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WHEN IT MATTERS®



Stop, think and ask

When a crisis occurs, taking time to ask questions can help with decision making

by Ambika Puniani Reid



Running a roofing company doesn't come without risks, and if a crisis strikes, there will be many decisions a company owner must make quickly. But according to the *Harvard Business Review* article "When the red phone rings: Three questions to ask in crisis," asking the following three questions at the outset can help you focus your energies in the right direction before things spiral out of control:

1. *What is happening?* Author John Baldoni, a leadership consultant, says a company owner's first step is to learn the facts of the situation. Did someone fall or trip? Does anyone know how or why? Have other workers made the same mistake? "Knowing the answers to these questions will establish a background of facts before you act," Baldoni writes.

2. *What is not happening?* You also have to determine what did not happen. If a worker did fall, what can you rule out? Was he or she using proper fall protection? If yes, did the equipment fail? Was he or she sober? Baldoni writes: "These answers broaden the understanding of the situation and put it into greater context. Specifically, what is happening may be an isolated occurrence or it may be something of huge significance."

3. *What can you do to influence the action or outcome?* Barring a serious worker injury or death, is the crisis something you can hand off to someone else? For example, if equipment was stolen from a job site, can a member of your senior leadership run point? "Being able to [hand off responsibility] demonstrates faith in the subordinate and shows that the situation is not so dire that the top person has to be involved," Baldoni explains.

Crises can strike a roofing business any number of ways, and you should already have a protocol in place for handling them. But before the protocol can begin, you should ask thoughtful questions that will provide you time for reflection and avoid potentially rash decisions.

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





Elite Roofing Supply, Glendale, Ariz., is continuing a partnership with Denver-based rehabilitation facility Stout Street Foundation, an organization that has helped more than 600 people battle addiction during the past five decades.

In 2021, Elite Roofing Supply joined the effort, offering job positions to Stout Street Foundation residents, pictured here, at its Denver location.

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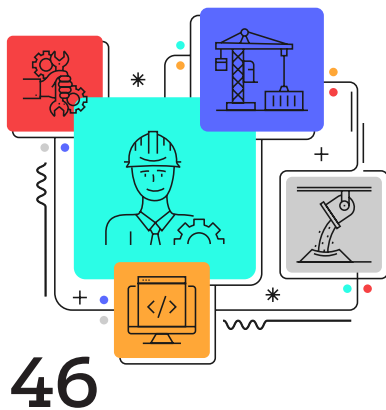
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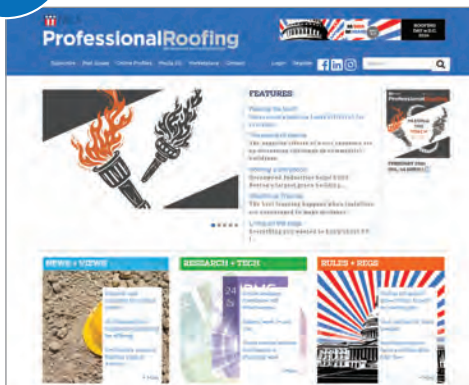
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The 2024 International Roofing Expo® was held in Las Vegas Feb. 6-8. More than 14,000 roofing professionals preregistered for the largest roofing event in North America with 52 countries in attendance. Check out what attendees shared from the Vegas Strip during #IRE2024 on social media!



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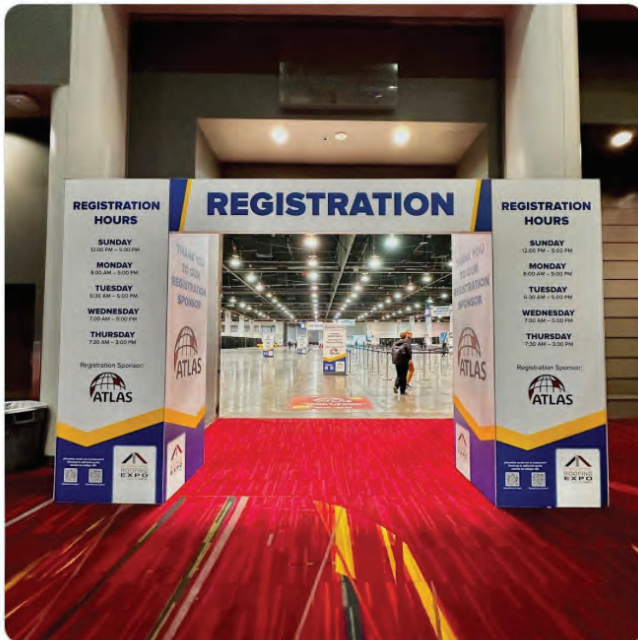
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Wake up, #AsphaltLifers! Today is day one of #IRE2024 and we can't wait to see you all! We're in booth #6340 in the central hall.



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#TeamBeacon has touched down in Vegas for #IRE2024! We're excited to kick off tomorrow and see all the familiar & new faces. Who's ready?!





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Day one of the [International Roofing Expo](#) and the Duro-Last® booth is popping! Be sure to visit us at booth #5507 to meet the team and learn more about our exciting commercial roofing innovations! #IRE2024



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Community Service Day kicks off!

Each year the International Roofing Expo partners with [@rebuildingtogether](#) to make critical home repairs for those in need. Today, on the 15th Annual Community Service Day Project, our event participants helped give back to the local community by making home repairs and renovations for low-income residents.

Special thanks to Sika Sarnafil, our primary sponsor again, and to all our sponsors: GAF, CentiMark, Roofing Supply Pro, Roofing Contractor, Damato Enterprises, ICP Building Solutions Group/APOC, and OMG.

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Roof tile colors are updated

Brava Roof Tile has announced the launch of roof tile color updates available for all Brava Roof Tile products, which were based on historical trends and customer preferences.

Color options now include Arendale, Atlantic, Cottage, Deep Green, European, Graphite, Gray, Light Arendale, Onyx, Pine Green, Tuscan Clay, Victorian, Washington, Welsh and White.

bravarooftile.com

TPO solution is heat-resistant

Siplast has introduced Parasolo TPX,™ a thermoplastic polyolefin solution providing customers with a viable alternative to PVC. Parasolo TPX is said to be compatible with all single-ply systems, including mechanically attached, induction-welded and adhered systems.



The TPO solution is suitable for high-heat environments with its white membrane featuring materials that enhance solar-reflectiveness and provide long-term heat and ultraviolet resistance. It also can support efficient bifacial solar panels and is said to reduce rooftop temperatures and urban heat island effects.

siplast.com

Work boots provide circulation

Georgia Boot has made available the Core 37 collection, designed for all-day comfort, performance and durability.

The collection includes a 6-inch steel toe; lace-up work boot; and an 8-inch, soft toe, lace-up boot.

Each Core 37 boot is fully waterproof and features an abrasion-, chemical-, heat- and slip-resistant Carbo-Tec™ rubber outsole.



The advanced memory polyurethane insole is built with a polyurethane layer and a memory foam top layer for customized cushioning.

The heel cup is said to ensure a secure fit, and airflow channels provide cool circulation.

georgiaboot.com

Back brace has cooling/warming pack

Ergodyne has introduced the ProFlex 1675 Back Support Brace with a cooling and warming pack. Designed to remind workers of proper lifting techniques, the brace is said to enhance the body's intra-abdominal pressure, moving stress away from the spine for back pain relief. It features a 480D spandex body with mesh material for increased airflow and interior rubber track webbing to keep the brace positioned correctly. A hook and loop closure keeps the belt securely fastened and can be worn over or underneath clothing.



The ProFlex 1675 Back Support Brace also includes a reusable cooling and warming pack. The pack can be activated in the refrigerator or freezer for cold therapy to target inflammation, muscle spasms and swelling or warmed in the microwave or boiled on a stovetop for hot therapy to target chronic pain, muscle pain, stiffness and tension.

ergodyne.com

Solar mount is versatile

S-5! has added the Module Level Power Electronics Mount to its balance of systems lineup, designed for installers who desire a flexible mounting device for photovoltaic module frames without having to rely on rail attachment.



The MLPE Mount™ provides a universal method for attaching module level power electronics directly to solar PV module frames. Designed for use with most solar modules, the mount secures optimizers and microinverters along the underside of the module frame for simplified wire management and electrically bonds the equipment together to comply with grounding requirements.

The MLPE Mount can be used with all S-5! solar attachments and in rail-based installations. It can also be paired with the PVKIT® rail-less solar mounting solution for direct attachment to metal roof systems. A tab feature makes the mount less likely to rotate during installation.

s-5.com

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A glass half full

Negative reactions to life are normal,
but rising above them is important

by McKay Daniels

A few weeks ago, I was driving from my house to a meeting. Usually, there is bumper to bumper traffic blocking the street by my house and I have to wait for a Good Samaritan to let me in. On this particular day, there was a perfect gap; I pulled in and didn't have to wait. I made the next two green lights and cruised all the way to my destination.


For a person who is working on his patience (and hates traffic in general), it was beautiful. So beautiful I said aloud to myself: "OK, sometime soon you'll have something bad happen and you need to remember the 'win' that just happened!"

Driving home that evening, I had to stop and wait for three trains to pass one railroad crossing. It was less than beautiful.

But I remembered my good luck earlier in the day, and it softened the blow.

A few days later, I was on a plane. When we landed, the captain said: "If everyone can check your watches, please, you'll see we landed 34 minutes early today. I'd just ask that you remember this sometime when you get in a little late."

I have found myself remembering negative experiences more



than positive ones and thought it was just me being an innate pessimist (or starting my journey to becoming a grumpy old man), but then I learned I was completely normal.

Evidently, we all tend to remember a negative experience more vividly and longer than a positive one. Regardless of severity or source, bad things stick with us more naturally than good things.

Laura Carstensen, a psychology professor at Stanford University, Stanford, Calif., explains this biological phenomenon: “Many psychologists think that this has evolutionary roots; that is: It’s more important for people, for survival,

to notice the lion in the brush than it is to notice the beautiful flower that’s growing on the other side of the way.”

But just because nature seems to have us programmed to remember the bad, it doesn’t mean we have to or should.

Proactive positive thinking is good for your health and your outcomes.

CNN reports: “Optimism doesn’t mean ignoring life’s stressors, experts say. But when negative things happen, optimistic people are less likely to blame themselves and more likely to see the obstacle as temporary or even positive. Optimists also believe they have control over their fate and can create opportunities for good things to happen in the future.”

People with positive outlooks are more healthy and live longer. Just as exercise is

necessary to stay physically strong, actively working on positive attitudes can bring lasting physical and mental outcomes.

Interestingly, people in their 20s and 30s tend to focus even more on the negative than older adults. The theory is young people have to learn a tremendous amount to help them succeed in life. Because the risks of young adults are more complicated and nebulous, they tend to remember many (negative) things that may help them succeed and manage the future better.

This is something to keep in mind when interacting with younger people on your team. They are being exposed to new workplace experiences, and the memories and lessons they will take away can likely and easily skew negative. I am not saying coddle them, but recognize their insecurities and sponge-like mental absorption and ensure you’re filling their days with lessons that can help them succeed.

Regardless of age, here are a few things that can help all:

- Consciously, deliberately note the good that happens. The bad is going to stick around anyway, so put some good in your mind to balance it out.
- If you’re having a bad day or moment, popping off or taking it out on others is going to be acutely felt by those you

just roped into your negativity circle.

One bad comment can ruin a person’s otherwise delightful day because they are highly likely to dwell on that comment rather than all the other positive or neutral experiences they had that day.

- If you get thrown from the metaphorical horse, well, get back on, but learn from it. Learn from the bad that’s filed away in your mind, or, better yet, learn from someone else’s mistake to avoid making it yourself! After all, wisdom comes from experience; experience comes from making mistakes. It’s better to learn from others’ mistakes than your own!
- The negative-bias phenomenon reinforces the importance of making a good first impression with customers, potential customers and employees. If anyone has a bad first impression of you or your company, the person will remember it far more vividly.
- Remember the sting of a rebuke will be felt far longer than the praise from success.

We all can be mindful that life happens.

What we learn from it or what we let it do to us is up to us. 🌀🌈🌟

MCKAY DANIELS is NRCA’s CEO.
mdaniels@nrca.net

Labor shortages will continue to affect contractors

The Associated General Contractors of America recently surveyed its members regarding their outlook for 2024. Although 77% of respondents said they have a difficult time filling salaried or hourly craftworker positions, 69% said they still plan to increase staffing to meet demand, according to Construction Dive.

In 14 of 17 sectors, respondents anticipated the dollar value of projects they compete for to increase in 2024 compared with 2023. When asked about biggest concerns for 2024, 64% of respondents indicated concern about rising interest rates or financing costs; 62% said economic slowdown or recession; 58% said rising direct labor costs; 56% said insufficient supply of workers or subcontractors; 56% said worker quality; and 54% said material costs.

To recruit and retain more workers, nearly two-thirds of survey respondents increased base pay in 2023 more than they had the previous year, and 25% introduced or increased incentives or bonuses.

Regarding recruitment and retention, Lynn Hansen, CEO of Crowder Constructors, Charlotte, N.C., said in a recent webinar that younger workers value more flexibility and time off, and her company intends to invest more in technology to attract workers.

The survey is available at agc.org.



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Survey shows workers are more satisfied with compensation

In a recent analysis of worker retention, researchers with Eagle Hill Consulting, Arlington, Va., factored in worker opinions regarding levels of compensation, job market prospects, workplace culture and overall confidence in their organizations. Although the firm's retention index dropped from 103.1 points to 94.5 points between quarters one and four of 2023, the rate of satisfaction with compensation increased, according to HR Dive.

Fifty percent of respondents indicated they feel connected to their organizations' cultures; 49% are confident in their companies' futures; 40% feel they have better opportunities outside of their current companies; and 37% believe they have a path to increase their compensation at their organizations.

Researchers suggested economic uncertainty throughout 2023 may have reframed workers' perceptions of pay, resulting in more positive sentiments about compensation. Financial well-being is one of the main projected 2024 workplace trends, along with artificial intelligence and worker mental health.

Eagle Hill Consulting's retention index is available at eaglehillconsulting.com/employee-retention-index.



How to approach rainy day training

Contractors in the roofing industry often wait for rainy days to train as it does not distract from production and helps maintain payroll for employees who otherwise would not get paid for that time.

However, the training time is typically not used well. Following are tips to help contractors get the most out of rainy day training:



- *Have resources ready.* Meet periodically with your safety director, human resources director and/or superintendents. Discuss training that needs to occur in the foreseeable future and maintain training aids and videos about various topics.
- *Prepare supplies ahead of time.* Know where training equipment is stored. For installation training, start amassing a training area in the warehouse or wherever you can. A sawhorse table, training plans, tools and materials left over from jobs can create a compelling hands-on experience, but materials must be ready to go.
- *Spend a few hours each month searching new options.* Trade shows, peers, NRCA and other associations, websites and manufacturers are options for discovering new training resources.
- *Tap someone who is at the office and ready to help.* Rain days can be half days if rain comes unexpectedly or earlier than expected. Assign someone in the office, such as an administrative employee or warehouse manager, who will be on call to help you set up quickly in case a training session is needed.
- *Talk to informal field leaders.* Informal leaders are those on crews who sway others' opinions. Talk to these individuals ahead of time and let them know training plans. Encourage or incentivize them to motivate others when training opportunities come. Help informal field leaders realize and encourage others to realize this is not just a way to kill time and stay on the clock; it is an opportunity to sharpen skills or learn new skills.

Rainy day training is not the best way to approach an overall training strategy, but it can be productive time when you are prepared.

Visit nrca.net/workforce-development/training for information about NRCA's training opportunities.

Roof underlayment course aimed at architects

NRCA member Westlake Royal Roofing Solutions, Laguna Niguel, Calif., has launched a continuing education course for architects regarding roof underlayments.

The course, "The Importance of Roof Underlayment for Energy Efficiency and Fire Resistance," explores the roof underlayment as an integral part of the total roof system design and educates architects about the performance, benefits, fire resistance and weather resilience of various underlayment types.

The course will focus on four key learning objectives: the holistic approach to roof system design and the critical role of underlayment; roof material covering types to ensure the appropriate specification of a compatible underlayment that optimizes performance; the various categories and performance attributes of each underlayment; and the advantages of premium underlayment products, including the important components needed to install a high-performance roof system.

The course can be accessed at Hanley Wood University, Washington, D.C., and through The American Institute of Architects, Washington, D.C.

To read about NRCA's courses and other educational opportunities, see "Recruit and retain," page 38.



New roofing research

A recent technical roofing symposium showcases recent research

by Mark S. Graham

On Dec. 3, 2023, ASTM International's Committee D08 on Roofing and Waterproofing held a technical symposium addressing roofing research and standards development. The symposium was the tenth in a series dating to the mid-1980s and provided insight into current research being conducted in the North American and European roofing industries.

The symposium consisted of presentations of 11 peer-reviewed research papers by 22 researchers. An overview of several of the presentations follows.

Some highlights

In "Advancing the Thermal Design of Commercial Roofs: Impact of Mean Operating Temperature, Thermal Bypass and Thermal Bridging," researchers from the National Research Council Canada, Ottawa, Ontario, presented results from Phase II of NRCC's Energy Rating of Commercial Roofs research.

Phase I results were presented at ASTM Committee D08 on Roofing and Waterproofing's previous symposium held in December 2019. NRCA is a contributing supporter of NRCC's ERCR research.



In ERCR Phase II, analysis highlighted the differences between using conventional design R-values for thermal roof insulation versus temperature-derived R-values. In the two examples presented, the latter method showed estimated losses from design R-values up to about 16%.

The Phase II research also analyzed the roles insulation board joints play in thermal losses in configurations of two-layer insulation above roof decks. The average losses in effective R-value ranged from 2% to 7% for 1/4-of-an-inch-wide gaps and 4% to 9% for 1/2-of-an-inch-wide gaps in insula-

tion layer thickness ranging from 2 inches to 9 1/2 inches. The researchers indicated insulation board gaps can result from several factors, including manufacturing tolerances and board squareness, application variables and in-service board shrinkage.

Also analyzed was the role through-fasteners have on roof assembly thermal bridging. The study investigated three common fastener densities (four, six and 10 fasteners per 4- by 4-foot boards) and three R-value thicknesses (R-26, R-31 and R-36). The results show thermal losses ranging from about 5% up to 15% depending on the specific fastener density and insulation R-value.

The research also analyzed the thermal bridging of several types of penetrating rooftop-mounted photovoltaic mounts and

found thermal losses up to 50% depending on the specific mount type and penetration frequency.

The research concluded some roof assembly types will experience several thermal losses and the overall effect on the roof assembly's thermal performance can be significant.

In "Compressive Deformation of Hot-applied Rubberized Asphalt Waterproofing," researchers from Simpson, Gumpertz & Heger Inc., Waltham, Mass., analyzed in-service performance and laboratory testing of concentrated load compression in hot-applied rubberized asphalt waterproofing used in plaza decks, terraces and vegetative roofs. Examples of concentrated load compression include masonry veneer and precast concrete bearing points, wheel loads and undersized paver pedestals.

The research showed in-service examples of load compressions where hot-applied rubberized asphalt had compressed to negligible thicknesses, raising concerns whether the hot-applied rubberized asphalt would remain watertight.

Although no recognized test method exists for assessing hot-applied rubberized asphalt's compressive resistance, the researchers developed an in-house laboratory assessment method that showed good correlation with various field conditions and the hot-applied rubberized asphalt types they observed.

The research also offered possible solutions to mitigate hot-applied rubberized asphalt's compressive deformation. These include reducing or eliminating concentrated loads, increasing the areas of load-bearing surfaces,

SYMPOSIUM RESEARCH PAPER TITLES

Evaluation of Moisture Accumulation in Composite Roof Decks in High Humidity Environments such as Natatoriums in Cold Climates Using Hygrothermal Modeling

Condensation in Cool Roofs—Code Changes, Field Observations and Hygrothermal Modeling

Advancing the Thermal Design of Commercial Roofs: Impact of Mean Operating Temperature, Thermal Bypass and Thermal Bridging

The Difficulties in Transitioning Control Layers from the Roof to Wall

The Need for Dedicated Air Barriers within Low-slope Roofing Assemblies

Compressive Deformation of Hot-applied Rubberized Asphalt Waterproofing

A Case Study of the Assessment of a Tensile Membrane Roof

Lessons from Roof Refurbishment Projects in the UL and Ireland

New Research on Hail Damage to 55% Al-Zn Alloy-coated Steel Roofing

Final Report: Does Underlayment Matter?

Performance of Aged Asphalt Shingles and Development of Climate-dependent Durability Index

and supporting specific concentrated loads on elevated supports and possibly using a harder waterproofing material, such as PMMA (polymethyl methacrylate) to flash these elevated supports.

In "Performance of Aged Asphalt Shingles and Development of Climate-dependent Durability Index," other researchers from NRCC discussed development of a climate-dependent durability index for assessing asphalt shingle roof systems.

The initial assessment is based on tear strength, fastener pull-through and tensile strength test methods specified as a part of physical requirements for products complying with CSA 123.5, "Asphalt Shingles Made from Glass Felt and Surfaced with Mineral Granules," and ASTM D3462, "Standard


Specification for Asphalt Shingles Made from Glass Felt and Surface with Mineral Granules.” However, though the test methods only provide for testing asphalt shingle products “as manufactured,” the researchers tested asphalt shingle products as purchased, after laboratory conditioning and after field-aging.

After aging, most of the evaluated properties no longer met the minimum requirements specified in CSA 123.5 and ASTM D3462. Some field-aged specimens showed a reduction in tear strength more than 50%.

Based on this limited data, a framework for a climate-dependent durability index is being developed and additional testing will be carried out.

Published proceedings

ASTM International has published the symposium’s proceedings as Selected Technical Papers 1650, “Roofing Research and Standards Development: 10th Volume.”

If you are interested in additional information about the research highlighted here or other research papers presented, I encourage you to purchase the symposium proceedings at astm.org. 

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

EagleView expands analytics offerings

EagleView Technologies, Bellevue, Wash., has announced it now will provide imagery and enhanced property analytics for the top 50 U.S. metropolitan areas one or more times per year in addition to its current, customer-driven aerial capture.

“Our goal is to make it as easy as possible for customers to get the information they need, and when they need it, to make the decisions that matter most,” says Piers Dormeyer, Eagleview’s CEO. “We want to make sure our customers have the best and most current aerial imagery on the market.”

EagleView’s aerial imagery includes ultrahigh resolution up to 3/4 of an inch and derivative analytics solutions.



To view examples of EagleView’s aerial imagery, go to professionalroofing.net



New Illinois energy code takes effect

Illinois, via the Illinois Capital Development Board, has adopted a new statewide energy code based on the International Code Council’s *International Energy Conservation Code, 2021 Edition*, with Illinois-specific amendments.

In accordance with the Energy Efficient Building Act, the Capital Development Board is required to review and adopt the most current version of the IECC within one year of its publication date, according to Smart Energy Design Assistance Center. The code then takes effect in Illinois within six months following its adoption by the Capital Development Board. The board, in conjunction with the Illinois Environmental Protection Agency and the Illinois Energy Conservation Advisory Council, initiates the cycle for the IECC to be updated every three years.

More information about the Illinois amendments is available at cdb.illinois.gov.

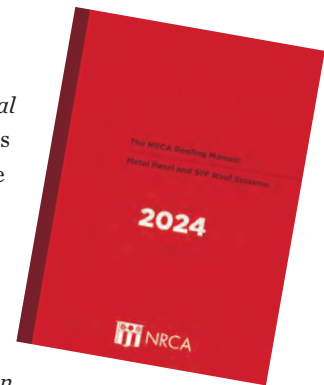
NRCA releases 2024 manual volume

NRCA has released *The NRCA Roofing Manual: Metal Panel and SPF Roof Systems—2024*. This volume provides comprehensive information about the design, materials and installation techniques applicable to metal panel and spray polyurethane foam roof systems used in low- and steep-slope roof system applications.

The new manual volume includes a Metal Panel Roof Systems section containing guidelines applicable to metal and metal panel roof systems, substrates, architectural metal panel systems and structural metal panel roof systems, as well as 120 construction details. The SPF Roof Systems section includes information about materials, design considerations, application and design guidelines, as well as 72 construction details—including SPF details for reroofing and roof systems with fleece-backed membranes.

The NRCA Roofing Manual: Metal Panel and SPF Roof Systems—2024 is one of four volumes that comprise The NRCA Roofing Manual. The four-volume series also includes *The NRCA Roofing Manual: Membrane Roof Systems—2023*; *The NRCA Roofing Manual: Architectural Metal Flashing and Condensation and Air Leakage Control—2022*; and *The NRCA Roofing Manual: Steep-slope Roof Systems—2021*. The four volumes can be purchased as a set.

The 2024 volume of the manual is available for \$195 for members and \$395 for nonmembers; an electronic PDF version, which is free to members, also is available from shop.nrca.net.



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Worker classifications reclassified

A final rule modifies determination of independent contractor status

by Duane L. Musser

In January, the Department of Labor published a final rule, the Employee or Independent Contractor Classification Under the Fair Labor Standards Act. The rule, originally proposed in October 2022, modifies the rules governing the determination of independent contractor status under federal law.

Independent contractors

The independent contractor or subcontractor model of employment has been widely used within the roofing industry for decades. Independent contractors serve a vital function in roofing and other segments of the construction industry by providing specialized skills in a flexible manner. Employers use this option to provide high-quality products and services to consumers at the lowest possible price. This enables companies to efficiently meet short-term needs and adjust to fluctuating changes in the marketplace. In addition, the independent contractor model provides advantages to entrepreneurial workers such as increased flexibility, autonomy and opportunity to maximize earnings for their work.

Under the Fair Labor Standards Act, which was enacted by Congress



more than 80 years ago, employers are required to provide certain benefits such as wages and overtime compensation to employees but are not required to do so for individuals who serve as independent contractors. To determine whether an individual is an employee or independent contractor, an employer must analyze the relationship with the individual based on regulations issued by the department in accordance with the underlying statute, as well as state laws. The federal rules have changed several times in recent years.

Final rule

DOL's new final rule substantially modifies the rules governing the determination of independent contractor status. This rule rescinds the standard issued in January 2021, which focused on five factors (occasionally termed the "economic realities test") for determining the designation of an independent contractor.

The 2021 regulation placed the greatest emphasis on two primary factors: employers' level of control of the work being performed and the opportunity for independent contractors' profit or loss in the arrangement.

Additionally, the 2021 regulation allowed for three secondary factors to be considered: the amount of specialized skill required to complete the work, the degree of permanence in the relationship between the employer and worker, and whether the work being performed involves an integrated unit of production.

The final 2024 rule implements a broader "totality of circumstances" analysis that contains the following six equally weighted factors to determine independent contractor status:

- The opportunity for profit or loss depending on managerial skill
- Investments by the worker and the employer
- The degree of permanence of the work relationship
- The nature and degree of employer control
- The extent to which the work performed is an integral part of the employer's business
- The worker's use of skill and initiative

Also, the rule provides that "other factors" unique to a given situation could be relevant to the final determination of independent contractor status on a case-by-case basis. The final rule is similar to the federal rules in place from 2015 to January 2021 before adoption of the 2021 rule.

DOL indicates this new standard is "more consistent with the FLSA as interpreted by the courts" and it "will reduce the risk that employees are misclassified as independent contractors." Department officials indicate this new definition is designed to combat the deliberate misclassification of employees as independent contractors by employers, and it will not result in widespread reclassification of workers who are properly classified as independent contractors.

NRCA's standpoint

NRCA submitted comments about the original proposed rule released in October 2022 and noted maintaining the independent contractor option is important because it enables employers to have flexibility to meet market conditions. Additionally, NRCA recognizes the need to guard against deliberate misclassification of workers to protect employers and employees who are properly following the law.

Roofing contractors who use independent contractors or may be considering using the option in the future are urged to carefully review the final rule.

Given the complex analysis of factors that determine independent contractor status, companies should consider consulting legal counsel to ensure all operations comply with the new standard before it takes effect. Employers should expect significant enforcement efforts by DOL once the new rules are in place. In addition, some states have additional rules that may apply with respect to state laws governing different types of employment arrangements.

More information about the final rule, including frequently asked questions and a Small Entity Compliance Guide, is available at dol.gov.

NRCA will continue working in support of fair, consistent independent contractor rules as the new standard is implemented. 🇺🇸🌟

DUANE L. MUSSER is NRCA's vice president of government relations in Washington, D.C.

Federal court holds roofing contractor in contempt

A federal court has issued an order holding Christopher Arps, operating as Capital City Roofing and Construction, Lincoln, Neb., in contempt of court and imposing a daily \$100 fine if he fails to comply with a subpoena providing the Occupational Safety and Health Administration with documents necessary for an investigation of an employee's fall off a residential roof in February 2023. The company is not an NRCA member.

OSHA opened an inspection at the worksite after learning of the incident and determined the employee was working without fall protection when he suffered cardiac arrest, fell and sustained serious injuries.

Arps continued to defy OSHA's requests, failed to respond to a subpoena and did not appear at an Order to Show Cause hearing. The court then entered an order in May 2023 requiring Arps to produce documents. When he did not, the Department of Labor's Office of the Solicitor filed a motion to hold him in contempt for failing to comply with the court's orders.

To view OSHA's Fall Prevention Campaign and learn how to prevent falls, visit professionalroofing.net.



Roofing contractor cited \$159,117 for fall-hazard exposure

In June 2023, an Occupational Safety and Health Administration investigator witnessed workers for All Phase Roofing Inc., Lake Park, Fla., installing roof membranes on garage roofs attached to two residential structures in Boca Raton, Fla., without using fall protection. The company is not an NRCA member.

OSHA cited All Phase Roofing with three repeat violations for not using fall protection, failing to have a competent person provide a job-site inspection to ensure employees use proper safety equipment before work begins, and allowing employees to perform roofing work before training them to recognize hazards and the proper use of fall-protection equipment.

All Phase Roofing also was cited with three serious violations for allowing workers to use an interior staircase not equipped with a stair rail at the open edge; allowing workers to use the fly section of an extension ladder to access a roof; and not having a competent person train workers regarding the proper use, setup and hazards associated with ladders. OSHA proposed \$159,117 in penalties for the company.

NRCA's classes, webinars and products offer information to ensure you keep your employees safe on job sites. Visit NRCA's bookstore at shop.nrca.net for more information.



Size	Length	Qty	Price - Free Shipping
#12	1-5/8"	1000	\$48.41
#12	2"	1000	\$56.23
#12	2-1/4"	1000	\$62.39
#12	2-7/8"	1000	\$76.78
#12	3"	1000	\$79.58
#12	3-1/4"	1000	\$88.85
#12	3-3/4"	1000	\$101.06
#12	4"	1000	\$103.86
#12	4-1/2"	1000	\$119.34
#12	5"	1000	\$124.12
#12	6"	1000	\$153.37
#12	7"	1000	\$228.21
#12	8"	1000	\$260.98

#15	1-1/4"	1000	\$56.66
#15	2"	1000	\$71.51
#15	3"	1000	\$102.22
#15	4"	1000	\$148.73
#15	5"	500	\$92.37
#15	6"	500	\$117.00
#15	7"	500	\$135.70
#15	8"	500	\$153.41
#15	9"	500	\$186.49
#15	10"	500	\$224.10
#15	11"	500	\$277.69
#15	12"	500	\$303.34
#15	14"	500	\$377.90
#15	16"	250	\$193.72
#15	18"	250	\$263.34
#15	20"	250	\$314.93
#15	22"	125	\$196.10
#15	24"	125	\$235.03

Insulation Plate	3" BE	1000	\$99.99
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Non-Barbed Seam Plate	2"	1000	\$84.99



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Amended OSHA record-keeping requirements take effect

The Occupational Safety and Health Administration has implemented new reporting requirements that increase the number of employers required to submit their OSHA Form 300 logs and Form 301 incident reports to OSHA. Employers with 100 or more employees in certain high-hazard industries, including roofing, must submit this information annually.

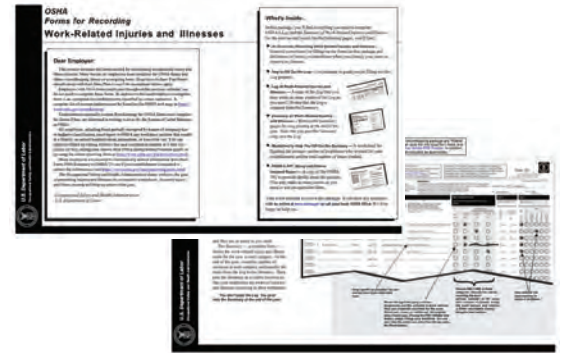
Existing reporting requirements for employers with 20 to 249 employees in certain high-hazard industries and employers with 250 or more employees in industries that must routinely keep OSHA injury and illness records are not affected.

Additionally, organizations with more than 10 employees and not listed as a partially exempt industry are required to record and report serious occupational injuries and illnesses. Employers that are required to complete OSHA Form 300A—Summary of Work-Related Injuries and Illnesses also are required to post their 300A Form through April 30 in conspicuous places where notices to employees are customarily posted.

OSHA will publish some of the data collected on its website, [osha.gov](https://www.osha.gov), to allow employers, employees, potential employees, employee representatives, current and potential customers, researchers and the public to use information about a company's workplace safety and health record to make informed decisions. Additionally, researchers

will be better able to identify patterns of injuries, illnesses and hazardous conditions in workplaces. OSHA says providing public access to the data will reduce occupational injuries and illnesses.

More information about the final rule is available at [osha.gov/recordkeeping/final-rule](https://www.osha.gov/recordkeeping/final-rule).



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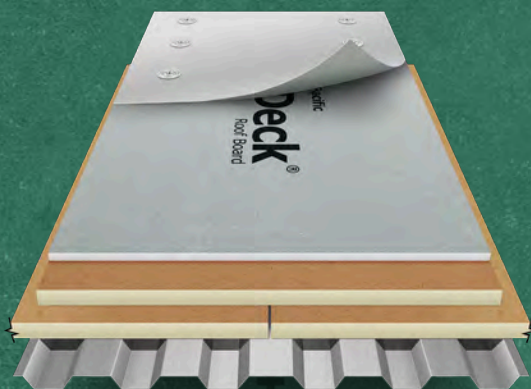
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THE THREAT OF COMMERCIAL ROOF DAMAGE COMES IN SIZE

11



 Georgia-Pacific

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Foot traffic and maintenance work on a rooftop without cover board protection can bring you one step closer to a callback. Install DensDeck® Roof Boards and walk away with confidence.

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

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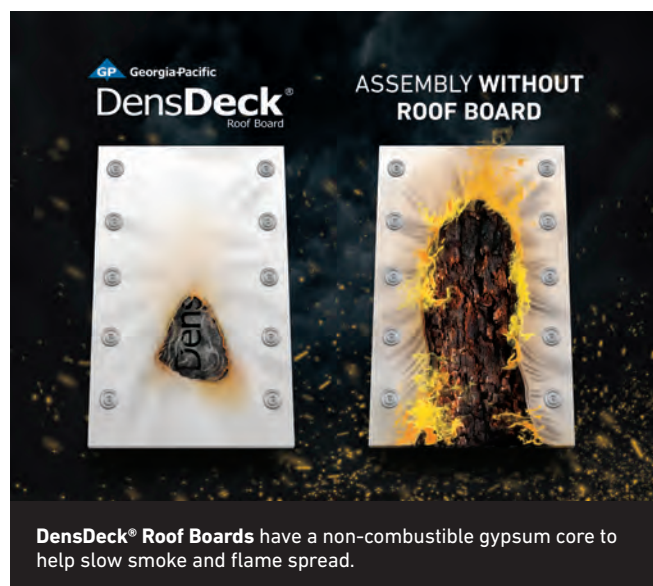
AVOID DOUBLING BACK.

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.

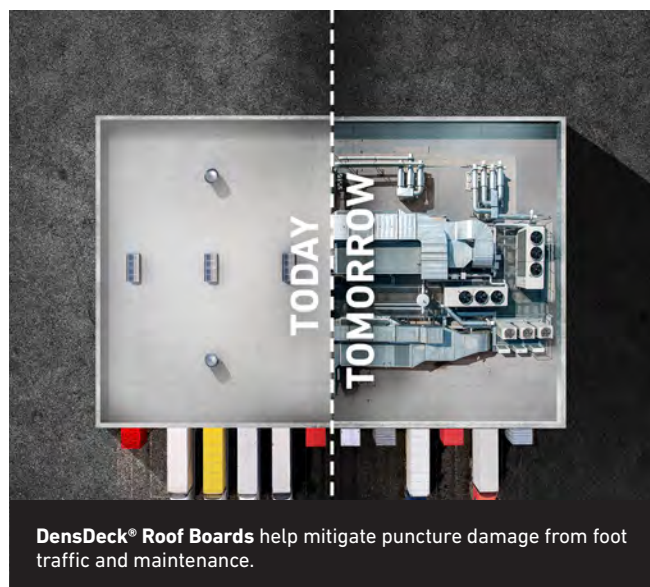
This premium cover board helps commercial rooftops hold strong under severe weather conditions. DensDeck StormX Prime Roof Board has increased density and reinforced glass mat to better protect from wind uplift, severe hail and other kinds of impact, like flying debris. It boasts enhanced moisture resistance 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.

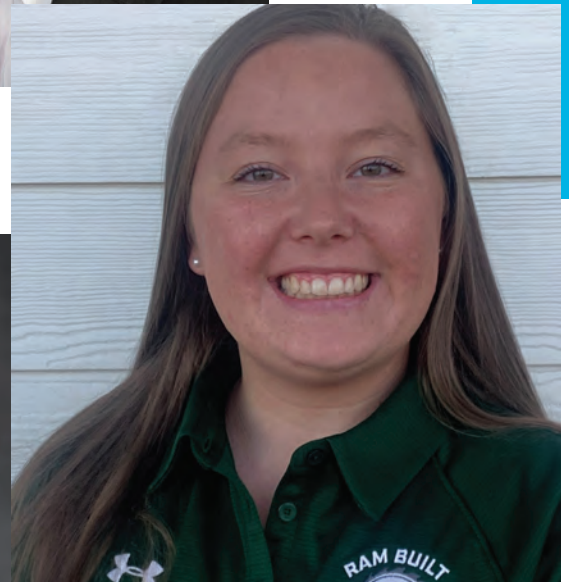


DensDeck® Roof Boards help mitigate puncture damage from foot traffic and maintenance.

LOOK, MA, I MADE IT!

Participants in The Roofing Alliance student competition share their success stories

by Ambika Puniani Reid



This year marks the 10th anniversary of The Roofing Alliance's Construction Management Student

Competition. Each year, The Roofing Alliance selects a roofing project in the city where the International Roofing Expo® is held. Teams enrolled in construction management courses from various universities research the chosen project; submit a qualified bid package proposal; and complete an oral presentation to illustrate their roofing, project management, estimating and safety knowledge. Proposals are reviewed and scored by a panel of industry judges.

The top teams are invited to attend the IRE to present their proposals to a panel of judges. Winning teams receive scholarships for their schools, as well as industry recognition. *Professional Roofing* caught up with some former participants to see how the event helped shape their professional lives.



Kyle Cahill
Assistant project manager
King of Texas Roofing Company LP
Grand Prairie, Texas



My alma mater is Texas A&M University, College Station, and my team took first place in the 2022 student competition.

The competition taught me to think critically when it comes to estimating and preparing for any roofing project. Our project during the competition was a reroof which, coincidentally, was the same type of project I worked on once I entered the roofing industry. The competition allowed me to consider issues at my current job I wouldn't have thought of had I not been part of the competition.

Allison O'Toole
Assistant project manager
Brasfield & Gorrie, Atlanta



Our team from Clemson University, Clemson, S.C., won the overall 2021 competition, and I was awarded best presenter.

The student competition is as close to real-world experience as it gets. From creating an estimate to developing the safety plan and site logistics to project execution: The building blocks of the competition are used in real life. The student competition experience has served me well as I am managing the roof system on my current project. Because of the

competition, I am more familiar with roofing terms and roof system details and components. My current project is a complex roof with multiple challenges that requires thinking outside the box. Because of the competition, I was able to recall some creative safety measures, and we are using multiple quality control tactics we discussed during the competition. The competition set me up for success, and I am reaping those benefits in Atlanta.

My time in the student competition (I was the 2023 best presenter) while at Colorado State University, Fort Collins, taught me a lot about the construction industry. Although my employer is a commercial construction company, the student competition taught me how to manage a project team, be a leader, adapt to unusual and unexpected challenges, and develop a collaborative approach to my team. I am incredibly grateful to NRCA and value the knowledge I have from the experience. I look forward to seeing future students pursue the competition as well as see their successes in their careers.



Dylan Smithwick
Project engineer
McCarthy Building Companies, Phoenix



I was part of the Colorado State University team in 2021 and 2022, and we took second place in 2021. The student roofing competition was a great introduction into working as a team, plan review and presenting. Being put in a group setting is critical to working in the construction industry, and being able to confidently present your ideas and logic to not only an audience but also your project team is crucial. Communication and presentation skills are my greatest takeaways from the competition.

Mackenzie Voshage
Project engineer
PG Arnold Construction, Boulder, Colo.



Adam Wascher
Future assistant sales/project manager
Western Specialty Contractors
Peoria, Ill.

I will graduate from Bradley University, Peoria, Ill., in May, and I competed in the 2023 student competition where I earned second best presenter. I competed once more this year, and my team took third place.. The student competition is a great way to get your foot in the door of the roofing industry. The competition gave me experience with all things roofing. From materials to management, I was able to see all aspects of the industry. The competition offers practical information I can bring with me to work in estimating, scheduling, safety, project management and much more. 🏆🌟

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



RECRUIT AND RETAIN

NRCA IS CONTINUALLY WORKING ON WORKER OUTREACH INITIATIVES

by Avery Timmons

Worker attraction and retention is a well-known problem in the roofing industry. According to a survey conducted by The Associated General Contractors of America and Autodesk, 86% of construction firms said they had a difficult time filling craft positions, with 61% of those firms indicating they had a difficult time finding roofing workers in 2023. And 68% of respondents said their difficulties stemmed from available job candidates not being qualified to work because of a lack of skills or other reasons.

From targeting young students just entering the workforce to helping qualified workers certify their skills, NRCA works to combat the industry's labor shortages in a variety of ways.

STARTING EARLY

With so many ways to join the workforce—whether through a four-year college, trade school or a different path—it can be stressful for students and young adults to decide the career they want to pursue.

NRCA helps make sure these young people are exposed to roofing as a career option.

SkillsUSA®

One of these efforts is NRCA's involvement with SkillsUSA, a partnership of educators and trade industries aiming to prepare middle school, high school and college students for careers in trade, technical and skilled service occupations.

With more than 330,000 active SkillsUSA students and teachers in the U.S., students compete in a series of regional contests that culminate at a national championship contest.

Founded in the 1960s, SkillsUSA did not include roofing until 2022, when NRCA and its partners worked with the organization to create a robust roofing contest. The new national contest, Commercial Roofing, involves students installing TPO membrane over the same mockup NRCA uses for its PROCertification® exam for thermoplastic roof system installers.

LEARN MORE

NRCA urges you to become involved with its worker outreach efforts by exploring the following options:

EDUCATION

Clemson University courses:
cpe.clemson.edu/browse/clemsoncpe

CTE school search tool:
nrca.net/cteschools

NCCER Roofing curriculum:
nccer.org/craft-catalog/roofing

TRAC packages:
nrca.net/education/trac

COMPETITIONS

SkillsUSA:
nrca.net/workforce-development/skillsusa

The Roofing Alliance's Construction Management Student Competition:
roofingalliance.net/education-research/student-competition

SKILL CERTIFICATION

PROCertification:
nrca.net/procertification

Sherri Miles, vice president of J.D. Miles & Sons Inc., Chesapeake, Va., is commercial roofing state chair for SkillsUSA Virginia and the Virginia state chair for NRCA's national efforts. Miles says once she experienced the scale of the SkillsUSA national competition and the passion of the students, parents and instructors in attendance, it was clear how important it is for roofing to have a presence at the competition alongside the other show-cased trades.

"[Roofing] needs to not be a fallback job choice because nothing else panned out," Miles says. "Roofing needs to be an aspirational career and right in front of prospective future employees. SkillsUSA is a great first step and platform to get in front of kids when they are thinking about their next steps."

Contractors can get involved in SkillsUSA by donating funds or materials for the national championship at skillsusa.org. To learn how to become a SkillsUSA coach, contact John Esbenshade, NRCA's director of workforce development, at jesbenshade@nrca.net.

CTE schools

To further expose students in high school and college to roofing, NRCA partnered with the Association for Career and Technical Education to support increased funding of career and technical education programs.

Students enrolled in CTE schools specialize in a specific trade, such as carpentry, nursing or cosmetology, or explore several simultaneously. NRCA's website, nrca.net, features search engines for individuals to find a nearby roofing contractor or roofing contractors to find a CTE school in their areas.

"CTE schools have served as pipelines for young people interested in careers in the trades for generations," says John Esbenshade, NRCA's director of workforce development. "Other trades have used CTE schools to recruit the next generation of leaders by providing training and long-term career options. Now, the roofing industry is working to do the same."

TRAC

For new and inexperienced hires, NRCA offers Training for Roof Application Careers, an online-based training curriculum. Its contents introduce participants to terminology and conceptual understanding of roof systems.

"During TRAC development, we consider new roofing workers who are frustrated on jobs because they don't know what they are expected to do and don't have enough

understanding to absorb what's happening around them," says Amy Staska, vice president of NRCA University. "The aim of TRAC is what we call 'conversational competence.'"

Tim Stephens, vice president of operations at Architectural Sheet Metal Inc., Orlando, Fla., works with schools in Florida to establish the Florida SkillsUSA competition and take representatives to the national competition. He says he uses TRAC content as a way to prepare students for SkillsUSA, as well as part of his company's onboarding process.

"TRAC does an outstanding job of introducing students to roofing materials, techniques and terminology. It is vital to give [SkillsUSA participants] a well-rounded grasp of everything involved with the competition while also building a great foundation for a future career," Stephens says. "TRAC also offers a simple yet robust training platform that new employees gain great knowledge from. Good training is vital to employee retention."

NRCA offers two courses, TRAC: Thermoplastic and TRAC: Asphalt Shingle, at no cost for any CTE school in the U.S.

ROOFING ALLIANCE

The Roofing Alliance also works hard to attract workers to the industry.

One of these is The Roofing Alliance's Construction Management Student Competition, held each year during the International Roofing Expo,[®] which exposes construction management students to roofing as a career choice and allows participants to demonstrate their roofing knowledge of estimating, project management, safety and other job-related areas through written and oral presentations regarding an annual project. To read about former student competition participants' success stories, see "Look, ma, I made it!" on page 32.

However, to get students involved, educators need an opportunity to learn about roofing, as well. The Roofing Alliance offers its Faculty Retreat on Roofing for full-time faculty members of ACCE-accredited schools of construction management to learn about the roofing industry and roofing-specific issues, best practices and career opportunities. The retreat includes workshops about how to best engage and instruct students. Through the first two retreats held in 2022, 30 faculty members were introduced to the roofing industry, with many going on to integrate materials and classes about roofing into their curricula.

“Hosting the annual Faculty Retreat is paramount in cultivating a collaborative environment,” says Alison LaValley, NRCA’s vice president of strategic partnerships and development and the Roofing Alliance’s executive director. “It allows roofing professionals with a platform to share roofing-specific insights and best practices, implement roofing curriculum and provide career opportunities within the roofing industry to benefit their students.”

Additionally, the Roofing Alliance partnered with Clemson University’s Nieri Department of Construction, Development and Planning, Clemson, S.C., to create the Roofing Professional Management Certificate, a three-course, nine-credit program for construction management schools to expose roofing as a career option to students.

The courses, which are self-paced and available online, include Roofing Fundamentals, Roofing Management, and Roofing Business Principles and Leadership. They are tailored to educate not only college students but also industry professionals, office personnel, estimators, foremen, salespeople and new hires.

The Roofing Alliance and Clemson University teams currently are working to build a fourth course about sustainability and resiliency, which will allow students to take all four courses and one construction management elective at Clemson University to achieve a minor in roofing.

NCCER

Another NRCA partnership is with the National Center for Construction Education & Research. NCCER is a non-profit educational foundation that develops standardized curricula and assessments with portable credentials and certifications for skilled construction professionals.

NCCER and NRCA members and staff, along with roofing subject matter experts, collaborated to create a comprehensive roofing curriculum related to all major roof systems installed in the U.S.

Consisting of two levels and offered as printed books and online modules, the NCCER Roofing curriculum helps roofing professionals prepare for NRCA PROCertification and complies with the Department of Labor’s standards for apprenticeship programs. It addresses foundational skills such as safety, drawings and substrates before covering steep- and low-slope roof systems.

“Fully trained workers are obviously beneficial, but the early exposure to a professional, full-fledged training system is just as powerful,” Staska says.

CERTIFYING SKILLS

NRCA PROCertification is NRCA’s national certification initiative, allowing experienced installers and foremen to become certified in specific roof system applications.

Certifications available include:

- NRCA PROCertified® Architectural Metal Flashings and Accessories Installer
- NRCA PROCertified Asphalt Shingle Systems Installer
- NRCA PROCertified Clay and Concrete Tile Systems Installer
- NRCA PROCertified EPDM Systems Installer
- NRCA PROCertified Metal Panel Roof Systems Installer
- NRCA PROCertified Metal Shingle Systems Installer
- NRCA PROCertified Modified Bitumen Systems Installer
- NRCA PROCertified Roofing Foreman
- NRCA PROCertified Service and Maintenance Technician
- NRCA PROCertified Slate Systems Installer
- NRCA PROCertified Thermoplastic Systems Installer

Ninety-two percent of NRCA PROCertified installers remain with the company they were with at the time they earned their certifications. According to researchers at *Harvard Business Review*, employees who see clear career paths for themselves and feel committed to a company with a positive value system are less likely to leave their current company; workers stagnating in a role for 10 months raises the odds they will leave their company by about one percentage point.

“Contractors find when two or three crew members become PROCertified, the rest of the crew wants to raise their quality and take training seriously so they can get PROCertified as well,” says Jared Ribble, NRCA’s vice president of certifications. “The entire crew gets better.”

A SKILLED WORKFORCE


Whether it is through introducing the next generation to roofing or elevating the skills of those who already have begun their careers, NRCA is always working to bolster the roofing industry from every angle. 🚧🔧🏠

AVERY TIMMONS is *Professional Roofing’s* editorial assistant.





「ROOFING TO **THE** **STARS**



Kalkreuth Roofing reroofs a dome
on Allegheny Observatory

by Chrystine Elle Hanus



Left to right: Aerial view of Allegheny Observatory's dome before renovations; the dome during construction



Beyond its many historical items, Allegheny Observatory houses a collection of more than 110,000 astrometric photographic plates taken with the Thaw Memorial Refractor (an all-sky camera used to monitor the weather at night), a seismograph linked to the national network and a NASA All-Sky Fireball Camera used to track bright meteors.

In 1859, 32 astronomy enthusiasts from Allegheny City, Pa., founded the Allegheny Telescope Association. They purchased a 13-inch refracting telescope and set it up in an observatory building. Eight years later, the telescope and building were donated to Western University of Pennsylvania, which later became the University of Pittsburgh.

At the university, the Allegheny Observatory leadership took a new scientific direction and the building became a major astronomical research institution. In 1912, the observatory was relocated to its current location in Riverview Park, 4 miles north of downtown Pittsburgh, and placed on the National Register of Historic Places.

The observatory houses three domes with telescopes: the Fitz-Clark Refractor donated from the astronomy club, a 16-inch Meade telescope and a 30-inch Thaw Memorial Refractor measuring distances to nearby stars.

In 2021, the painted steel on the dome that houses the Thaw Memorial Refractor was replaced with new alloy-coated copper panels installed by Kalkreuth Roofing and Sheet Metal Inc., Wheeling, W.Va.

REPAIRS

In December 2021, the Kalkreuth Roofing and Sheet Metal team began work on the Allegheny Observatory dome by removing the existing steel dome covering, checking the wood substrate for deficiencies and making repairs.

“The tear-off procedures were labor-intensive, requiring our team to carefully navigate custom fixtures to preserve the integrity of the roof structure,” says John Sberna, project manager for Kalkreuth Roofing and Sheet Metal. “Once the panels were removed, we faced another intricate task: installing the substrate plywood boards. Each board was an individual entity, a unique feature that required painstaking attention to detail.”

After the team installed 8,100 square feet of $\frac{3}{8}$ -inch-thick plywood on the dome, it laid asphalt-saturated felt with Carlisle WIP® 300HT self-adhering rubberized asphalt underlayment followed by rosin-sized slip sheets.

INSTALL

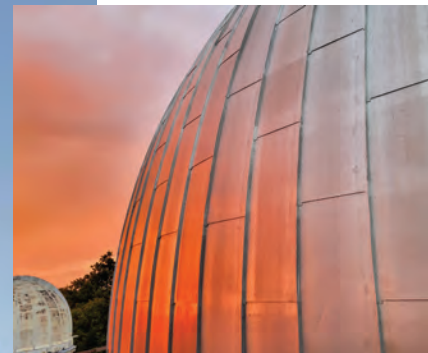
Once the substrate was repaired and prepped, workers fastened 7,000 square feet of 16-ounce, double-locked Revere FreedomGray® T-Z alloy-coated tapered and curved standing-seam copper panels and 1,100 square feet of flat-lock panels, of which 500 were fully soldered.

“From its inception, the project was not a typical roof system renovation,” Sberna says. “Each panel was fastened by a combination of hooks and clips, a testament to the bespoke nature of the original design.”

Restoring the historical landmark called for a strategic selection of panels.



Left to right: Workers used the dome's apex as a tie-off point; 7,000 square feet of tapered and curved standing-seam panels and 1,100 square feet of flat-lock panels were installed on the dome; a close-up of the dome's new panels



"Although they echoed the rich appearance of copper, the panels sourced from East Coast Metal Systems had the added benefits of being highly durable against harsh weather conditions. Beyond just toughness, the panels are environmentally friendly, representing our company's commitment to green building practices."

Additionally, the team fully soldered 440 lineal feet of 20-ounce Revere FreedomGray T-Z alloy-coated copper to create segmented cornice flashing.

SAFETY

Working on a complex hemispherical shape that can rotate 360 degrees posed unique safety challenges.

"To overcome the safety risks when taking measurements, we used our drone to take reference photos to allow visual inspection, calculate measurements and create a point cloud [a set of data points produced in 3D software]," Sberna says.

While tearing off material from the upper portions of the dome, team members worked from a man-lift, roof jacks and planks and used structural steel brackets at the dome's apex as a tie-off point. For the lower sections below the dome's rotating mechanism, team members used stationary scaffolding.

The Kalkreuth Roofing and Sheet Metal team regularly reviewed and abided by rigorous safety protocols, ensuring the tear-off and installation

procedures were conducted without incident.

"One challenge we faced was the winter weather," Sberna says. "Working within Pennsylvania's southern snow belt region caused snowy and icy conditions, so our crew waited for hazards to clear."

CLEAR SKIES AHEAD

Work on Allegheny Observatory was scheduled to be finished in June 2022, but because of unforeseen deficiencies in the structure, additional work pushed the completion date to November 2022.

"The project stands out not just for its complexity but for the amalgamation of design, functionality and sustainability," Sberna says. "It exemplifies technical proficiency and innovation."

The culmination of Kalkreuth Roofing and Sheet Metal's work is a massive dome of specialized paneling that enhances the building's aesthetic and functional value.

"The most rewarding part of this job was seeing its final appearance and knowing it would last for many years because of the materials' quality," Sberna says. 🌞🌿

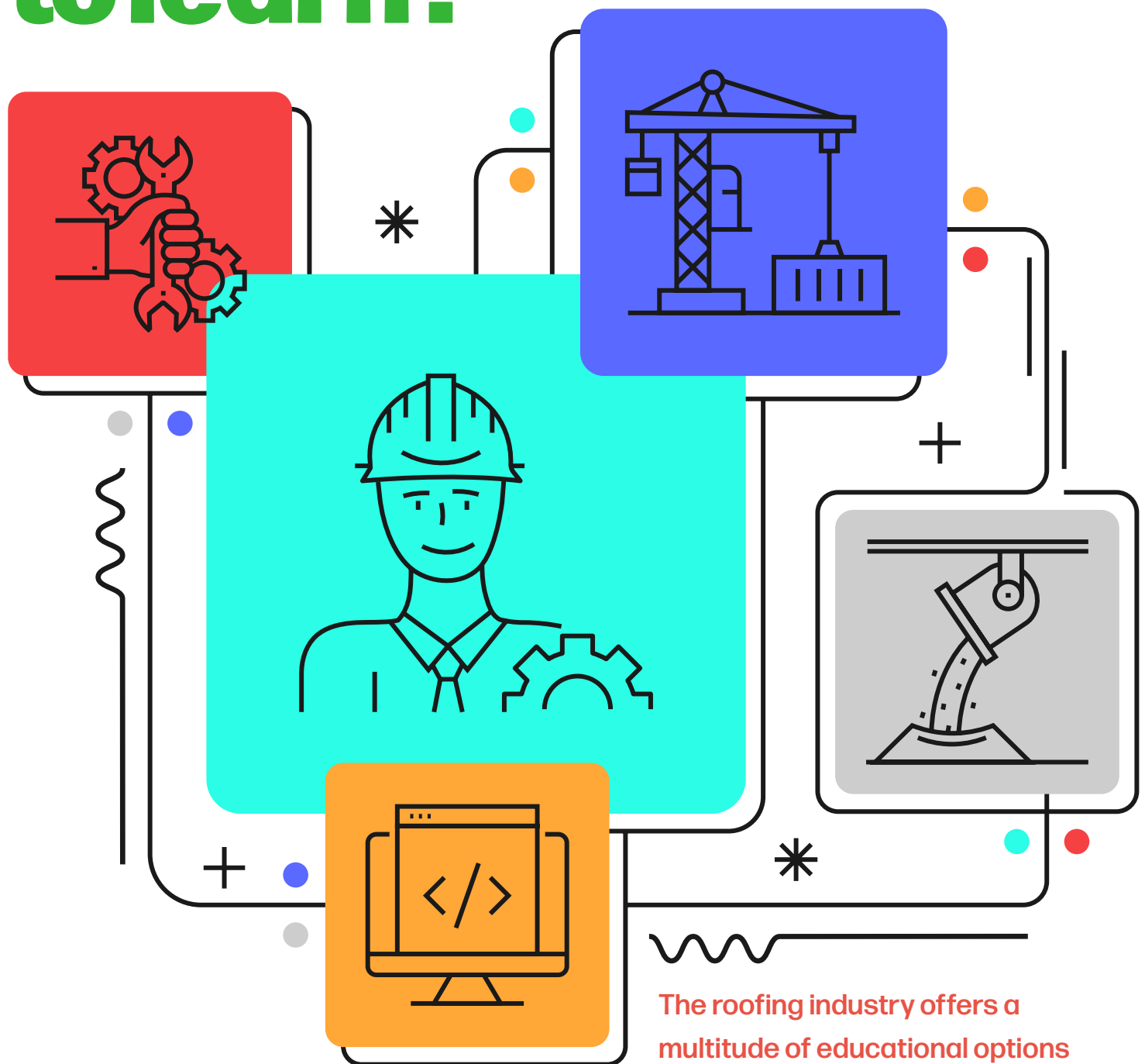
PROJECT NAME: Allegheny Observatory
PROJECT LOCATION: Pittsburgh
PROJECT DURATION: December 2021-
November 2022
ROOFING CONTRACTOR: Kalkreuth Roofing and Sheet Metal Inc., Wheeling, W.Va.
ROOF SYSTEM TYPE: Alloy-coated copper panels
ROOFING MANUFACTURERS: Carlisle® WIP Products, Carlisle, Pa.; East Coast Metal Systems, Triadelphia, W.Va.; Revere Copper Products Inc., Rome, N.Y.



To view a documentary about the project, "Undaunted: The Forgotten Giants of the Allegheny Observatory," go to professionalroofing.net.

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

What do you want to learn?



The roofing industry offers a multitude of educational options

by Amy Staska

The Good, the Bad and the Ugly": Does this 1967 spaghetti Western movie conjure a haunting whistle in your ears? If no, I suggest finding a clip of it now. Most people are familiar with the melodic whistle even if they haven't seen the film.

Similar to the mysterious loner played by Clint Eastwood in the film, the roofing industry moved quietly through the American landscape, doing the best it could, navigating challenges in a vast wilderness. Years ago, training in the roofing industry was sporadic and uncoordinated among organizations.

But then the unqualified workforce shortage arrived, and the industry realized it needed to coordinate educational and training programs to equip itself with qualified workers. Now, NRCA maintains a list of 62 U.S. affiliate organizations and 40 One Voice members—manufacturers, distributors and allied professionals—that provide a high level of educational

service to the roofing industry in four broad categories: business practices and culture; workforce development; specific industry populations; and individuals.

Business practices and culture

Business practices and culture include a wide variety of topics. Most associations offer conferences and webinars aimed at enhancing their members' business practices.

"As the educational arm of the Florida Roofing and Sheet Metal Contractors Association, the Educational and Research Foundation seeks to provide meaningful content to the industry," says John Hellein, educational foundation director at FRSA. "The foundation develops courses about business practices, codes, legal and human relations, workers' compensation,

safety and general roofing topics. Many of these courses receive accreditation through the state of Florida and, in addition to industry knowledge, provide contractors with continuing education credits required to maintain their professional licenses."

Programs such as NRCA's Future Executives Institute place a premium on current and future leaders developing solid business practices. The three-year program focuses extensively on strategic planning as well as many other topics and is taught by industry and academic leaders. FEI aims to professionalize the industry by educating company leaders in all aspects of business building and helping them to connect with other leaders in the industry.

NRCA Legal, formerly known as the National Roofing Legal Resource Center, provides legal education for roofing contractors. And annual events such as the International Roofing Expo® help roofing professionals refine their skills and approaches to business.

More recently, vendors and consultants have entered the education space.

"We host virtual presentations such as the state of the union with attorney Trent Cotney from Cotney Consulting," says Amanda Fields, executive director of Roofing Contractors Association of Washington. "We also are hosting a few classes about marketing and contractors' rights, and we have some classes with manufacturers. We have an extensive YouTube library for roofing contractors to watch and learn."

The need for business education and training has become more palpable in recent days with the increased use of subcontractors. Organizations such as RoofersCoffeeShop® are providing easily accessible resources.





“RoofersCoffeeShop was created to bring the industry together online,” says Heidi Ellsworth, partner with RoofersCoffeeShop. “Started in 2002, it is still the place where roofing professionals come together but with a stronger sense of ongoing training, thought leadership and continuing education.”

Manufacturers also have started going beyond their usual product and installation training by offering business development courses. Beacon Building Products, Herndon, Va., and GAF, Parsippany, N.J., have partnered to offer training for in-home selling, and CertainTeed LLC, Malvern, Pa., launched a series of business-building workshops within its contractors’ myEDGE™ program.

Safety is one business area that has seen dramatically ratcheted attention recently in terms of policies and procedures and developing company culture.

“The roofing industry has come a long way during my 42 years of working in the industry,” says Jim Brauner, owner of Brauner Safety Services, Saint Cloud, Fla. “During my travels, I am starting to see more and more team members wanting [safety] training. They want to keep themselves and the crew they are working with safe. They also want to stand out and be recognized.”

In 2023, NRCA debuted its Fall-protection Trainer Course for Roofing to keep pace with companies whose safety cultures are demanding ongoing in-house training designed to protect their people via improved training.

There also has been an increased focus on the mental health and well-being of people working within companies. This can be as broad as enhancing leadership skills and focusing on psychological safety to as specific as normalizing training to help employees recognize signs of depression, anxiety and suicidal thinking amongst their peers.

Kara McCaffrey is chief wellness officer at Houck Services Inc., Harrisburg, Pa., and spearheads many initiatives that focus on employee wellness. She helps educate employees about the aspects of well-being in a fast-paced, physically demanding environment.

Additionally, NRCA works with the Construction Industry Alliance for Suicide Prevention to provide resources to the industry.

A separate but related initiative within the business practices and culture category has been a focus on diversity, equity and inclusion. The National Women in Roofing’s REAL Roofing program provides an overview of the key DEI concepts essential in the management of personal, interpersonal, institutional and structural change.

Workforce development

Workforce development has two sectors: one focused on those already in the industry and the other targeted at those not yet in the industry.

In the industry

Workforce development within companies means focusing on current employees. Getting them in the door, hired and functioning in their roles is only the beginning. Keeping people and developing them into career employees takes significant effort, and systemic training is an essential element.

Beacon Building Products’ Ambition 2025 initiative was developed to invest heavily in new talent and retain new employees by effectively integrating them into the business. Other organizations, such as unions, focus on internal workforce development primarily through apprenticeship programs and manufacturer training.

“Our aim is to provide quality education and training for those entering or who have entered the roofing and waterproofing industry,” says Racheal Geyer, training manager for Pierce County Roofers, Tacoma, Wash.

A few years ago, NRCA partnered with the National Center for Construction Education and Research to develop a roofing curriculum suitable for use in apprenticeships, and it currently is being used in many Associated Builders and Contractors locations, as well as other organizations with structured apprenticeship programs.

Manufacturers also are expanding their reach in creative ways. For example, CertainTeed offers exterior products training. According to Senior Manager Joe Thompson, the company’s program provides credentials to individuals rather than companies and offers customized training via their fleet of mobile training vehicles.

As in-house installation training is improving across the industry, NRCA seeks to better equip contractors through its Training for Roof Application Careers programs—online roof system-based programs aimed at conversational competency for new and existing installers.

Not yet in the industry

Every sector of the roofing industry is concerned with creating a potential population from which to recruit. This requires engagement with high schools, career and technical education schools, corrections facilities, non-





profit organizations and others to recruit new workers. This issue is not new, but in recent years, efforts have increased to provide coordinated industry programs to reach these populations.

GAF, in collaboration with roofing contractors and other organizations such as corrections facilities, conducts multiday hands-on workshops around the U.S. and connects graduates with GAF contractor customers. During 2023, more than 700 new employees were placed through the program.

Through a unique collaboration among Cleveland-based Sherwin-Williams; National Women in Roofing; ATAS International Inc., Allentown, Pa.; and Roofers CoffeeShop, a metal roofing course has been developed for entry-level workers.

During the past few years, NRCA has aggressively spearheaded a collective industry initiative to add and secure roofing, which previously was not included, as a part of SkillsUSA's TeamWorks competition. In addition, commercial roofing has been added as a standalone event. SkillsUSA champions skilled trades by encouraging CTE students across the U.S. to be trained and compete in school-based and regional competitions in their trade of choice, ultimately culminating in an annual national competition.

Specific populations

"Lane focus" relates to organizations working in the industry that have a specific purpose, or lane. These include National Women in Roofing, Cleveland-based Level Up Consultants, the Tile Roofing Industry Alliance and manufacturer-specific associations, among others. These organizations offer training about varied topics, but their mission is filtered through a specific lens.

National Women in Roofing considers what women in the roofing industry need within their career paths. Level Up Consultants provides resources to companies such as training tools to focus on the mental health of employees. And the Tile Roofing Industry Alliance offers manual certification as a means of assuring industry professionals know where to locate installation documents and encourages tile installation companies to use NRCA's installation training programs and PROCertification® for credentialing.

Other organizations such as the EPDM Roofing Association focus on "proactive and intentional education efforts aimed at those who do not know much about EPDM, and proactive education aimed at policymakers

regarding the benefits of holistic roof system design," according to Executive Director Ellen Thorpe.

Latinos en Roofing is a relatively new organization that serves the nation's Spanish-speaking contractors with business strategies and skills. NRCA recently entered a formal partnership with the organization, which currently has focused its efforts in Texas, to help expand its reach.

Individuals

The best leaders have figured out strengthening their companies means strengthening their employees not just as a group but also by focusing on individual needs.

Career paths; training focused on individuals' skill gaps; and ongoing, intentional conversations with individuals are becoming more common.

Discussions about mental health may not have a place in a roofing company. However, Mandy McIntyre, owner and president of Level Up Consultants, explains "this is about empowering people to be their best selves and to thrive personally and professionally. If we want people to perform well, they have to feel well, and that goes beyond their physical health." She believes the well-being of individuals is integral to the success and sustainability of the roofing industry.

NRCA University believes leadership is key to a well-functioning workplace and a driver to increased productivity. Foreman leadership training and FEI rest upon the foundational concept that helping individuals to focus on and improve themselves is the lynchpin to becoming more effective in their roles.

The good, the better and the best

This article is far from an exhaustive list of all the good work being done in the roofing industry. There are many other great training stories being told across the U.S.; this is but a broad look at the efforts from various sectors.

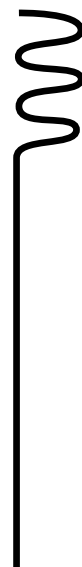
When looking for great training, roofing contractors no longer need to hear the haunting whistle of "The Good, the Bad and the Ugly" and squint across a vast horizon. There now are many educational resources to choose from in a variety of topics and categories to suit the needs of any company or employee. 🌟🌟🌟

AMY STASKA is vice president of NRCA University.



If you or others at your company would like to enhance training skills to keep pace with employees' needs and expectations, consider participating in one of NRCA's Qualified Trainer two-day, virtual programs.

To learn more about NRCA's educational and training offerings, go to nrca.net/education.





A LOOSENING

OF LAWS

RECENT CHANGES TO CHILD LABOR LAWS COULD AFFECT CONSTRUCTION PROJECTS

by Trent Cotney

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

In 1938, the Fair Labor Standards Act was signed into law. In addition to addressing minimum wage, workday limits and overtime pay, the legislation puts limitations on child labor. It restricts the number of hours children under the age of 18 can work, and it regulates the kinds of employment allowed for children under the age of 14. The intent is to prevent young people from being subjected to potentially dangerous conditions in factories, mines and other environments while ensuring they stay in school.

Recently, some states have begun revising their laws to allow more leeway in child labor. It will be interesting to see how these laws will affect young people and the businesses that employ them.

The details

In June 2023, Iowa was among the first states to adopt new legislation. Its law, which

went into effect July 1, 2023, increases the hours children younger than 18 can work and allows them to work in roles that previously had been considered too dangerous, such as in warehouses, on roofing projects and in factories. The law also limits business liability if minors are injured in the workplace. Additionally, 16-year-olds now are allowed to serve alcohol provided two adults are on-site.

In Arkansas, businesses had been required to obtain work permits for children under the age of 16, but the state's Youth Hiring Act of 2023, which was passed in March 2023, repealed that requirement. However, the state also adopted a law that increases child labor law penalties.

Meanwhile, Ohio lawmakers are debating legislation that would allow teens aged 14 and 15 to work as late as 9 p.m. on school nights with their parents' permission. According to federal law, teens should not work past 7 p.m. on weekdays except during summer. In addition, Minnesota is reviewing legislation that would permit teens aged 16 and 17 to work on construction sites.

In contrast, some states are trying to enact stronger laws. For example, in Colorado, lawmakers passed legislation that would enable minors to sue their employers for violating child labor laws.

Federal law

According to the Department of Labor Fact Sheet No. 43, which addresses child labor provisions of the FLSA: “The Department of Labor is committed to helping young workers find those positive and early employment experiences that can be so important to their development, but the work must be safe.” This document outlines the minimum age for employment, acceptable hours and industries deemed too hazardous for minors.

FLSA Section 203 states:

“(1) ‘Oppressive child labor’ means a condition of employment under which

“(1) any employee under the age of sixteen years is employed by an employer (other than a parent or a person standing in place of a parent employing his own child or a child in his custody under the age of sixteen years in an occupation other than manufacturing or mining or an occupation found by the Secretary of Labor to be particularly hazardous for the employment of children between the ages of sixteen and eighteen years or detrimental to their health or well-being) in any occupation, or

“(2) any employee between the ages of sixteen and eighteen years is employed by an employer in any occupation which the Secretary of Labor shall find and by order declare to be particularly hazardous for the employment of children between such ages or detrimental to their health or well-being; but oppressive child labor shall not be deemed to exist by virtue of the employment in any occupation of any person with respect to whom the employer shall have on file an unexpired certificate issued and held pursuant to regulations of the Secretary of Labor certifying that such person is above the oppressive child-labor age. The Secretary of Labor shall provide by regulation or by order that the employment of employees between the ages of fourteen and sixteen years in occupations other than manufacturing and mining shall not be deemed to constitute oppressive child labor if and to the extent that the Secretary of Labor determines that such employment is confined to periods which will not interfere with their schooling and to conditions which will not interfere with their health and well-being.”

The FLSA has been in place for more than 80 years, and just three years after it became law, the U.S. Supreme Court upheld its tenets in the 1941 case *U.S. v. Darby Lumber*. However, DOL has no practical ability to control state laws. The FLSA does not give the agency authority to prohibit state laws or enforce federal laws within the states. Therefore, the federal government has little recourse to prevent more lenient state laws from taking effect.

In February 2023, the White House announced an interagency task force to address child labor violations, which have been on the rise. However, the task force has not provided significant updates about its efforts.

Nevertheless, the Occupational Safety and Health Administration has standards for all workers’ safety, which, of course, apply to young people. Employers still need to ensure safe workplaces no matter how child labor laws are revised.

Why the new laws?

Lawmakers have provided several reasons for the relaxed child labor laws. Some see the laws as a strategy for combatting the nation’s staffing shortages. Unemployment is at a record low, so loosening restrictions for teens to work could help alleviate those shortages. Others, such as Iowa Gov. Kim Reynolds (R), believe the laws will allow young people to get more professional work experience. She praised the law, saying it would “allow young adults to develop their skills in the workforce.”

But not all lawmakers approve of the new laws, and these lawmakers have joined with unions to educate the public about the dangers the legislation could bring. They are concerned teens working at younger ages and for longer hours could hinder their educational pursuits while working in specific industries could be hazardous. They are urging DOL to review the legality of the new standards and working to guide parents to make informed decisions regarding their children’s work options.

Sen. Nate Boulton (D-Iowa) opposed the changes to his state’s child labor laws. He plans to request an updated response from DOL regarding the statute’s legality. He also wants to create a fact sheet for Iowa employers and parents so they can understand the ramifications of teenage work.

“In an ideal world, the first step would be the educational piece, and then come back in the next session and ensure there is consistency between federal and state law,” Boulton explained.

Implications for roofing

The roofing industry has struggled with labor shortages for years, and limits on immigration make that situation worse. These revised laws could enable more teens to work in the industry, which might address the staffing problem to some degree. Some contractors see these new laws as a victory.

However, all employers must use caution when employing young people. It will be essential for employers to know the child labor laws in their states and ensure they are following the age and hour restrictions. OSHA will continue to enforce safety regulations for all workers, so training minors for the tasks they will be performing is critical.

What's ahead

As certain states push to relax child labor laws and others consider more protective measures, some lawmakers are

taking steps to revise federal regulations. For example, Rep. Dusty Johnson (R-S.D.) wants to change the federal law to allow teens who are 14 or 15 years old to work 24 hours per week during the school year and as late as 9 p.m. on school nights. In addition, some lawmakers in Congress are reviewing the possibility of allowing 16 and 17 year olds to work in the logging industry with parental approval.

However, Congress also is considering increasing the fines for child labor violations. The current maximum penalty is \$15,138 per child. If the legislation is approved, it could increase that dollar amount nearly 10 times.

Throughout the U.S., companies, unions, agencies and lawmakers have varying opinions about how child labor should be regulated. It seems likely this debate will continue at both the state and federal levels. 🌀🌐

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



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MANUFACTURER NEWS

Bitec partners with Viking Products Group

Bitec Inc., Morrilton, Ark., has merged with Viking Products Group, Cleveland. The partnership aims to give roofing contractors and distributor customers access to an extensive suite of roofing-related materials that deliver benefits, such as incorporating recycled materials and design features that facilitate a quality installation, while expanding Bitec's reach throughout the U.S. and Canada.

"Aside from the obvious advantage of becoming more efficient at serving our customers, this merger will expand Bitec's sales reach and give our customers access to some leading-edge products, including GreenSlope single-component polyurethane primer/adhesive for water ponding repair, sustainable Leadax® Armored Flashing and StrongHold single-ply membranes, which are available in both KEE and PVC formulations," says Joel Shealey, president of Bitec.

WeatherLok Metal Roofing expands services

WeatherLok Metal Roofing, Gilford, Mont., is expanding its sales and delivery services to encompass the U.S. and Canada. The company offers a stone-coated steel roof system from a 26-gauge Galvalume® substrate, a variety of accessories and a streamlined installation process.

"With the rebranding and expansion of WeatherLok, we eagerly anticipate forging new partnerships and contributing to the growth of the roofing industry," says Peter Northcott, president of WeatherLok Metal Roofing.

GAF launches GAF ScopeConnect™



GAF, Parsippany, N.J., has launched GAF ScopeConnect, a turn-key service offering a complete insurance scope of work in an industry standard format in less than 24 hours. The service eliminates the need for the software, training and labor hours required to develop insurance scopes of work.

With consideration of building codes, GAF ScopeConnect provides a full estimate written by Symblity-trained and Xactimate-certified estimators and offers the ability for contractors to upload their company information and logo for personalized estimates.

More information is available at gaf.com/scopeconnect.

CertainTeed announces partnership

CertainTeed, Malvern, Pa., has entered a strategic partnership with residential and commercial solar roofing pioneer SunStyle, Skokie, Ill. Through this partnership, CertainTeed will deliver an array of solar solutions to its customer base.

"SunStyle's portfolio perfectly complements our existing Solstice line, which was designed to offer consumers a stylish, durable and energy-efficient solution," says Phoebe Kwan, general manager of solar solutions at Saint-Gobain, CertainTeed's parent company. "The company has a fantastic track record across Europe, offering beautiful solar roofs that fit well with CertainTeed's goal of providing dependable solar products."

Owens Corning color expert honored

Owens Corning, Toledo, Ohio, has announced Sue Burkett, the company's strategic marketing leader and senior color expert, has been honored in the Content Marketer category of PR Daily's 2023 Top Women in Marketing Awards.

Burkett imagined and led the development of Owens Corning's Shingle Color of the Year initiative in 2017. She has since led the launch of seven shingle colors of the year and a portfolio of style resources to help inspire homeowners' exterior design decisions. Additionally, Burkett pioneered efforts to engage women's feedback and respond with roofing products that blend performance with style.

"All of us at Owens Corning are grateful for the feedback and insights that women share with us as we develop roofing products that fuse functionality with performance," Burkett says.

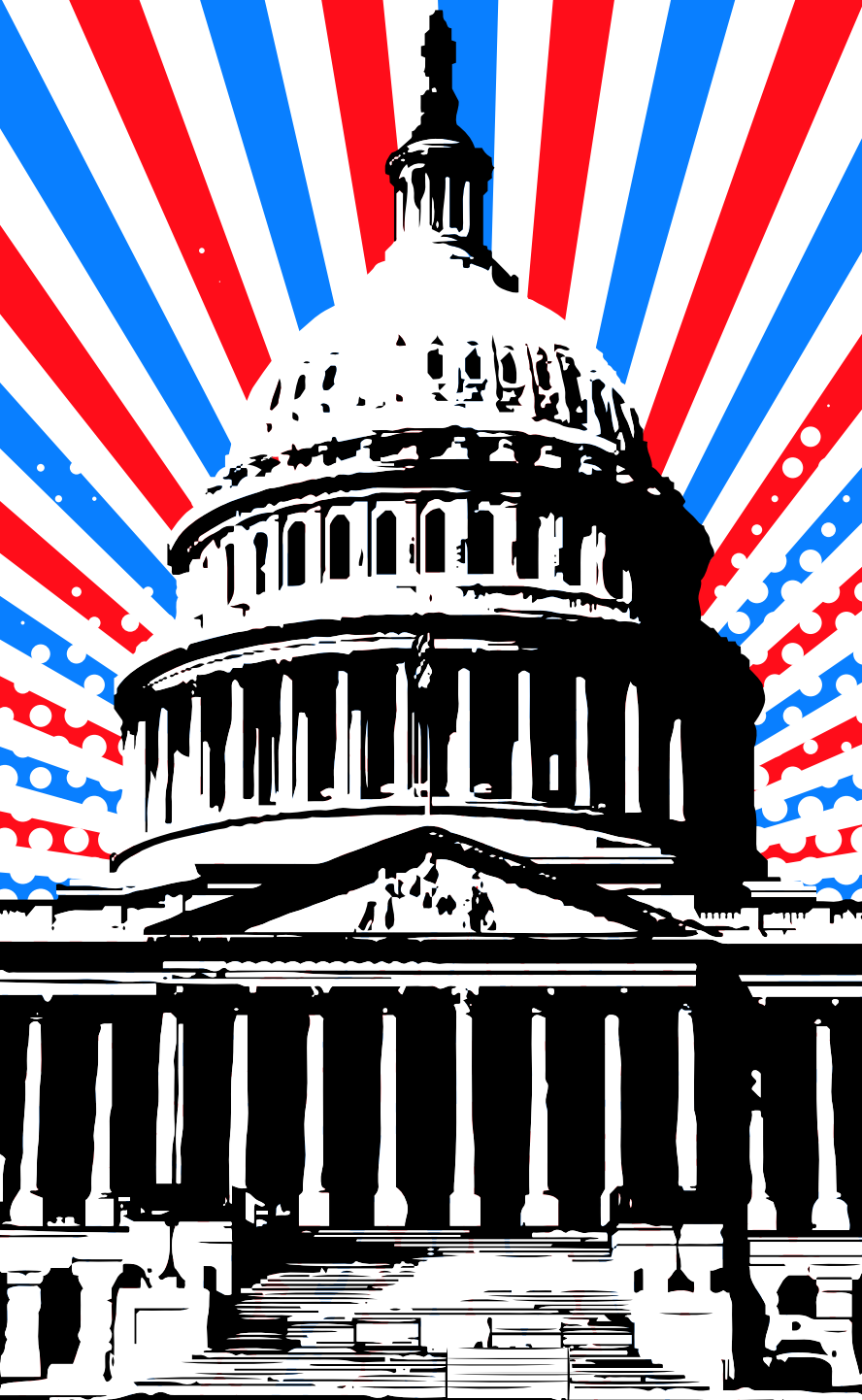


Burkett



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2024

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APRIL 16-17

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16-17 De Abril

CONTRACTOR NEWS

Harness Roofing and GAF repair roof

Harness Roofing and Waterproofing Inc., Harrison, Ark., has partnered with GAF, Parsippany, N.J., to repair the roof of Ozark Share & Care, Harrison, with a new roof coating. Ozark Share & Care is a community-sponsored, nonprofit emergency services program that provides food to those in need.

With roofing materials donated by GAF, the Harness Roofing and Waterproofing crew coated the existing roof system.

“We’re very proud to partner with a manufacturer that believes in giving back,” says Justin Harness, president of Harness Roofing and Waterproofing. “We are thankful we have the opportunity to donate this new roof to Ozark Share & Care, which gives to our community every day.”



DISTRIBUTOR NEWS

Beacon announces common stock shares offering

Beacon, Herndon, Va., has announced the commencement of an underwritten secondary public offering of 5,218,134 shares of the company’s common stock by CD&R Boulder Holdings LP, an entity affiliated with Clayton, Dubilier & Rice LLC, New York. Following the completion of the offering, the selling stockholder will not hold any shares of Beacon common stock. Copies of the preliminary prospectus supplement, the accompanying prospectus relating to the offering and final prospectus supplement may be obtained by contacting RBC Capital Markets LLC, New York, at (877) 822-4089 or equity prospectus@rbccm.com.



Additionally, Beacon has opened several new locations to serve residential roofing, commercial roofing and waterproofing contractors. The new branches are located in Austell, Ga.; Bastrop, Texas; Conroe, Texas; Des Moines, Iowa; Marquette Heights, Ill.; and North Charleston, S.C.

ABC Supply opens new location

ABC Supply, Beloit, Wis., has opened a new location in Griffin, Ga. The branch is the company’s 18th location in Georgia; ABC Supply operates more than 600 locations in the U.S.



UP THE LADDER

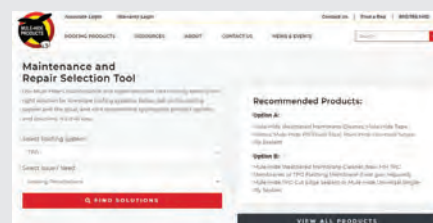
IB Roof Systems has named **Tony Leonard** vice president of business development.

Gulfeagle Supply has named **Mike Bily** branch training specialist; **Miriam Mata** national operations and training manager; **Dean Torres** regional manager of the Oklahoma/Texas market; and promoted **Dan Pettis** to regional manager of the Midwest District.

THE INDUSTRY ONLINE

Mule-Hide Products Co. Inc. has released a digital **maintenance and repair selection tool** to identify the correct maintenance and repair products for low-slope roof systems.

Available in the Resources section of mulehide.com, the tool updates and replaces the hand-held slide chart the company previously offered. Users select the type of roof system (built-up roofing, EPDM, metal, modified bitumen, PVC or TPO) and the issue or need to be addressed, such as ponding water, open seams, fastener backout, membrane patch or loose wall flashings. The tool recommends appropriate product options and solutions.



EVENTS

MARCH

3-6

SprayFoam 2024 Convention & Expo

Spray Polyurethane Foam Alliance
Las Vegas

Contact: Kelly Marcavage, SPFA's deputy director
(800) 523-6154 or kmarcavage@sprayfoam.org
sprayfoam.org

8-11

2024 IIBEC International Convention & Trade Show

International Institute of Building Enclosure Consultants
Phoenix
Contact: IIBEC
(800) 828-1902 or meetings@iibec.org
iibecconvention.org

12-14

NERCA's 96th Annual Convention & Trade Show

North East Roofing Contractors Association
Everett, Mass.
Contact: Dan Licitra
(203) 530-9198 or dlicitra@nerca.org
nerca.org

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NRCA Foreman Leadership Training, Level 1

NRCA
Henrico, Va.
Contact: Janice Davis, director of NRCA University
jdavis@nrca.net
nrca.net

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Virtual CERTA Train-the-trainer

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

26-27

LEGALCon Virtual

NRCA
Online
Contact: Janice Davis, director of NRCA University
jdavis@nrca.net
nrca.net/legal/legalcon

APRIL

3-4

Fall-protection Trainer Course for Roofing

NRCA
Elgin, Ill.
Contact: Rich Trewyn, NRCA's director of enterprise risk management
(847) 493-7575 or rtrewyn@nrca.net
nrca.net

16-17

Roofing Day in D.C. 2024

NRCA
Washington, D.C.
Contact: NRCA's Washington, D.C., office
(800) 338-5765
nrca.net/advocacy/roofingday

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CERTA Train-the-trainer

NRCA
Elgin, Ill.
Contact: NRCA's Customer Service Department
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CERTA Train-the-trainer

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NRCA NEW MEMBERS

ARCHITECTS/ENGINEERS/ CONSULTANTS

AGH, Gig Harbor, Wash.
Engineering Systems Inc., Aurora, Ill.
Faris Engineering & Consulting PLLC, Lakewood, Colo.
Matthei & Colin Associates LLC, Chicago
Michael Vega Design Studio, New Orleans
Roofing Analysis and Consulting, Branson, Mo.
Rooftop Consulting Group, Abington, Mass.
TEERO, Monticello, Ky.

CONTRACTORS

1Hundredx Roofing, Woodward, Okla.
A&M Contractors LLC, Mukwonago, Wis.
AEX Consultants Inc., Tucson, Ariz.
American Eagle Roofing, Shingle Springs, Calif.
Atlas Roofing N.Y., Bellmore, N.Y.
Bernecker Bros Roofing Inc., Fairfield, Ohio
Big Buckle Roofing, San Tan Valley, Ariz.
Bird Dog Roofing & Construction, Independence, Kan.
Canopy Roofing, Sandy Springs, Ga.
Carrollwood Roofing, Tampa, Fla.
Chamberlin Roofing & Waterproofing, Buda, Texas
DC Roofing and Repair LLC, East Wenatchee, Wash.
Diamond J Construction LLC, Miles City, Mont.
Front Range Roofing Systems LLC, Greeley, Colo.
Gold Star Roofing LLC, Middlefield, Ohio
Great White Construction, Billings, Mont.
Harpel, Denver
Heritage Exteriors, Willmar, Minn.
Intercept Roofing, Franklin, Tenn.
Kingtex General Contractor RR Roofking LLC,
Austin, Texas
LP Roofing LLC, Nokesville, Va.
MONOTECH, Thessaloniki, Greece
New Age Roofs Inc., Chicago
Peake Contracting Inc., Cincinnati

Phoenix Roofing & Coatings LLC, Missoula, Mont.
Pineapple Roofing, Lewisville, Texas
Pineda Home Business Construction, Trenton, N.J.
Prestige Roofing Company, Fort Myers, Fla.
Prime Roofing & Exteriors, Beltsville, Md.
Prime Roofing and Siding, Gambrills, Md.
Pro Roofing NW, Kirkland, Wash.
QCAG LLC, Moline, Ill.
Rainforcing Roofing and Exteriors PLLC, Peoria, Ill.
ReRoofIt, Sandy, Utah
Resurrected Roofing LLC, Commerce, Ga.
Rising Tide Roofing & Construction, Jacksonville, Fla.
Sanchez Single Ply Roofing Corp., Corona, Calif.
Selvaggi Restoration, Austin, Texas
The Roofing Group, Fort Myers, Fla.
Upright Roofing Services, Raleigh, N.C.
Washington Roofing Solutions LLC, Tacoma, Wash.

SERVICE PROVIDERS

Caber Hill Advisors, Chicago
Electronic Data Payment Systems, Johnstown, Ohio
Gali's Roofing and Gutters LLC, Chicago Heights, Ill.



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Seal the Envelope is Polyglass' groundbreaking Building Envelope Solutions portfolio, a comprehensive product line containing roofing and waterproofing solutions that simplify the construction process and provide unmatched protection to buildings from start to finish. By leveraging proven technologies and enhancing them, Polyglass has crafted a suite of solutions designed for unparalleled convenience, durability and efficiency from the ground up. Seal the Envelope offers comprehensive weather-hardened products backed by a single warranty to protect all six sides of the building from unpredictable elements.

For more information, visit info.polyglass.us/seal-the-envelope.

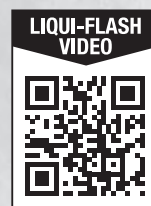


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- 100% solids
- No stirring required
- Shelf life of 2 years



mulehide.com



HENRY STAGGS

WHAT IS YOUR POSITION WITHIN YOUR COMPANY? I am a partner with Factory Direct Roofing, Maricopa, Ariz., and roof consultant for The Arizona Roofer, Phoenix.

WHAT IS THE MOST UNUSUAL ROOFING PROJECT OF WHICH YOU HAVE BEEN A PART? I bought one of the first cell phones on the market so I could talk to a man who was roofing a witch's peak on a giant Victorian-style house with a steep-slope, cut-up roof. The team decided to put one man on the roof and use the cell phone to communicate with him.



Staggs and his wife, Monica

WHY DID YOU BECOME INVOLVED IN THE ROOFING INDUSTRY? I was about 17 years old and homeless when a local general contractor offered me a subcontractor role as a roofing worker. I started out in roofing to make money and eat, but it did not take long for it to get into my blood.

WHAT IS THE MOST HIGH-TECH ITEM IN YOUR HOUSE? My wife's brain

WHAT WAS YOUR FIRST ROOFING EXPERIENCE?

A residential home with four hips and a peak. We tore off the roof, and I realized I had not learned how to shingle. I asked my friend Robert: "Rob, how do we do this?" He looked at me like I was the dumbest person on the planet and told me the instructions were on the package. From that point on, I always read the instructions.

WHAT IS YOUR FAVORITE FOOD?
Chocolate



WHAT IS YOUR ROOFING INDUSTRY INVOLVEMENT?

I have worked as a traveling ambassador and trainer for the industry, going to trade schools and other places. I also taught at a community college. I try to help build a workforce with the efforts of NRCA. As I get older, I am starting to transition into a consulting role, offering expert witness services and due diligence inspections. Most importantly, I am an advocate for safety and fall protection.

WHAT QUALITIES DO YOU MOST ADMIRE IN A PERSON? Honesty, integrity and humility

WHAT'S YOUR FAVORITE ROOFING MATERIAL TO WORK WITH? WHY? I like working with liquid-applied materials, fabrics and foam: They are versatile. Considering how fast the materials are improving, who knows where the technology will take us?

IF YOU COULD TRAVEL ANYWHERE IN THE WORLD,

WHERE WOULD YOU GO? WHY? I would love to see Ireland and Scotland. But I would be OK with traveling the U.S. for a few years.

PEOPLE WOULD BE SURPRISED TO KNOW ...

I am an ethical vegan; I used to be a clinical hospital chaplain; and I have an associate degree in arts and visual communications from Collins College, Phoenix.

WHAT IS YOUR FAVORITE STRESS RELIEVER? Playing guitar, writing songs and painting

WHEN YOU WERE A CHILD, WHAT DID YOU WANT TO BE WHEN YOU GREW UP? I was homeless from 12 years old to about 19 years old. Those days were full of struggle. All I wanted to be when I grew up was safe.

MY FAVORITE PART ABOUT WORKING IN THE ROOFING INDUSTRY IS ... The culture. It let me, a homeless kid, start making money.

IF YOU COULD MEET ANY HISTORICAL FIGURE, WHOM WOULD YOU MEET? WHY?

Randy Rhoads: He would have to give me a guitar lesson. He has played with Quiet Riot and Ozzy Osbourne.



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