



Professional Roofing

the source for the roofing industry



TERRY TILSON

BEST *of the* BEST

DON'T LET CALLBACKS GET IN THE WAY OF YOUR NEXT JOB

Jake and ryan
both out until
next week

URGENT
FIX!!

Ray needs
another repair
715-423-1766

...unds kinda
Angry?
745-3217

Something
is leaking?
555-5986

second time
today
555-111-6513

Can't move
out the mall job
again

Kevin needs you
to take a look at
44 Johnson drive

Lake shore job
is running
behind.
Call Jim

Roof warping
at hospital.
Call Paul
today

Ray called...
Again...

Can't move
out the
mall job
again

Says the roof is
making a noise.
345-1212

Fred is hoping
you can stop
by to take a
look at a tear

Matt says The
hole is getting
bigger

John needs
directions for
tomorrow?

The crack
is a bit
bigger than
expected
-Jason



Visit DensDeck.com/StopCallbacks
for more information and to talk it out.



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AVOID DOUBLING BACK.

One of the most frustrating parts of commercial roof damage is knowing you could have helped prevent it. Doubling back to make repairs on a recently completed job can cost time and money. That's why value engineering gypsum roof board out of commercial jobs is a mistake. DensDeck® Roof Boards have a strong, non-combustible gypsum core. They help mitigate common roof risks like puncture damage from foot traffic and maintenance—while also giving you enhanced protection against wind, fire and hail.

Gypsum roof boards are an investment in your future. This way, your crews stay busy working on new roof jobs instead of dealing with costly callbacks. And more than just your roof is covered—DensDeck Roof Boards can help you stay profitable while protecting your reputation.



DensDeck® StormX™ Prime Roof Board was the first gypsum cover board to be FM classified for Very Severe Hail (VSH) in approved single-ply membrane assemblies.



DensDeck® Roof Boards have a non-combustible gypsum core to help slow smoke and flame spread.

BEAT THE ELEMENTS.

Roof damage comes in all sizes, from the smallest puncture to the largest wind gust. As weather events intensify, your commercial roof assembly must adapt too. Georgia-Pacific sets the new standard for performance with DensDeck® StormX™ Prime Roof Board.

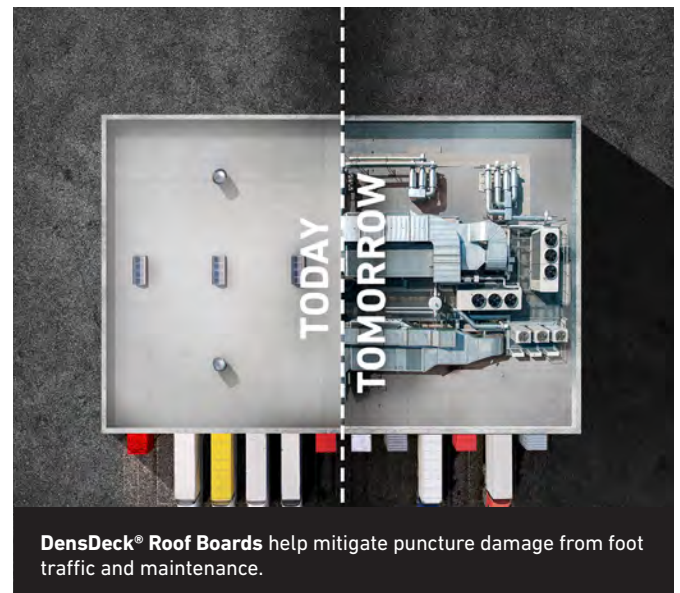
This premium cover board helps commercial rooftops hold strong under severe weather conditions. DensDeck StormX Prime Roof Board has increased density and reinforced glass mat to better protect from wind uplift, severe hail and other kinds of impact, like flying debris. It boasts enhanced moisture resistance and is FM classified for Very Severe Hail (VSH) in approved single-ply assemblies. DensDeck StormX Prime Roof Board can be installed in fully adhered, partially adhered and mechanically fastened assemblies.

EARN THEIR TRUST.

Catastrophic weather events aren't the only threat to commercial roofs. Building owners may not realize the punishment their rooftop may take over its lifetime. HVAC installation and maintenance can be tough on a roof, while solar panels could increase the risk of fire. Green roofs also need versatile roofing systems with a rigid substrate to handle the load.

Let building owners know that rooftop enhancements call for the strength and versatility of DensDeck® Roof Boards. With three performance options based on design intent, you'll find a gypsum-tough solution for every commercial low slope roof.

We understand that sometimes you can know everything about roof board protection and still value engineer it out of a project. That's why we have a team of Building Envelope Specialists who can talk through your questions and help justify the value of keeping a gypsum cover board in your roof assembly.



DensDeck® Roof Boards help mitigate puncture damage from foot traffic and maintenance.

One thing at a time

Multitasking is out;
monotasking is in.

by Ambika Puniani Reid



I would like to think you are reading this column (and the entire magazine) while leisurely sitting in your office or at home on your couch without distraction, the TV off and your phone turned to silent. But I know better because I don't do anything without somehow concurrently accomplishing another task. And according to a recent article in *The Wall Street Journal*, this tendency to "multitask" isn't something to be proud of.

In fact, author Rachel Feintzeig says in the article, "The lies we tell ourselves about multitasking," the term multitask is a misnomer.

She writes: "Our brains are wired to do just one cognitively demanding thing at a time. ... We tell ourselves we're multitasking, when what we're actually doing is task-switching, rapidly shifting from one thing to the next.

"As we toggle, our minds stumble as we try to recall where we were and what we were doing. ... Juggling tasks makes us less creative and more prone to errors; the quality of our work suffers."

To be more productive and effective, Feintzeig says we counterintuitively need to do less: We should turn off email and phone notifications to avoid being distracted from the task at hand, for example, and consider batching emails so they are delivered only every 15 minutes. And taking time to reflect and clear your head also can help make you more productive and focused whether that means taking a walk (no earbuds or phones allowed) or breaking for five minutes to do something completely unrelated to your current task.

What to do if your to-dos are a mile long? First, realize you are no supertasker. David Strayer, a University of Utah professor, told Feintzeig supertaskers are "able to absorb multiple streams of information simultaneously and keep it all straight," but only about 2.5% of people are capable of this. He says nearly 50% of people think they are (I fall into this category, unfortunately).

Feintzeig writes: "Sometimes, the urgent things on our to-do lists aren't really the most important. Instead of rushing into action, think about how to better use your limited time and put your focus there."

A handwritten signature in blue ink that reads "Ambika".

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

YOUR TO-DO LIST CAN BE A LOT. WE MAKE ONE THING EASY.

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CAN SAVE WITH
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and serviced by affiliated and third-party insurers.

As a small business owner, you can't escape your to-do list. That's why Progressive makes it easy to save with a commercial auto quote, so you can take on all your other to-dos. Get a quote in as little as 6 minutes at ProgressiveCommercial.com

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COMMERCIAL

CLOSE-UP





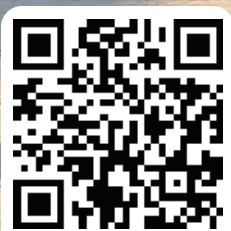
After Hurricanes Irma and Maria decimated the roofs on seven buildings and destroyed several smaller structures at Bluebeard Beach Club resort in St. Thomas, Club Wyndham, operators of the timeshare property, decided to rebuild the resort from the ground up.

As part of reconstruction, Central Roofing, Jackson, Miss., installed Petersen PAC-CLAD Tite-Loc Plus 0.032-gauge aluminum panels in Interstate Blue. The newly reimagined oceanside property was rebranded Limetree Beach Resort.

To submit a photo to Close-up, email professionalroofing@professionalroofing.net. Submittals should include a photo, as well as a description of the photo.



Let's
SCREW IT
Down



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Can Help Your Crews with**

**Best Practices Training • Job Start Training • New Product Demonstrations
Equipment Maintenance • Pull Tests**

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Sustainability without sacrificing performance.

WHEN IT MATTERS™



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Highly Reflective White Modified Bitumen Roofing Membrane

POLYGLASS®

 **MAPEI**
GROUP



SCAN TO
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#HASHTAG

#STANDDOWN4SAFETY

Fatalities caused by falls from elevation continue to be a leading cause of death for construction employees, accounting for 378 of the 986 construction fatalities recorded in 2021, according to the Bureau of Labor Statistics. The Occupational Safety and Health Administration held its 10th annual National Safety Stand-Down May 1-5, which raises fall-hazard awareness throughout the U.S. to prevent fall fatalities and injuries. Check out how construction companies participated in #StandDown4Safety week!



Olsson Roofing Company is in Aurora, IL.
May 3 at 2:02 PM · 🌐

OSHA Safety Stand Down today. Special thank you to Iris Briseno from the Naperville Area OSHA compliance department & Local 11 Roofers & Waterproofers president Gary Menzel.
#standdown4safety



CPWR
May 3 at 8:54 AM · 🌐

It's day 3 of the National Safety Stand-Down to Prevent Falls! Have experts demonstrate how to properly fit, inspect and use personal fall arrest systems, or watch CPWR's webinar on full body harness fit: <https://youtu.be/2cnF4PFIsCQ> #roofersafety365 #StandDown4Safety



Tremco Roofing and Building Maintenance
May 3 at 8:15 AM · 🌐

For roof work, if workers use personal fall arrest systems (PFAS), provide a harness for each worker who needs to tie off to the anchor. Make sure the PFAS fits, and regularly inspect it for safe use.
source: www.osha.gov/stop-falls
#NationalSafetyStandDownWeek #LeadWithSafety #TremcoRoofing #StandDown4Safety #WorkPlaceSafety





pbroofingco · Follow

pbroofingco Our technicians have been trained, fitted and equipped with new personal Fall Restraint Equipment as part of this year's National Safety Stand-Down Week, minimizing our team's vulnerability to fall hazards.

Minimizing risk increases success, and we instinctually demonstrate this mindset on every roofing challenge we overcome.

#osha #oshacompliance #standdown4safety #roofinglife #safetyfirst

5 likes

Add a comment...



waynesroofing · Follow

waynesroofing Join the National Safety Stand-Down This Week! A Safety Stand-Down is a time to remind all employees about safety and reinforce the importance of "Fall Prevention".

#waynesroofing #waynesroofinginc #roofinglife #commercialroofing #commercialroofingcompany #healthandsafety #safety #safetyfirst #StandDown4Safety

4 likes

Add a comment...



r.b.hash · Follow

r.b.hash This week is National Stand-Down for Fall Prevention Week! We are proud to be partnered with NARI as we, along with fellow NARI roofing contractors across the country, join together and complete daily safety stand downs with our crews. Great work team!

#safetytraining #RoofingContractor #roofing #StandDown4Safety #fallprevention

7 likes

Add a comment...



theempireway · Follow

theempireway Coming together and discussing the severity of fall hazards in the workplace and the importance of preventing them. National Safety Stand-Down #TheEmpireWay #safety #safetyfirst #roofing #roofinglife #roofinglife #roofingcontractor #standdown4safety #construction #construction #construction

33 likes

Add a comment...



Tippmann Group
@TippmannGroup

On-site education saves lives.

Day 3 of OSHA's National Safety Stand-Down started for us in Omaha, NE.

Our thanks to all the subcontractors for standing down, listening to the safety talk, and taking a group photo 📸

[#safety matters](#) [#standdown4safety](#) [#safety @osha dol](#)

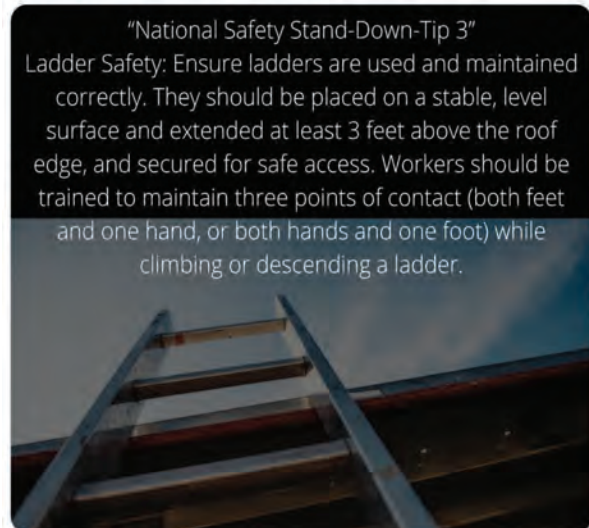


Roof Report
@ReportRoof

Stand Down for Safety tip of the day!

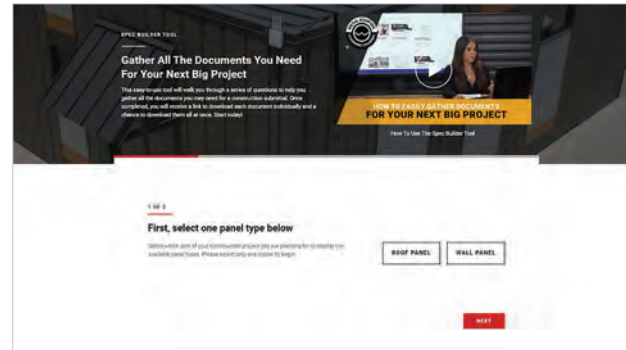
Tip 3 – "Ladder Safety"

[#OSHA](#) [#StandDown4Safety](#) [#RoofingProfessionals](#) [#RoofingContractors](#) [#RoofingIndustry](#)



E-tool helps gather project documents

Western States Metal Roofing has launched The Spec Builder Tool, an architect and contractor e-tool said to help users find and download required documents when specifying building materials for construction projects. A user answers a series of four questions to enable the tool to gather all documents needed for a construction submittal. The user then receives a link to download each document individually or all at once. Each document package can be customized by specifying which panel is required on a project and selecting the desired profile, color and gauge. The tool is limited to one panel per session but can be used multiple times to collect documents by repeating the process. westernstatesmetalroofing.com



Hex drivers for roofing applications



Malco Products has expanded its line of reversible magnetic hex drivers with the C-RHEX® Building Construction Series. The hex drivers feature deeper sockets for installing fasteners with higher head heights such as concrete anchors and other common fasteners for roofing, siding and gutter applications. The C-RHEX Building Construction Series models are available in six lengths: 2, 4, 6, 8, 10 and 12 inches. Reversible 1/4-inch and 5/16-inch hex sockets allow for quick changes between sizes, and the hex drivers are said to work effectively with painted fasteners because specialized polish in the internal sockets prevents fastener sticking. Made from S2 hardened steel for long life and durability, the hex drivers also feature a protected heavy-duty magnet that is easy to clean and doesn't contact the screw so the fasteners spin neatly. malcoproducts.com

Coating system restores metal roof systems

Inland Coatings has made available its spray-grade Pro Metal Series, a complete spray-applied restoration system for metal roof systems. The single-pass system pairs RC 2250SG Premium Rubber Seam Compound (Spray Grade) with RC 2016 One Pass Rubber Roof Coating, which reportedly can be applied by one or two people instead of four or more. The seam compound is said to be ideal for sealing curbs, penetrations and fasteners and can be applied using the same spray rig as other aspects of the project. RC 2250SG is available in 1-gallon cans, 5-gallon buckets and a 55-gallon drum. The roof coating has a base coat and top coat built in and is formulated with corrosion inhibitor, mildewcide, primer and ultraviolet protectant. inlandcoatings.com



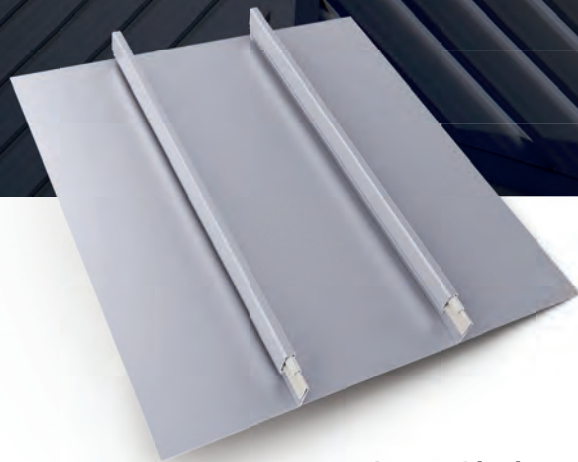
Durable Design

To Weather the Storm



A shining PAC-CLAD aluminum roof is designed to create that upscale look while standing up to the high winds and pelting rains of a hurricane. Finishes are backed by a 30-year warranty against fading from sun and salt air exposure.

Private Residence, FL Installing Contractor: Moore Roofing Distributor: ABC Supply Architect: WHL Architecture
Photo: hortonphotoinc.com



Snap-Clad
Metal Roof System
Cityscape



View the
case study

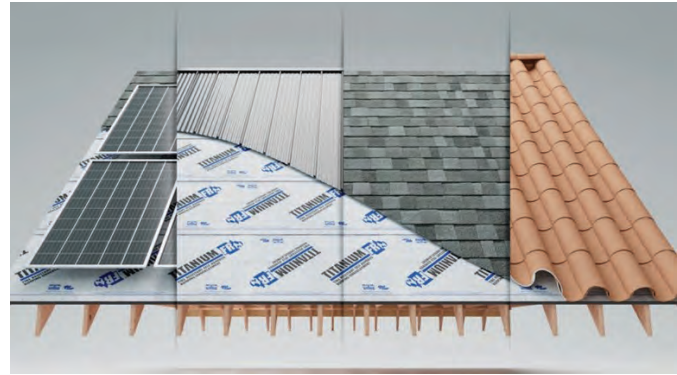
Visit us at FRSA: Booth 419



Underlayment is fire-resistant

Owens Corning has introduced Titanium® FR High Temp and Fire Resistant Self-Adhered Underlayment designed to provide Class A fire resistance for roof assemblies installed in wildland urban interface areas. Titanium FR underlayment features technology said to mitigate the risk of fire spread to a roof deck under metal, tile or asphalt roof coverings. Titanium FR High Temp and Fire Resistant Self-Adhered Underlayment reportedly achieves Class A fire resistance for roof assemblies that include solar panels even if the panels are Class C fire-rated. The underlayment also features Sure-Foot® technology to support walkability in wet and dry conditions and a specially engineered self-adhesive layer to allow repositioning during installation.

owenscorning.com



Build custom storage solutions

DEWALT® has added an adaptor, deep compact toolbox and three-drawer toolbox to its TOUGHSYSTEM® 2.0 storage portfolio. The double-sided TOUGHSYSTEM 2.0 Adaptor (DWST08017) allows users to build custom storage solutions by connecting a TOUGHSYSTEM 2.0 storage solution to additional products, including DEWALT TSTAK™ modules and TOUGH-CASE® sets. Designed for durability in tough environments, the TOUGHSYSTEM 2.0 Deep Compact Toolbox (DWST08035) reportedly is water-resistant and has a volume capacity of up to 5.3 gallons and a load capacity of up to 77 pounds. A lidded organizer and four removable dividers create customized storage space for tools and accessories and a customizable content plate can be labeled for quick identification of the toolbox's contents. The TOUGHSYSTEM 2.0 3-Drawer Toolbox (DWST08330) has three shallow drawers with a load capacity of up to 43.5 pounds total or 14.5 pounds per drawer to store and transport small tools and accessories. The toolbox is said to operate smoothly with ball-bearing metal slides, a quick-latching mechanism for secure closure of each drawer and auto-connect side latches to attach additional storage units.

dewalt.com



Work boot is slip-resistant

Georgia Boot has added the Georgia Boot TBD alloy toe waterproof work boot to its Georgia Boot Tough Beyond Dispute Collection. Made with full-grain, high-abrasion Tec-Tuff leather, the 6-inch work boot reportedly is lightweight and flexible. The Georgia Boot TBD alloy toe waterproof work boot features a high-performance mesh lining, padded tongue and collar, and Stretch Gusset technology on the inside, as well as a durable fiberglass shank and a heat-, chemical- and slip-resistant dual-density EVA and Carbo-Tec Rubber outsole. A removable CC8 Comfort Core Next Gen insole with memory foam and the Georgia Waterproof system help provide all-day comfort, and an ergo-fit safety toe provides lightweight toe protection.

georgiaboot.com



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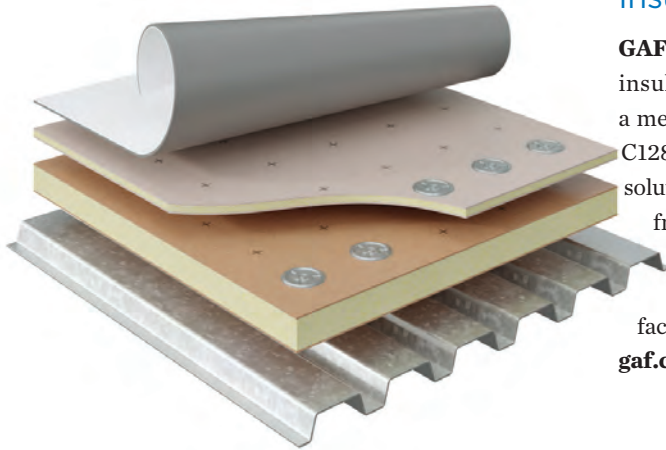
ProVia Metal Roofing is **more profitable per square** than asphalt roofing. It's the next generation of metal roofing—a premium stamped panel roof system that elevates your product offering, provides long-term ROI, and boosts your bottom line as well.



DOORS | WINDOWS
SIDING | STONE | ROOFING

**SCAN TO
LEARN MORE**





Insulation without flame-retardant chemicals

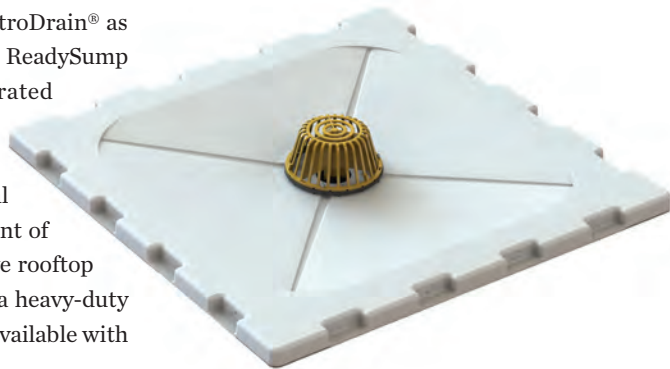
GAF has made available EnergyGuard™ Non-Halogenated Polyiso roof insulation. The insulation reportedly maintains the same R-value at a mean temperature of 40 F and 75 F when tested according to ASTM C1289. EnergyGuard NH Polyiso roof insulation is an energy-efficient solution free from potentially hazardous flame-retardant chemicals. Made from lightweight material, the insulation is said to be easy to handle and install on a job site. EnergyGuard NH Polyiso roof insulation currently is offered in a full range of products with a variety of facers and sizes, including flat and tapered, as well as cover boards.

gaf.com/commercial

Roof drain eliminates need for field fabrication

OMG® Roofing Products has introduced its ReadySump™ RetroDrain® as an extension to the OlyFlow lineup of retrofit roof drains. OMG ReadySump RetroDrain combines a prefabricated drain sump and integrated OMG retrofit drain. The drain is designed to install quickly and eliminate the multistep process of field fabricating a drain sump. Featuring a 9¾-inch drain stem and U-Flow Mechanical Seal, OMG ReadySump RetroDrain is flashed at the highest point of the sump and not around the drain. The drain is said to improve rooftop flow performance with OMG's Vortex Breaker Technology and a heavy-duty cast aluminum strainer dome. OMG ReadySump RetroDrain is available with a diameter of 3, 4, 5 or 6 inches.

omgroofing.com



Fall-protection anchor has quick release button

Werner has added the Werner R3 Concrete Anchor to its fall-protection portfolio. The anchor is designed to provide a strong connection point for users working on concrete structures. Made with a rigid tri-wedge design and hard carbon coating, the Werner R3 Concrete Anchor has an omnidirectional D-ring design that allows a user to swivel and hinges in any direction to mitigate connector rollout. The OSHA-compliant anchor reportedly enables secure one-hand operation and features a quick-release button for removal.

werner.com



FALL PROTECTION SYSTEMS

Permanent | Specified



TOTAL GRIP

Horizontal Lifeline System

- Non-Invasive Installation
- Uninterrupted Connection
- Modular Design
- Fastenings for Most Common Roof Decks



Tie Back Roof Anchors

- Complete Facade Access System
- Robust Anchor Point
- Durable Construction
- Wide Range of Mounting Options

All fall protection systems offered by FlashCo are designed to meet and exceed building codes: ANSI, CSA, and OSHA.



No longer the new guy

NRCA's CEO reflects on his
first year at the association's helm

by McKay Daniels

recently passed the one-year mark as NRCA's CEO, and it's been fascinating, enjoyable and, at moments, frustrating.

Someone (it may have been my wife) said when I first started: "The association has been around since 1886; try not to break it in 12 months!" Fortunately, our great association has survived multiple world wars, economic depressions, a few pandemics, and other challenges big and small, as well as innumerable changes in the industry, during its 137 years. It would be the height of hubris to think one person could destroy it in 52 weeks!

So I'm proud to report the association is as strong as ever.

NRCA has a stable, growing membership. We closed out the fiscal year May 31 with the second-highest number of new members in decades. (The highest year was 2021-22.)

Our financial condition is strong and stable. The association has no debt and is operating in a financially responsible manner. One thing I take seriously is the stewardship of the financial trust members have put in our organization. During a previous career consulting in political campaigns, I viewed each expenditure by how many maxed-out-donors our team would need to find to fund it. Was the purchase worth the effort the team would need to make to find new donors? At NRCA, I equate projects

or purchases to how many members' dues are needed to fund it. It's not my money or even NRCA's money; it's money members have entrusted with us to support their companies and better the industry. We take that mission incredibly seriously.

And meeting the mission continues! Each NRCA department is working on new initiatives to improve the industry and the association's effectiveness.

Whether it's health and safety train-the-trainer programs or new technical publications or metal certifications to help contractors comply with ANSI/SPRI ES-1 and GT-1 standards, the work continues.

Although most folks cringe when thinking about government or regulators, our industry's work to educate policy makers about our issues, perspectives and needs is vital to the roofing industry's future. NRCA provides this crucial advocacy for the industry in Washington, D.C., and in code and regulatory hearings. It can be a lengthy, frustrating, windy process, but our engagement is necessary and one of the "If we won't, who will?" issue areas. The answer is nobody, and so we must!

We continue to develop new Training in Roof Application Careers courses, and one addressing polymer-modified bitumen roof systems is next on the docket. A service and maintenance NRCA ProCertification® option is nearly complete. We continue working on making NRCA's website and digital

“ The successes and progress of this past year are possible in no small measure by the robust, passionate members actively engaged in the association. ”

interactions more user friendly and seamless. And we all work diligently to reduce operational waste and inefficiency.

The status quo is not an operating policy, and resting on laurels is not a path for future success.

The successes and progress of this past year are possible in no small measure by the robust, passionate members actively engaged in the association. With more members interested in serving on committees and the board of directors than ever, the association is in a strong position. Our member volunteers are on the front lines seeing, feeling and living the issues and dynamics of the roofing industry. It takes that kind of engagement to ensure the best possible outcomes, and we appreciate the hundreds who give their time to help make that achievable!

To continue down the path of success, we must constantly evolve. Chairman of the Board Lisa Sprick has created a Sustainability Committee that has a contractor-focused objective.

Initially, the committee will identify contractors' current and future roles in the sustainability space and how to communicate sustainability-related information to them and the industry at large. The committee won't approach the issue with a political focus; politicians, building owners and government regulators will be providing that one way or another. Whether developing best practices for recycling materials following a tear-off or identifying gaps in navigating sustainability

requirements in the bid process, there's ample, and growing, work to be done to help contractors navigate these new and changing dynamics.

We also will continue to focus on workforce issues and consider how the prospect of a recession will affect our industry.

Recently, the board of directors conducted a strategic review of NRCA and discussed the association's strengths, weaknesses, opportunities and threats. The conversation and evaluation of these broad areas is ongoing, and we will be as proactive as possible in moving the association forward to best suit the needs of our members and the roofing industry.

But we can't do it alone. If you have ideas, observations or suggestions of things we can be doing better or differently, please shoot me a note at mdaniels@nrca.net.

It's been an honor being fully immersed in this terrific industry this past year. When I first joined NRCA, person after person told me: "Careful. Once you get in the roofing industry, you never get out!"

I'm good with that. And I'm excited for the future and improving the roofing industry together. 🌟🌟🌟

MCKAY DANIELS is NRCA's CEO.

✉️ MDANIELS@NRCA.NET

Avoid common hiring mistakes in construction

Hiring more workers is crucially important as construction companies continue to face a labor shortage. Making mistakes when hiring new employees can be harmful.

For Construction Pros shares the following common hiring mistakes in the construction industry and how you can avoid them.

- 1. Hiring during the wrong time of year.** The best time to hire is during the spring and summer months when construction activity is at its peak and more job opportunities are available. Track your low and peak times to ensure you have adequate staff to handle the busiest times.
- 2. Using a vague job description.** Construction companies sometimes do not include enough information or include information irrelevant to an open position when writing job ads. This leads to frustration as potential candidates may not understand what the company is seeking and what the job entails. Be sure to include all necessary details, such as the specific title/position; a brief description of the role and its responsibilities; required qualifications; desired skills and attributes; job location; and salary range or rate.
- 3. Not checking references or running background checks.**

To learn more about hiring the right employees for your business, go to professionalroofing.net.

Checking references and running a background check will help ensure your candidate is qualified. It also can be helpful to learn about a candidate's relationship with a previous employer and whether he or she left on good terms.



- 4. Waiting until the situation is desperate before hiring someone.** When there is a sudden workload increase or a crucial team member leaves, companies sometimes rush to hire, fail to vet candidates properly and make poor decisions that cost the company time and money. Proactively plan for staffing needs so you are not in a position where you must make hasty decisions.
- 5. Not understanding what the company needs from the new employee.** This can lead to hiring someone unsuitable for the company, as well as decreased productivity and morale. Clearly define what you will need from a new employee before beginning the hiring process.

FM Global clients to receive record \$800 million membership credit

Commercial property insurer FM Global, Johnston, R.I., has announced its clients collectively will receive an estimated \$800 million in premium credit—the largest amount ever—because of the company's “outstanding” financial results. The membership credit each eligible policyholder will receive will be based on annual premium and client tenure and applied as an offset against premium at a client's renewal or anniversary date.

Following this credit, FM Global clients

will have benefited from about \$5 billion in membership credit since the program was introduced in 2001.

“Our financial strength and mutual business model mean our clients share in our success,” says Malcolm Roberts, FM Global's president and CEO. “The more we prevent loss, the more we can give back to our client-owners. This is demonstrated in another record membership credit. In such a volatile market, the year ahead will be a challenge once again, but we face it from a position of

strength and look forward with more optimism than ever before.”

FM Global clients holding policies consecutively for less than five years will be eligible for a 5% credit; five to 19 consecutive years will be eligible for a 10% credit; and 20 consecutive years or more will be eligible for a 15% credit.

According to FM Global's annual report, in 2022, the company had \$8.838 billion in total gross premiums, a 49.9% loss ratio and a 26.8% expense ratio.

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What to consider when selling a business

Selling a business is a big step, and business owners must remain mindful of several considerations during the process.

The U.S. Chamber of Commerce offers the following factors to consider.

1. **Timing of the sale.** Good timing is crucial to a successful sale. Be sure to research the market; you could miss financial benefits if you sell your business when its valuation is lower rather than waiting for the market to change in your favor. It also is important to understand the sale process could take longer than expected; it may be a year or more before you finalize the sale.
2. **Reasons for selling.** Your goals, such as retirement, should drive the sale of your business, so determine your reasons and how they may affect you going forward. Do not rush the decision. Your reasons also may affect who you want to buy the business; finding the right buyer will take time and energy.
3. **Your business's value.** You can determine your business's value by examining profits, inventory, key customers, goodwill and how necessary your business is to its industry. Undervaluing and overvaluing your business can be an issue, so you may want to use an impartial third party to estimate the value correctly. When you are determining the price point, buyers are looking for the business's current value and not potential growth value.
4. **Personal readiness.** A sale should not proceed unless the owner is completely ready to transfer ownership. Avoid regrets by determining whether you have accomplished your goals with the company or whether you have unfinished business that should postpone your plan to sell.
5. **Structure of the sale.** Businesses can be sold in different ways, most commonly via an asset sale or share sale. For an asset sale, the entrepreneur retains ownership of the company and sells some or all the company's assets. A share sale involves selling the entrepreneur's shares in the company. Each sale structure comes with tax implications that affect how much you earn from the deal.
6. **Your next steps.** It can be helpful to know what moving on will look like once your business is sold. After years of running a company, you may feel something significant is missing. You will handle the decision better if you have something to look forward to.

New partnership between CMAA and National Association of Women in Construction

The Construction Management Association of America and the National Association of Women in Construction have signed a cooperating agreement to help support women in the construction industry.

The partnership aims to further the success of women in construction by advancing their education and careers and increasing talent within the workforce.

CMAA President and CEO Andrea S. Rutledge and NAWIC Executive Director Crissy Ingram recently completed the cooperative agreement. The two organizations will cross-promote events, with the possibility of co-producing a few, and attend each other's conferences.

NAWIC members also will be able to pursue CMAA credentials for Construction Manager-in-Training, Certified Associate Construction Manager and Certified Construction Manager at the CMAA member rate.

In August, CMAA will lead a Principles of Construction Management course for NAWIC members during NAWIC's 68th Annual Conference in Portland, Ore.

"I am excited for NAWIC and CMAA to enter into this partnership. This is a big step in educating and promoting women in the industry," Ingram says.

EagleView Technologies appoints Piers Dormeyer CEO

EagleView Technologies, Bellevue, Wash., has named Piers Dormeyer CEO. Dormeyer most recently served as the company's president of the commercial group and has expertise in business strategy, organizational development and operational excellence.

"It is an honor to assume the position of CEO at EagleView Technologies," says Dormeyer. "The company has seen unparalleled growth in the recent past, and I believe we will continue to lead the industry by focusing on our cutting-edge technology. We have a talented team, and I look forward to continuing our work together to scale our innovative solutions and deliver unparalleled value to our customers."

Dormeyer's leadership will be instrumental in advancing EagleView Technologies' approach to revolutionize how businesses leverage aerial imagery and geospatial data solutions to improve business outcomes.

Former EagleView Technologies CEO Chris Jurasek will move into the role of executive chairman. During Jurasek's tenure as CEO, his strategic vision and dedication played a crucial role in shaping EagleView Technologies' growth and establishing the company as a leader in aerial imagery and geospatial data analytics.



Dormeyer



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Updating PIMA's QualityMark^{CM}

Revisions provide increased credibility

by Mark S. Graham

The Polyisocyanurate Insulation Manufacturers Association recently updated its QualityMark program, which has been in existence since 2004 and addresses the long-term thermal resistances of polyisocyanurate insulation used in low-slope roof systems.

What it is

PIMA's QualityMark is a voluntary program for manufacturers of rigid board polyisocyanurate roof insulation manufactured in the U.S. and Canada. The program allows manufacturers to obtain and use third-party certification of long-term thermal resistance values, commonly referred to as LTTR, for their products. Additionally, the program provides third-party verification of R-values.

The following polyisocyanurate insulation manufacturers participate in the program:

- Atlas Roofing Corp., Meridian, Miss.
- Carlisle Construction Materials, Carlisle, Pa.
- GAF, Parsippany-Troy Hills, N.J.
- Holcim Building Envelope, Nashville, Tenn.



- IKO, Calgary, Alberta
- Johns Manville, Denver
- SOPREMA Inc., Drummondville, Québec

Rmax, Dallas, is not participating.

Testing and conformance

In the QualityMark program, samples for LTTR certification are selected from each participating manufacturer's manufacturing plant locations. LTTR testing is conducted on 2-, 3- and 4-inch-thick products by PIMA-approved, third-party testing laboratories. The manufacturers are required to obtain initial LTTR certification for each of their manufacturing plant

locations. Retesting and recertifying is done every three years. These certifications are the basis for manufacturers' published LTTR values.

Also, samples for R-value verification are selected quarterly from normal distribution sources by a third-party testing laboratory. A representative sample is selected for each participating manufacturer's manufacturing plant locations. After selection, samples are held and conditioned at standard laboratory conditions for 180 days. Then, the full thickness samples are tested for R-value according to ASTM C518, "Standard Test Method for Steady-State Thermal Transmission Properties by Means of the Heat Flow Meter Apparatus."

A plant location is deemed to comply with the QualityMark program when its tested

R-value at 180 days is equal to or greater than the LTTR-certified value for the same thickness of product. Plant locations receiving nonconforming R-value results in two consecutive quarters are not in conformance with the program.

This 180-day, R-value verification testing is a noteworthy update to the QualityMark Program.

In February, PIMA published its first quarterly QualityMark conformance report for April through June 2022. The lag between the reporting period and February publication date largely is attributable to the 180-day conditioning period for the R-value verification samples.

The report identified 30 manufacturing plants from seven polyisocyanurate insulation manufacturers that conformed with QualityMark. Six of these plants from two different manufacturers are identified as having a pending result for their LTTR certifications. This reportedly means they only have one quarter of successful R-value verifications under the current program procedures.

Also, three manufacturing plant locations from three manufacturers are identified as recently having been brought online; the reporting period occurred before the specific locations started commercial production, and they could not complete initial LTTR certification.

It is worth noting in addition to the manufacturer that is not participating in the program, plants from several manufacturers are not included in the list of plants and manufacturers complying with the QualityMark program. This omission indicates these specific locations did not conform with QualityMark during the reporting period.

In April, PIMA published its quarterly conformance report for July through September

“ It remains unclear how manufacturers currently complying with the QualityMark program can be readily identified by polyisocyanurate insulation users ”

2022. This report identifies 30 manufacturing plants from seven manufacturers as complying; however, these 30 plants are not the same as those identified as conforming in the previous 2022 quarterly report. One manufacturing plant location has been added, and one has

been removed from the list.

Also, only two of the manufacturing plant locations from one manufacturer on the July-September 2022 conformance report are identified as having pending results for their LTTR certifications.

The status of the three manufacturing plants that recently had been brought online remain unchanged from the April-June 2022 conformance report.

My thoughts

PIMA's revisions to its QualityMark program, including the public availability of the quarterly conformance reports, brings added credibility to the program and the participating (and conforming) manufacturers. I applaud these efforts.

However, it is unclear how manufacturers and manufacturing plant locations currently complying with the QualityMark program can be readily identified by polyisocyanurate insulation users. Use of the QualityMark designation identifies manufacturer participation in the program not manufacturer or specific manufacturing plant location conformance. Participating nonconforming manufacturers and manufacturing plant locations are still permitted to use the QualityMark label. Current conformance information should be more readily available.

Also, it is unclear how conformance can be applied to polyisocyanurate insulation procured through private-label sources. In these



Additional information about the QualityMark program can be found at professionalroofing.net.

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situations, the manufacturing plant location and original manufacturer is not readily known by users.

NRCA maintains its long-standing recommendation that rigid board insulation, including polyisocyanurate insulation, be specified and procured based on its ASTM International designation, board size and thickness and not its LTTR or R-value.

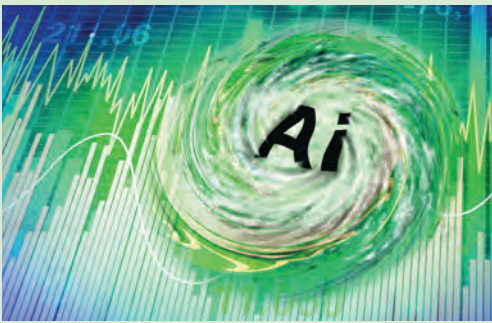
Additional information about polyisocyanurate insulation used in low-slope membrane roof systems is available in Chapter 4-Rigid

Board Insulation of *The NRCA Roofing Manual: Membrane Roof Systems—2023*. NRCA members can download this manual free; hard copies can be purchased at shop.nrca.net. 🌐📄🌟

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

 @MarkGrahamNRCA

AI-based digital hurricane simulations could help improve building codes



Researchers at the National Institute of Standards and Technology have devised a new method of digitally simulating hurricanes using 100 years of hurricane data and modern artificial intelligence.

The results of a study published in *Artificial Intelligence for the Earth Systems* demonstrate the simulations accurately can represent the trajectory and wind speeds of a collection of actual storms. The authors suggest simulating numerous realistic hurricanes can help develop improved building code guidelines for buildings in hurricane-prone regions.

Wind speeds in standardized maps used in building codes are derived from scores of hypothetical hurricanes simulated by computer models, which are based on real-life hurricane records.

Researchers developed current maps by simulating the complex inner workings of hurricanes, which are influenced by physical parameters such as sea surface

temperatures and the Earth's surface roughness. However, necessary data regarding these specific factors is not always readily available.

More than a decade later, advances in AI-based tools and years of additional hurricane records have made possible the new method, which could result in more realistic hurricane wind maps.

NIST postdoctoral researcher Rikhi Bose, NIST mathematical statistician Adam Pinter and NIST fellow Emil Simiu used these new techniques and resources to take a new approach. Rather than having their model mathematically build a storm from the ground up, the researchers taught it to mimic actual hurricane data with machine learning, Pinter says.

With enough quality information to study, machine-learning algorithms can construct models based on patterns they uncover within datasets other methods may miss. Those models can then simulate specific behaviors, such as the wind strength and movement of a hurricane.

Study material used in the new research came from the National Hurricane Center's Atlantic Hurricane Database, which contains 100-year-old information about hurricanes.

The researchers split data on more than 1,500 storms into sets for training and

testing their model. When tested, the model successfully could concurrently simulate the trajectory and wind of historical storms it had not previously seen.

The team also used the model to generate sets of 100 years' worth of hypothetical storms. It produced the simulations in a matter of seconds, and the authors saw a large degree of overlap with the general behavior of recorded storms, suggesting the model could rapidly produce collections of realistic storms.

However, there were some discrepancies, such as in the Northeastern coastal states. In regions with sparse data, the model generated less realistic storms.

As a next step, the team plans to use simulated hurricanes to develop coastal maps of extreme wind speeds as well as quantify uncertainty in those estimated speeds.

Because the model's understanding of storms currently is limited to historical data, it cannot simulate the effects climate change will have on future storms. The traditional approach of simulating storms from the ground up is better suited to that task. However, at this time, the authors are confident wind maps based on their model would better reflect reality. Within the next several years, the team aims to produce and propose new maps for inclusion in building codes.

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IKO advances asphalt shingle recycling initiatives

IKO, Wilmington, Del., has announced the full commissioning of its asphalt shingle recycling line in Hawkesbury, Ontario. The company also recently began the pilot phase of a TPO recycling line in its Hagerstown, Md., plant that opened in 2022.

The Hawkesbury location, one of IKO's eight modern shingle manufacturing plants, is among the first shingle plants to graduate from a pilot phase into daily production. Planning for the two-story, 28,000-square-foot recycled asphalt shingles facility began in late 2019, and the plant became fully operational during the winter of 2022-23.

"IKO is among the first asphalt shingle manufacturers in North America to achieve true circularity at one of its shingle plant locations with an in-line waste recycling process," says Dan Horton, founding partner of ASR Systems, and IKO's partner in the initiative.

A typical shingle recycling plant produces about 5,000 tons of recycled content per year—a small percentage of the raw materials used annually by an average production facility. IKO expects its facility will be able to recycle up to 150 tons of shingle material per day when it reaches capacity later this year.

"The first significant step toward reducing shingle related disposal in landfills is our goal to achieve zero percent waste at every plant location," says David Koschitzky, IKO's CEO. "We are well on our way to achieve this objective at our Hawkesbury facility, and we will use what we learned from this effort to rapidly innovate even more efficient lines at IKO Hagerstown and each of our shingle plants in the coming years."

Workers report construction is behind on technology use

The 2023 Technology in the Workplace survey from Coppell, Texas-based software developer Yooz was released April 26 and shows the construction industry is viewed as "the least technologically competent" by workers, according to Construction Dive.

Construction ranked last of 10 surveyed sectors, with the software and health care industries ranking No. 1 and No. 2, respectively. Additional industry rankings were logistics/supply chain/transportation at No. 3; banking/finance at No. 4; manufacturing at No. 5; insurance at No. 6; hospitality/travel at No. 7; automotive at No. 8; and restaurants at No. 9.

The report surveyed 600 U.S. professionals with a minimum salary of \$50,000 who worked in those 10 fields. Sixty-four percent of all participants said they spent more than half their workday using workplace technologies, and 37% said they spent more than three-quarters of their day using them.

Younger professionals especially view technology adoption as a crucial aspect of career advancement. Fifty percent of workers younger than 25 in all industries said they either agreed or strongly agreed when asked: "To what extent do you agree or disagree with the statement: The way my industry views adopting new technology is a barrier to my career advancement." Thirty percent of workers 25 and older gave the same response.

Workers also value training. Only 20% of survey participants said their IT departments trained them, and 4% said responsibility fell to their human resources department. A majority said they taught themselves or received informal instruction from peers or online services.

Survey respondents reported the significance of technologies such as cloud computing and automation, and nearly a quarter of respondents said artificial intelligence would have the largest effect on industries if adopted.





Funding the future

ROOFPAC donations help NRCA advance the roofing industry's issues on Capitol Hill

by Teri Dorn

With NRCA's 2023-24 fiscal year underway, NRCA is asking members to contribute to ROOFPAC, NRCA's political action committee. ROOFPAC is the only political action committee dedicated solely to advancing the roofing industry's interests at the federal level, and we need members' support.

ROOFPAC complements NRCA's efforts to work with pro-business candidates and members of Congress to proactively advance government policies that enable roofing industry entrepreneurs to successfully operate and grow their businesses. Created in 1990, ROOFPAC has supported hundreds of political candidates who support policies that benefit the roofing industry. More than 94% of candidates supported by ROOFPAC won their elections Nov. 8, 2022, increasing the roofing industry's influence on Capitol Hill.

Continuous campaigns

Campaign season for the next election cycle already is well in progress. Political fundraising has morphed into a continuous cycle. Members of Congress begin running for reelection as soon as they are sworn in, extending the time frame during which they are keenly tuned in



to constituents' concerns and needs. This provides a tremendous opportunity for the roofing industry to reach incumbent and newly elected lawmakers so they understand important issues affecting members' companies such as workforce shortages and tax reform.

ROOFPAC relies on personal contributions made by NRCA members, and NRCA is working to grow member participation. By supporting ROOFPAC, contributors are making essential investments in their businesses.

NRCA members can contribute to ROOFPAC up to \$5,000 annually, and three club levels offer

significant benefits and recognition:

- Emerging Leaders Club: \$250
- Capitol Hill Club: \$1,000
- Political Insiders Council: \$5,000

More ways to contribute

In addition to contributing directly to ROOFPAC, NRCA members have several opportunities throughout the year to support ROOFPAC during fundraising events. Most recently, industry professionals enjoyed events held during NRCA's 136th Annual Convention and the 2023 International Roofing Expo® in Dallas.

ROOFPAC partnered with National Women in Roofing to host "A Lone Star Evening," a cocktail reception at Gilley's Dallas, where more than 250 supporters participated

in a lively auction. Guests enjoyed bidding on unique items, including customized blazers by b.spoke, live lobster delivery service, tickets to an Anaheim Ducks hockey game, a handmade "Old Glory" quilt commemorating the evening, a handmade "Old Glory in the Round" copper flag, a hand-painted "Lone Star" shingle, a weeklong vacation in Colorado, Broadway tickets and an elite collection of bourbons.

NRCA also held its popular online auction and displayed many items in the NRCA booth on the trade show floor. Silent auction items included Apple electronics, an EagleView Assess™ drone, designer jewelry, a Napa wine country experience, a trip to Mexico, a hunting getaway, a suite at the Four Seasons during NRCA's 2023 Midyear Committee Meetings, tickets to IRE 2024, Michael Kors handbags, and a signed photo of Larry Bird and Magic Johnson. One NRCA member won Apple AirPods Pro simply for registering to bid on items!

These events raised more than \$100,000 to benefit ROOFPAC. NRCA appreciates all supporters—those who participated in events, those who donated auction items and those who were the winning bidders—and is especially grateful to the generous sponsors that helped underwrite these events. IRE 2023 was the most successful show in recent memory, but we already are working to make next year's event in Las Vegas even better!

A record of success

NRCA appreciates however you choose to support ROOFPAC, and all contributions up to \$5,000 are welcome and vital to ROOFPAC's success. One individual from each NRCA member company giving \$50 annually to ROOFPAC would raise more than \$350,000 per election cycle, which would significantly advance NRCA's advocacy efforts.

NRCA has achieved much on behalf of its members and the industry, especially during recent tumultuous years. During the COVID-19 pandemic, NRCA led an industrywide effort to have roofing work deemed essential

business. NRCA's Washington, D.C., staff has worked to increase funding for career and technical education state grants; Congress recently approved an additional \$50 million for fiscal year 2023, bringing total funding to nearly \$1.4 billion annually.

In addition, NRCA has successfully opposed major tax increases considered by Congress, as well as the classification of PVC as hazardous waste by the Environmental Protection Agency. NRCA relentlessly works to improve immigration policy and has successfully advocated for additional H-2B visas to help members address seasonal work needs. And NRCA continually works to minimize effects of regulations issued by the Occupational Safety and Health Administration.

To continue achieving legislative victories, NRCA needs member support so it can grow ROOFPAC to be larger and even more active. When you invest in ROOFPAC, you are making a difference in the roofing industry and helping create a bright future for your business. 🇺🇸🗳️

TERI DORN is NRCA's director of political affairs.

ROOFPAC is the federally registered political action committee of NRCA, and contributions will be used for political purposes. Contributions to ROOFPAC are not tax-deductible and the name, address, occupation and employer's name of individuals whose contributions exceed \$200 during a calendar year will be reported to the Federal Election Commission. Contributions are voluntary, and you have the right to refuse to contribute without any reprisal.

OSHA begins National Emphasis Program to prevent falls

In May, the Department of Labor announced the Occupational Safety and Health Administration has begun a National Emphasis Program to prevent falls, the leading cause of fatal workplace injuries and the agency's most frequently cited violation in construction industry inspections.

The emphasis program focuses on reducing fall-related injuries and fatalities for people working at heights in all industries. Bureau of Labor Statistics data shows of the 5,190 fatal workplace injuries in 2021, 680 were associated with falls from elevations—about 13% of all deaths.

The program establishes guidance for locating and inspecting fall hazards and allows OSHA

compliance safety and health officers to open inspections whenever they observe someone working at heights. An outreach component of the program focuses on educating employers about effective ways to keep workers safe. If a compliance officer determines an inspection is not necessary after entering a worksite and observing work activities, he or she will provide outreach regarding fall protection and leave the site.

“Of the 5,190 fatal workplace injuries in 2021, 680 were associated with falls from elevations”

“This national emphasis program aligns all of OSHA's fall-protection resources to combat one of the most preventable and significant causes of workplace fatalities,” says Assistant Secretary for Occupational Safety and Health Doug Parker. “Working together, OSHA and employers in all industries can make lasting changes to improve worker safety and save lives.”

To access OSHA's National Emphasis Program to prevent falls, go to professionalroofing.net.





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A roofing **MENTOR**



TERRY TILSON WINS THE PRESTIGIOUS BEST OF THE BEST AWARD

by KRISTA BERNS

When speaking with co-workers of Terry Tilson, senior construction manager for Advanced Roofing Inc., Fort Lauderdale, Fla., they often refer to him as a “gentle giant”—a tall man intimidating in stature but with a softspoken and calm manner.

“He has a subtle way of getting his message across, but you want to be sure you listen the first time,” says David Baytosh, vice president of construction for Advanced Roofing. “He doesn’t raise his voice. I’m a little jealous of how he can stay calm.”

Tilson’s composure likely comes from his 45 years of experience in the roofing industry.

“When Terry interviewed with Advanced Roofing, I sat in, and right away, his experience stood out,” says Rob Kornahrens, CEO of Advanced Roofing. “You could tell he’s not a screamer or yeller. He’s a teacher. He demands respect in the right way, carries himself professionally and people like him.”

Tilson recently won the Best of the Best award during NRCA’s 136th Annual Convention and the 2023 International Roofing Expo® in Dallas. The Roofing Alliance’s MVP Task Force presented Tilson with the award, which is an extension of the Roofing Alliance’s Most Valuable Player Awards. The MVP Awards program celebrates workers who are outstanding employees within their companies and recognizes them for their excellent performance outside the workplace. OMG® Roofing Products Inc., Agawam, Mass., and *Professional Roofing* co-sponsor the honor.

“Terry Tilson was an ideal candidate for the MVP award,” says Reed Gooding, president of GSM Roofing, Ephrata, Pa., and MVP Task Force chairman. “With his decades of experience, leadership and passion for roofing, he is obviously an invaluable member of the Advanced

Roofing team. And his charitable contributions and community service set him apart from the other candidates and showcase his commitment to having a positive effect on the world around him.”

A strong WORKER

Born in Sandusky, Ohio, Tilson’s family moved around the Midwest when he was growing up; they also lived in northeastern Tennessee and Tekamah, Neb. Tilson’s work ethic was instilled in him when he was young as he and his siblings worked various jobs to help their family.

“I raked leaves and mowed yards,” Tilson says. “I loved

when it snowed. I would knock on doors and see if people wanted driveways or sidewalks shoveled. I was lucky to be in Tennessee and Nebraska where farmers needed help; I would help lay the irrigation pipe, pull weeds out of beans, haul hay, clean out pig pens—generally anything they needed help with.”

Tilson grew up with an older brother and sister, a younger brother and two younger sisters, and he and his older siblings took on the responsibility of finding work.

“I did whatever I could find to make money,” he says. “We rented a farmhouse from a farmer in Tennessee, and we would do chores for him that would help pay the rent. It always helped that I was bigger than most kids my age, so farmers would pick me because I was stronger and could work as well as the older kids.”

Outside of earning money, Tilson worked on cars and played sports. At high school in Tekamah, he played football and wrestled. He attended Dana College, Blair, Neb., for a year, wrestling while studying to become a history teacher and wrestling coach.

When Tilson was 19, he left college and decided to look for a job in roofing.

“I left to earn more money because teachers and coaches were not making as much as roofing workers,” he says.



Tilson (center) was recognized at NRCA’s Awards Ceremony and Cocktail Reception.



Tilson found jobs were scarce in Omaha, Neb. He answered an ad for D.C. Taylor Co., Omaha, and was hired as a laborer.

“My pay started at \$5 per hour, which was pretty good back then,” Tilson says. “I started working, and it just felt good. D.C. Taylor opened a division in Chicago and asked me if I wanted to go, so I moved to Chicago.”

After working for D.C. Taylor, Tilson got a job with Midland Engineering Co. Inc., South Bend, Ind., where he worked as a foreman and ran all the crews in Chicago. Tilson then moved to Clark Roofing Co., Broadview, Ill., as a construction manager and worked there for 17 years.

“After that, I worked for a year or two at CSR Roofing in Oak Park, Ill.,” he says. “It was a small company with great people, but things got slow in the winter. After Hurricane Wilma hit Florida, roofing companies were looking for workers, so my wife and I moved to Florida.”

Tilson worked for Best Roofing in Fort Lauderdale for 10 years before moving to Advanced Roofing, where he has been for about eight years, starting as construction manager and becoming senior construction manager.

Always **LEARNING**

Tilson appreciates the experiences he has had at different companies during his career.

“The best thing about all the jobs is you learn from the good and the bad,” Tilson says. “If you do that, you can always better yourself.”

Tilson says he has worked to better himself since he started in the roofing industry.

“How you handle the younger generation now is a bit different than before,” Tilson says. “When I first started, if you didn’t hustle or move fast, you would get yelled at and called every name in the book, but you learned. When I became a foreman, I found out fast that

yelling at someone isn’t going to make them work harder. It’s just going to make them mad, and they’ll slow down.



Want to know more? For additional information about the Best of the Best award and a list of past winners, go to professionalroofing.net.

“So I changed my attitude regarding that,” he continues. “I’ve always tried to teach people and make them better. I want everyone on my crew to know how to do everything—including my job. It has been my philosophy to give

back; I try to teach someone else what I know and also learn what I can from someone and incorporate that in what I do every day.”

Milagro Mautner, administrative assistant for Advanced Roofing’s construction department, says Tilson is an amazing teacher.

“He’s so knowledgeable and a great communicator,” Mautner says. “He comes from a place of peace and has a calming effect here. It’s amazing how much he knows about roofing and the patience he has to explain things, especially with how complex roofing can be. He takes the time and always has the perspective of someone who loves the trade and wants to teach it.”

Tilson says his calm demeanor is one of his strengths.

“I’m a big guy,” Tilson says. “When I was with Clark Roofing, the owner at the time and a former NRCA president, Mike Promen, was the first to tell me I should sit down when I talk to people because I’m too big and intimidating. I’ve taken that to heart and learned that even though I may be angry, I should lower my voice and stay calm.

“My biggest asset is I don’t yell and lose it,” he continues. “I can get my point across without doing that. Many times, you could be getting mad at people who have something going on in their personal lives—it has nothing to do with work but carries over to work.”

Tilson says having the patience to explain is part of his management style.

“I let the crew know what needs to be done and how it’s going to get done,” he says. “If you do a sloppy job, you make everyone in the company look bad, so I try to put everyone in my position so they can see what’s going on. I explain why I’m telling them what to do.”

Baytosh says Tilson leads by example.

“He’s not afraid to go out in the field, climb the ladder and help,” Baytosh says. “He’s certainly someone who can walk the walk, talk the talk and do the job when needed.”

Sharing **KNOWLEDGE**

Tilson’s knowledge, leadership and calm demeanor were assets when he taught classes for the Associated Builders and Contractors Institute Apprenticeship Program,



Tilson (second from left) with members of the Advanced Roofing Team

which allows apprentices to take classes and train while working for a roofing company. Advanced Roofing is partnered with ABC Institute, an approved apprenticeship program provider of the Florida Department of Education, Department of Labor and Department of Veteran Affairs Benefits Division, to increase the pool of skilled workers in south Florida. The program teaches construction basics and roofing knowledge.

"It is run like a high school, and you have a set schedule for the school year," Tilson says. "I taught second- and third-year classes from 6:30-9:30 p.m. after work. Seven weeks of the year, we would do a Saturday four-hour 'lab' class, which was hands-on."

Tilson enjoys sharing his knowledge with apprentices. "The guys learn a lot," he says. "When they don't understand something at first, you then see the light bulb light up above their heads when they get it. I like teaching and helping people. Every trade needs to do that; the more workers know, the more comfortable they are in the job, and it is more likely they will stay in the industry."

"I always tell apprentices: You are learning a trade," he continues. "Once you go through this program, you can go anywhere in the world and do this job. There is nothing but roofs out there."

Tilson acknowledges the struggle of finding good people who want to work and learn a trade.

"I think it's something everyone is facing," Tilson says. "All of us older guys are retiring and there aren't younger people stepping in, so I think there's going to be a void there. It is going to be tough to get anything done. That's why these apprenticeship programs are the way to go; you get in there and teach them, they're actually learning, and hopefully, they take what you give them and run with it."

Tilson's talents also are shared during the annual Boys & Girls Clubs of Broward County Construction Career Day, which offers children hands-on opportunities to learn about the trades.

"When I started here, David Baytosh asked if I wanted to help with Construction Career Day, so I participated," Tilson says. "You have roofing professionals teaching the kids, letting them use torches and heat guns and getting them involved."

"The Boys & Girls Clubs organization is great because it's for anybody," he continues. "It really helps families. If the kids get off school and have nowhere to go because their parents work, they can go there and learn things. It's a good program and keeps kids out of trouble."

Woody Weatherford, a former construction manager for Advanced Roofing, says Tilson is in his element when working with the children.

"The look in his eyes when he shows the kids how to torch or heat weld is really amazing," Weatherford says. "He's always sharing his knowledge with others. With a rookie on the crew, he's showing and teaching him how to do things the proper way. He's always with the young guys trying to help them and make them better people in roofing and in their personal lives."

DownTIME

In his personal life, Tilson loves spending his free time with his family. His son, Cody, lives in Chicago with his wife, April, and Tilson's grandson, Atlas. Tilson's daughter, Brittany, and granddaughter, Malaya, live with Tilson and his wife of 44 years, Robin.

"I get to go to a lot of Malaya's events at school," he says. "She is into theater, so we go to downtown Fort Lauderdale and see shows."

Tilson sees family and friends as being the focus after he retires.

"I met my wife in Nebraska," Tilson says. "We went to high school together. When the time comes to retire, we're thinking about moving back to Nebraska. I've been working my whole life, so I plan to relax. We have family back there and a lot of friends we grew up with."

Tilson also plans to keep learning after he retires.

"If you're not learning, you're not living," he says. "You can learn something every day. It's all up to you."

Until then, Tilson will keep working and learning in the industry he has served for more than four decades.

"I like roofing because you're always in a different place," he says. "You're always moving."

"I also like being around the guys," he continues. "You're always trying to teach them but also having fun. If you're not having fun, it's not worth doing."



Tilson shares his skills during the Boys & Girls Clubs of Broward County Construction Career Day.



Tilson with his wife, Robin; grandson, Atlas; and son, Cody



Tilson with his wife, Robin; granddaughter, Malaya; and daughter, Brittany

Standout PROJECTS

Tilson appreciates the unique projects he has been able to contribute to during his career.

“I worked on the Ba’hai Temple in Evanston, Ill.,” he says. “The temple has a dome shape and little roofs around it, but there were thousands of little corners that went in and out, and it was a triple-reinforced modified bitumen membrane, so we had to put patches on all those little corners. But that project was more than roofing—it is such a cool building, and the garden around it is unbelievable.”

Tilson also recalls one of his most challenging projects, which was a condominium building in Miami Beach, Fla.

“The roof system was coal tar pitch, which wasn’t so bad, but we built a concrete patio in the middle of the roof, and there was a lot of different waterproofing underneath it,” he says. “The concrete company poured

the concrete and did the rebar, then we needed to waterproof the concrete slab, lay tile and install coal tar pitch around it. We also had to put a glass railing around the whole patio. We were the general contractor for the project and ran all the trades. It was challenging, but when it was done, it was a beautiful roof.”

Working well with customers on such projects is key, and Tilson makes the effort to create a good customer experience.

“I’m easy to talk to,” he says. “I listen to their concerns and do what needs to be done. I keep them informed. Our foremen do that, but it’s always nice to have the construction manager do it, too. You should always take care of your customers, listen to them and take action on their concerns.”

Kornahrens says Tilson is excellent with customers.

“It all starts with the planning, and Terry has really adapted to our whole process—having a handoff meeting with the project manager, a pre-construction meeting with the owner, meeting the owner two times a week and asking if there is anything we can do,” Kornahrens says. “If everyone does that, it works well, and Terry follows that procedure. He makes sure we close out projects in a timely manner and ensures the customer is satisfied.”

Experience AND DEDICATION

Tilson says he has always had a desire to do all he can for people.

“If I have to go out of my way to help someone, I will,” he says. “It’s just the way I am. I have no problem teaching people—it benefits me and the company. The more people you teach when you are a supervisor, the easier everyone’s jobs will be.”

Baytosh praises Tilson’s dedication to his job.

“On Easter, we got a call from a customer at 7:30 p.m., and Terry was on the job site at 8 p.m. to attend to a leak,” he says. “He is dedicated, loyal and a true tradesman. He came up through the ranks and has earned and deserved every accolade he’s ever received. He shows commitment in and out of work, professionally and personally.”

Weatherford believes Tilson’s experience makes him stand out.

“Terry was always my go-to guy because he has so much knowledge and experience in the roofing business,” he says. “He’s seen and done it all.”

Kornahrens was at NRCA’s Awards Ceremony and Cocktail Reception when Tilson won the Best of the Best award.

“When they announced Terry as the Best of the Best winner, we all felt like we were at the Academy Awards,” he says. “His wife just started crying, and we were all hugging each other. We were so proud of him, and to be there with him myself was special.”

Tilson says his award is the result of the efforts of many.

“You get back here and everyone congratulates you, but one person can’t win this award,” he says. “I have a good company and good teammates—everybody here at Advanced Roofing and everyone I have ever worked with during my career. You learn from everything, the good and the bad, and I’ll keep doing that until I retire.” 🇺🇸🌟

KRISTA BERNIS is an NRCA director of communications.

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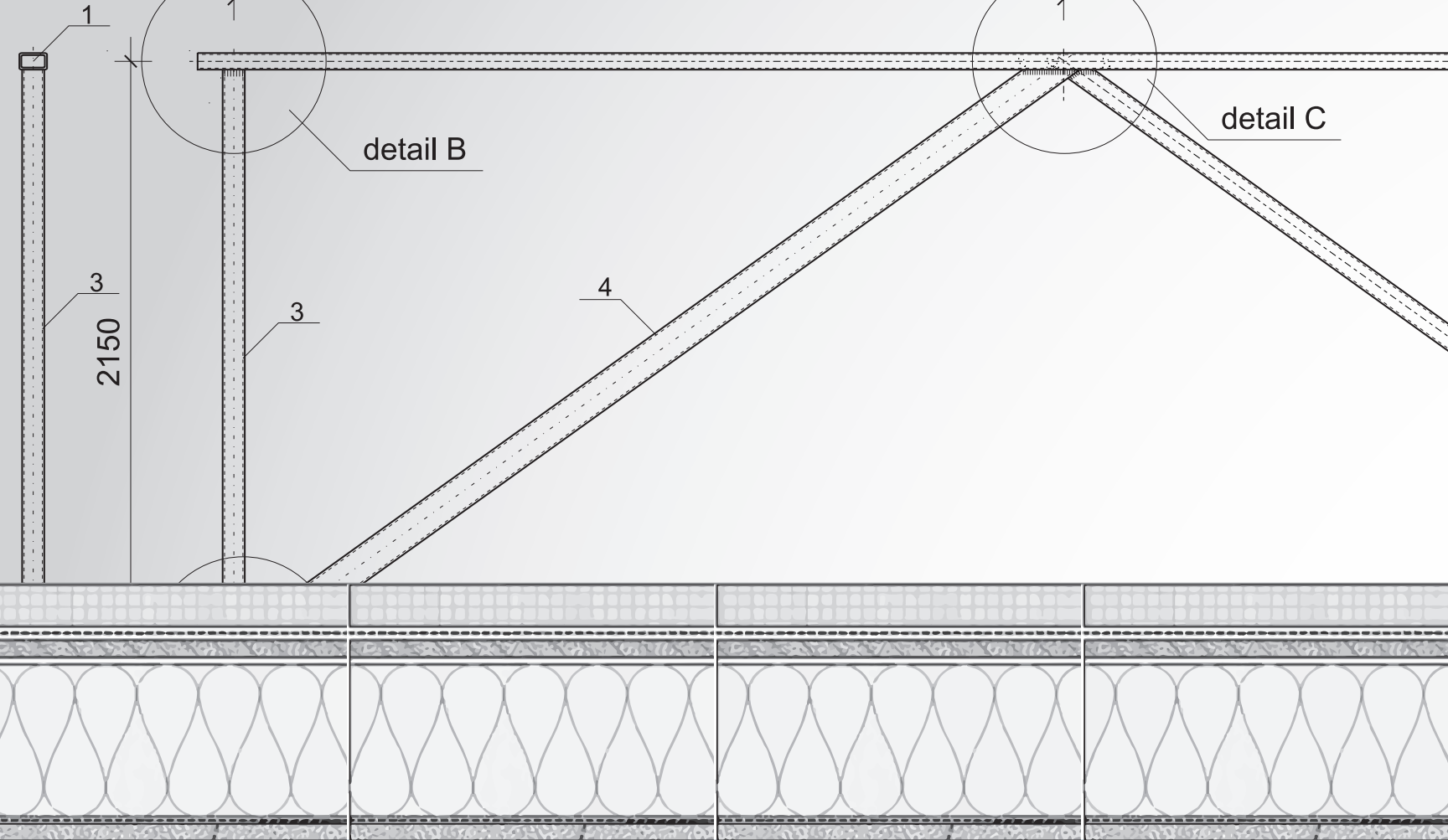
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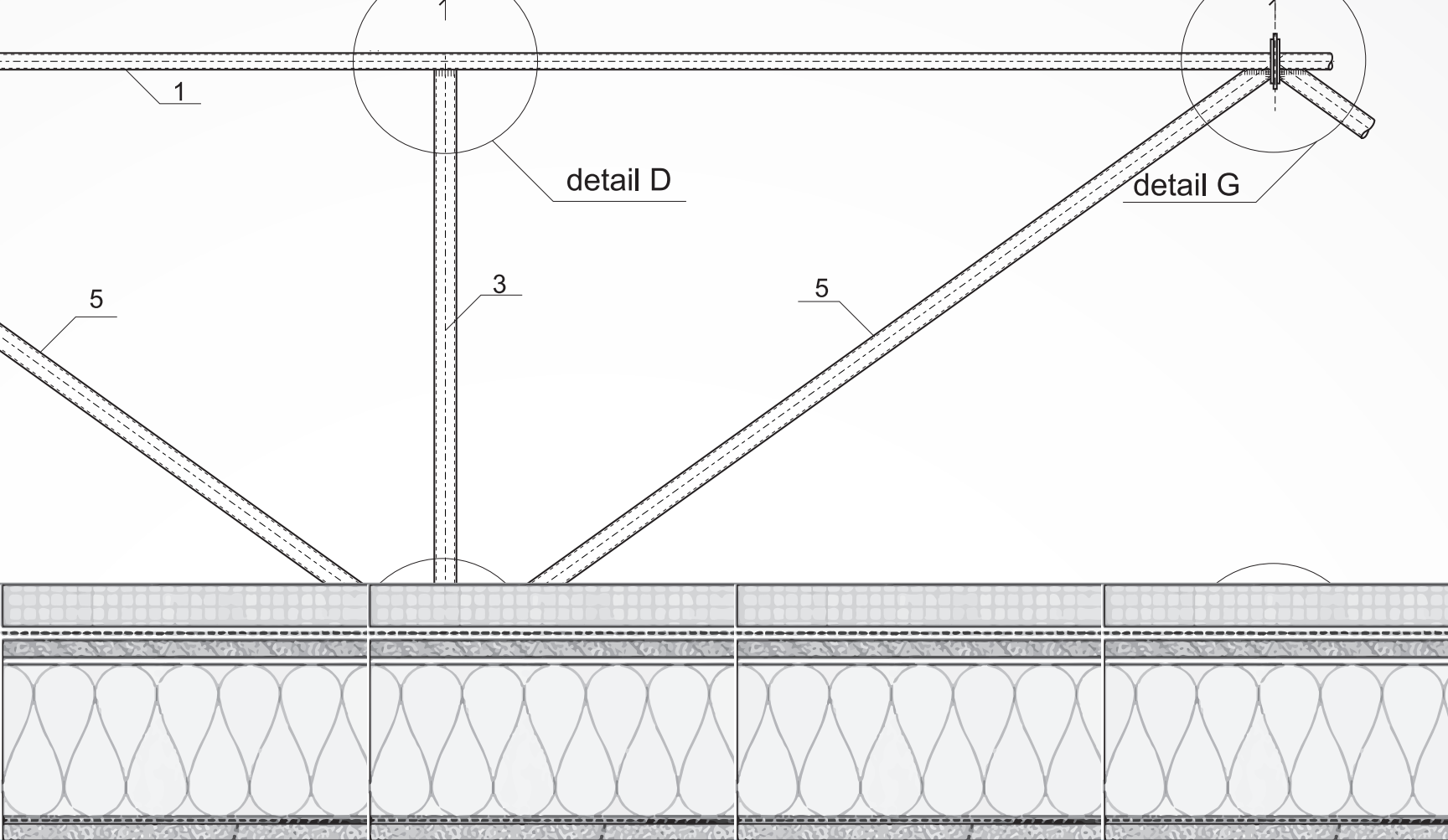
Updating a

standard

standard

Stay current with the newest version of ASHRAE 90.1

by Glen Clapper, AIA, LEED AP



In January, ASHRAE® published the latest version of ASHRAE 90.1, “Energy Standard for Buildings Except Low-Rise Residential Buildings.” ASHRAE 90.1 first was published in 1989 and is not a standalone building code; it is referenced in the International Code Council®’s International Energy Conservation Code®, International Green Construction Code® and International Mechanical Code®.

Roofing projects—new and reroofing—may need to meet ASHRAE 90.1 requirements if a building is located within a jurisdiction that has adopted the IECC or IgCC or if ASHRAE 90.1 requirements are part of a local energy code. In addition, a local jurisdiction may adopt an earlier version of ASHRAE 90.1 other than the most recently published version. The local building department where a project is located can provide the current adopted energy code and any local amendments.

If a local jurisdiction has adopted the IECC in its entirety, Chapter 4-Commercial Energy Efficiency of the Commercial Provisions allows compliance with the applicable sections of IECC or ASHRAE 90.1. If not explicitly stated in a local amendment to IECC, the version of ASHRAE 90.1 to be followed is contained in Chapter 6-Referenced Standards of the Commercial Provisions. IgCC, Chapter 11-Normative References, contains the version of ASHRAE 90.1 to follow. The

International Building Code® and the International Existing Building Code® require roof system replacements to comply with IECC.

What is required

ASHRAE 90.1 provides minimum energy-efficiency requirements for the design and construction of new and existing commercial buildings, as well as additions to existing commercial buildings. The standard also provides requirements for the planning and operation of new systems and equipment in new commercial buildings, existing buildings and additions to existing buildings. The standard specifically states the requirements do not apply to low-rise residential buildings, including single-family homes, multifamily buildings of three stories or fewer above grade, manufactured houses (mobile homes) and manufactured houses (modular). Buildings that do not use electricity or fossil fuels also are not covered by the standard.

ASHRAE Standard 90.1-2022 is composed of 13 sections, 13 appendixes and one annex. Of the appendixes, five are normative, which are considered integral parts of the mandatory requirements of the standard, and the other eight are provided as additional information.

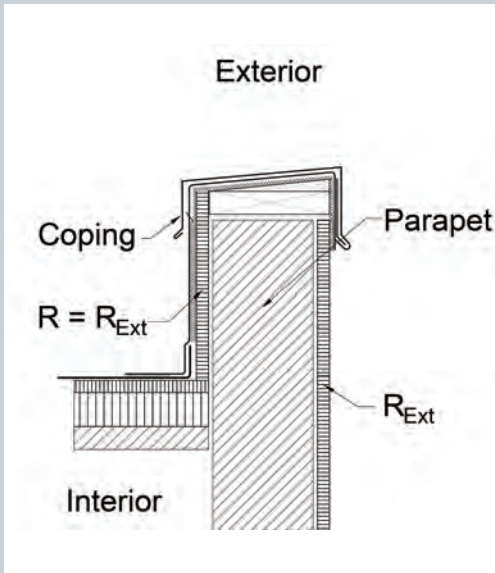


Figure 1: One of two configurations in ASHRAE 90.1-2022 Section 5.5.5 that addresses thermal bridging for new roof system installations.

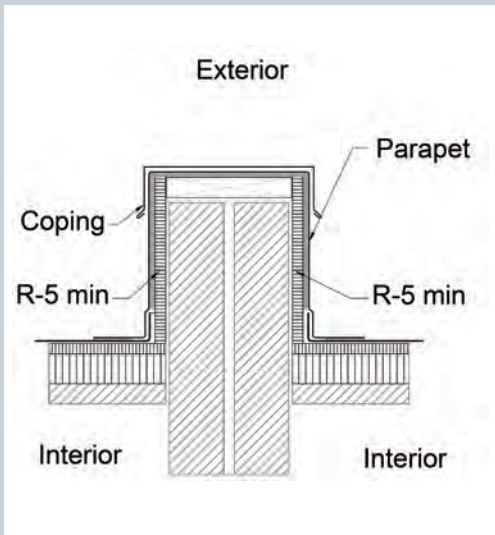


Figure 2: The second of two configurations in ASHRAE 90.1-2022 Section 5.5.5 that addresses thermal bridging for new roof system installations.

The standard’s annex is a reproduction of the climate zone information contained in ASHRAE 169-2013, “Climatic Data for Building Design Standards,” which is required information needed to comply with ASHRAE 90.1. In October 2020, ASHRAE published a newer version of ASHRAE 169. Updating the annex would affect roofing projects in limited areas of the U.S. as some climate zones “migrated” north and Climate Zone 1 expanded in south Florida and now includes the southern tip of Texas.

ASHRAE 90.1 has mandatory provisions in addition to the requirements of specific compliance paths (prescriptive or performance). Prescriptive roof system requirements are contained in Section 5.5—Prescriptive Building Envelope Compliance Path. Normative Appendix C—Methodology for Building Envelope Trade-Off Option in Section 5.6, Section 12—Energy Cost Budget Method and Normative Appendix G—Performance Rating Method provide performance path compliance requirements.

In addition to the mandatory requirements in Section 5, Section 4.2.2.3 requires

an operating manual and maintenance manual be provided (commonly by the design professional or installing contractor) to the building owner or designated representative within 90 days of acceptance of the building envelope, which includes the roof system. The maintenance manual must clearly identify any required routine maintenance. In addition, a signed, dated insulation

document is required and must provide the insulation type, manufacturer, manufacturer’s rated R-value and installed thickness.

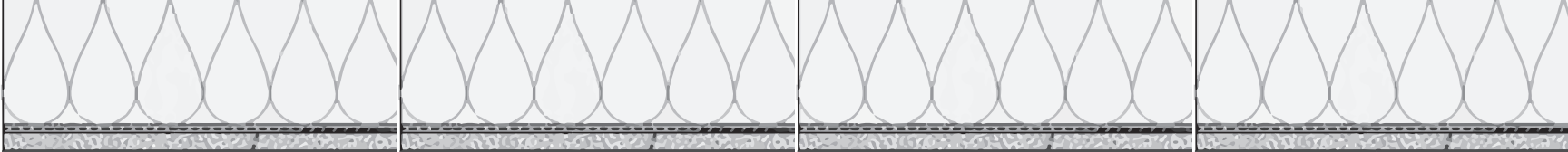
Previously, it was unclear whether a maintenance manual and insulation document outlined in ASHRAE 90.1 were required for roof system replacement if no other work was being performed (earlier versions of the standard did not define roof system replacement). However, ASHRAE 90.1-2022 includes a new definition for roof system replacement: “an alteration that includes the removal of all existing layers of the roof assembly materials down to the roof deck and installing a new roof assembly above the roof deck.”

With roof system replacements being defined as “alterations,” they now must meet Section 4.2.2.3 requirements. ASHRAE 90.1 does not require a roof system re-cover or a replacement with roof insulation integral to or located below the roof deck to have an accompanying maintenance plan and insulation document.

Also new in ASHRAE 90.1-2022 is air-leakage testing for buildings less than 10,000 square feet. For buildings greater than 10,000 square feet, either air-leakage testing or a continuous air barrier design and installation verification program are required. These requirements will affect new roof system installations when the roof assembly or membrane is designed and installed to be the building envelope air barrier. If the air leakage is within the specified range, a diagnostic evaluation must be performed by an independent third-party verification and testing provider, and any leaks must be sealed if sealing can be performed without destroying existing building components.

In addition, a visual inspection of the air barrier must be conducted by an independent third-party verification and testing provider, and any leaks must be sealed if sealing can be performed without destroying existing building components. A report identifying the corrective action taken to seal leaks must be submitted to the code official and building owner. Roof system replacements are exempt from this requirement.

ASHRAE 90.1 also provides criteria for determining compliance with its requirements. For example, a component of a new roof system used as a building envelope’s continuous air barrier must have a maximum air leakage rate of 0.004 cfm/ft² at a minimum test pressure of 1.57 pounds per square foot when tested in accordance with ASTM E2178, “Standard Test Method for Determining



Air Leakage Rate and Calculation of Air Permeance of Building Materials.”

The standard also lists deemed-to-comply materials, such as foil-faced polyisocyanurate insulation, built-up roof membrane, polymer-modified bitumen roof membrane and single-ply membranes.

New for ASHRAE 90.1-2022 is Section 5.5.5, which addresses thermal bridging. Two configurations affect new roof installations:

- For exterior walls with continuous exterior insulation, insulation equal to that on the exterior surface of the parapet must also be applied to the roof side of the parapet as shown in Figure 1.
- For firewalls and other walls projecting from the interior of the building above the roof assembly, a minimum of R-5 insulation is required on both vertical faces of the wall as shown in Figure 2. The insulation must comply with the fire-resistance rating requirements of the applicable building code.

Alterations to existing buildings (roof system replacements and re-covers), roof assembly configurations that project over exterior walls and insulated roof curbs are exempt from complying with Section 5.5.5. In addition, individual point thermal bridges, such as mechanical, electrical, plumbing and structural steel that support mechanical equipment with an area less than shown in Figure 3, also are exempt from Section 5.5.5.

ASHRAE 90.1-2022 also introduces a new exemption for roof system replacements with insulation entirely above the roof deck when the insulation thickness needed to meet the required R-value for the roof assembly is limited because of existing roof conditions, such as an existing door threshold or through-wall flashings. The roof system replacement must not increase a building’s energy use and must be constructed in accordance with approved construction documents, which must include a roof system inspection report that documents the existing roof conditions and a design that minimizes the deviation from the requirements of ASHRAE 90.1.

Another roofing-related item new for ASHRAE 90.1-2022 is a requirement for on-site renewable energy for a new building. Depending on the project site, this could require installation of such equipment on a roof.

However, there are exemptions if more than 80% of the roof area is covered with other equipment, for example. Not included in the 80% calculation is any combination of on-site renewable energy systems, planters, vegetated space, skylights or occupied roof deck space.

Allowable area/point thermal bridge (square inches)	Common material name
3	Carbon steel
9	Stainless steel
65	Concrete and masonry

Figure 3: Individual point thermal bridges with areas less than those shown in the chart are exempt from Section 5.5.5 requirements.

Two other exemptions include roofs that have more than 50% of their areas permanently shaded by natural objects or structures that are not a part of the building for more than 2,500 hours annually between 8 a.m. and 4 p.m. and alterations (roof system replacements and re-covers). For additional exemptions, refer to Section 10.5.1.1.

Of interest to international companies that install wall cladding materials as well as roofing materials is the new requirement for cool walls in Climate Zone 0. Similar to cool roof requirements, walls with an eastern, southern or western orientation are required to meet a minimum reflectivity. An alternative to the minimum reflectivity is to provide shading to a minimum of 30% of the wall area using structures, existing buildings, etc. Although Climate Zone 0 does not exist in the continental U.S. or Canada, it is present in Puerto Rico and the U.S. Virgin Islands. And requirements initially relegated to warmer climate zones have been expanded into “cooler” zones.

Why it's important

ASHRAE 90.1 seeks to reduce the energy consumed by buildings, and updating the standard to reflect current technologies is an ongoing process. NRCA will continue to keep you informed of any new developments.

NRCA participates in ASHRAE standards development for the same reason it participates with the ICC code development process: to protect the roofing industry’s interests. The intent of NRCA’s involvement is to promote clear, easily interpretable, technically sound advancement of ASHRAE standards related to the roofing industry.

If you have an interest in participating in ASHRAE’s public review process or viewing addenda to current ASHRAE standards, go to professionalroofing.net.

To read more about ASHRAE’s standard development process, see “The importance of being ASHRAE,” April 2022 issue.

GLEN CLAPPER, AIA, LEED AP, is an NRCA director of technical services.

ROOFING A LIGHTHOUSE

Doyle Inc. Roofing restores the roof on North Manitou Shoal Light Station in Michigan

by **Chrystine Elle Hanus**

Project name: North Manitou Shoal Light Station

Project location: Leland Township, Mich.

Project duration: Sept. 12-16, 2022

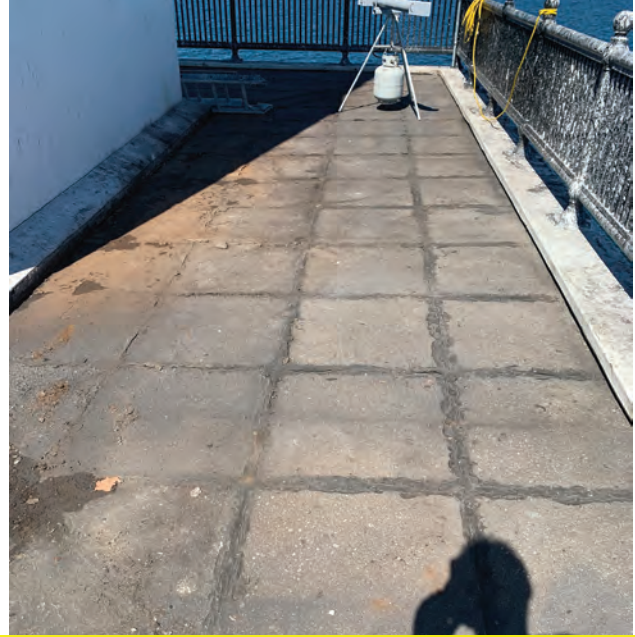
Roofing contractor: Doyle Inc. Roofing, Cheboygan, Mich.

Roof system type: TPO membrane

Roofing manufacturer: Versico Roofing Systems, Carlisle, Pa.



North Manitou Shoal Light Station is 9 miles from the closest marina.



The roof deck under construction

North Manitou Shoal Light Station, known to locals as The Crib, is a lighthouse located in Lake Michigan southeast of North Manitou Island in Leland Township, Mich. Built in 1935, the North Manitou Shoal Light Station was the last manned offshore lighthouse in the Great Lakes before becoming automated in 1980. In 2005, the lighthouse was listed on the National Register of Historic Places.

After sitting vacant for 36 years, in 2016, North Manitou Light Keepers purchased the lighthouse from the U.S. Coast Guard at a public auction. North Manitou Light Keepers is a nonprofit organization with a mission of restoring the lighthouse landmark and opening it to the public for tours and overnight stays.

As part of lighthouse renovations, Doyle Inc. Roofing, Cheboygan, Mich., was selected by the project's general contractor, Mihm Enterprises Inc., Hamilton, Mich., to design and install a new roof system that meets the Department of the Interior's standards under the National Historic Preservation Act.

cosmetic damage to interior living quarters, requiring major exterior renovations.

"When the U.S. Coast Guard mothballed the lighthouse in 1980, 3/8-inch steel plates were installed on the mid-level deck to prevent water intrusion and secure the structure for long-term preservation," says Dave McWilliam, chief of restoration and operations for North Manitou Light Keepers. "The plates were badly deteriorated and delaminated and had to be removed before a new roof membrane could be placed."

As part of the project, about 7,300 pounds of steel were removed by the Mihm Enterprises team who cut the steel into pallet-sized pieces, lowered them to a workboat via crane and hauled the steel to shore to be recycled.

"Fortunately, the underlying concrete surface was in relatively good shape and required minimal repairs," McWilliam says.

In mid-September 2022, Doyle Inc. Roofing began work on the lighthouse's new 1,040-square-foot TPO membrane roof system.



North Manitou Light Keepers purchased the lighthouse at auction to restore the landmark.

Exterior renovations

In 2017, North Manitou Light Keepers began its aggressive lighthouse restoration project that focused primarily on the exterior, which included sandblasting, painting, restoring and rebuilding windows, and replacing lantern glass.

Water intrusion at the mid-level deck caused structural and

New roof

North Manitou Shoal Light Station is located 9 miles from the closest marina in the middle of Sleeping Bear Dunes National Lakeshore, creating a host of challenges: unpredictable and swiftly changing weather; difficult access to the job site requiring all materials and workers to be transported via boat; and no electricity or functioning plumbing in the building.

In addition to complying with the Department of the Interior's historical preservation standards monitored by Michigan's State Historic Preservation Office, the roofing



The newly restored roof system

project required zero negative environmental impact on air and water quality, which also was closely monitored by government officials, adding complexity and project costs.

“The COVID-19 pandemic had a large effect on the project,” McWilliam says. “Initial pre-pandemic cost estimates were around \$80,000. Unfortunately, because of the grant and funding process, the final specifications and requests for proposals were not approved until the COVID-19 pandemic labor and material shortages occurred. As a result, the project cost ballooned to \$115,000. Material shortages and unavailability also delayed the project for nearly a year.”

For this unique roofing project, the roof includes a walkway surface on the lighthouse’s third level, where the Doyle Inc. Roofing crew leveled the concrete deck using cement grinders. Team members hand-carried all debris down two flights of stairs to the main level.

“All new material had to be loaded on a boat by hand and then transported to the lighthouse where Davit Cranes were used to lift materials to the main level,” explains Joel Ross, president of Doyle Inc. Roofing. “From there, all material had to be hauled by hand to the third level. Extreme weather and waves stopped us from reaching the lighthouse several times and forced us to be picked up from the lighthouse and brought back to the mainland early on some days.”

The lighthouse’s second-level roof has two drains, and all sides of the lighthouse have wall base flashing. The Doyle Inc. Roofing team recommended and installed an approved hybrid roof assembly from Versico Roofing Systems that included 1/2-inch-thick SecurShield® HD 100-psi polyisocyanurate insulation mechanically fastened with MP 14-10 Fasteners and adhered with Flexible DASH Adhesive.

On the walkway surface, team members used

CAV-GRIP® 3V to adhere 135-mil-thick VersiFleece® TPO membrane in gray. At all walkway-to-wall transitions, team members adhered 60-mil VersiWeld® TPO membrane wall base flashings in white.

“This system provides the lighthouse with excellent protection against harsh weather and conditions,” Ross says. “It was accepted by the state architect and has a 15-year warranty. The gray color option replicates the lighthouse’s original concrete deck aesthetics.”

Back to light

Despite numerous logistical challenges and project requirements, the Doyle Inc. Roofing team completed its work on North Manitou Shoal Light Station in four days.

“The work from Doyle Inc. Roofing was high quality, and the support and warranty from Versico Roofing Systems was appreciated,” McWilliam says. “We also appreciated the coordination and cooperation between the teams at Doyle Inc. Roofing and Versico Roofing Systems to ensure the work was done to historical standards and met the approval of the state’s architect. All parties worked well together to ensure a successful project outcome.”

Thanks to Doyle Inc. Roofing’s dedicated five-person on-site team, a Michigan landmark was restored and historically preserved to serve the needs of the lighthouse and public for many years to come.

“Completing a job with so many challenges and overcoming all the obstacles thrown our way was truly rewarding,” Ross says. 🌟🔧

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



PICKING A PARTNER

Joint ventures can be great for business, but make sure they are structured correctly

by Trent Cotney



Editor's note: This article is for general educational purposes only and does not constitute legal advice.

As experienced roofing contractors will tell you, joint ventures can have substantial advantages. Whether you partner for a single project or a longer term, these working arrangements allow you to pool resources and take advantage of the talents each party can offer for larger roofing projects.

For example, perhaps you have a good relationship with a building owner, and another contractor has the financial backing to get a project done. By collaborating, you can share the risks and reap the rewards.

Preparation

A joint venture involves two or more people or entities undertaking a business project for mutual profit. All parties must participate and contribute, and each may have different responsibilities. Before signing a contract, all parties should understand one another's capabilities and finances. If funding falls through or one party fails to perform, the project can quickly fail.

When entering into such an agreement, it is essential to get all the details in writing. That way, everyone is aware of the expectations and understands how profit and risk will be divided. In addition, you need to make sure the joint-venture contract and applicable construction contract are consistent. Any discrepancies between the two will cause confusion and uncertainty.

Terms and agreements

In every joint venture, all parties must understand certain essential terms and what the agreements entail. For example:

- **Ownership interests:** Each partner has an ownership interest that outlines how each will share profits and losses. In addition, each partner is liable for the others' obligations, acts and omissions. Sometimes, partners have equal ownership interests. If they do not, they should each indemnify one another and ensure their risk is comparable to their ownership interests.
- **Scope of the venture:** The contract should clearly state the scope of the specific project. In addition, the contract should outline that no partner can bid on parts of the project without offering the opportunity to the joint venture first. Also, the contract's scope should address whether and under what circumstances the partners can pursue other roofing projects outside the joint venture.
- **Management decisions:** The joint venture contract must designate which party makes decisions about management and operations. Some projects are managed by a committee while others rely on one person. It is critical the contract states these expectations and includes details regarding how management disagreements can be resolved.
- **Insurance and bonding:** Before entering an agreement, all parties must review all individual liability policies. If any of those policies exclude joint ventures or partnerships, they will need to be revised. Another option is for one partner to provide all insurance and bonding for the project.
- **Financial controls:** As with other details, the contract should state which party is responsible for managing the project's finances. It also should indicate where the records will be kept and who can access them. All partners should receive copies of statements and annual audits as well as access to other financial documents upon request. In addition, the agreement should explain what costs can be reimbursable to partners.
- **Project personnel:** Joint-venture partners must decide whether a project is "populated" or "unpopulated." If it is populated, the partners hire new employees or transfer some of their existing employees to the project. If it is unpopulated, the partners use their own employees to perform the work and

they remain employees of the different partners. The unpopulated option is easier to manage. However, all partners must agree to the employees whether newly hired or existing. In some states, a joint venture must be independently qualified by a licensed contractor, which may require the joint venture maintain certain employees to perform work. Therefore, partners should consult the jurisdiction overseeing the construction of the project before entering into a joint-venture agreement.

- **Defaults and disputes:** All parties aim to complete the project without significant problems, but a contract should have contingencies. In the case of default by one partner, the others should have the ability to make decisions. Defaults can involve material delays, liquidation or bankruptcy, or failure to make a payment or supply personnel. The contract must include details of the default types and what kind of resolution period is allowed. If defaults or other issues lead to disputes, the contract should contain a provision about conflict resolution, including how and where to choose an arbitrator.



Legal issues

When you enter a joint venture, you may feel confident all plans are in place and your project will be completed on time, on budget and without conflict. In some cases, that will be true! However, there also is a distinct possibility there will be disagreement. One partner may fail to provide finances or adequately perform the scope of work. There may be disputes over project management, scheduling and/or personnel. With these scenarios in mind, it is critical to issue, spot and address concerns in advance of the start of construction.

As discussed, having a detailed contract is one of your best defenses in a joint venture. You also need an attorney who has reviewed the contract and can defend its provisions.

Having one lawyer for the joint venture may seem to be the easiest choice. That attorney can represent all interests and ensure the contract is solid. But what happens in a dispute? One partner easily can claim the attorney is a witness and should be disqualified from representing any of you. An attorney also can be disqualified for having a joint-client relationship with more than one partner. In reviewing such an allegation, the courts will look at emails and other correspondence, meeting attendance and payments made.

For these and other reasons, partners should have separate representation. Perhaps the attorney who wrote the contract will represent only one partner, and the other partner must hire different counsel. An engagement letter should clearly state this arrangement before any contract is signed.

Keep in mind if joint-venture partners are involved in litigation together, for example, against an owner or subcontractor, they must decide which attorney will represent them in that matter. There must be a clear paper trail indicating which counsel is representing whom.

Handling disputes

During any project, partners will face obstacles and have to make multiple decisions. Along the way, they may disagree and argue. When a conflict has no simple solution, partners will need to resort to the dispute-resolution process contained within the joint-venture agreement. From a litigation standpoint, joint ventures are governed the same way as partnerships. Each joint-venture member is expected to treat the others with confidence and trust. Each has a fiduciary duty to one another. And when a partner makes a claim against another, partners may be accused of breach of fiduciary duty.

Fiduciary duty, fraud and rescission

By definition, fiduciaries should not put their interests before another joint-venture member. That means they must be honest and disclose all facts known to them. Failing to make disclosures or offering falsehoods is considered fraud.

Joint ventures are bound by fiduciary trust, which can often be guided by the business judgment rule. This

rule basically asserts business managers make the best decisions for their organizations. It implies business decisions are made in good faith and based on sound judgment, and such decisions should not be questioned in the courts. Because the rule is closely related to fiduciary trust, it often is cited in joint-venture disputes. Therefore, if one partner is challenging the decision of another, the accuser must provide evidence the decision was not supported by sound judgment.

Further, if the accused partner is found to have committed fraud or other fraudulent claims, the burden of proof swings back to the accused. That partner then will have to defend the applicable decision as being supported by sound judgment.

If it is determined a contract was based on misrepresentation or fraud, depending on the jurisdiction, it may be rescinded.

In certain cases, rescission of a joint-venture agreement may be acceptable if there is a substantial breach of the contract. It is interesting to note rescission also requires all benefits obtained must be mutually restored. This means all parties are expected to tender back all profits and benefits received from the joint venture. The intent is to avoid unjust enrichment for any of the parties.

Final advice

There are many good reasons to pursue a joint venture. In the construction industry, these arrangements allow people and companies to take advantage of their individual talents and use them for collective success. Without this pooling of resources, some larger roofing projects would be impossible.

However, before entering a joint-venture agreement, engage in sufficient due diligence of your partner and project requirements. Be sure you know what each party brings to the table and carefully craft the joint-venture agreement to reflect your business and legal concerns. 🌐🔍📄



TRENT COTNEY is a partner and practice group leader at the law firm Adams and Reese LLP, Tampa, Fla., and NRCA's general counsel.



NRCA

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MANUFACTURER NEWS

The BILCO Co. representative expands in Florida

The BILCO Co., New Haven, Conn., has announced FG Building Products, Jacksonville, Fla., has expanded its territory in Florida.

FG Building Products is part of The BILCO Co.'s group of independent representatives that provide material, customer service and customized solutions for building projects. FG Building Products started working with The BILCO Co. in 2021 serving Florida's southeast market.

Malarkey Roofing Products® website honored with award

Malarkey Roofing Products, Portland, Ore., a member of Holcim Building Envelope, has been honored for Best Visual Design and Function for its website, malarkeyroofing.com, in the 27th annual Webby Awards.

The Webby Awards is the leading international awards organization honoring excellence on the internet. Established in 1996, The Webby Awards are selected by the International Academy of Digital Arts and Sciences.

"Honorees like Malarkey Roofing Products are setting the standard for innovation and creativity on the internet," says Claire Graves, president of The Webby Awards. "It is an incredible achievement to be selected among the best from the nearly 14,000 entries we received this year from more than 70 countries."

Malarkey Roofing Products' website features a functional design allowing visitors to easily find a Malarkey Roofing Products-certified roofing contractor, use a roof designer to visualize new shingles on their homes and explore resources for company products. Contractors can use the website to help facilitate the sales and warranty processes.

Atlas Roofing to build new shingle facility

Atlas Roofing Corp., Atlanta, has announced plans to build a \$200 million asphalt shingle manufacturing facility in Clinton, Iowa.

"We are thrilled to announce we will be working together with the great people of Clinton, Iowa, to continue our growth in the steep-slope roofing category," says Ken Farrish, president of Atlas Roofing. "Clinton will help us meet customer demand with this investment in capacity in the Midwest, but we are equally excited to bring more than 100 new full-time jobs to the region."

The investment will enable Atlas Roofing to address the growing demand for reliable roofing materials and technology. In addition to expanding its roofing capacity, Atlas Roofing will manufacture new products, including roof underlayment products and roof system components.



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Georgia-Pacific releases puncture video

Georgia-Pacific, Atlanta, has made available the third installment of a four-part video series, “Four Dimensions of Durability in Roofing.” The series demonstrates the benefits of choosing a gypsum cover board to help protect against fire, wind, puncture and hail. The third video focuses on puncture and foot traffic.

The video highlights three side-by-side tests comparing a roof assembly without a cover board, a roof assembly with an HD ISO cover board and a roof assembly with DensDeck® Prime roof board and shows how each withstands a slow-speed puncture test, a dynamic puncture test and a screwdriver test.

The video series is available at youtube.com/@buildgp_gypsum/videos.

CONTRACTOR NEWS



Caballero

Shell Roofing Solutions manager passes away

Shell Roofing Solutions, Chino, Calif., has announced Business Development Manager Pedro Caballero passed away April 18 following a battle with cancer.

Caballero is remembered as a valuable member of the Shell Roofing Solutions team who represented the company at Chino Valley Chamber of Commerce events.

“Pedro was one of the best at his craft and loved the roofing industry,” says Rudy Gutierrez, president of Shell Roofing Solutions. “He was a great friend and

an amazing team member who loved all of

us. His loss is a huge blow to our organization, and we will miss him dearly.”

Caballero is survived by his children, Adam and Matt, and many friends and colleagues.

Roofing Corp of America acquires Front Range Roofing Systems

Roofing Corp of America, Atlanta, has acquired Front Range Roofing Systems LLC, Greeley, Colo.

Front Range Roofing Systems was founded in 1987 and serves the commercial and industrial roofing markets along the Front Range in Colorado and in southern Wyoming.

Front Range Roofing Systems offers commercial roof maintenance, repair, tenant finishes, reroofing, roof restoration and new construction and has a comprehensive in-house sheet metal fabrication and installation capability.

The Front Range Roofing Systems ownership group will remain in charge of the business as a standalone entity within Roofing Corp of America.

DISTRIBUTOR NEWS



ABC Supply sponsored car for Indy 500

ABC Supply Co. Inc., Beloit, Wis., sponsored AJ Foyt Racing’s No. 14 car driven by Santino Ferrucci at the Indianapolis 500 May 28. Ferrucci finished the race in third place.

ABC Supply also helped raise more than \$3 million in donations for Homes for Our Troops, a nonprofit organization committed to empowering severely injured post-9/11 veterans, during May.

In addition, ABC Supply has opened a new location in Granbury, Texas. The location is ABC Supply’s 48th in the state and will offer exterior building supplies to local contractors.

OTHER NEWS

SPRI announces standard updates

SPRI has announced it is partnering with FM Approvals to create a new standard, “Test Standard for Comparative Pull-Over Strengths of Membrane Fastening Systems and Waterproofing Membrane Materials Used with Low Slope Roofing Systems where Stress Plates are Used for Waterproofing Membrane Securement.” The proposed standard will be canvassed for approval as an American National Standard.

The proposed standard is based on the FM Approvals’ existing small-scale test procedure for membrane plate pull over. It will provide basic requirements and procedures for determining the maximum failure load of waterproofing membranes and fastening systems when

tested for membrane pull-over resistance in symmetric and asymmetric stress plate loading scenarios.

In addition, SPRI has completed the process of reviewing ANSI/SPRI/FM 4435/ES-1, “Test Standard for Edge Systems Used with Low Slope Roofing Systems.” The updated standard was reapproved as an American National Standard in November 2022. The standard prescribes methodology for testing roof edge assemblies, excluding gutters, to evaluate their resistance to wind loads. It previously was revised and reapproved as an ANSI standard in 2017. The standard can be downloaded at spri.org/standards.

The Roofing Alliance welcomes new member

The **Roofing Alliance** has announced Eagle Roofing Products, Rialto, Calif., a private manufacturer of concrete roof tile systems, joined at the Regent level and is the foundation’s 190th member.

Since its inception, Roofing Alliance members have committed more than \$14.1 million to fund research, educational and technical projects. The Roofing Alliance also supports philanthropic outreach, including its partnership with Ronald McDonald House Charities® to maintain the roofs on all 165 standalone Ronald McDonald Houses in the U.S.

NCCER unveils new brand identity and website

The **National Center for Construction Education and Research** has unveiled a new brand identity and completed major renovations to its website, nccer.org.

The enhancements will help ensure NCCER is well-positioned to continue supporting the industry’s evolving needs as a leader in construction education.

“For more than 27 years, NCCER has worked with our broad network of contractors, associations and educational programs to build a safe, productive and sustainable workforce of craft professionals,” says Boyd Worsham, NCCER’s president and CEO. “We will serve those in the construction industry through innovative systems and solutions that attract and educate the workforce of the future.”

To guide the organization’s work, NCCER’s executive leadership developed a revised mission and vision:

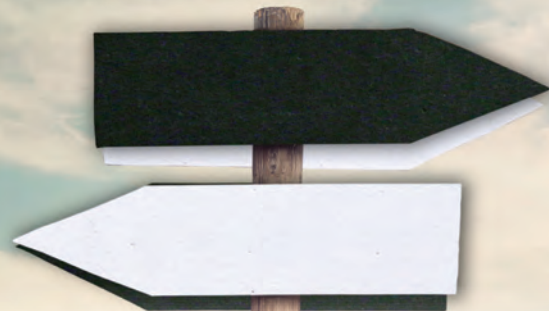
- **Mission:** To provide rigorous and relevant workforce development solutions that create opportunities for individual career advancement and support industry growth.
- **Vision:** A qualified and successful workforce of diverse individuals whose lives were improved through construction education.

The rebranding efforts also include a new logo featuring the NCCER acronym and the organization’s full name to improve awareness and understanding of NCCER’s scope.

The enhanced website features NCCER’s new branding, improved navigation and refined content tailored for a variety of stakeholders within NCCER’s network. A new support portal is said to make information and guidance through NCCER’s processes and systems more accessible and convenient for users.



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ReadyFlash TECHNOLOGY

Carlisle’s ReadyFlash Technology allows contractors to manipulate adhesive flash-off times by choosing between two different-colored facers on every insulation board, providing the following benefits:

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IIBEC celebrates first class of CBECxP certifications

IIBEC has announced 15 individuals have become IIBEC's first class of CBECxP certification holders. The individuals now are officially certified in building enclosure commissioning.

A CBECxP credentialed individual ensures the proper installation of materials, components, assemblies and systems to meet the objectives and requirements of the owner defined in the contract documents. Candidates must have the knowledge and skills to serve as the technical and administrative director of the building enclosure commissioning process, beginning with the documentation of the owner's project requirements during predesign and extending through the design; bidding; and negotiations, construction, and occupancy and operations phases of the project.

"Congratulations to our first group of certified building enclosure commissioning providers!" says IIBEC President Amy Peevey. "We are delighted to see years of certification development pay off with such an exceptional class of professionals—a fantastic building block for IIBEC's certifications program."

CRCA announces new executive director

The **Canadian Roofing Contractors Association** has announced Jim Facette, former executive director and CEO of Canada's Accredited Zoos and Aquariums, is the association's new executive director effective June 1.

"Jim brings a great deal of association executive leadership to CRCA," says Pierre Lafontaine, CRCA's chairman of the board. "He began his association career with the Canadian Construction Association from 1995-2003. His broad experience will add value to CRCA members. We are looking forward to working with Jim as we write a new CRCA chapter."

Facette will work with the board of directors, members and partners across Canada to develop and implement a new strategic plan as CRCA grows the importance and influence of roofing contractors.

MCA appoints new director

The **Metal Construction Association** has appointed Ken McLauchlan, vice president of architectural sales at Metal Forming LLC, Peachtree, Ga., a director on MCA's board of directors. McLauchlan was appointed to fill a vacancy and will serve until 2026.

McLauchlan has been involved in the metal construction industry for 32 years. An expert in the portable roll-forming industry and applications, he has served in several capacities including installation, dealer support estimating, project management, operations and on the manufacturer side of the industry.

In addition, MCA has announced a new membership class for subsidiary brands or divisions of a parent company. The membership class allows companies with multiple subsidiaries or divisions to have each brand recognized as an MCA member at a reduced rate. The new structure is designed to ensure all member companies and their brands can be represented equitably.

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NRCA NEWS



Good

NRCA has announced Carl Good, NRCA's vice president of marketing and *Professional Roofing's* publisher, retired in June after 39 years of service to NRCA. During his tenure with NRCA, Good managed numerous departments and projects, including affiliate relations, communications and production, health and safety, international relations, marketing, membership and website development. He became publisher of *Professional Roofing* in 1989 and helped the magazine achieve the top position in the roofing industry market. Good was known as "Mr. Asbestos" as he led NRCA's efforts to fight for reasonable, practical regulations and practices for handling asbestos-containing roofing material. Good will continue his involvement with NRCA and *Professional Roofing* in a part-time consulting capacity.

In addition to consulting, Good says he is looking forward to spending more time with his wife of 30 years, Vicki, and their three children, Grace, Max and Hanna; playing competitive tennis; going to concerts and sporting events; and traveling.

NRCA congratulates Good on his retirement and thanks him for his years of service and dedication to NRCA, *Professional Roofing* and the roofing industry.



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THE INDUSTRY ONLINE

Mule-Hide Products Co. Inc. has made available **pre-packaged submittals** and a **silicone coating system calculator** at mulehide.com. The tools are designed to make project planning easier for contractors' low-slope jobs.

UP THE LADDER

ABC Supply Co. Inc. has named 16 new branch managers. View the list of managers at abcsupply.com/media-center/press-release.

Holcim Building Envelope has named **Kristin Beck** president of its Americas Commercial Roofing Systems & Lining business unit.

EVENTS

JULY

11-14

NRCA's Midyear Committee Meetings

NRCA

Chicago

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

12-14

FRSA's 101st Annual Convention and the Florida Roofing & Sheet Metal Expo

Florida Roofing and Sheet Metal Contractors
Association Inc.

Kissimmee, Fla.

Contact: FRSA

(407) 671-3772, ext. 100, or frsa@floridarroof.com
floridarroof.com

AUGUST

2

CERTA Train-the-trainer

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Elgin, Ill.

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(866) ASK-NRCA (275-6722) or info@nrca.net
nrca.net

SEPTEMBER

23-25

Western Roofing Expo

Western States Roofing Contractors Association
Las Vegas

Contact: WSRCA

(800) 725-0333 or info@wsrca.com
westernroofingexpo.com

27

Virtual CERTA Train-the-trainer

NRCA

Online

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

29-30

IIBEC Building Enclosure Symposium

IIBEC

Orlando, Fla.

Contact: IIBEC

(800) 828-1902 or info@iibec.org
iibec.org

OCTOBER

4-6

2023 Texas Roofing Conference

Roofing Contractors Association of Texas
Houston

Contact: RCAT

(800) 997-6631
rcat.net

11-13

LEGALCon Live 2023

NRCA

Chicago

Contact: Anne Schroeder, NRCA's director of legal
and volunteer leadership administration
(847) 493-7547 or aschroeder@nrca.net
nrca.net/legal

18-20

METALCON 2023

Metal Construction Association

Las Vegas

Contact: PSMJ Resources Inc.

(800) 537-7765 or info@metalcon.com
metalcon.com

18-20

2023 MRCA Conference & Expo

Midwest Roofing Contractors Association

Omaha, Neb.

Contact: MRCA

(800) 497-6722 or mrca@mrca.org
mrca.org

BRIEFINGS

NRCA NEW MEMBERS

ARCHITECTS/ENGINEERS/ CONSULTANTS

1 Earth Solar, Joliet, Ill.
Al Brizuela Engineering Inc., Miami, Fla.
DeFacto Consulting Group Inc., Euless, Texas
Eagle Builders, Blackfalds, Alberta
Pinnacle Advanced Claims Services, Castle Rock, Colo.
Preferred Roofing Solutions, Milwaukee
Randy Lewis AIA, Tallahassee, Fla.
YA Engineering Services LLC, Seattle

CONTRACTORS

Best Roofing Company, Columbus, Ohio
DSG Construction LLC, Glencoe, Minn.

Ernest Hotte Inc., Boucherville, Québec
Evolve Contractors, Atlanta
Fortify Roofing LLC, Port St. Lucie, Fla.
IK Roofing and Reconstruction, Metairie, La.
IS Enterprises Inc., Washington, D.C.
J & P Exteriors 1 Inc., Chicago
JTR Roofing Inc., Lake Elmo, Minn.
Legacy Roofing LLC, Prescott, Ariz.
MadeWell Restoration, Highland Heights, Ky.
Mainstay Roofing & Construction, Buford, Ga.
Paramount Roofing, Albuquerque, N.M.
Poseidon Roofing, Fort Myers, Fla.
Pure Roofing, Gainesville, Va.
Rampart Roofing Inc., Colorado Springs, Colo.
RHI Roofing, Oakland Park, Fla.

Richmond Slate Repair LLC, Richmond, Va.
Roof Design & Sheet Metal LLC, Naples, Fla.
Sanchez Roofing Installations Inc., d/b/a Advanced Roofing Systems of Hampton Roads, Virginia Beach, Va.
Santa Rosa Innovations, Clarksville, Ind.
Serpa Home Improvement Inc., Bridgewater, Mass.

MANUFACTURER

Metro Metals, Tuscaloosa, Ala.

SERVICE PROVIDERS

Intertek, Blue Bell, Pa.
McCormack Partners, South Lanarkshire, U.K.



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For more information, contact Dave Nordentoft at dave.nordentoft@leister.com.



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Designed in the popular architectural style and made with **Malarkey's** industry-leading NEX® Rubberized Asphalt, Vista AR (algae-resistant) shingles deliver excellent all-weather resilience, a Class 4 hail impact rating and include granules that help clean the air of emission pollutants.

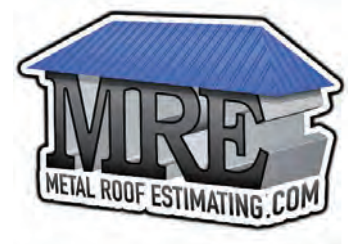
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GOLD CIRCLE AWARDS | 2024

CALL FOR NOMINATIONS

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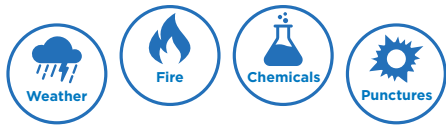
Members must be nominated by their peers and communities (self-nominations are not accepted) in one of two categories:

- Outstanding Workmanship (low- and steep-slope)
- Innovative Solutions

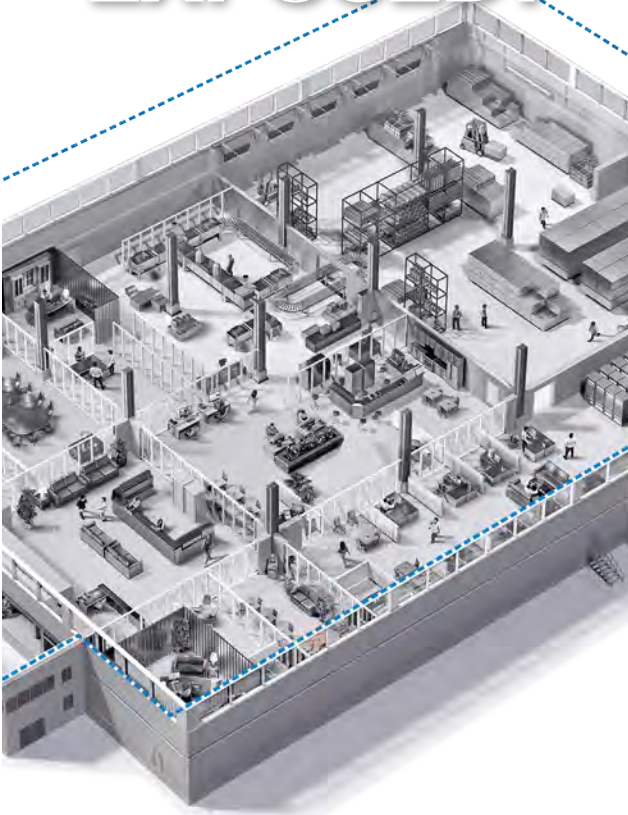


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You need to know Dave Peterson

Forty-three years of experience.

A lifetime of providing services in commercial roofing.

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Dave has built a network of knowledge, individuals and companies, including those hiring, those moving up in the industry, and those who are now thinking of buying or selling.

Whatever your needs, contact Dave for a frank conversation of the pulse of the industry and your individual situation.

If you've even thought of selling, buying or moving up the ladder in your career, you need to contact Dave at (772) 778-4343, ext. 2, or dave@onlinepcg.com, or visit onlinepcg.com. All information is kept in the strictest of confidentiality



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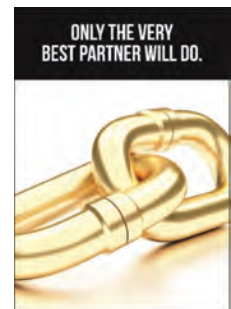
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TAMMARA “TAMMY” HALL



WHAT IS YOUR POSITION WITHIN YOUR COMPANY? I am director of marketing & service division for CFS Roofing Services LLC, Fort Myers, Fla.

WHAT IS THE MOST UNUSUAL ROOFING PROJECT OF WHICH YOU HAVE BEEN A PART? Coating domes on a 20-story commercial building. It involved complicated staging not only for safety but also execution.

WHY DID YOU BECOME INVOLVED IN THE ROOFING INDUSTRY? It was by accident—my friend David Crowther left his family business to start his own roofing company. He needed some marketing assistance. I assumed my involvement would be a short-term project, but here I am 10 years later and still loving the industry.

WHAT WAS YOUR FIRST ROOFING EXPERIENCE? My first roofing experience was in the service department. I was unexpectedly asked to take over because David had fired the manager and administrative person. A new superintendent from the residential division and I were tasked with restructuring the department. I knew nothing about roofing because it was my second day on the job, but I did know customer service and was up for the challenge.

WHAT IS YOUR ROOFING INDUSTRY INVOLVEMENT? I am the volunteer executive director for the Southwest Florida Roofing Contractors Association and serve on the boards of directors for the Florida Roofing & Sheet Metal Contractors Association, National Women in Roofing—Southwest Florida chapter and NRCA. I also serve on FRSA and NRCA committees.



WHAT SONG DO YOU HAVE ON REPEAT? “Days Like This,” by Van Morrison

WHAT WAS YOUR FIRST JOB? My family owned a supper club and resort in northern Wisconsin, so my first job was washing

dishes and cleaning cottages.

BIG CITY OR SMALL TOWN? Small town—I love knowing the people I see in the grocery store, restaurants and walking down the sidewalks.

PEOPLE WOULD BE SURPRISED TO KNOW ...

I was Miss Cape Coral 1980.



MY FAVORITE PART ABOUT WORKING IN THE ROOFING INDUSTRY IS ... Engagement, whether it's solving customers' issues, working with our team on daily tasks and challenges, or working with incredible roofing professionals to elevate the industry, all exhilarating stuff.

WHAT'S YOUR FAVORITE ROOFING MATERIAL TO WORK WITH? Because I am in service, I find Progressive Materials' flashing grade silicone to be great.

WHEN YOU WERE A CHILD, WHAT DID YOU WANT TO BE WHEN YOU GREW UP? An international journalist

IF YOU COULD HAVE ANY SUPERPOWER, WHAT WOULD IT BE? WHY? Reading minds—it would make conversations much more interesting.

WHAT'S THE MOST EXCITING/ADVENTUROUS THING YOU'VE DONE? I have had the opportunity to do

so many things, but I'll say skiing the Matterhorn in Zermatt, Switzerland.



WHAT DO YOU CONSIDER YOUR MOST REWARDING EXPERIENCE? I was eating in a restaurant when an elderly man in a nearby booth started having trouble breathing. His wife was panicking, and everyone else kind of froze. I was able to calm his wife, get the gentleman out of the booth (he had stopped breathing) and perform CPR to stabilize him until the ambulance came. Seeing the relief and gratitude on his wife's face is one of my best experiences ever.



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