digital transformation can help enhance productivity, make construction jobs easier and address labor shortages.

“Digital transformation is gaining significant momentum in the construction industry,” says Crissy Ingram, executive director of the National Association of Women in Construction. “Along with making work easier without compromising the quality of the finished product, it also opens up more opportunities for women. The survey shows the importance of digital technology and, ideally, its potential to address some of the issues driven by the construction labor shortage.”

The organizations surveyed participants regarding digital transformation, the industry’s labor shortage and the effects of supply chain disruptions. Participants represented all areas of the construction industry in private and public sectors, including 600 National Association of Women in Construction members throughout the U.S. working in construction at companies with annual revenues ranging from \$500,000 to more than \$1 billion.

Following are key findings from the survey:

- Seventy-seven percent of respondents believe digital transformation will make their jobs easier; 17% believe it will have no effect; 5% believe it will make their jobs more difficult; and 1% believe it will eliminate their jobs.
- Ninety-five percent of respondents report new technologies designed for the construction industry have allowed them to be more productive.
- Seventy percent of respondents are excited about learning new technology at work; 24% feel indifferent; and 6% expressed frustration.

Additionally, when asked which of the newest construction technologies are most helpful, 72% of respondents said smartphone apps for managing projects and the workforce followed by GPS layout (13%), drones and robots (9%), and augmented reality and wearables (3%).

## Creating a security-aware company culture is important

Cybercriminals regularly use social engineering techniques to deceive and manipulate employees, leading to financial losses, disrupted productivity and a tarnished company reputation, according to *Harvard Business Review*.

Attackers take advantage of people’s willingness to trust certain requests and mindlessly click on links or open virus-laden attachments.

Leaders often rely on IT departments to secure information, but to reduce the human-based liability, all employees must be committed to maintaining a security-aware culture. This involves leaders influencing their team members to adopt certain mindsets and behaviors.

Following are six strategies to help strengthen your company’s defenses against cybercriminals and create a security-aware culture.

- **Ask employees to voluntarily sign a security policy.** Demonstrating commitment makes people more likely to follow through and adhere to codes of conduct. Within the policy, it is useful to clearly state which types of information are sensitive and which are not.
- **Lead by example.** In situations of uncertainty, people look around them for cues regarding how to think and act. Senior leaders should lead by example and promote best-practice behavior.
- **Elicit reciprocity.** Social norms dictate if someone gives us something, we believe we should return the favor. Taking moves to secure an employee’s own data or identity can be meaningful first steps to elicit reciprocity.
- **Leverage scarcity.** People find objects and opportunities more attractive if they are rare or difficult to obtain. Senior leaders can use this when promoting the organization’s rare, exemplary security accreditations that could be compromised by a security breach. Leaders also should implement a classification system separating sensitive information from harmless information.
- **Be like those you lead.** Security professionals emphasize the importance of an empathetic mindset to achieve compliance. People are most influenced by others with whom they identify and like, and leaders build trust with workers when they act with humility and empathy.
- **Leverage the value of authority.** Organizations typically require employees to take annual digital security training. However, it is possible employees will not connect the contents to their daily behavior. When senior leaders personally instruct employees to comply with corporate information security, they will be more likely to get the desired outcome—provided the leader is viewed as a trusted source who understands security issues and stays informed.







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## Message received

Roofing Day in D.C. 2022 participants met with lawmakers on Capitol Hill to advocate for the industry

by Deborah Mazol

On April 5-6, 225 NRCA members and other roofing professionals joined with industry partner organizations for Roofing Day in D.C. 2022. Attendees met with members of Congress and their staffs, ensuring the industry's voice was heard clearly by lawmakers.

### One voice

Roofing Day in D.C. 2022 was the fourth annual industrywide advocacy event designed to fulfill former NRCA CEO Reid Ribble's vision of how NRCA can enhance the roofing industry's image and expand its influence on federal policymaking. Previously held in Washington, D.C., in 2018 and 2019 and virtually in 2021, Roofing Day in D.C. brings together all segments of the industry, including contractors, manufacturers, distributors, consultants, associations and field workers to deliver a collective message regarding key legislative issues.

Holding an annual legislative conference on a large scale enables the industry to have a greater effect on congressional leaders by communicating with one voice about government policy issues affecting roofing industry employers and employees. By hearing directly from constituents during Roofing Day in



D.C., lawmakers gain a better understanding of how legislation and regulations affect roofing businesses.

### In-person return

NRCA was happy to welcome Roofing Day in D.C. participants in person again this year. Although access to the U.S. Capitol complex remains closed to the public, in-person meetings are permitted by appointment. Because some members of Congress were not comfortable resuming in-person meetings, NRCA provided additional programs, speakers and networking opportunities for participants. The event proved successful in conveying the roofing industry's message to lawmakers

while also providing invaluable training and inspirational speakers to all participants.

On April 5, participants attended a training session for a state-of-the-art online platform led by Advocacy Associates, a leading firm providing logistical support and training for Washington, D.C., fly-in events. Participants learned how to use the platform for virtual meetings and to access important materials, including a schedule of meetings.

Next, Duane Musser, NRCA's vice president of government relations in Washington, D.C., led an issue briefing to prepare participants for their congressional meetings. McKay

Daniels, NRCA's CEO and a former congressional chief of staff, joined Musser in a mock meeting to demonstrate how meetings with members of Congress and congressional staff typically are (and should be) conducted.

Later that day, Ribble and Sen. James Lankford (R-Okla.) officially kicked off Roofing Day in D.C. 2022. Lankford provided insights regarding recent political developments and the upcoming congressional agenda. The advocacy issues selected to be the focus of the congressional meetings were described to help prepare participants for the main event.

On April 6, participants enjoyed breakfast with Rep. Mike Johnson (R-La.), who sits on the House Judiciary Committee and is a member of House Republican leadership. Johnson gave his perspective regarding the roofing industry's workforce challenges and his outlook for the 118th Congress. Participants also attended a presentation given by speaker Bruce Mehlman, founder of Washington, D.C.-based lobbying firm Mehlman Castagnetti Rosen & Thomas; a chief of staff panel; and Scott Ketcham, director of the Occupational Safety and Health Administration's construction directorate for the Biden administration. The presenters gave unique perspectives to help participants navigate their congressional meetings and the year ahead.

Next, participants attended their congressional meetings. Each participant had a full schedule of meetings with senators and one or more representatives or congressional staff arranged

by Advocacy Associates. Participants focused on solutions to workforce and supply chain challenges, the issues chosen by NRCA's Roofing Day

Advisory Committee after receiving input from all segments of the industry. Specifically, industry professionals advocated for increased funding for and reform of career and technical education and the Workforce Innovation and Opportunity Act, as well as

“The event proved successful in conveying the roofing industry's message to lawmakers while also providing invaluable training and inspirational speakers to all participants”

immigration reform that meets the industry's needs. Lawmakers heard firsthand personal accounts of the challenges currently faced by roofing industry employers.

The event concluded with a reception at the Reserve Officers Association Top of the Hill Banquet Center where participants shared their experiences with one another while taking in spectacular views of the U.S. Capitol.

The in-person congressional meetings greatly enhance the work NRCA and partner organizations perform in Washington, D.C., by strengthening existing relationships and establishing new ones with lawmakers.

### Next year

With participants attending 174 meetings with lawmakers and congressional staff, Roofing Day in D.C. 2022 remains one of the largest advocacy events in Washington, D.C. The collective voice of industry professionals from across the U.S. was heard, and NRCA thanks all participants for their enthusiasm and dedication. To read more about Roofing Day in D.C. 2022, see “Welcome back!” page 46.

NRCA and partner organizations already are planning for Roofing Day in D.C. 2023 to be held April 18-19. NRCA urges this year's participants to return and other industry professionals to attend next year to help make Roofing Day in D.C. 2023 the best one yet. 🌟🌟

**DEBORAH MAZOL** is NRCA's director of federal affairs in Washington, D.C.



To access policy papers outlining the roofing industry's positions regarding workforce training and immigration reform, go to [professionalroofing.net](https://professionalroofing.net).



## U.S. partially lifts tariffs for U.K. steel and aluminum exports

The U.S. has partially lifted tariffs for steel and aluminum exports from the United Kingdom. The tariffs were lifted June 1 following an agreement the U.S. reached with the U.K. in March.

The U.K. now can export 500,000 metric tons of finished steel and 900,000 metric tons of aluminum into the U.S. duty-free before tariffs take effect. In return, the U.K. will lift about \$500 million worth of tariffs on U.S. products such as whiskey and blue jeans.

The deal eases duties imposed in 2018 by former President Donald Trump, which included 25% tariffs on steel imports and 10% tariffs on aluminum imports as part of a strategy to prioritize domestic production and address an overcapacity of steel in China.

The agreement with the U.K. follows similar deals the U.S. made to ease steel and aluminum tariffs with Japan and the European Union.

The deal also requires U.K.-based steel producers owned by companies in China to undergo a financial audit to evaluate whether there are any market distorting practices that “would materially contribute to non-market excess capacity of steel.” Aluminum shipments are subject

to novel “smelt and cast” provisions, and producers must prove products contain no aluminum from Belarus, China or Russia.

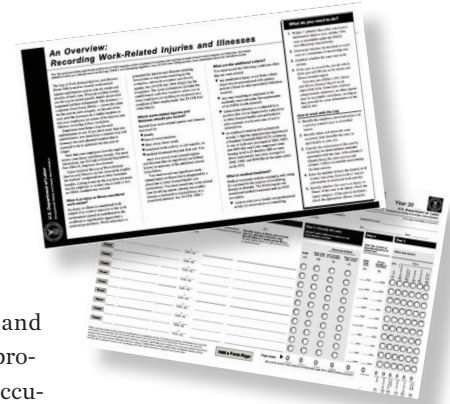
“Today’s historic deal ... will benefit America’s steel and aluminum industries and workers by protecting manu-

facturing, as well as consumers, by easing inflationary pressures in the U.S.,” said Commerce Secretary Gina Raimondo in a March 22 statement. “By allowing for a flow of duty-free steel and aluminum from the U.K., we further ease the gap between supply and demand for these products in the United States.”



To read the Department of Commerce’s tariffs agreement press release, go to [professionalroofing.net](http://professionalroofing.net).

## OSHA proposes rule to amend occupational injury and illness record-keeping regulation



The Occupational Safety and Health Administration has proposed amendments to its occupational injury and illness record-keeping regulation, 29 CFR 1904.41. The current regulation requires certain employers to electronically submit injury and illness information to OSHA. The agency uses these reports to identify and respond to emerging hazards and makes aspects of the information publicly available.

In addition to reporting their Annual Summary of Work-Related Injuries and Illnesses, the proposed rule would require certain establishments in specific high-hazard industries to electronically submit additional information from their Logs of Work-Related Injuries and Illnesses, as well as their Injury and Illness Incident Reports.

OSHA says the proposed rule would improve its ability to use its enforcement and compliance assistance resources to identify workplaces where workers are at high risk and increase transparency in the workforce.

The proposed rule would:

- Require establishments with 100 or more employees in certain high-hazard industries to electronically submit information from OSHA Forms 300, 301 and 300A to OSHA once per year.
- Update the classification system used to determine the list of industries covered by the electronic submission requirement.
- Remove the current requirement for establishments with 250 or more employees not in a designated industry to electronically submit information from OSHA Form 300A to OSHA annually.
- Require establishments to include their company names when making electronic submissions to OSHA.

Establishments with 20 or more employees in certain high-hazard industries would continue to be required to electronically submit information from their OSHA Form 300A annual summaries to OSHA annually.

OSHA accepted comments on the proposed rule through May 31.



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An

# *honorable* leader

Kyle Thomas takes the reins as NRCA's *chairman* of the *board*

*by* Chrystine Elle Hanus

**“W**hat we do—providing shelter—is way more important than it gets credit for,” says Kyle Thomas, executive vice president of

Thomas Industries Inc., Mobile, Ala. “If I could change one thing about the roofing industry, it would be giving roofing workers and the work they do more respect.”

On June 1, Thomas began his term as NRCA's chairman of the board.

“Kyle has improved the professionalism of the roofing industry in our area,” says Ray Bing, sheet metal department manager for Thomas Roofing, Mobile. “He’s an incredible, honorable man. I’ve never met anybody like him. He’s the hardest-working person I know.”

A former president of the Roofing Alliance and graduate of the first class of NRCA's Future Executives Institute, Thomas is well-equipped to lead the association.

“It is an honor to be selected by my peers to lead NRCA,” Thomas says. “The fact they hold me in high regard motivates me to take on and uphold their confidence and show them it was the right decision.”



Thomas in kindergarten

## The *early* years

When Thomas was 2 years old, his parents, Jan and Lawrence, moved the family to Fairhope, Ala., where Thomas still resides. He grew up with an older brother, Derek, and a younger brother, Cory.

“My favorite memories growing up with Kyle are the ones where we got in trouble,” Derek says. “One time, we came home late with scratches all over us from riding down a huge hill on our bicycles. Our mom couldn’t find us, so she called our dad to drive home from work. I don’t remember us being late. We were just having fun.”

While in high school and college, Thomas worked summers at his father’s roofing business. In 1992, he graduated from University of Alabama, Tuscaloosa, with a bachelor’s of science degree in commerce and business administration and a minor in English. While in college, he also completed a real estate finance program and graduated with a broker’s license. Although his education offered multiple employment opportunities in cities such as Atlanta and Chicago, climbing the proverbial corporate ladder didn’t appeal to him.

“So me and my buddy loaded up my Nissan Pathfinder with a bunch of stuff and drove to Colorado with no job and no place to live,” Thomas says. “I found a job at Winter Park Ski Resort as a cook and found a place to rent with a couple of other guys. I woke up at 5 a.m., cooked breakfast for everybody and was off by 2 p.m. to go skiing.”

When ski season ended, Thomas realized he may have been wasting a good opportunity back home.

“I was sitting on the back porch with my mom and dad and talking about my future in the family business,” Thomas recalls. “They weren’t pushy or in any way forcing it on me. We had a good conversation.”

In May 1993, Thomas decided to join the family business full-time.

“And once I made that call, I was going to do it well,” he says. “I’m not one to look back on decisions. I was determined to make it the right decision and succeed.”

## Thomas *Roofing*

The family business was a company previously known as Owen and Burnette Roofing that predated to the 1950s. Thomas’ father joined the business in the 1960s and became part owner by 1968. By 1980, his father had bought out all the partners and it became solely owned as Thomas Roofing.

Now, the company is known as Thomas Industries.

“We had a sheet-metal division and a roofing division,” Thomas explains. “When Derek graduated college, he started working for the company. And then when Cory graduated, he started a general contracting company. So we rolled up all three divisions into Thomas Industries as the parent company.”

Thomas manages the roofing division. Cory runs the general contracting division. And Derek handles the administration side of the entire company.

“My mom is an accountant,” Thomas says. “Unfortunately, my dad passed away in 2021, but mom is still engaged and looks over the books.”

Thomas’ youngest sons, Jared, 21, and Benjamin, 19, also work at the company part-time while attending college. And Thomas’ daughter-in-law, Campbell, wife of Thomas’ oldest son, Bradley, 25, works full-time as estimator and project manager.

“Kyle is an amazing boss, leader, father-in-law, grandfather and friend,” Campbell says.

Many employees, including Lisa Irby, service department manager and vice president of Thomas Roofing, have worked at Thomas Roofing for more than 25 years.

“When I started here, Kyle’s parents were the leaders of Thomas Roofing,” Irby says. “When the brothers took over, I thought it was going to be a difficult transition because I didn’t think they’d be as family-oriented as their parents, but it was seamless. It’s a big family atmosphere, and they believe family comes first.”

Since the Thomas brothers assumed operations at Thomas Roofing, the company has grown to about 65-70 employees.

“Kyle sincerely cares for his employees and leads by example. He never asks you to do something he wouldn’t do or hasn’t done himself,” says Todd Manus, sales and estimator for Thomas Roofing’s service department.

Employees say Thomas’ passion for taking care of customers along with his positive attitude and team spirit is contagious.

“He’s an optimistic person who really sets the tone and creates an atmosphere that values customers, employees



Thomas at high school graduation



and communities,” says Christie Lambeth, roofing estimator at Thomas Roofing. “Kyle works hard to provide customers with the best, most cost-efficient roof system and service possible. Seeing the way he helps people get back to their daily lives after a hurricane definitely makes me appreciate the roofing business in a way I never would have before meeting him.”

Bing believes Thomas’ commitment to the trade is an asset to the industry.

“Kyle is extremely involved in the details,” Bing says. “We have done several things here with sheet metal where we have changed the details of how we do it. And now those details have been incorporated into the NRCA manuals—better ways of keeping a building dry. Kyle has brought our level of roofing up to a better level than it used to be. He’s involved in making the industry evolve. Now, he’s helping NRCA evolve.”

## NRCA

Thomas Roofing joined NRCA in 1981 when Thomas’ father was an active, engaged member in the state association and industry.

“What got me personally engaged was two things,” Thomas explains. “First, our company was one of the first members of the Roofing Alliance. That was something we did because of my dad’s leadership, and I wanted to continue that and excel professionally. The second was joining the first class of NRCA’s Future Executives Institute.”



From left to right: Nick Sabino, president of Deer Park Roofing, Cincinnati; Thomas; Jim Barr, president of Barr Roofing Co., Abilene, Texas; J.J. Smithey, president of Frost Roofing Inc., Wapakoneta, Ohio; Dennis Conway, former owner of Commercial Roofers Inc., Las Vegas; Dave Hesse, vice president of Kalkreuth Roofing and Sheet Metal Inc., Frederick, Md.; and David Tilsen, president of Tilsen Roofing Co. Inc., Madison, Wis.

Developed 20 years ago, Future Executives Institute is a three-year comprehensive program that focuses on leading and managing a roofing business (see “Leading the way,” page 37).

“What I got out of FEI was associating with fellow members of the industry from a broad geographical range and an understanding of the problems roofing contractors face,” Thomas says. “I joined a class of peers who were dealing with the same issues in an informal setting, and I got to bounce ideas off of friends who weren’t competitors.”

After graduating from FEI in 2005, Thomas began serving on several NRCA committees and task forces, including the manual update for which he also served as chairman.

“I served many years on the Manual Update Committee, and I enjoyed doing it,” he says. “It can be a tough committee because you could be talking about some minute detail, and you end up in a 30-minute discussion about where a screw goes. But what I learned in those meetings was valuable. It helped me recognize people can have differences of opinion on one specific topic, but you learn how to sort through those differences to come to a decision you agree with as a committee. In an association like NRCA that is totally driven by committee work, it is an important lesson.”

After serving on committees for several years, Thomas was elected to NRCA’s



From left to right: Thomas’ older brother, Derek; his mom, Jan; Thomas; and Thomas’ younger brother, Cory

## The Lighter Side

**What is your favorite word?**

Yes

**What sound or noise do you love?**

The sound of two outboard engines humming along offshore on my boat

**What profession other than your own would you like to attempt?**

Chef

**What is your favorite quality in a person?**

Positivity

**Which season of the year do you prefer?**

Summer

**If Heaven exists, what would you like to hear God say when you arrive at the pearly gates?**

They’re open.

**Do you have a favorite food?**

Raw oysters

**What is your pet peeve?**

People who complain just for the sake of complaining

**What sound or noise do you hate?**

The lack of sound—I always have music playing.

**What is your fear?**

Snakes—I hate snakes.

## Next in line

Lisa Sprick, president of Sprick Roofing Co. Inc., Corvallis, Ore., has been in the roofing industry since 1990 when she joined her family's business, which was established in 1952. During NRCA's 109th Annual Convention and Exhibit in San Diego in 1996, Sprick met Bill Good, NRCA's CEO at the time, at a reception. When Sprick returned home, she found a 14-page fax from Good asking which committees she was interested in serving.

"And the rest, as they say, is history," Sprick says.

Since then, Sprick has served on numerous committees and task forces. She is most proud of her time on the Future Executives Institute Committee (see "Leading the way," page 37).

"Being part of the team that envisioned and established FEI, a program that just celebrated its 20th anniversary of aiding the development of leaders within the industry, has been one of the most rewarding experiences of my career," Sprick says.

In 1998, Sprick was elected to the board of directors and served three terms from 1998-2001, 2003-06 and 2019-20. In 2001, she was elected to the Executive Committee and served two terms from 2001-03 and 2020-22. On June 1, Sprick began her term as chairman of the board-elect, the second highest-ranking officer for NRCA.

"I've always felt fulfilled working at the committee level," she says. "But after careful consideration, I also felt representing women in top leadership, as well as giving a voice to the needs of smaller-sized residential roofing contractors, could have a positive impact."

Sprick met NRCA Chairman of the Board Kyle Thomas, executive vice president of Thomas Industries Inc., Mobile, Ala., in 2003 when she was a mentor to students in the first FEI class.

"I've had the pleasure of observing Kyle's leadership as he's climbed the NRCA ladder," Sprick says. "I am beyond proud he is our first FEI graduate to become chairman of the board."

Sprick says volunteering at NRCA has provided her with many advantages.

"The list is a mile long, but the most notable are the relationships I've cultivated," she says. "I've expanded my horizons on personal and business levels more than I ever could have expected. Meeting like-minded people devoted to giving back to this industry while also having fun in the process has been one long, enriching blast!"

In her free time, Sprick enjoys attending live music and comedy shows, traveling, cooking, hiking and hanging out with her "insanely funny" friends and family. If she weren't a roofing contractor, Sprick says she'd probably be doing something related to being in the company of dogs.

But for now, she's focused on helping the industry's workforce issues and looks forward to a productive year working with Thomas.

"I will be by his side ready to assist however he sees fit to positively affect this great industry," she says.



Sprick and Thomas

board of directors and served from 2005-08 and 2011-14 before being elected to the Executive Committee, where he served as an officer from 2016-18 and 2019-22.

During 2019-20, Thomas served as vice president for the Roofing Alliance, and from 2019-20 he served as president. He also served as chairman to the Roofing Alliance's construction school management committee for several years and was a mentor to students at Auburn University, Auburn, Ala., competing in the Roofing Alliance Construction Management Student Competition.

"I got in the trenches with them and spent a lot of time going to the university and being with the students," Thomas says. "That was a fun, fulfilling and rewarding experience for me. The students are hard-working, intelligent and willing to put in the effort. I think the student competition is now a huge success story. I'm proud of that."

## Agenda ahead

During 2020-22, Thomas served as NRCA's chairman of the board-elect before becoming chairman of the board.

"Because of the COVID-19 pandemic, I've had two years as chairman-elect to prepare for my role," Thomas says. "We paused everything and extended NRCA roles for two years. And that really worked out well for me because Mobile was struck by Hurricane Sally in September 2020. If NRCA had not extended the roles another year, that really would have been a challenge. It's difficult to describe what life is like for a roofing contractor when you get a direct hurricane hit. It's running around with your hair on fire for six months nonstop."

While the pandemic slowed things down worldwide, Thomas says NRCA learned to become nimbler during the crisis.

"The association has been challenged tremendously the past couple of years from the pandemic to the supply chain shortage issues we're facing now," he says. "When

the pandemic first began, the world was shutting down. We didn't know what was going to happen, but NRCA continued to work and do its job to inform members.

"Associations don't typically work fast, but during this timeframe things changed so rapidly with COVID-19 restrictions, NRCA learned how to respond more quickly. The staff worked tirelessly to keep up with regulations and were successful at making roofing work considered an essential business in most states, so NRCA was able to help keep the industry working."

Thomas attributes part of this success to his predecessor, former Chairman of the Board Rod Petrick, president of Ridgeworth Roofing Co. Inc., Frankfort, Ill.

"Rod helped steer the association during the pandemic and the beginning of the supply chain debacle we're in," Thomas says. "He helped keep the association focused on getting the job done. Even with all that was going on, he kept the association doing the job of the association—taking care of members. He's a 'get it done' kind of guy."

During a time of unprecedented crises, Thomas' main goal for the coming year is remaining prepared to help members when the unexpected happens.

"What we've all learned during the past couple of years is we don't know what the next curveball is going to be," he says. "It's been such a reactive time dealing with crisis after crisis, I don't want to be overly aggressive and add new endeavors into the mix."

"The world we're living in right now is unlike anything any of us have ever seen. We all thought the supply chain shortage would be over by the first quarter of 2022, and we're not anywhere near past it. NRCA can't solve the issue overnight, but it can put out a lot of information to make it possible for contractors to know what is happening and relay that information to their customers."

As Thomas begins his term, some of his readiness preparations include managing the transition of NRCA's CEO from Reid Ribble to McKay Daniels (see "Please allow me to introduce myself," page 16).

"Reid is a big figure in the industry. He's a persuasive cheerleader for NRCA, and he retired in May," Thomas says. "As NRCA transitions to McKay's leadership, my focus is making sure the transition is smooth and ensuring the messaging is clear internally and externally."

"The One Voice initiative was Reid's endeavor, so I want to make sure all those One Voice partners realize and recognize that just because Reid has retired doesn't mean things will change. We are still one voice. We are still one industry striving in the same direction. McKay's

advantage is coming into the association with a fresh perspective, which will help everyone."

Although supply chain issues currently are top of mind for roofing professionals, Thomas doesn't want to lose focus on the industry's most pressing issue.

"Looking at the big picture, the same big issue that has forever been in this industry is manpower," Thomas says. "What worries me is because of the supply chain struggles, our industrywide manpower issue could get even worse. Most of us who have been in the industry a long time have never been in the situation we are in now—we have more manpower than material availability. We're getting to the point we may need to start sending crews home. And when that happens, there's a good chance those workers will find work elsewhere and not return to roofing."

Thomas believes this is where NRCA ProCertification® can help.

"Another thing Rod did during his term that will have long-term effects is getting NRCA more efficient at developing ProCertifications," Thomas says. "We currently have installer certifications available for architectural metal flashings and accessories, asphalt shingles, clay and concrete tiles, EPDM, metal panels and thermoplastics, as well as a certification for foremen."

"We now have a recruitment tool of offering a career path for potential incoming workers, which will help keep them in the roofing industry. I'd love to see an industry where a lot of our workers are trained and certified and proud of their certifications."

### A proud family man

When Thomas is not in the office or working on behalf of NRCA and the industry, he is enjoying time with his family.

"Kyle loves his family so much," says Emily, Thomas' wife. "We love going to the beach, boating and playing with the grandkids."



From left to right: Jen and Nick Sabino; Brad and Jan Sutter, wife, Emily; and Thomas



Thomas with his wife, Emily



The Thomas family from left to right: Daughter, Sara; wife, Emily; son, Jared; son, Ben; son, Bradley; grandson, McLane; and Thomas

Thomas met Emily in 1993 when he returned home after his brief stint at the ski lodge in Colorado. After enjoying his “wild-haired” excursion of moving somewhere without a plan, he was contemplating his next adventure of buying a mountain bike and hopping on a ship to Europe.

“And then I went to dinner with a group of people and met Emily,” Thomas says. “Had I not met Emily that month, I may have gone to Europe and who knows where I’d be now.”

Although the couple went to the same high school, Thomas was one year ahead of Emily, so they didn’t hang out

in the same groups. But after everyone came home after college, the two formally met.

“Our little groups finally got together and went to dinner, and we’ve been together ever since,” Emily says.

Thomas and Emily dated for two years before getting married. In January, they celebrated their 27-year anniversary.

“We really have a lot of fun together,” Emily says. “He’s funny, and he thinks I’m funny. We like to explore and do fun things together. He’s a kind and patient man, a southern gentleman.”

The couple share four children, Bradley, Jared, Ben and Sara, 27, and two grandchildren, McLane, 8, and Ella Hayes, 2.

“Kyle will stop whatever he is doing to spend quality time with his grandchildren,” Campbell says. “My children love to be with Kyle because when he is with them, they know and feel like they are the only thing that matters.”

Sara says Thomas’ natural inquisitiveness and innate positivity help her father maintain a youthful energy.

“He’s still learning new things and trying new things,” Sara says. “He still finds the time to go out and kick a soccer ball around with us, hike the Grand Canyon and do some crazy stuff. He’s always the first one to ride a zipline, go on the jet skis or ride rollercoasters with the kids.

“He knows things aren’t always easy, but if you have a positive outlook, you can make life enjoyable and make

the most of it. He tries to do that for the people around him, his family, at the office and at NRCA.”

“He’s the best role model I could ask for,” Jared adds. “I have enjoyed every second of growing up with my dad.”

The Thomas family has a beach house off the Gulf of Mexico, where Thomas often fishes. But don’t expect to ever see him sitting still.

“If the fish aren’t biting, I’m getting the kayak out and paddling around or going on the paddleboard,” Thomas says. “I can never sit for hours and watch TV. If I’m not at the beach, I’m working around the house or on a project in the yard. I’m going to be moving some way, somehow, somewhere.”

“I call him my busybody because he’s always into everything,” Emily says. “He loves a challenge. Kyle is the type of person that anything he has set his mind to, he’s accomplished. When he started volunteering with NRCA, one of his goals was to see whether he could make it far enough to become chairman of the board. It was always a goal for him. It’s exciting it’s now happening. Whatever he challenges himself to do, he will not give up until he gets his result. That’ll be a blessing for NRCA.”

## Now *serv*ing you

As the roofing industry continues to face supply chain disruptions, manpower shortages and manages a transition to a new NRCA CEO, those who have worked beside Thomas believe he’s the right leader at the right time.

“I know Kyle definitely will be a blessing for NRCA in his new role as chairman of the board,” Manus says. “He is usually the first to arrive at the office and the last one to leave. I know he will continue to give 110% during the next year because that’s what he does at Thomas Roofing. He truly is a blessing to have as a boss and friend.”

During his term as chairman of the board, Thomas looks forward to hearing from and helping industry professionals.

“I want to know what I can do to help you succeed,” Thomas says. “It’s not about my agenda. It’s about what you need and how I can help you. If there’s something we or I can be doing from an NRCA perspective to help, let me know. I want to know what your problems are and then let’s see whether we can help you solve them. I’m here to do whatever the association and industry need me to do.” 🌟🌟

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**CHRISTINE ELLE HANUS** is *Professional Roofing’s* associate editor and an NRCA director of communications.

# LEADING



# THE WAY



## NRCA's Future Executives Institute graduates share their thoughts about leadership

by Sara Vaughn

**A** company's success relies on collaborative efforts made by all team members, and strong leadership is crucial to guide these efforts. Great leaders possess a variety of qualities and skills they can employ to adapt to different situations, motivate their employees and ensure their teams are working toward common goals.

One opportunity for emerging roofing industry leaders is NRCA's Future Executives Institute, a comprehensive learning experience that teaches participants how to lead and manage a thriving roofing

business. Taught by professors, industry leaders and field experts at Northwestern University's Kellogg School of Management in Chicago, the three-year program offers an in-depth look at leadership theory and practice and helps participants develop essential management and communication skills.

Since the program's inception 20 years ago, NRCA graduated 210 people from nine FEI classes. FEI—Class 10 students currently are preparing to begin their second year.

*Professional Roofing* reached out to FEI participants to share their thoughts about leadership, lessons learned and advice for future industry leaders. 📍🌟

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**SARA VAUGHN** is *Professional Roofing's* assistant editor and NRCA's manager of communications.

## FEI—Class 1

# DAN JOHNSON

Executive vice president and chief operating officer of Wayne's Roofing Inc., Sumner, Wash.



### What are the qualities of an effective business leader?

I believe an effective business leader needs to empower people, be trusted, motivate, listen and have self-awareness. My success as an effective business leader has come from listening to those who have provided advice and mentoring. Having started at Wayne's Roofing in 1990, I was mentored by then-president Don Guthrie. I followed his leadership style by being humble, listening, never cutting corners and, most important, having integrity. These are qualities every respected and successful business leader should embrace.

### What advice would you offer to the next generation of leaders in the roofing industry?

My advice is to listen and learn from current leadership and stay connected with your peers. Don't be afraid to develop your own leadership style that fits into your company's culture. I also encourage any future leader to take advantage of the training opportunities NRCA has to offer. As a graduate of the first FEI class in 2005, I was given valuable insight regarding what to expect as I was growing within my company. Equally as important are the friendships and networking opportunities the experience provided me.

## FEI—Class 2

# SHELLEY METZLER

President of Interstate Roofing Inc., Portland, Ore.

### What are the qualities of an effective business leader?

An effective business leader is passionate yet approachable and open-minded with the mental fortitude to grind.

### How does strong leadership positively affect a team?

A strong leader can cast a vision of team success while empowering the team to influence not only the vision but the path to get there. A team that is truly heard, respected and appreciated will succeed.

### What is the most valuable lesson you learned in 2021?

2021 emphasized the importance of communication. Frequently updated employees feel more secure and are able to provide realistic expectations to customers.

### What advice would you offer to the next generation of leaders in the roofing industry?

Listen to your employees; they will see things from a different perspective. Value your employees; they are the engine to your machine. Be kind; nobody wants to work for a jerk.



FEI—Class 3

# CARLOS L. RODRIGUEZ

CEO of Mr. Roofing Inc.,  
South San Francisco,  
Calif.



**What are the qualities of an effective business leader?**

As a business leader, the qualities I focus on for effective leadership are humility, integrity, confidence and vision.

Without humility, we might not see a better way of doing something, a better process or a more efficient method of accomplishing our goals. Integrity means we need to be honest and have moral uprightness when faced with tough decisions.

Confidence includes courage to make critical innovations, to make unpopular decisions for the betterment of the company, to speak in public, to advocate for our business and to have adult conversations with an underperforming teammate. People want to follow a compelling leader, and a compelling leader has confidence and humility well balanced.

**How does strong leadership positively affect a team?**

Strong leadership positively affects a team by setting the tone for the results desired. In any performance-driven institution, there needs to be strong leadership otherwise the performers and the performance flounders. Strong leadership not only means to manage with strength but also knowing when to increase your warmth. As humans we are drawn to compelling people, and compelling people have a balance between their strength and warmth. Knowing when to use each of those attributes to get a desired outcome is the nuance a leader has mastered.

FEI—Class 4

# DEAN JAGUSCH

Owner and president of Wagner Roofing Co.,  
Hyattsville, Md.

**What are the qualities of an effective business leader?**

A good leader should have great self-awareness and understand his or her strengths and, more important, weaknesses. Having a clear vision for where the business is headed and being able to communicate it to the broader team who will ultimately make it happen is critical. Identifying key individuals to be part of the business's foundation, highlighting their strengths that align with the overall mission and focusing on behaviors that allow them to be successful is key. An effective leader also will ensure company values and goals form the basis for which all decisions are made and empower their people to make good decisions.

**What advice would you offer to the next generation of leaders in the roofing industry?**

First, you have made the right choice. The roofing industry is full of rich talent. Capitalize on the willingness of industry members to share their experiences and make use of the resources provided by NRCA. Second, constantly strive to surround yourself with good people and people who have strengths in areas where you may not be as strong.



FEI—Class 5

# JESSE SPAIN

Vice president of Great Lakes Roofing & Construction Co. Inc., Hammond, Ind.



**What are the qualities of an effective business leader?**

I believe on the top of the list is open, honest and effective communication within the entire organization.

**What is the most valuable lesson you learned in 2021?**

I learned two lessons: Companies that remain open-minded and embrace change will be ahead of the competition, and relationships with customers, vendors, employees and the community are still the key to driving our mission, values and goals for our roofing ventures.

**How does strong leadership positively affect a team?**

Strong leadership builds trust and confidence with your team and ultimately creates a winning culture.

**What advice would you offer to the next generation of leaders in the roofing industry?**

Find great mentors—one within the industry and one in another industry. Mentors are the “been there, done that” secret weapons.

FEI—Class 6

# CAMERON RADONICH

President of Los Gatos Roofing, San Jose, Calif.

**How does strong leadership positively affect a team?**

Every day and situation is different. At times, a leader needs to bring focus and discipline or needs to encourage and inspire. Most important, a leader needs to know his or her team and what they need to succeed.

**What advice would you offer to the next generation of leaders in the roofing industry?**

I would offer the motto DWYSYWD: Do What You Say You Will Do. Focus on quality. Create a culture that is concerned with customer satisfaction. Have faith that doing the right thing will pay more dividends than making money quickly. Treat every customer with respect. Play the long game because your reputation in 20 years will be built on the decisions you make today.





## FEI—Class 7

# TIM STEPHENS

Vice president of Architectural Sheet Metal Inc., Orlando, Fla.



### What are the qualities of an effective business leader?

Many words can be used to describe qualities of effective leaders: patient, humble, decisive, charismatic, visionary, trustworthy and optimistic. To be truly effective we need to surround ourselves with people who are strong in the areas we are weak. Peer groups, associations and, most important, inside our own companies there are a wide range of talents, experience, personalities and skill sets that can fortify our weaknesses.

### What advice would you offer to the next generation of leaders in the roofing industry?

I believe the first thing to remember is this is a people business. Roofing may be the service we provide, but our real product is the people we have who provide the service. To really get to the next level, it is important to have a system of processes for the life cycle of employees (recruiting, onboarding, training, retaining, promoting and, hopefully, retirement). The leaders emerging in our industry now are the ones embracing this challenge.

## FEI—Class 8

# JOHN ZIOLKOWSKI

President of Korellis Roofing Inc., Hammond, Ind.

### What are the qualities of an effective business leader?

I believe the most important quality of an effective business leader is having emotional intelligence. Leaders must understand the people they work with side-by-side all are different, meaning we as leaders need to learn how to recognize, adapt and implement different styles of leadership to accommodate individual employees. Leaders set the tone within the organization. If leaders lack emotional intelligence, it can jeopardize the organization.

### How does strong leadership positively affect a team?

Strong leadership focuses on how to get teams to grow their abilities, thereby unlocking their

maximum potential within the organization. A boost of morale allows individuals to have more confidence in their capabilities with continual encouragement.

### What advice would you offer to the next generation of leaders in the roofing industry?

Embrace change. There are a lot of good leaders, mentors, co-workers, friends and family who will help you unlock your full potential. If you have drive and passion, you can accomplish anything you put your mind to.



FEI—Class 9

# JOHN BARKER

Vice president of KPost  
Company, Dallas



**How does strong leadership positively affect a team?**

A strong leader positively affects a team by capitalizing on the unique qualities of each teammate. A strong leader has to be able to make tough decisions and have hard conversations so his or her team is highly effective and functional. Not everyone makes the cut. The strong leader has to be confident in his or her decisions.

**What is the most valuable lesson you learned in 2021?**

To be a servant leader. I must never ask my teammates to do something I am not willing to do myself. Leadership is not about “power and

authority.” It is about helping grow people individually and as a collective group to achieve the best results.

**What advice would you offer to the next generation of leaders in the roofing industry?**

Be ready to adapt. Make the tough decisions, and move on. Look at each challenge as a way to try something new and innovate. Don’t let trying to make everyone happy hinder you from making the best decisions for the team and your company. Hold yourself and others accountable.

FEI—Class 10

# CHRIS EKERSON

President and owner of SA Roofing,  
Lake Oswego, Ore.

**What are the qualities of an effective business leader?**

To me, a leader is someone who others want to follow. This can be in business or any other area of life. A leader is selfless and has compassion for others. A leader always sets the example. I never asked a crew to do something I was not willing to do myself. No matter what your position or title, a leader is not above any task or job. Put on your gloves, get to work and show you care.

Leaders also should be willing to ask for and accept feedback. Sometimes, our

self-awareness can fail us, and it is important to know how your actions are being perceived by those around you.

**What advice would you offer to the next generation of leaders in the roofing industry?**

I am biased, but this was my path: I started at the bottom and climbed the ladder in my trade, learning as many things as I could. I proved to be a dependable employee in any circumstance with a wide range of skills. Be patient, learn slowly and build a solid foundation.



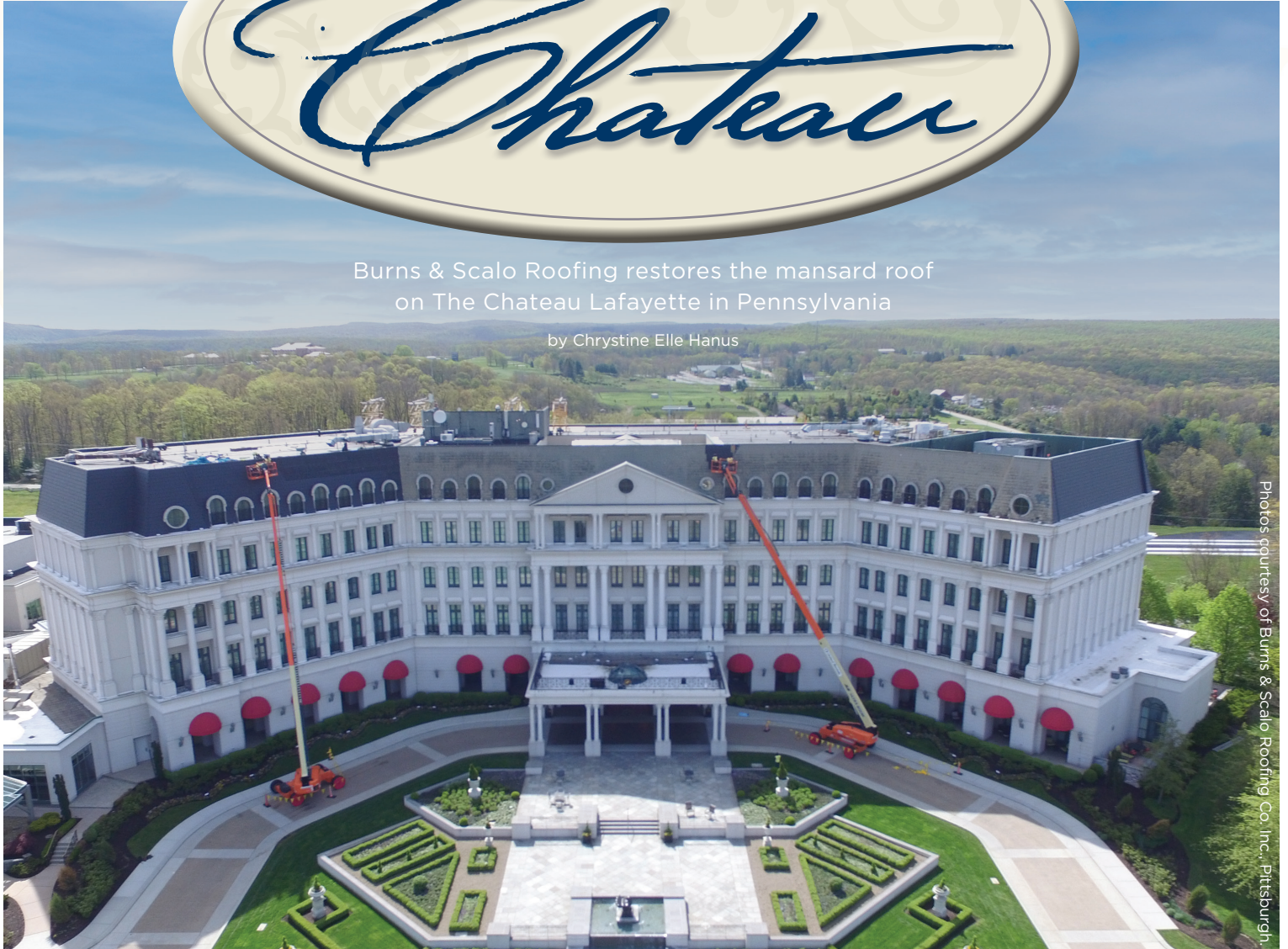


ROOFING A

# Chateau

Burns & Scalo Roofing restores the mansard roof on The Chateau Lafayette in Pennsylvania

by Chrystine Elle Hanus



Photos courtesy of Burns & Scalo Roofing Co., Inc., Pittsburgh.



Workers divided into three crews to tackle the reroofing project.

**Project name:** The Chateau Lafayette at Nemaocolin Resort

**Project location:** Farmington, Pa.

**Project duration:** March-May 2020

**Roof system type:** Synthetic slate

**Roofing contractor:** Burns & Scalo Roofing Co. Inc., Pittsburgh

**Roofing manufacturers:** Certain-Teed LLC, Malvern, Pa.; DaVinci Roofscapes LLC, Lenexa, Kan.



Workers install new synthetic slate



The old slate

Situated on 2,800 acres in Pennsylvania's Allegheny Mountains, Nemaocolin Resort is a four-star, family-friendly luxury hotel in Farmington. Founded in 1968, the resort provides guests with year-round activities, including hiking, horseback riding, championship golf, bowling, bike rentals, fly-fishing, 12 wildlife habitats, a casino, a Zen Garden and skiing on Mystic Mountain. The grand, European-inspired property features an outdoor pool complex with a waterslide, spa, tearoom, 17 upscale shops, an art collection, and 10 dining and drinking outlets, including the award-winning restaurant Lautrec.

Inspired by the Ritz Paris Hotel, The Chateau Lafayette at Nemaocolin Resort is visible over the treetops from Pennsylvania's historical National Road. The five-story building is one of the largest structures sheathed in fiberglass-reinforced concrete, according to the Society of Architectural Historians. Tinted to mimic limestone, the architectural details were poured into molds to achieve the decorative and aging effect of carved stone with drip edges added to protect the material from water runoff.

Located next to Mystic Rock Golf Course, designed by famed American golf course designer Pete Dye, The Chateau Lafayette has a private infinity pool, indoor and outdoor dining, 24-hour butler service and grand stairs covered with red carpet that lead to an extravagant white

mansion. The chateau's scenery has been used as the backdrop for The Bachelor television show.

Five years ago, The Chateau Lafayette underwent a \$30 million renovation that included new furnishings, carpeting, bedding and new décor colors. In 2020, the chateau's mansard roof system was replaced by Burns & Scalo Roofing Co. Inc., Pittsburgh.

## A vertical roof

The Chateau Lafayette

180,000-square-foot reroofing project originally was scheduled to begin in October 2019. However, a schedule change delayed the start of the project a few months.

"The Bachelor was being filmed the same time we were going to work on the roof," says Ryan Wachter, project manager for Burns & Scalo Roofing. "It was thought we could work in unison, but the director of the show did not agree, so we had to take the scaffolding down and delay the job a few months during filming."

Another schedule change occurred when the project started up again March 29, 2020.

“We wanted to hit the job from all angles to maximize production and finish as soon as possible,” Wachter explains. “But resort management asked us to work on one side at a time so the entire upper floor wouldn’t be blocked off, preventing the hotel from renting those rooms because of roofing work.”

To remove the slate from the mansard, the team divided into three crews.

“First, we erected scaffolding and removed the slate one by one,” Wachter says. “We also had team members working from a man-lift, and we used a swing stage on the rear of the chateau. All the debris was moved to the top low-slope roof to be removed later by a crane.”

To ensure the crews’ safety, various kinds of safety equipment were used. The team working on scaffolding used safety railings; workers on the man-lift used retractable fall-arrest systems; and workers on the swing stage used fall carts. In addition, the team assembled perimeter warning lines on the top low-slope roof.

Halfway through the project, the resort owner wanted the project completed by Memorial Day.

“So, we ‘huddled’ as a team along with staff at Nemaquin Resort to determine the best way to efficiently attack the issues,” Wachter explains. “We then pulled our workforce resources with minimal notice to ramp up production work full steam.”

After the slate was removed down to the 3/4-inch-thick plywood deck, the three crews simultaneously applied self-adhering Certain-Teed WinterGuard® underlayment followed by DaVinci Bellaforté Slate, a composite material made from virgin resins, ultra-violet and thermal stabilizers, and a fire retardant, in slate black.

“When all was said and done, we made the deadline early, which made our project manager and the team involved proud and happy,” Wachter says.

## A new backdrop

Despite scheduling challenges, the Burns & Scalo Roofing team finished the high-profile project in May 2020—one week ahead of schedule.

“Guests stayed at The Chateau Lafayette during the project’s duration, so all eyes were on us,” Wachter says.

“It was a large, challenging project that turned out great and will be seen by thousands of people each year. Most of all, the client was extremely happy with how the project turned out, both in quality and speed, and that was our most important mission.” 🌟🌟🌟

**CHRISTINE ELLE HANUS** is *Professional Roofing’s* associate editor and an NRCA director of communications.



The mansard roof during construction



The teams worked on one side of the chateau at a time, so the upper floor hotel rooms weren’t entirely blocked off.



The new mansard roof



An aerial view of the roof under construction

# Welcome back!

## After two years, roofing professionals return to Washington, D.C., for Roofing Day in D.C. 2022

by Ambika Puniani Reid

The COVID-19 pandemic prevented in-person events for two years, but on April 5-6, 225 roofing professionals were able to gather in Washington, D.C., for Roofing Day in D.C. 2022, the largest advocacy event focused on the roofing industry.

On April 5, participants received advocacy training and an issue briefing, and Sen. James Lankford (R-Okla.) gave a keynote address. On April 6, participants attended a breakfast program with Rep. Mike Johnson (R-La.), learned about best practices for Capitol Hill visits from a chief of staff panel, and visited the offices of their representatives and senators either in person or virtually.

During 174 congressional visits, participants discussed workforce funding and education, supply chain challenges, immigration reform, and career and technical education.

Roofing Day in D.C. continues to be a valuable experience for roofing professionals from all segments of the industry and allows them to interact directly with lawmakers whose actions affect their businesses. Mark your calendar for next year's event April 18-19, 2023. 🇺🇸

**Ambika Puniani Reid** is editor of *Professional Roofing* and NRCA's vice president of communications.





Opposite page, top to bottom: Constituents from Texas meet with Sen. Ted Cruz (R-Texas); a group of Florida roofing professionals outside the Capitol; and Mike Baird, COO of Insulated Roofing, New Albany, Ind., meets with Rep. Trey Hollingsworth (R-Ind.). This page, clockwise from top left: Tupac de la Cruz, founder of Roofing Solutions LLC, Prairieville, La., and an NRCA vice chairman, meets with Rep. Mike Johnson (R-La.); Sen. James Lankford (R-Okla.) addresses participants; congressional chiefs of staff provide pointers for how to have a successful congressional meeting; Allen Lancaster, vice president of Metalcrafts, a Tecta America company LLC, Savannah, Ga., and Geoff Mitchell, CEO of Mid-South Roof Systems, Forest Park, Ga., meet with their representative from Georgia; and NRCA Chairman of the Board Kyle Thomas and former NRCA CEO Reid Ribble enjoy a great view.





Clockwise from top left: Duane Musser, NRCA's vice president of government relations, addresses attendees; former NRCA Chairman of the Board Rod Petrick and Rob Kornahrens, CEO of Advanced Roofing Inc., Fort Lauderdale, Fla.; Don Fry, president of Fry Roofing Inc., San Antonio, Ty Smith, owner of Smith and Ramirez Roofing, El Paso, Texas, and Bill Baley, president and CEO of C.I. Services Inc., Mission Viejo, Calif.; Chris Riskus, vice president of technical services, Centimark Corp., Canonsburg, Pa., and Josh Kelly, senior vice president of OMG Roofing Products, Agawam, Mass.; and Scott Ketcham, director of the Occupational Safety and Health Administration's construction directorate for the Biden administration.





## MANUFACTURER NEWS

### Milliken & Co. receives ethics award

**Milliken & Co.**, Spartanburg, S.C., has been named one of the 2022 World's Most Ethical Companies® by Ethisphere, a global leader in advancing the standards of ethical business practices. Milliken & Co. has received the award every year since its inception 16 years ago.

Based on Ethisphere's Ethics Quotient,® the World's Most Ethical Companies assessment process includes more than 200 questions about culture, environmental and social practices, ethics and compliance activities, governance, diversity and value initiatives. The process serves as an operating framework to capture and codify the leading practices of organizations across industries.

"Congratulations to Milliken & Co. for achieving recognition as one of the World's Most Ethical Companies for the 16th time," says Ethisphere CEO Timothy Erbllich. "We commend the entire Milliken team for this truly significant achievement and their commitment to driving positive, lasting change by intentionally creating a culture of ethics and purpose."

In 2022, 136 honorees were recognized from 22 countries and 45 industries. The complete list of the 2022 World's Most Ethical Companies is available at [worldsmoethicalcompanies.com/honorees](https://worldsmoethicalcompanies.com/honorees).

### GAF supports community initiative

**GAF**, Parsippany, N.J., hosted a ribbon cutting ceremony to mark the official opening of the Shafter Learning Center's new expanded learning area in Shafter, Calif., in March.



GAF, an employer in the Shafter community for more than a decade, partnered with Project for Public Spaces and the City of Shafter on the expansion project. The teams worked closely with education specialists and community residents to determine the best use of the space. The result is a new learning area that includes additional classroom and meeting space, a children's library and a colorful pavement area that expands the usable outdoor space.

Following the ribbon cutting, members of the community were invited to explore the expanded facilities, sign up for classes and enjoy fun activities.

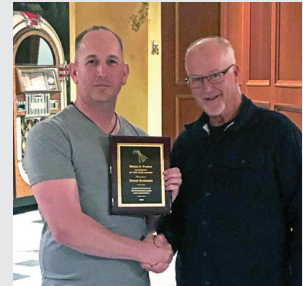
The project is part of GAF's social impact initiative, GAF Community Matters, which is focused on making a positive difference as neighbors and partners in the community by leveraging roofing expertise, resources and products to help build resilient communities.

### ATAS International honors sales team

**ATAS International**, Allentown, Pa., has announced Joe Jackowski, product representative for Metro and Long Island, N.Y., and Brian Silvius, inside technical salesperson for Metro and Long Island, N.Y., received ATAS International's Malan S. Parker Award. The award annually recognizes the company's top sales team.

Jackowski joined ATAS International five years ago, and Silvius joined the company more than nine years ago. The salesmen were recognized for their teamwork in overall sales growth and observance of corporate goals and objectives. They obtained the highest level of sales in a year for the Long Island territory, substantially grew overall material shipped from the previous year and increased sales in all market segments of their area.

"Joe and Brian had exceptional sales growth last year throughout the supply chain challenges," says Mark Bus, national sales manager for ATAS International. "A lot of their hard work and discipline over the past several years came to fruition last year. We congratulate both on this well-deserved award and for their dedication and continued service to ATAS International."



Jackowski (left) with Jim Bush, ATAS International's vice president of sales and marketing



Silvius (left) with Dick Bus, president of ATAS International

### Owens Corning presents contractor awards

**Owens Corning**, Toledo, Ohio, has announced the recipients of its 2022 Platinum Contractor Awards.

Twenty-seven Owens Corning Roofing Platinum Contractors received Top Performer awards, including NRCA members Adams Roofing Professionals Inc., Elk Grove Village, Ill.; AmeriPro Roofing, Downers Grove, Ill.; Bone Dry Roofing Inc., Indianapolis; Findlay Roofing, Marietta, Ga.; My Roofing Crew, Springfield, Tenn.; Semper Solaris Inc., El Cajon, Calif.; Tadlock Roofing Inc., Tallahassee, Fla.; Wortham Bros Inc., McKinney, Texas; and Yellowhammer Roofing Inc., Athens, Ala.

Twelve Owens Corning Roofing Platinum Contractors received Pinnacle awards for community, safety, sustainability or innovation, including NRCA members Armor Shield Companies Inc., Oakville, Conn.; Kaiser Siding & Roofing LLC, Suwanee, Ga.; Ridge Valley Exteriors Inc., Kennesaw, Ga.; Roofsmith Restoration, Akron, Ohio; and Watkins Construction and Roofing, Jackson, Miss.

## OTHER NEWS

### Jobba software now available in Spanish

**Jobba**, Chicago, a roofing industry software provider, has announced its roofing software now is available in multiple languages, including Spanish.

An easy-to-use language toggle feature was developed in response to the growing need for multilanguage software. The software now allows users to communicate effectively in their first language.

“Whether it’s for helping sales deliver accurate estimates, keeping service on schedule, multiplying inspections or providing vital details to office staff, the ability to communicate effectively in multiple languages is critical for roofing companies,” says Jobba CEO Scott Keith. “We are proud to offer roofing contractors the best roofing technology now in several languages. It is streamlining manual processes and accelerating growth for Jobba customers.”



### NCCER launches CareerStarter program

The **National Center for Construction Education & Research** has launched CareerStarter, a national program designed to connect individuals with local construction training programs and entry-level jobs. Available at [careerstarter.byf.org](http://careerstarter.byf.org), the program is free for individuals, schools, training programs and employers.

NCCER worked with Holly Springs, N.C.-based Futures Inc., a technology development company, to bring Futures’ Pipeline™ technology platform to the construction industry. CareerStarter is the first comprehensive program specifically designed to help individuals enter the construction industry. Users are guided through the process from understanding career options to finding training and obtaining jobs.

“Individuals know how to get into college and where to go to apply for jobs online, but they don’t know how to get into construction, where to get the necessary training and how to get their first jobs in the industry,” says Jennifer Wilkerson, NCCER’s vice president of innovation and advancement. “We are proud to provide a program that guides and supports individuals through each step of the process while also helping build our industry.”

CareerStarter has launched in North Carolina and Texas and will be available nationwide in coming months.

### IBHS announces winners of FORTIFIED awards

The **Insurance Institute for Business & Home Safety** has announced the recipients of its annual FORTIFIED Volume and Pioneer Awards.

The FORTIFIED Home™ program, developed by IBHS and based on decades of research, is a voluntary beyond-code construction and reroofing method that strengthens homes against storms. In 2021, FORTIFIED celebrated its 30,000th designation and helped nearly 12,000 families better protect their homes from severe weather.

“Despite the challenges facing the building industry, the companies we honor continued to provide the information, opportunity and expertise to guide homeowners to make their homes stronger and, in the process, helped further establish FORTIFIED as the national standard for resilient construction,” says IBHS CEO Roy Wright.

Several NRCA members received FORTIFIED Volume awards, including Apex Roofing LLC, Palmyra, Va.; Foster Contracting Inc., Indianapolis; PROTECH Roofing Solutions, Townville, Pa.; Rapid Roofing LLC, Huntsville, Ala.; and Roof Doctors LLC, Goodlettsville, Tenn.

### UP THE LADDER

Mule-Hide Products Co. Inc. has named **Jeremy Grunewald** national product manager.

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## NRCA NEW MEMBERS

A-Pro Roofing Inc., Palmdale, Colo.	Integrity Insurance and Bonding Inc., Happy Valley, Ore.	Rescue Roofer, Glendale, Calif.
A-Z Roofing Solutions, Barry, Texas	J K Seen, Dublin, Calif.	Revelation Roofing, Steamboat Springs, Colo.
Admirable Home Improvement, Plainfield, Ill.	L.O.A. Construction LLC, Austin, Texas	Rich Rayburn Roofing LLC, Coos Bay, Ore.
All Star Roofing Inc., Mandeville, La.	Liberal Construction LLC, Mclean, Va.	Right First Roofing, Spokane Valley, Wash.
Altitude Roofing & Remodeling, Worcester, Mass.	Linxup, Chesterfield, Mo.	Roof Design & Inspection Inc., Dartmouth, Mass.
American Choice Exteriors, Rockville, Md.	Lion Exteriors LLC, Pawtucket, R.I.	Roofing Systems of Dallas LLC, Frisco, Texas
Apex Roofing LLC, Palmyra, Va.	McMillan Pazdan Smith, Greenville, S.C.	RS Five LLC, Lincolnwood, Ill.
Bernhardt Forensic Engineering LLC, St. Peters, Mo.	Mighty Dog Roofing, New Braunfels, Texas	RWCR LLC, Frisco, Texas
Bluebird Roofing, Mt. Juliet, Tenn.	Mighty Dog Roofing of Pittsburgh North, Bridgeville, Pa.	SA Roofing, Lake Oswego, Ore.
Bunkum Valley Roofing LLC, Loogootee, Ind.	MJ Turner Exteriors LLC, Middletown, Conn.	Supreme Roofing, Chicopee, Mass.
Cameron Group LLC, Elkridge, Md.	Monarch Roofing & Construction, Deerfield Beach, Fla.	Supreme Roofing, Englewood, Colo.
CDR Construction and Roofing, Azle, Texas	Mueller Roofing Inc., Joliet, Ill.	Supreme Roofing Systems, Oklahoma City
Cherry Roofing Enterprises Inc., West Park, Fla.	Mulberry Builders, Lexington, Ky.	The Catch-All, Tyler, Texas
Couture's Construction LLC, Methuen, Mass.	Nat Cat Solutions Roofing Inc., Chicago	Tucson Rubberized Coating, Tucson, Ariz.
Cultured CRS Inc., Edgewater, Md.	Northwest College of Construction, Portland, Ore.	VaproShield LLC, Gig Harbor, Wash.
Ellis Richard LLC, Wallingford, Conn.	Outlaw Roofing, Klamath Falls, Ore.	Weygandt Enterprises LLC, Houston
Envista Forensics, Devine, Texas	Pinnacle A Roofing Co., Miami	WUKO Inc., Greensboro, N.C.
Gateway Contractors, Prosper, Texas	Proaccess Roofing LLC, Monroe, Ga.	
Gerdes Architectural Roofing LLC, New Orleans	Quality Over Quantity Everytime Inc., Clinton Township, Mich.	
Harbeck Roofing & Remodeling, Angier, N.C.	Quality Roofing Solutions LLC, Milton, Fla.	
HGE Architects Inc., Coos Bay, Ore.		

## EVENTS

### JUNE

5-11

#### **National Roofing Week 2022**

NRCA

Nationwide

Contact: Krista Berns, an NRCA director of communications (847) 493-7531 or [kberns@nrca.net](mailto:kberns@nrca.net) [nrca.net/nationalroofingweek](http://nrca.net/nationalroofingweek)

### JULY

6

#### **Virtual CERTA Train-the-trainer**

NRCA

Online

Contact: NRCA's Customer Service Department (866) ASK-NRCA (275-6722) or [info@nrca.net](mailto:info@nrca.net) [nrca.net](http://nrca.net)

12-16

#### **NRCA's Midyear Meetings**

NRCA

Chicago

Contact: NRCA's Customer Service Department (866) ASK-NRCA (275-6722) or [info@nrca.net](mailto:info@nrca.net) [nrca.net](http://nrca.net)

20-22

#### **FRSA's 100th Annual Convention and the Florida Roofing & Sheet Metal Expo**

Florida Roofing and Sheet Metal Contractors Association Inc.

Orlando, Fla.

Contact: FRSA (407) 671-3772, ext. 100, or [frsa@floridarooft.com](mailto:frsa@floridarooft.com) [floridarooft.com/convention](http://floridarooft.com/convention)

### AUGUST

11

#### **CERTA Train-the-trainer**

NRCA

Elgin, Ill.

Contact: NRCA's Customer Service Department (866) ASK-NRCA (275-6722) or [info@nrca.net](mailto:info@nrca.net) [nrca.net](http://nrca.net)

### SEPTEMBER

24-26

#### **Western Roofing Expo**

Western States Roofing

Contractors Association

Las Vegas

Contact: WSRCA (800) 725-0333 or [info@wsrca.com](mailto:info@wsrca.com) [westernroofingexpo.com](http://westernroofingexpo.com)

### OCTOBER

12

#### **Virtual CERTA Train-the-trainer**

NRCA

Online

Contact: NRCA's Customer Service Department (866) ASK-NRCA (275-6722) or [info@nrca.net](mailto:info@nrca.net) [nrca.net](http://nrca.net)

12-14

#### **METALCON 2022**

Metal Construction Association

Indianapolis

Contact: PSMJ Resources Inc. (617) 965-0055 or [info@metalcon.com](mailto:info@metalcon.com) [metalcon.com](http://metalcon.com)

27-29

#### **NRCA's Annual Legal Conference—Roofing Issues: Decks to Dockets**

NRCA

Austin, Texas

Contact: Alison L. LaValley, NRCA's vice president of strategic initiatives and partnerships (800) 323-9545, ext. 7573, or [alavalley@nrca.net](mailto:alavalley@nrca.net) [nrca.net/legal](http://nrca.net/legal)

### NOVEMBER

8-11

#### **NRCA's Fall Meetings**

NRCA

Chicago

Contact: NRCA's Customer Service Department (866) ASK-NRCA (275-6722) or [info@nrca.net](mailto:info@nrca.net) [nrca.net](http://nrca.net)

17

#### **CERTA Train-the-trainer**

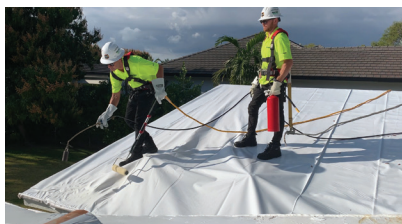
NRCA

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Contact: NRCA's Customer Service Department (866) ASK-NRCA (275-6722) or [info@nrca.net](mailto:info@nrca.net) [nrca.net](http://nrca.net)

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## SpeedStand speeds up jobs

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and feature rubber pads that bridge standing seams and ribs and protect the metal finish. The welded-steel stands are spaced 40 feet apart, meet OSHA requirements and can be used on flat roofs, too! They're engineered to save labor job after job. To see why SpeedStand has been the industry standard for 18 years, call (800) 460-7579 or visit [qe-1.com](http://qe-1.com).

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# CHERYL CHAPMAN



**WHAT IS YOUR POSITION WITHIN YOUR COMPANY?** I am general manager of Empire Roofing, Fort Worth, Texas.

**WHAT IS THE MOST UNUSUAL ROOFING PROJECT OF WHICH YOU HAVE BEEN A PART?** We replaced a roof system that was damaged by a tornado in Marshalltown, Iowa. The roof was blown off in most areas, and several of the roof decks were compromised. We worked with general contractors and engineers to make the roof watertight and structurally sound. We went through many obstacles but finished the roof on time and within budget.

**WHY DID YOU BECOME INVOLVED IN THE ROOFING INDUSTRY?** My parents started Empire Roofing in 1982. Although they always encouraged me to find a job I would love, I always came back to the family business. I guess it was just bred into me!

**PEOPLE WOULD BE SURPRISED TO KNOW ...** I played college softball and was going to move to New York to play after my two years at junior college. I decided to come home instead and start working in the family business while going to school.



**WHAT WAS YOUR FIRST ROOFING EXPERIENCE?** As a young teen, I wanted to be like our vice president of sales at the time. I remember thinking he had the best job, and I was sure he made a lot of money! My dad took me to a coal-tar pitch tear-off, and he made me stand by the kettle that was letting off green smoke. My dad told me to get close to it and smell it—I remember it was not pleasant. He also had me get close to the guys who were tearing off fiberglass felts, which also was not pleasant. My dad said if I wanted to sell I needed to understand what the guys do every day. He told me I would need to make sure I sold plenty of jobs so we could afford to pay these men for the hard work they do every day. To this day, I have not forgotten his words.



**WHAT THREE CONDIMENTS ALWAYS ARE IN YOUR FRIDGE?** Buffalo sauce, ketchup and mustard

**WHAT IS YOUR ROOFING INDUSTRY INVOLVEMENT?** I have served on the boards of the North Texas Roofing Contractors Association and Midwest Roofing Contractors Association. I also currently serve on NRCA's board of directors.

**WHAT WAS YOUR FIRST JOB?** Besides working at Empire Roofing, my first job was at the mall working for Things Remembered. I learned how to up-sell, monogram and engrave! It was a pretty cool job for a high schooler.

**WHAT QUALITY DO YOU MOST ADMIRE IN A PERSON?** I believe loyalty encompasses a lot of qualities. More than likely, if you are a loyal person, you are an honest person and have integrity, as well.



**WHAT ARE YOUR FAVORITE STRESS RELIEVERS?** Massages and facials!

**WHAT DO YOU CONSIDER YOUR MOST REWARDING EXPERIENCES?** Having babies and experiencing life with them

**WHAT'S THE MOST EXCITING/ADVENTUROUS THING YOU'VE DONE?** Having kids. I am surprised every day, and I would not trade it for the world.

**WHAT SONG ARE YOU LISTENING TO OVER AND OVER?** "Control," by For King and Country



**IF YOU COULD HAVE ANY SUPERPOWER, WHAT WOULD IT BE? WHY?** Creating more time. There never is enough time in a day, week or month, and in addition to never having enough time to get things done, I would like more time with my babies.

**WHAT DO YOU CONSIDER A WASTE OF TIME?** Dealing with dumb people

**WHEN YOU WERE A CHILD, WHAT DID YOU WANT TO BE WHEN YOU GREW UP?** Either a singer or an actress

**MY FAVORITE PART ABOUT WORKING IN THE ROOFING INDUSTRY IS ...** The people

**WHAT'S YOUR FAVORITE ROOFING MATERIAL TO WORK WITH? WHY?** I like polymer-modified bitumen because the quality is amazing, and the finished product always looks nice when installed.

**WHAT IS THE MOST HIGH-TECH ITEM IN YOUR HOUSE?** My Control4 smart home system

**IF YOU HAD A TIME MACHINE, WOULD YOU GO TO THE FUTURE OR THE PAST? WHY?** I would go to the past because the future in our country looks pretty messy at this point!



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