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Today, our entire shingle line is polymer modified – opening the benefits of this superior shingle-making technology to all price points.

WHEN IT MATTERS®

Decisions, decisions

Don't allow yourself to be paralyzed when faced with tough choices

by Ambika Puniani Reid



"In a minute there is time for decisions and revisions which a minute will reverse."—T.S. Eliot

One of the most difficult tasks for any leader is decision-making, which can range from the mundane to anxiety-inducing. Most leaders have risen to their positions because of intellectual capabilities, so they are particularly adept at devising clever ways to delay or avoid decisions that cause them anxiety.

This is a problem, says Ron Carucci, co-founder and managing partner at Atlanta-based Navalent, an executive coaching firm. In the *Harvard Business Review* article "Leaders, stop avoiding hard decisions," Carucci says leaders "concoct sophisticated justifications for putting off difficult decisions." He cites three common ways leaders defer decisions that will negatively affect their teams:

1. *Trying to be considerate.* It is normal to want to protect people's feelings, but doing so to avoid making a hard decision will make people distrustful. Carucci provides an example of a CEO who had to make budget cuts but refrained from telling his staff in a timely manner, causing them more work and stress. When they found out he had known about the cuts for months, they became resentful. Carucci explains the leader "missed an opportunity to help his team build resilience in the face of a tough challenge."

2. *Overreliance on data.* Leaders generally don't like to look stupid, and, as a result, many defer difficult decisions while they analyze more and more data. But Carucci says: "Taking action in the face of incomplete data is an executive's job." When a leader is drowning in data without coming to a tangible decision, he or she looks "more incompetent than had [he or she] made the best possible decision with limited data."

3. *Wanting to be fair.* It's been drilled into leaders that playing favorites can result in backlash, so many leaders lean too far in the other direction and "falsely believe acknowledging differences in performance is the same as showing different levels of respect." This then results in the inability to separate stronger performers from average ones and remove poor performers. Although giving the appearance of fairness, this approach is unfair to the best performers whose work accounts for a higher percentage of the company's success. "Sometimes, hard decisions are unfair to some, but people need to know you are equitable in how you make them," Carucci says.

It's not easy being where the proverbial buck stops. But being a leader comes with responsibility to do the difficult things.

Ambika

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

CLOSE-UP



Located on 4 1/2 acres in Black Forest, Colo., S-5!®'s new two-story corporate headquarters building features Drexel Metals pre-painted Galvalume® 24-gauge, low-gloss black PVDF standing-seam roof panels. Installed by NRCA member Weathercraft Co., Colorado Springs, Colo., the roof system is supported by hand-peeled log trusses roll-formed on-site using a New Tech Machinery roof panel machine.

The structure showcases three S-5! snow-rail systems designed for heavy snowfall, including DualGard™ powder-coated in black to match the north roof below the clerestory.

The building's south roof features X-Gard™ 2.0 snow guards to accommodate a 53-kilowatt solar array mounted using S-5!'s PVKIT direct-attach™ solar solution. The photovoltaic system will provide 84 megawatt-hours annually to support 75% of the facility's power.

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





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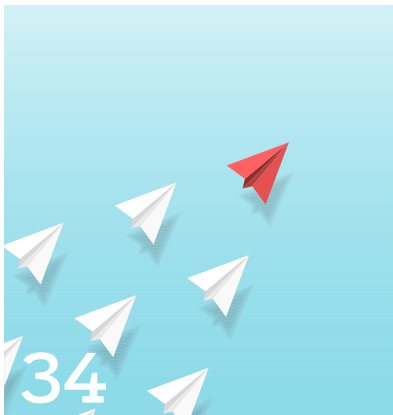
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Kirsch Building Products

METAL OF HONOR AWARDS: 3 ■ WEBSITE: www.sharkskinroof.com ■ PHONE: 877-742-7507

Project:
St. Peters Cathedral, Erie, PA

Scope of works: Slate Re-Roof, Standing Seam Copper Roof, and Gutters Replacement

Contractor: A.W. Farrell & Son, Inc. Erie, Pennsylvania

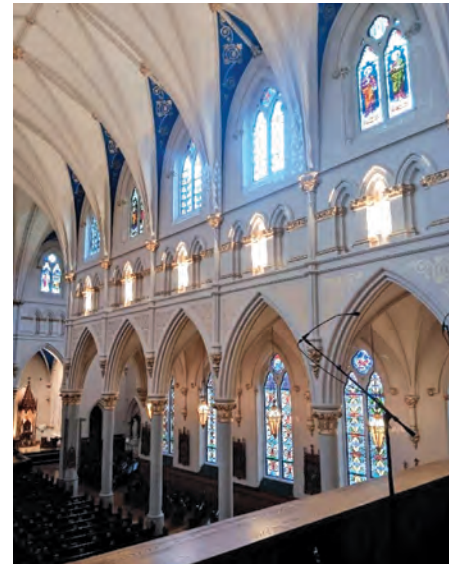
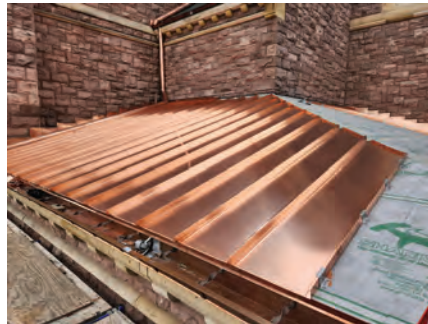
Copper Roof and Gutters: Armor Fab, LLC, Erie, Pennsylvania. 30-SQ of Copper Roofing. 750' feet of gutter

Project Manager: Randy Pace

Assistant Project Manager:
Tony Lazarony

Slate Foremen: Sean Irwin and Gary Fish, and Journeyman Paul Gibbs from Roofer's Local 210. 230-SQ of Slate

Copper Work Foremen: Kody Pace and Chris Hogue from Sheetmetal Local 12



In 1873 ground was broken to begin the building of the St. Peters Cathedral in Erie, Pennsylvania. A slate roof was installed on the steep pitches, along with a standing seam copper roof at lower pitches, and copper gutters set-into the stone perimeter of the roof.

Prior to the re-roof \$2 million in “gold leaf” was applied to the walls and ceilings inside the church. This meant the winter prior to the new roof installation the existing roof had to be protected. The re-roof began in the Spring of 2023, with the 150-year-old slate being removed first, as Sharkskin Ultra SA® was installed to protect the Cathedral.

Sharkskin Ultra SA® was chosen for the re-roof of the St. Peters Cathedral, in Erie, Pennsylvania, for its long term 50-year warranty and High-Temp rating under the new Greenstone Slate roof and Standing Seam Copper Roof. In addition, the Cathedral is approximately a little more than a mile from Lake Erie. Lake Erie is known for its strong “lake breeze” winds. The men from A.W. Farrell & Son, Inc., have experience with Sharkskin Ultra SA® and know once installed properly, it’s not going to blow off.

In addition, the walking surface of the

Sharkskin Ultra SA® provided the men setting the roof scaffolding, and roof jacks with a safe walking surface. The scaffolding set directly on top of the Sharkskin Ultra SA® was leak-free during the roof installation. Sharkskin Ultra SA provided leak-free protection on the entire project from start to finish, as well as providing 12-Month UV Protection.

With the top of the Cathedral steeple at 300’ and the distance to the top of the gutters at 80’-100’, it was important that the project ran smoothly. Every pallet of slate had to be “ring tested,” which means a hammer is used to test the slate, to make sure there are no cracks. The slate will ping in just the right way to confirm, soundness. In addition, slate was pulled from three separate pallets onto one, to maintain even color dispersion across the roof

plane, to eliminate blotches of lighter and darker slates.

The standing seam copper roof panels and copper gutters were fabricated locally by Armor Fab, LLC, owned by Robert Pace. The copper gutters were made in 20’ lengths and craned up to the roof. The on-site crane was invaluable for the installation of both the Copper Sheetmetal work and slate roof installation.

Another beautiful roof installation from the men at A.W. Farrell & Son, Inc.



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COMMERCIAL

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 NRCA

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#HASHTAG

#WOMENINCONSTRUCTION

A 2023 report from the Bureau of Labor Statistics revealed 10.8% of U.S. construction workers are women. The 26th annual Women in Construction Week was held March 3-9 to celebrate the industry's hardworking women and promote the important roles they play. Check out the social media posts celebrating #womeninconstruction!



Monarch Roofing
March 6 at 9:35 AM · 🌐

Celebrating the incredible women in roofing! 🎉
It's National Women in Construction Week and we're proud to shine a spotlight on the amazing contributions of women in our industry. Let's continue breaking barriers and building together!
#WomenInConstruction #NationalWICWeek #RoofingIndustry #DiversityInConstruction #myrtlebeach #southernliving #monarch #murrellsinlet #lowcountry #bluffton #savannah #hiltonhead #beaufort #wilmingtonnc #wilmington #roofingthecarolinas #ncbeaches #vegettodohis #roofinglife #rooferslife #lovewhatyoudo #customerobsessed #roofing #roofer



Chamberlin Roofing & Waterproofing
March 6 at 3:27 PM · 🌐

In honor of Women in Construction Week, our Houston office ladies went on a job walk at The University of Houston Football Stadium, where we are currently performing both roofing and waterproofing scopes.
#WICWeek #CommercialConstruction #CommercialRoofing #CommercialWaterproofing



Duro-Last
March 4 at 11:25 AM · 🌐

After 24 years, Becky Krager is a familiar face around the Duro-Last® office and with longtime contractors. As the Sales Development Coordinator for the North Central and Midwest Regions, Becky works closely with Duro-Last Sales Representatives and Sales Coordinators to support contractor needs and grow the Duro-Last contractor network through marketing opportunities, sales trainings, site visits, contractor office visits and industry events. #womeninconstruction #roofing #construction #NWIR

Becky Krager

Hispanic American Construction Industry Association (HACIA)
March 4 at 3:00 PM · 🌐

Happy Women in Construction Week! We're excited to shine a spotlight on our Mujeres de HACIA during this special occasion.
HACIA introduced Mujeres de HACIA as a platform dedicated to supporting women entrepreneurs and leaders within the construction sector. We aim to offer resources that empower and motivate women in various roles across the industry. Let's celebrate the remarkable achievements of women who are transforming our cityscapes, whether as architects, engineers, builders, or project managers.
#HACIA #WomenInConstructionWeek



WOMEN IN CONSTRUCTION WEEK
March 4th - March 8th

WOMEN IN CONSTRUCTION WEEK
March 4th - March 8th



NIOSH @NIOSH

It's **#WomenInConstruction Week!** Women account for 10% of the **#construction** workforce. It is important employers are providing properly fitting **#PPE** for all employees. Learn more: bit.ly/CPWRWomen **#WICWeek**

PROPER FIT FOR WOMEN IN CONSTRUCTION

In 2019, **10%** of women were **POORLY FITTED** fall protection harnesses are **ineffective** and can cause **fall injuries**.

PERSONAL PROTECTIVE EQUIPMENT (PPE) is available in sizes and designs that fit women.

EMPLOYERS SHOULD provide all workers with **PROPERLY FITTING PPE**.

TAKE ACTION AND PURCHASE PPE THAT FITS APPROPRIATELY

Construction PPE for women: <http://bit.ly/2Q1A7K6> Manufacturers of PPE for women: <http://bit.ly/2TVeWQ2>

PLAN PROVIDE TRAIN

Join the Campaign to Stop Construction Falls! www.stopconstructionfalls.com

#StandDown4Safety

CRCA Canadian Roofing Contractors Association @rcanews

Breaking barriers, building futures. Celebrating the strength, skill, and dedication of **#womeninconstruction** this week and every week. **#WomenInConstructionWeek #WIC2024**

Michigan Dept. of Labor and Economic Opportunity @MichiganLED

March 3-9 is Women In Construction Week! This week we celebrate and encourage more women to get on the pathway to the higher-paying jobs available in the construction sector. View the full proclamation bit.ly/4bZr6Jj **#WICWEEK2024**

WOMEN IN CONSTRUCTION WEEK

MARCH 3-9

#WICWEEK2024

BA Bothwell-Accurate Co. Inc. @BothwellCo

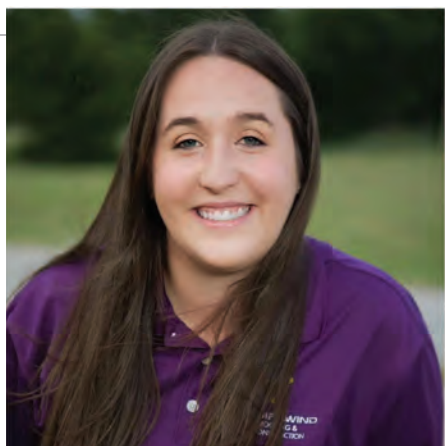
March 3-9 marks **#Women In #Construction week!** Join us in celebrating the work and the success of **#womeninconstruction**.

#womeninconstructionweek #IWD2024 #InspireInclusion

CELEBRATING WOMEN IN CONSTRUCTION

MARCH 3-9, 2024

BA **GLASTECH**



whirwindroofing • Follow Whirwind Roofing and Construction, L

whirwindroofing Women in Construction Week™ celebrates and promotes the role of women in the construction industry. Today, we celebrate the contributions of our co-owner, Brooke Laizure, and amazing organizations such as @nwic_californiaouncil @WANTT and @harnessandheels **#WICWEEK24**

Learn more at <https://wicweek.org/> **#NAWIC #WICWEEK24**

Edited: 1w

4 likes March 4

LEDEGAR ROOFING

WOMEN IN CONSTRUCTION WEEK

MARCH 3-9, 2024

HELP US CELEBRATE!

REGAN KOONCE
CO-OWNER

LEDEGAR ROOFING

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ledegarroofing Empowering Women in Construction: A Vision For A More Inclusive Future

In the realm of construction, a traditionally male-dominated industry, a transformative wave is underway, heralding a new era of inclusivity and diversity. As we step into Women in Construction Week, from March 3-9, 2024, it's time to spotlight the invaluable contributions of women in this field and the profound impact they have on the industry's evolution and sustainability.

Regan Koonce, the co-owner of Ledegar Roofing, stands as a beacon of inspiration and leadership in advocating for women's roles in

19 likes March 4

WOMEN IN CONSTRUCTION WEEK

MILES ROOFING

THE HOUSE SHE BUILT

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milesroofing Women in Construction Week is observed to appreciate the women who have taken the bold step to enter the construction industry, and to encourage more to do the same! This month, we will be spotlighting the 3 talented ladies on our team. Stay tuned!

#milesroofing
#womeninconstructionweek
#womeninconstruction
#womeninroofing **#hampionroads**
#roofing **#construction** **#hrwa**

mollieelkman Awwww!!! Love this! 🥰

40 likes March 4

WOMEN IN CONSTRUCTION WEEK

MARCH 3-9, 2024

CELEBRATING WOMEN IN CONSTRUCTION

EMPOWERING WOMEN, BUILDING THE FUTURE.

MINT ROOFING

mintroofingmn • Follow

mintroofingmn Help us celebrate the 26th Annual Women in Construction Week™ (WIC WEEK™)! This week is set aside each year to celebrate and promote the role of women in the construction industry. Organized by The National Association of Women in Construction, local chapters across the country hold special events, forums, job site tours, and vocational presentations in schools throughout the week. **#womeninconstruction #wicweek #mintroofing**

christymarielewis We have some pretty amazing women at Mint Roofing! We appreciate you!- Kari Dornsbach Haugen, Jenni Leonhart Monogue, Lisa

4 likes March 4

Truck boxes are secure

WEATHER GUARD® has introduced its 2024 Saddle and Lo-Side Boxes. With IKey Ultralock, a locking and latching system with fleet management versatility, users can manage one truck or a fleet of truck boxes by coding each to a single IKey. A highly visible, pop-up red lock allows users to see whether a truck box is locked.

The box's ARMOR Tuf® powder coat is said to allow for long-lasting performance and precision-fit weather stripping provides a tight seal for weather resistance and protection. Additionally, the box has multiple attachment points for wide clearance for straps.

weatherguard.com



Sealant is versatile

Progressive Materials has

made available the Ready Patch, a versatile, fibered sealant designed to stop leaks. The sealant reportedly can be applied underwater; on flat, vertical and wet surfaces; and in temperatures as cold as - 20 F.

The sealant is also flexible and said to be able to patch over holes, cracks or splits and around metal edging, flashings and vents. Additionally, it can be recoated with silicone or acrylic coatings.

pmsilicone.com



Metal coating colorways look natural

Sherwin-Williams Coil Coatings has introduced Emulate, a collection of print metal coatings designed to mimic the designs, patterns and structures of common building materials such as wood, stone and metal.

The offering includes 30 colors across specific collections: The wood collection is inspired by barnboard, burl, oak and walnut; the stone collection is inspired by concrete, marble, terrazzo and travertine; and the metal collection features burnished, hammered, leaf and weathered options.

coil.sherwin.com



Roof tiles are sustainable

Brava Roof Tile has updated its Slate Roof Tile. Made from recycled plastics, the roof tiles are sustainable and feature a redesigned edge for a more natural appearance.

The updated roof tiles also have a Class 4 impact rating for durability and Class A or C fire ratings.

bravarooftile.com



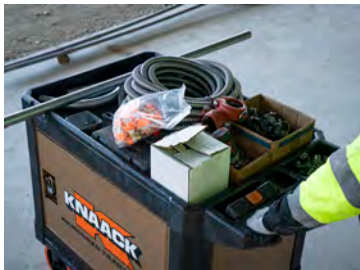
Boots insulate and cool

Durango® has launched its Maverick XP™ collection of work boots featuring InsulKul™ vamp lining for insulation and cooling.

The collection includes the tobacco leaf/black eclipse and briar brown/crimson red boots, which feature an ACS Footbed™ with InsulKul lining and an X-treme A.C.™ 360-degree perforated ventilated shaft and air mesh lining for maximum air flow.

Additionally, the collection includes waterproof styles: burly brown/black, an 11-inch, square-toed boot, and coyote brown, an 11-inch, soft, rounded-toe boot.

durangoboots.com



Utility cart is versatile

KNAACK® has added the KNAACK Armoured Transport utility cart to its Cart Armour™ line. Built for job-site mobility and durability with a payload rating of 750 pounds, the cart features nonmarring, swivel wheels with a safety lock, heavy-duty ball bearings and an industrial-grade mounting plate. An ergonomic handle reportedly alleviates fatigue and reduces back strain.

The cart has 16-gauge steel panels with full-frame lockable steel doors to prevent job-site theft. Additionally, it features integrated tray compartments for storing small parts and hardware and an electrical cord passthrough with rubber grommets for charging power equipment.

knaack.com

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Football is life

Be aware of the types of superstars you hire

by McKay Daniels

During this past Super Bowl, I couldn't help but notice how many commercials featured Tom Brady. Even after being out of football, he is as popular as ever in many circles.

Seeing him and the "DunKings" reminded me of what an amazing path Brady charted considering where he started.

He was drafted 199th overall.

Six quarterbacks were selected ahead of him in the 2000 draft.

At the time, when asked about selecting a quarterback so late in the draft, New England Patriots Coach Bill Belichick said: "Brady's a good, tough, competitive, smart quarterback that is a good value. We'll just put him out there with everybody else and let him compete and see what happens."

Interestingly, 2000 was also Belichick's first year with the Patriots; he started with the team about six weeks before drafting Brady.

"Put him out there and see what happens" was an accurate posture considering the Patriots drafted six other players BEFORE getting around to Brady. So they got lucky ... incredibly, undeniably lucky in their pick of Brady and the outcomes the team enjoyed.

Brady didn't stand out in his college play; he was a backup quarterback his first two years at University of Michigan. The first time



they let him play in a game, Michigan was up 35-3 late in the fourth quarter; they put him in to give him some playing time. Brady threw an interception that was returned for a touchdown. His game eventually improved but didn't stand out to the world. He underperformed in the NFL tryouts, and most scouts described him as "middling" at best heading into draft day.

Isaac Newton's third law states for every action in nature there is an equal and opposite reaction. So to keep balance in the universe, in a world that has a Tom Brady, we also must have a Johnny Manziel

“Isaac Newton's third law states for every action in nature there is an equal and opposite reaction. So to keep balance in the universe, in a world that has a Tom Brady, we also must have a Johnny Manziel.”

And life's full of Manziels. We have all met them, probably hired them, worked with them, likely fired them, and gone up against them as a competitor.

We also have seen some Tom Bradys and hired them reluctantly or without thought or interest, thinking: "Yeah, he's got a pulse. Let's put him out there and see what happens."

The Manziels enter our orbit with such promise. We are so hopeful for their performances and anxious to see what they can do only to be disappointed because of their egos, lack of focus, drama and, ultimately, problematic performances.

Beware the Manziels, but keep an eye out for the Bradys. Who will put their head down and outwork anyone out there despite the lack of praise that preceded them?

Another interesting metaphor in all this is how teams and collaboration can foster greatness.

Take another quarterback, Aaron Rodgers, who is an amazing player. You could argue one of the NFL greats. But he just couldn't do the "team thing." He has been voted the NFL's MVP four times (Tom Brady only has three!),

but he was unable to convert that promise to multiple Super Bowl wins. He may have won personally, but the team didn't.

When my family lived in Washington, D.C., years ago, my boys followed the Washington Nationals with glee and loved Bryce Harper. The team always did pretty well but never as well as expected. Harper left the Nationals to go to the Phillies because of greed and ego, and the very next season the Nationals won the World Series after starting the season with the worst record in baseball.

Teams matter. Star players can help (or hurt), but like Tom Brady's ex-wife Gisele Bündchen famously said: "[He] cannot f***ing throw the ball and catch the ball at the same time." Star players are part of teams, and the star with a lot of personal promise may ultimately be holding the team back from its cumulative potential.

Some of this we can control; some of it is the wild randomness of life and people. But we can remain mindful of whether we ourselves are being a Manziel or a Brady.

And we can watch to see whether there is a Harper or Rodgers who may be amazing but is holding others back in some fashion.

And we can put the team first. 🌐🌟

MCKAY DANIELS is NRCA's CEO.

✉️ MDANIELS@NRCA.NET

because "Johnny football" was the polar opposite of Brady.

Recruited out of high school to Texas A&M, Manziel broke NCAA records. He won the Heisman Trophy, college football's highest honor, as a freshman (!), and that's about where he peaked. He was drafted into the NFL but played only two seasons because of his spotty play and drama off the field.

Tom Brady played 23 seasons; Manziel played two. Brady won seven Super Bowls. Manziel threw seven touchdowns during his entire NFL career. But Manziel's hype and shine were exponentially higher than Brady's when they each began their careers.

There's an old Texas insult of "all hat, no cattle." Manziel looked like a rancher and talked like a rancher, but he didn't have a herd.

Technicians form association for installing satellite internet systems on roofs

Rising demand of Starlink, a satellite internet system by SpaceX, has led to the creation of the Starlink Installers Association, a group consisting of contractors from throughout North America. The association's goal is to become the go-to resource for those in need of professional Starlink dish installations, according to *PCMag*.

StarLink
Installers Association

Arizona satellite dish technician Geo Tech led the creation of the association and said the installers he represents are installing about 4,000 to 5,000 dishes per month in the U.S.

Although SpaceX supplies mounts, adapters and instructions for how to install Starlink on roofs, the company does not offer an official installation service. Additionally, not all customers have the necessary equipment or knowledge to install satellite dishes on their roofs.

The Starlink Installers Association initially started as the Starlink Installers Group on Facebook, allowing consumers in need of custom Starlink installations to connect with professional contractors. The group also has been getting jobs through Starlink Installations USA, a site Geo Tech runs to connect consumers and businesses with installers in their areas.

The Starlink Installers Association will be made up of certified installers from the U.S. and Canada. The current Starlink Installers Group on Facebook has about 7,000 members, but John Whitford, who runs a satellite dish installation service in California, estimates only about 1,000 to 1,500 are experienced installers.

"Part of [the association's] purpose would be to decrease the system returns that Starlink suffers by marketing as a do-it-yourself project," says Gord Fry, owner of Muskoka Starlink, Muskoka, Ontario, Canada. "An association made up of small independent companies and individual technicians is exactly what Starlink needs to do that."

The new association would like to partner with SpaceX regarding the effort but has not received an official response from the company.



To view a global directory of professional Starlink installers, go to professionalroofing.net.

How to combat the construction industry's suicide rate

A recent study from the Centers for Disease Control and Prevention shows nearly 53 per 100,000 construction workers die by suicide every year, which is about four times greater than the national average and five times greater than all other construction fatalities combined.

According to ConstructioNext, construction professional and speaker Dan Lester says the construction industry has the highest rate of alcohol consumption, as well as opioid addictions and overdoses. Construction workers often do not seek mental health treatment because of shame, stigma fear of judgement by peers and negative job consequences.

Lester shares the following strategies to alleviate mental health issues and help prevent suicide among construction workers.

- *Watch and listen.* Look for significant shifts in an employee's behavior if you believe he or she is considering suicide.
- *Allow for failure.* When people are learning, they must learn with failure and not be terrified of failing.
- *Ask questions.* For example, you can learn something by asking employees what they would do to fix a specific problem if they were in leadership.
- *Explain why.* If you reject someone's idea, explain the reason so he or she feels comfortable sharing more ideas.
- *Provide leadership opportunities.* Ask for help from lower-status workers so they are included in decision-making.
- *Get personal.* Learn details and show you care about employees' families and interests.
- *Be kind.* Fear breeds negative energy and causes people to burn out quickly.
- *Forbid personal attacks.* Critiquing someone's work performance should not include personal attacks.
- *Develop "psychological safety" at work.* Talk openly about mental health so workers feel comfortable doing so without fear of retaliation.
- *Thank workers regularly.* Showing appreciation is key to employee morale.
- *Send handwritten notes.* People love a personal touch, so hand notes of appreciation to workers rather than mailing them.
- *Be a visible leader.* Be present on the job site. Learn names, find out how employees feel and let them know they are important.



OSHA to hold annual safety stand-down

The Occupational Safety and Health Administration's 11th annual National Safety Stand-Down will be held May 6-10 to raise awareness among employers and workers about the hazards of falls in the construction industry.

OSHA, the National Institute for Occupational Safety and Health, the National Occupational Research Agenda and CPWR—The Center for Construction Research and Training, among other groups, will lead the effort to encourage employers to pause their workdays for topic discussions, demonstrations and training regarding how to recognize hazards and prevent falls.

OSHA also encourages people to use #StandDown4Safety to promote the event on social media, share feedback after their events and obtain personalized certificates of participation. Additional information is available at osha.gov/stop-falls-stand-down.

NRCA has partnered with OSHA, NIOSH and CPWR as a 2024 Premier Partner and will again hold webinars in support of the National Safety Stand-Down.



Three components are crucial to succession planning

A succession plan should benefit the company leaders who are leaving, as well as the next generation who will continue the company's efforts.



ConstructioNext shares the following three key components a succession plan needs to benefit current and future leaders.

- **Ownership succession.** Most advisory teams focus their attention on ownership, but it is the easier part of succession planning and should be the final part addressed rather than the first.
- **Management succession.** Who will oversee estimating? Who will take the lead on contractors? Who will generate new leads and business? Management succession is vital.
- **Leadership succession.** It is important to identify a single person or small group who will be ready to lead when the time comes, guiding the business strategy and serving the company with its mission and vision at the forefront.

The succession process likely will be ineffective without these components, but time also is important; a successful transition can take 10 years or more, so take time to train and mentor successors and get advice from peers who have been through succession planning.

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Preventing building fires

IFC® provides fire-prevention guidelines for building and structures

by Mark S. Graham

The International Code Council®'s International Fire Code® establishes minimum requirements that provide a reasonable level of life safety and property protection from the hazards of fire, explosions or dangerous conditions in new and existing buildings. It includes several roofing-related provisions.

IFC 2024

IFC first was published in 1997 and was written by a committee consisting of members of the three legacy model code organizations (Building Officials and Code Administrators International, International Conference of Building Officials and Southern Building Code Congress International). The committee's draft generally was consistent with the existing model fire codes at the time (*The BOCA National Fire Prevention Code, Uniform Fire Code and Standard Fire Prevention Code*).

In 2000, IFC's first edition was published using ICC's code development process. New editions have been published every three years since with the most current edition being IFC 2024.

IFC 2024 is divided into seven parts with 50 chapters and 15 appendices (see figure). The appendices are not mandatory unless



IFC 2024's Parts and Chapter Topics	
Part I—Chapters 1 and 2	Administration and definitions
Part II—Chapters 3 and 4	General safety provisions
Part III—Chapters 5 through 12 (Chapters 12 through 19 are reserved for future use)	Building and equipment design features
Part IV—Chapters 20-41 (Chapters 42 through 49, and 52 are reserved for future use)	Special occupancies and operations
Part V—Chapters 50, 51 and 53 through 67 (Chapters 68 through 79 are reserved for future use)	Hazardous materials
Part VI—Chapter 80	Referenced standards
Part VII—Appendices A through O	Adoptable and informational appendices

IFC 2024's arrangement and format

specifically referenced in a jurisdiction's adoption ordinance.

The code is intended to apply to buildings and conditions arising after the adoption of IFC; existing buildings; and conditions that, in the opinion of the

fire code official, constitute a distinct hazard to life or property.

IFC is intended to be used in concert with the *International Building Code*® and *International Residential Code*®. If there is a conflict between the provisions of IFC and IBC or IRC, IFC's Section 102.10-Conflicting Provisions indicates the most restrictive provision shall govern.

Roofing considerations

IFC 2024's roofing-specific provisions are spread throughout the code.

In Chapter 1-Scope and Administration, Section 105.5.25-Hot Work Operations indicates a hot work operational permit is required when applying roof coverings with an open-flame device. An example of an

open-flame device is an open-flame torch used to apply polymer-modified bitumen membrane and flashing products.

Chapter 3-General Requirements, Section 303-Asphalt Kettles provides specific provisions for transporting, job-site placement, fuel container placement, operators, fire extinguishers and construction of roofing kettles. For example, Section 303.2-Location indicates kettles must not be placed within 20 feet of any combustible material, combustible building surface or opening. Roofing kettles and kettle operations must not block a building's means of egress, roadways or building entrances. Kettles are not permitted to be used inside buildings or on rooftops.

Section 304-Combustible Waste Material provides requirements for handling combustible waste material, including roof tear-off materials. Section 304.1.2-Waste Material indicates accumulations of combustible or flammable waste or rubbish of any type are not permitted to remain on a roof.

Section 316.4-Obstructions on Roofs restricts rooftop obstructions that can hamper firefighter access. Wires, cables, ropes, antennas or other suspended rooftop obstructions on buildings with roof slopes of 7:12 or less must not create obstructions less than 7 feet high above a roof's surface.

An exception to this requirement permits lower height obstructions where the obstruction is encased in a white 2-inch minimum diameter plastic pipe or a fire code official-approved equivalent.

Section 317-Vegetative and Landscaped Roofs provides requirements for maintaining vegetative and landscaped roofs, including provisions for supplemental irrigation, removing dead foliage, establishing a maintenance plan and storage of fueled maintenance equipment. Section 317.3-Maintenance Plan authorizes fire code officials to require a maintenance plan when a fire hazard exists or a building is exposed to a fire hazard because of a lack of rooftop maintenance.

In Chapter 12-Energy Systems, Section 1205-Solar Photovoltaic Power Systems provides provisions for rooftop-mounted PV systems, including access pathways, smoke ventilation and labeling of rapid shutdown equipment. For example, Section 1205.3-Other than Group R-3 Buildings indicates a minimum 6-foot-wide access pathway must be maintained around rooftop-mounted PV at a roof's perimeter edges for firefighter access. An exception permits the access pathway to be reduced to 4 feet wide if the length or width of the building is 250 feet or less.

In Chapter 33-Fire Safety During Construction and Demolition, Section 3305.10-Safeguarding Roofing Operations provides provisions for roofing operations, including placement and use for roofing kettles, and fire extinguishers for roofing operations. The provisions for roofing kettles refer to Section 303. Section 3305.10-Fire Extinguishers for Roofing Operations requires at least one 3-A 40-B:C-rated fire extinguisher be on the roof during any roofing operations.

Closing thoughts

Building owners and operators, roof system designers and roofing contractors should be aware of the fire code and specific edition that applies to the buildings they work on.

IFC reportedly has been adopted by 31 states. To see a state list of IFC adoptions, go

to iccsafe.org and enter “adoptions” in the search feature. Another fire code, the National Fire Protection Association’s NFPA 1, “Fire Code,” applies in most other jurisdictions.

NRCA has submitted several code change proposals during ICC’s 2024 Group A code development cycle intended to clarify IFC’s roofing-related requirements. If approved, the changes will be incorporated into IFC 2027.

IFC 2024 and its previous editions are accessible at codes.iccsafe.org. 🌐🔍📖

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

MIT develops AI-involved training for robots

A recent study by Massachusetts Institute of Technology researchers shows a new training method for robots may bring them closer to performing complex tasks on job sites with more efficient results, according to Construction Dive.

MIT’s Improbable AI Lab, a group within its Computer Science and Artificial Intelligence Laboratory, combined three types of instruction—language-, visual- and action-based—to teach robots how to perform multistep tasks with higher success rates than comparable training methods.

The training framework, known as Compositional Foundation Models for Hierarchical Planning, reportedly can help robots have an effect in construction, manufacturing and household chores.

The training involved robots approaching a larger objective by completing many smaller steps first. Each step is improved on by the next through a process that allows the training framework to reason about its ideas and take in feedback at each stage to generate a more practical outline.



To view examples of MIT’s AI training, go to professionalroofing.net.

Anurag Ajay, a Ph.D. student at MIT and a Computer Science and Artificial Intelligence Laboratory

affiliate, says robots currently are limited by their hardware but would be good at performing brute force work, such as picking up heavy objects and moving them.

SPRI to canvass RD-1 retrofit drain standard

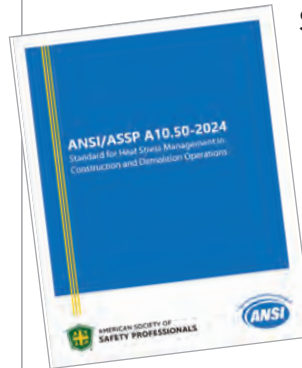


SPRI has announced it is revising ANSI/SPRI RD-1, “Performance Standard for Retrofit Drains,” and plans to canvass the document for reapproval as an American National Standard.

ANSI/SPRI RD-1 is a reference for individuals who design, specify or install retrofit roof drains designed for installation in existing drain plumbing on existing roofs. The standard does not include consideration of all roof stormwater drainage code requirements for specific building sites.

In 2004, SPRI developed the ANSI/SPRI RD-1 standard for use by architects, engineers, consultants, roofing contractors and owners of low-slope roof systems. It was last revised and reapproved as an ANSI standard in 2019.

Standard regarding heat stress in construction is published



The American Society of Safety Professionals has published the first national voluntary consensus standard addressing heat stress for workers in construction and demolition operations, according to the ASSP website.

ANSI/ASSP A10.50-2024, “Heat Stress Management in Construction and Demolition Operations,” offers guidance regarding protecting

workers, explains how to acclimate workers to high heat conditions, and provides requirements for training employees and supervisors. The standard includes checklists and flowcharts designed to help companies develop clear, effective heat stress management programs that bridge the regulatory gap.

“This new industry consensus standard is an important development because there is no federal regulation focused on heat stress,” says Jim Thornton, president of ASSP. “Employers need expert guidance on how to manage heat-related risks. They must have the tools and resources to identify and help prevent work hazards before an incident occurs.”

The A10.50 standard identifies engineering and administrative controls a company can implement to ensure workers get proper rest, water breaks and shade while still meeting business needs. Recommendations such as medical monitoring and using a buddy system can reduce risks and help prevent heat-related illnesses in many work environments.

The effects of heat stress can range from mild symptoms such as heat rash and heat cramps to severe conditions such as heat exhaustion and heat stroke, which can be fatal. The standard includes a detailed emergency response plan if a worker has a severe reaction to excessive heat.

NRCA was part of the A10.50 subcommittee that wrote the standard; the subcommittee consisted of 30 safety and health experts from businesses, trade unions, consulting firms, universities and government agencies.

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David Crowther, president of CFS Roofing Services, Fort Myers, Fla.



Assisting an important cause

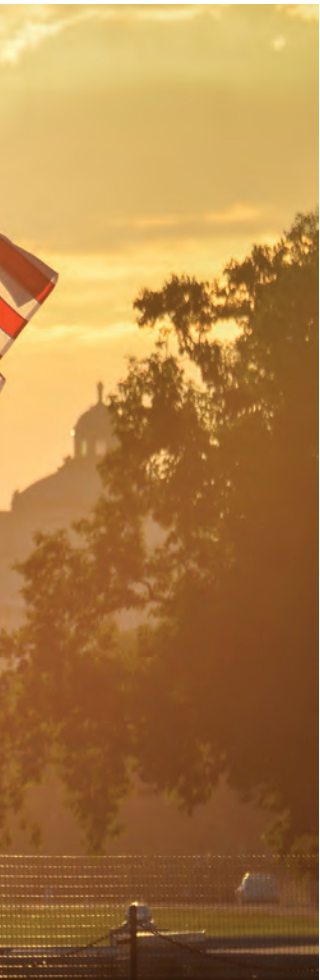
There are many ways to support ROOFPAC this election year

by Teri Dorn

NRCA created ROOFPAC more than three decades ago to maximize the political impact of the roofing industry in Washington, D.C. ROOFPAC remains the only political action committee dedicated solely to promoting the roofing industry's interests at the federal level. It enables NRCA's government relations team to establish relationships with Congress members and candidates who enable roofing industry professionals to focus on what they do best—roofing—instead of bureaucratic red tape.

ROOFPAC relies on voluntary, personal contributions from NRCA members that are used to support candidates who support the roofing industry. With political influence as a key pillar of NRCA's advocacy strategy, ROOFPAC provides NRCA members with a unique opportunity to make a difference and spreads the message of nearly 1 million roofing professionals to Capitol Hill.

Roofing Day in D.C. is a way to directly foster relationships on Capitol Hill. During this annual event, NRCA members meet with members of Congress to explain ROOFPAC's pressing policy issues that affect roofing businesses. After a day of listening to NRCA members' concerns, representatives on Capitol Hill are left with a deeper respect



and appreciation for the roofing industry and its important role of providing shelter for people; we cannot afford to lose this momentum.

NRCA needs your help to continue its work and make sure ROOFPAC-supported lawmakers return to Congress. In this crucial election year, the importance of our advocacy efforts cannot be overstated. The advocacy team has made significant progress in addressing workforce shortages, advancing pro-growth tax policy and obtaining more funding for career and technical education. ROOFPAC strategically deploys your contributions throughout each election year.

During the 2021-22 election cycle, ROOFPAC raised \$424,000 with a 94% success rate for ROOFPAC-supported candidates winning their elections, reinforcing the industry's influence on Capitol Hill. To continue strengthening ROOFPAC, NRCA offers multiple ways to get involved: You can join one of ROOFPAC's elite donor clubs, contribute via an online platform and attend exclusive networking events like the ROOFPAC reception and live auction held during NRCA's annual convention at the International Roofing Expo.®

During this year's annual convention held during the 2024 IRE in Las Vegas, NRCA again partnered with National Women in Roofing to host "An Elegant Extravaganza on the Strip"

to benefit ROOFPAC. More than 225 supporters gathered at the swanky Eight Cigar Lounge to enjoy signature bourbon cocktails, delicious hors d'oeuvres and a spirited live auction. Attendees made new friends and bid on luxury vacations, customized suit jackets, handmade copperwork, a customized quilt commemorating American history, live lobster delivery for a year and a unique opportunity to give back to a Ronald McDonald House.

“NRCA needs your help to continue its critical work and make sure ROOFPAC-supported lawmakers return to Congress”

NRCA also held its popular ROOFPAC silent auction at IRE, displaying many prizes on the trade show floor, including jewelry, vacations, electronics, luggage, designer handbags and an American flag flown over the U.S. Capitol to honor the roofing industry's effect on our communities. Thanks to generous donors, these two events raised more than \$70,000 for ROOFPAC! NRCA is incredibly grateful to our sponsors who help underwrite these events so 100% of the proceeds directly support pro-business candidates for Congress. If you were unable to attend, you can still donate online at nrca.net/roofpac.

NRCA members can personally contribute up to the annual legal limit of \$5,000, but no amount is too small. Three donor club levels offer benefits and recognition: Emerging Leaders Club (\$250), Capitol Hill Club (\$1,000) and Political Insiders Council (\$5,000). Whether you give \$5 or set up a

monthly or quarterly donation, each dollar furthers the advocacy efforts NRCA's Washington, D.C., team is doing on your behalf. To put it in perspective, if one individual from every NRCA member company donated \$50 annually, ROOFPAC would raise an additional \$360,000 per election cycle, which would tremendously catapult our efforts.

You also can support these efforts by building relationships with representatives in your hometown. Your representatives want to see your place of business, meet your employees and don a hard hat to witness the professionalism of our industry firsthand—especially in an election year. Reach out to your local representative or contact NRCA's Washington, D.C., office; we are here to provide guidance and help you connect with members of Congress. We are your resource in Washington, D.C., and stand ready to work together to move the industry forward. 🇺🇸

TERI DORN is NRCA's director of political affairs.

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

Company charged with allegedly operating a fraudulent construction safety school

Valor Security and Investigations, New York, and six of its executives were charged Feb. 28 in New York with allegedly operating a fraudulent safety school, according to ABC News.



The indictment states Valor Security and Investigations claimed to have trained 20,000 construction workers between December 2019 and April 2023, saying the workers were fully trained in “safety training, safety inspections, safety plans and security services” after 40 hours of instruction. However, Alvin Bragg, a Manhattan district attorney, says the company allegedly issued “thousands and thousands of safety certificates and cards without providing any training at all” and charged between \$300 and \$600 for a bogus site-safety training card.

Construction workers have been required by law to receive safety training since 2017.

According to the indictment, Valor Security and Investigations; its president, Alexander Shaporov; and five other employees are charged with enterprise corruption.

One New York City worker, Ivan Frias, died in 2022 after falling from the 15th floor of a job site on the Upper West Side. According to the indictment, Valor Security and Investigations allegedly falsely certified Frias had completed 10 hours of safety training, including eight hours of fall-protection training.

New York City Buildings Commissioner Jimmy Oddo says any construction worker who received a card from Valor Security and Investigations should seek retraining.

NRCA’s classes, webinars and products offer information to ensure you properly train your employees and can keep them safe on job sites. Visit shop.nrca.net for more information.

Roofing contractor faces \$306,229 in penalties for fall hazards

A roofing contractor with a history of fall-related safety violations again exposed its employees to potentially fatal falls of up to 20 feet at a residential worksite in Boston.

Brothers Construction Services Inc., Framingham, Mass., which also operates as Brothers Construction and Roofing and Brothers Roofing, faces \$306,229 in penalties following an Occupational Safety and Health Administration inspection. The company is not an NRCA member.

OSHA opened an inspection of Brothers Construction Services in August 2023 in response to a complaint that workers on the roof of a residential property were not using fall protection. Inspectors observed multiple OSHA violations: Brothers Construction Services did not provide fall protection for employees exposed to a 20-foot fall hazard; train employees about fall hazards; have a competent person conduct frequent and regular inspections of the job site to identify and correct hazards; and provide employees with hard hats and eye protection, among other violations.

As a result, OSHA cited Brothers Construction Services for eight willful, repeat, serious and other than serious violations, totaling \$306,229 in proposed penalties. The company and/or commonly owned companies have been cited for similar hazards since 2011.

DOL’s independent contractor final rule takes effect

The Department of Labor’s independent contractor final rule went into effect in March.

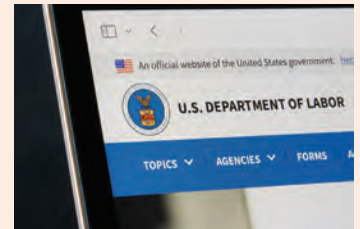
The new “totality-of-the-circumstances” framework uses six nonexhaustive factors to determine workers’ independent contractor status, including the nature and degree of control over the work, extent to which the work performed is an integral part of the employer’s business and permanence of the arrangement.

Acting Secretary of Labor Julie Su says the rule will protect full-time workers who are misclassified and who often work alongside properly classified employees.

Several business groups, including the Coalition for Workforce Innovation, Associated Builders and Contractors of Northeast Texas, and Associated Builders and Contractors Inc., have been challenging the new standard since DOL began looking for ways to implement it beginning in 2021. Their requests moved through the courts, but a Texas district court judge did not address the final request for an injunction before the final rule took effect.

Additionally, the Society of Human Resource Management says the “ongoing shifts in regulatory guidance impose compliance burdens and legal uncertainties” for human resources professionals. The association also has announced its support for a resolution under the Congressional Review Act that would repeal the new independent contractor rule and called for a return to the 2021 rule.

“We believe the current rule fosters ambiguity, deterring businesses from extending essential training to independent workers,” says Emily M. Dickens, SHRM’s chief of staff and head of public affairs. “The 2021 rule struck a balanced approach, promoting business flexibility while curbing misclassification risks.”





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LUIS VILLALTA WINS THE PRESTIGIOUS BEST OF THE BEST AWARD

BY KRISTA BERNS

WHISPERER

Luis Villalta is a roofing rock star. His exceptional skills in his role as roof technician at Antis Roofing & Waterproofing Inc., Irvine, Calif., have earned him the nickname “the leak whisperer” among those who work with him.

“He takes pride in his work and is a sought-after technician, especially when it comes to leak repairs,” says Susan DeGrassi, president and COO of Antis Roofing & Waterproofing. “He just knows what to do.”

Antis Roofing & Waterproofing Founder and Chief People Awakener Charles Antis says Villalta joined the company soon after its founding, and it quickly became clear he had a special talent for finding and repairing roof leaks.

“He really knew how to do that one thing—to find roof leaks when no one else could find them,” Charles Antis says. “He took the time to imagine the other places the water could go. He has a swagger when he walks because he knows he will find the leak.”

His talent in the field is one of the reasons Villalta won the Best of the Best Award during NRCA’s 137th Annual Convention and the 2024 International Roofing Expo®

in Las Vegas. The Roofing Alliance’s MVP Task Force presented Villalta with the award, which is an extension of the Roofing Alliance’s Most Valuable Player Awards. The MVP Awards program celebrates workers who are outstanding employees within their companies and recognizes them for their excellent performance outside the workplace. OMG® Roofing





Villalta (center) received the Best of the Best Award at NRCA's Industry Awards and Celebration.



Antis Roofing & Waterproofing's Lobo Awards honor extraordinary efforts spent building and repairing roofs, staying safe and watching each other's backs. Villalta has been awarded a Lobo Award five times.

Products Inc., Agawam, Mass., and *Professional Roofing* co-sponsor the honor.

"Luis is obviously a critical part of the Antis Roofing & Waterproofing team," says Reed Gooding, president of GSM Roofing, Ephrata, Pa., and MVP Task Force chairman. "But he also is a hero in his community, giving his time and talents to take care of others. Luis' commitment to volunteerism and community service made him an ideal candidate for this year's Best of the Best Award."

A fresh start

Villalta was born in El Salvador and grew up with six sisters and one brother. As a child, he liked to go to school and play soccer.

"At 10 years old, soccer was my hobby," Villalta says. "I played in school and after school."

He also worked in vegetable, bean and rice fields from the age of 8. After graduating from high school, unrest in El Salvador caused by the Salvadoran Civil War led him to leave his country and move to the U.S. when he was 18.

"At the time, my country was at war, and it was a bad situation," he says. "A lot of people came to the

U.S. because of it. My sister came to the U.S. before me, and I stayed with her for a while."

In the U.S., Villalta got a job at Sunny Sally, a company that cut and bagged vegetables to send to restaurants. At the time, Villalta's brother-in-law was working at Antis Roofing & Waterproofing. Villalta was interested in working at the company and asked his brother-in-law about getting a job as a helper.

"In the roofing community, we hire a lot of family, so that's how he came to work for me," Charles Antis says.

Charles Antis says he appreciated that Villalta showed up to work every day, and when Villalta returned to El Salvador to be with his sick mother, Charles Antis felt there was a void.

"When he left, I lost a sharp repair force," he says. "He was so kind, and I missed him."

Fortunately, Villalta returned to the U.S. one year later, bringing his mother back with him, and resumed his job at the company. He has stayed for the past 27 years, working his way up from helper to a truly skilled roof system technician.

Taking the time

Villalta's hard work and diligence have contributed to his tenure at Antis Roofing & Waterproofing. The company's core business is condominiums, and he strives for perfection as he performs roof system inspections, writes reports and repairs roofs when needed.

When Aaron Antis, Antis Roofing & Waterproofing's chief growth officer, first joined the company, he was amazed by Villalta's accuracy on the job.

"We were doing general maintenance on roofs in a massive community and also were rebuilding areas that were leaking prematurely," Aaron Antis says. "Luis had been to this community many times before to stop leaks, and he knew exactly how they failed and how to rebuild the areas so they would not leak. I remember seeing it as a repetitive job—there were probably thousands of these areas in the community—yet he treated each one like it was the only one that mattered. By the time we were reroofing that community 10 years later, none of the problem areas had leaked again."

Villalta says he takes the time to identify the problem so he can fix it appropriately.

"Sometimes, it can be difficult to find the real problem and fix the leak the right way," Villalta says. "I may spend more time working on it than another technician, but my goal is to do quality work and make the customers happy."

"Other guys might complain he takes longer, but he wants to make sure that leak does not leak again," says Jesus Zermeno, senior field supervisor for Antis Roofing & Waterproofing. "He does the repair right the first time. He wants to make sure people stay safe."

Charles Antis appreciates Villalta's dedication.

"He is the guy who will never compromise speed for quality," Charles Antis says. "He will pause a job to lecture new technicians about why they are hurting the job if they do not let the primer set as long as it is supposed to set."

Aaron Antis says Villalta's work ethic especially shines when it rains.

“We are called out to be superheroes for homeowners and stop leaks from coming in their houses, and he really enjoys being able to be the expert and make that happen for people,” Aaron Antis says. “When asked, he will take night calls and work extra hours during the peak of our busy season, which he has been doing for the company for a long time.”

Villalta says the effort he puts into his work is worth it.

“In an emergency, people are really scared when they have a bad leak,” he says. “When I temporarily stop the leak, they feel safe. I like to see their happy faces. That is my goal.”

Sharing knowledge

Aaron Antis says Villalta increasingly is teaching his leak repair skills to other Antis Roofing & Waterproofing employees.

“There are not as many of him out there as this area needs and the roofing industry needs,” Aaron Antis says. “We want him to be able to take his passion and pass it to the next generation so it lives on through them rather than retiring with him. The people he is paired with are phenomenal technicians after working beside him.”

One employee who has benefited from Villalta’s wisdom is his son, Luis Hernandez, a lead field technician who has been at the company for 10 years.

“He is patient when he’s teaching,” Hernandez says. “He teaches with detail and allows you to develop the skills needed to do the job well. Above everything, he told me to make sure I respect the rules of the company and everyone within the company.”

Charles Antis says Villalta has become a great communicator during his years with the company—an asset when he is teaching others.

“He’s mature in his communication,” Charles Antis says. “That ability to teach is profound. When it comes to leaks, he’s teaching young people to imagine all the scenarios instead of simply what their head tells them. You’re looking at a particular building, landscape and where the wind will fall. No two roofs are the same, and Luis is the guy who understands that and makes it ring true. That is the person I want people emulating.”

Villalta’s commitment to safety also sets an example.

“He’s been with the company 30 years, and he has never had an accident in an Antis Roofing & Waterproofing vehicle,” DeGrassi says. “That is remarkable. It demonstrates he obeys the vehicle laws, drives at a reasonable speed, and is thoughtful and cautious.”

Villalta credits the company’s safety culture with his dedication to safety.

“Nothing is simple on the roof,” he says. “For our company, safety is the priority. They make sure we know we need to take care of ourselves. We have all staff safety meetings, talk about safety requirements and make sure equipment is in good condition. Safety supervisors visit us on the job to make sure we are safe in the field. The company provides everything we need for safety.”

Family man

Villalta’s family surely appreciates the company’s focus on safety, which brings Villalta home to them every day.

Villalta and his wife, Elizabeth, have four children—Madelin, 23; Emily, 19; Melaney, 17; and Maximus Luis, 14.

“Outside of work, I like being with my family,” he says. “We like to go to the beach and visit places we haven’t been. We enjoy that time.”

Other family members have come to the U.S. from El Salvador and now live near Villalta, so he also is able to frequently spend time with his extended family.

There are days when Villalta travels four hours roundtrip to San Diego for work, but he makes sure he has time for his wife and children when he gets home.

“We usually have dinner together, and that is a time when I can talk to them, see if they need anything and help them with schoolwork,” he says.

Aaron Antis says Villalta always has been a family man, but his devotion to his family has grown.

“He makes sure they are taken care of and happy,” Aaron Antis says. “He’s more conscious about spending time with them. He tries to prioritize family as much as possible, and it’s good to see him have that balance between his life and demanding work responsibilities.”

Hernandez agrees: “I admire a lot of about him, but the main thing is the way he is as a father. He always supports me and places family before everything.”

Villalta also spends time outside of work helping with

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



Villalta receives the Employee of the Month Award.



Villalta and his daughter at a Habitat for Humanity event

Antis Roofing & Waterproofing's charity projects. He most recently worked on a large roof system repair for the Boys & Girls Club of Central Orange Coast, as well as a roof system repair for the Ronald McDonald House in San Diego.



Spending quality time with his family is a priority for Villalta.

In a testimonial, David Blair, director of philanthropy, corporate partnerships for the Boys & Girls Club of Central Orange Coast, said: "Luis' dedication and expertise have been nothing short of exceptional. In his role, Luis performed multiple leak identifications for the Boys & Girls Club of Central Orange Coast across various club locations.

His meticulous work and keen eye for detail proved to be invaluable as he methodically identified and helped to resolve numerous roofing issues, ensuring our clubs maintained a safe, secure environment for our young members."

Villalta and his family also participate each year in a charity walk for the Orange County Ronald McDonald House. In addition, he has been known to help his neighbors free of charge when he notices their roofs need to be repaired.

Villalta says Charles Antis has inspired him to give back.

"My inspiration is when I see how happy Charles is to help people when they need it," he says. "Sometimes people don't have the money to pay, and he never gets angry about that. He likes to make people happy. I saw him doing this and decided to do the same because I believe it is a good example to follow and makes me a better person."

Villalta shows his appreciation for the company by sharing pupusas—thick griddle cakes or flatbreads, which are the national dish of El Salvador and made by Villalta's wife—with the Antis Roofing & Waterproofing staff.

Charles Antis admires Villalta's care for others and how he has influenced the company.

"He has a real humility and is a man of wisdom,"

Charles Antis says. "He helps workers understand how

to make a roof last longer or solve the leak but also instills in them the power and meaning of using their hands to help provide a basic human need. He is telling the people he is training that they need to love their trade and keep families safe and dry—that every nail matters. That is important to me. If my leaders did not have purpose in the field and were about getting it done fast, I would lose hope.

"If something isn't right, Luis is the first to let me know," he continues. "His ideas through the years have shaped the policies of this company and helped forge the values in our handbook. His character helped influence and form how we take care of our people."

Passion for the industry

Villalta's character is one reason why all who work with him respect him.

"He is a truly good man," Aaron Antis says. "He is caring and really wants to know how you are doing on a personal level. He also wants the company to be successful, and that is where he takes a lot of pride in his work and ability to literally stop any leak."

Narciso Alarcon, field operations manager for Antis Roofing & Waterproofing, says he enjoys working with Villalta because he does not get stressed, even when work is stressful.

"He always remains calm," Alarcon says. "That along with his knowledge makes other people feel safe and comfortable working with him."

Hernandez respects how his father views the role not as a job but as a service that allows him to help others.

"Instead of thinking of clocking in for eight hours, he is thinking about helping the family that has the leaking roof," Hernandez says. "He puts himself in their position and thinks about how he would feel and how he would want the problem to be fixed."

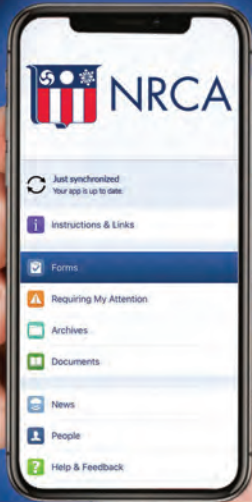
Villalta credits his success to Charles Antis and his company.

"Charles always makes me feel like I am part of his family," Villalta says. "I'm happy with everything he does for us—he does it for everyone, not just for me. He helps a lot of people, and I just want to thank him. I am proud to be part of this company and plan to work here until I retire. I will do what I can to help this company get bigger and better." 🌟🌟🌟

KRISTA BERNIS is an NRCA director of communications.



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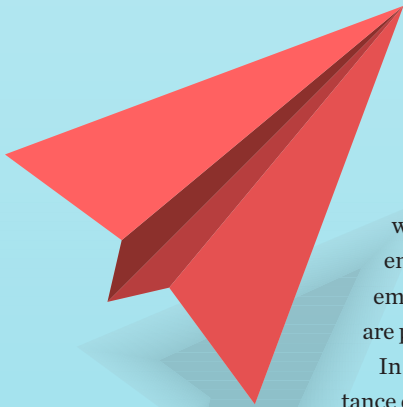
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Leadership Matters

Are you leading—or managing—your team?

by Amy Staska



The business world is full of talk about leadership. Search Google, and you will find article after article about how to become a better leader and all the magic that will occur when you do: People will never leave your company; production will soar; and profits will exceed your hopes and dreams. There is truth to these claims, but “results may vary.”

Leadership is important because your company is composed of people, and working with people requires good leadership. Good leaders inquire about and encourage people’s physical, mental and emotional wellness. Good leaders ask employees about their children and hobbies. Good leaders remind employees they are part of something bigger than themselves and bigger than the company.

In the roofing industry, good leaders remind employees of the vision and importance of their work: providing essential shelter for hundreds or thousands of people.

Solid principles make companies strong, jobs productive, customers satisfied and employees energized about their work and careers at your company. Leadership is not the only key to success, but it is an important one.

What is leadership?

Leadership focuses on humans as individuals. To understand what this means, it is helpful to look at leadership versus management.

Management focuses on tasks and measurements. It is composed of to-dos and whether the to-dos were accomplished. Examples include:

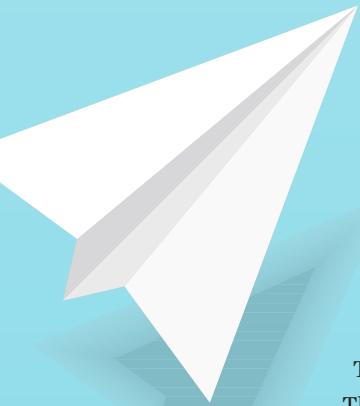
- Was the job completed on time?
- Is fall protection set up?
- Are there enough fire extinguishers?
- Is everybody present and on time?
- How long will it take to wrap up the job?
- Did the superintendent talk to the customer today?

Management skills are essential to the smooth operation of any business, and the number of tasks managed in a roofing company can be astronomical. But management is only half the equation.

People are the most complicated aspect of roofing because you cannot manage everything about them. There is no checklist or to-do for capturing people’s hearts and imaginations for the importance of roofing. There is no simple fix for a team member’s distraction after he finds out his child has cancer. Leadership is about appreciating and embracing the human condition.

According to practicalpie.com, a website dedicated to academic students studying psychology, the human condition is defined as the shared experiences, emotions and challenges common to all people. It encompasses the positive and negative aspects of human existence, including joy, love and fulfillment, as well as suffering, pain and mortality.

Most people, unless they are therapists, counselors or social workers, didn’t begin their careers with an eye toward addressing the human condition. The truth is if you have people working with or for you, part of your job is to appreciate the human condition. Appreciating, embracing and acting upon it is leadership.



What if my company doesn't have it?

Everyone who leads a team wishes, on some level, employees would show up, execute their tasks perfectly and behave in ways that allow companies to move work forward. Most of us know there is more to working with people than that, so we allow for some team building, flexibility for family crises and other things. But many bosses view these as outliers—little potholes on the road to production and not the focus of their businesses.

Viewing employee engagement this way will lead to frustrations and missed opportunities because people are not equipment. Equipment doesn't work differently from one day to the next because of outside distractions or care what kind of job it is working on, but people do. The relatively simple break, fix and replace cycle of machinery does not correlate with people.

Without leadership, idiosyncrasies of people will be frustrating. But with leadership, you and others who supervise people will be better able to leverage individuals' personalities to pair them with work to which they are suited, address problems in ways they will understand and be flexible on days they are at their worst.

This does not mean you should allow work to be held hostage to people's moods or allow poor workmanship from people whose lives are challenging. However, thinking about leading people rather than managing them will allow you to address issues comprehensively and demonstrate compassion even as you hold people accountable for their performance. Embracing the constantly changing dynamics of humans collectively, and people individually, will allow you to approach workforce challenges with a deeper perspective.

In companies where leadership is lacking, employees will be less likely to develop deep roots either for their work or company. They are as likely to leave as to stay and will not be as invested in a company or their work. When people sense they are not cared about, they also do not readily care.

How do we develop it?

Leadership tips, techniques and seminars are ubiquitous. Leadership is a mindset more than a method.

Ask yourself the following:

- Do I care about my employees?
- Do I know personal information about my direct reports?
- If someone on my team were struggling, would that person tell me?
- Do I expect my employees to leave their problems

at the door, or do I appreciate there will be some ups and downs?

- Do I know what motivates each person on my team?

If you can't answer these questions to some extent, they are the place to start.

You may wonder: What if I truly don't care or don't want to know people who work at my company? You still can learn skills, but they won't be as effective without owning the passion for working with and leading people. In this case, you may consider bringing someone onto your team who has more leadership capacity.

There are many resources for developing leadership skills. Following are some roofing-specific options offered through NRCA.

Foreman Leadership Training

This course encourages field leaders to focus on their personalities and communication styles and leverage this awareness as they consider the crew members they lead. The goal of the course is to provide foremen with leadership tools to enhance productivity, quality and loyalty and help them realize their jobs are less about roof system installation and more about managing and leading others.

The course acknowledges the inherent importance of good management and reminds participants task management is only half the equation whereas effective crew motivation relies on leadership skills.

Future Executives Institute

FEI is a three-year program for senior leaders of roofing companies. Topics run the gamut from finance and contracts to strategic planning and leadership. During the three years, executives discuss how to run roofing companies considering the important balance of management and leadership.

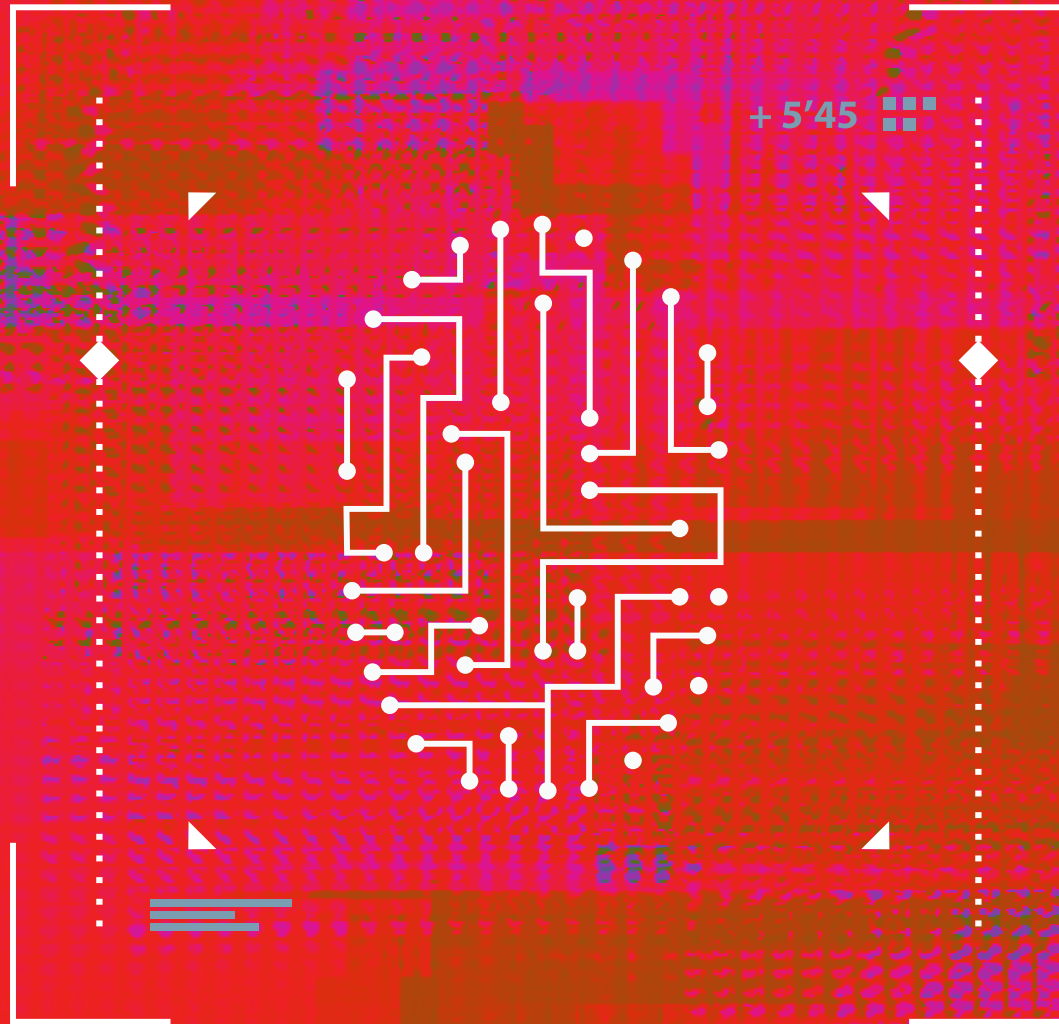
Accelerate your business

If a bicycle only has one pedal, you can still pedal effectively on flat ground. But if you want to accelerate or maintain pace on an incline, you need both pedals. Similarly, your roofing company can move forward successfully under the power of good management tactics alone. But if you want to accelerate your business to another level or maintain pace on an incline, you need both pedals: management and leadership. 🚲🔧

AMY STASKA is vice president of NRCA University.



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ROOFING ASSIST

KPOST COMPANY REROOFS AMERICAN AIRLINES CENTER IN DALLAS by Chrystine Elle Hanus

When the Dallas Mavericks were playing the Golden State Warriors in Game 4 of the NBA Western Conference Finals May 24, 2022, storms and heavy rain were moving through downtown Dallas. Millions of fans watched as the game came to a halt after a major roof leak over the playing floor caused rainwater to pour into American Airlines Center.

Dallas Mavericks' owner Mark Cuban was seen angrily texting for help. The unfortunate event resulted in a long-anticipated roof system replacement for the arena. After an expedited bidding process, KPost Company, Dallas, was selected as the roofing contractor for the project.

"We were not the contractor servicing the arena's 20-plus-year-old roof at the time of the water breach," says Scott Bredehoeft, business development director for KPost Company. "We were the contractor selected to install the arena's much-needed roof replacement. For KPost Company, being awarded the contract was the easy part; making it happen was the hard part.

"We knew that because of the unique circumstances of the project, our work would go beyond the technical aspect," he continues. "It would be about clients, consultants and contractors' brand

management because of the public and disruptive leak issues the arena experienced during the play-off game. We understood the complexity and the enormous responsibility and knew we only had one chance to get it right."

Initial assessment

Gary Nassibian, RRC, RRO, senior consultant and associate principal for architectural engineering firm Allana Buick & Bers Inc., Palto Alto, Calif., was hired as the project consultant. Nassibian performed a thorough inspection to evaluate the condition of the existing roof system, which included identifying areas of moisture intrusion and damaged roofing materials.

Based on the initial assessment, Allana Buick & Bers developed contractor qualifications and a detailed scope of work to meet the client's expectations. Their assessment included the type of roof systems to be installed and material selection.

SOPREMA® roofing products were selected based on the building's requirements, local climate conditions, longevity expectations, chemical-resistance properties and ability to conform to the uniquely shaped roof.

The arena's urban location posed extreme logistical and safety challenges. One solution was partnering with 5 State Helicopters Inc., Royse City, Texas, to transport roofing materials and equipment on and off multiple roof areas on the arena.

"There were hours of pre-planning, including computerized time studies, safety procedures,

PROJECT NAME: American Airlines Center
PROJECT LOCATION: Dallas
PROJECT DURATION: June 20, 2022-March 1, 2023
ROOFING CONTRACTOR: KPost Company, Dallas
ROOF SYSTEM TYPES: Liquid-applied PMMA roof membrane and PVC
ROOFING MANUFACTURERS: National Gypsum Co.,® Charlotte, N.C.; SOPREMA,® Wadsworth, Ohio



Photos courtesy of KPost Company, Dallas.



Top to bottom: Safety training sessions were held with Dallas police, arena personnel and KPost Company team members to coordinate helicopter operations; the helicopter made 140 trips to lift the bulk of materials to the roof; roof system installation in progress

mechanized equipment and a calculated hoisting plan that used helicopter lifting and precision staging of materials that resulted in a pickup and lift every 90 seconds for the bulk of materials,” says Steve Little, president and head coach of KPost Company. “This efficiency and planning in the setup stages allowed for focusing where it was needed most—on the roof system installation and details.”

Safety training sessions were held with Dallas police, arena personnel and KPost Company team members to coordinate helicopter operations. To eliminate vehicular and pedestrian traffic, the building’s perimeter was closed off during workdays.

“Because of the density of the area and work being

performed during business hours, we needed exceptional safety and communication measures as well as approvals from the city,” Little says. “Using a helicopter to move materials resulted in a minimally invasive impact on the various office and multifamily properties surrounding the American Airlines Center and a more efficient method of getting materials to the rooftop.”

Once materials were unloaded, they were securely held in place by an

anchor system installed by the KPost Company roofing crews.

Installation

Crew members used extreme care when removing the existing roofing materials to minimize disruption to American Airlines Center’s daily operations.

“This process was difficult because of the slope and height of the 390-foot dome roof,” Little says. “Materials were carefully bagged, bundled and removed by crane while our crew members were outfitted with Occupational Safety and Health Administration-required PPE.

All waste was properly disposed of, adhering to local regulations and environmental requirements.”

Alanna Buick & Bers conducted regular inspections in addition to KPost Company quality control personnel daily site inspections.

Team members installed the following roof system over the existing concrete roof decks on the stadium’s four rooftop corners:

- ELASTOPHENE® SBS polymer-modified bitumen sanded base sheet set in cold-applied COLPLY® EF Adhesive
- A liquid-applied roof membrane constructed of:
 - ALSAN® RS 230 polymethyl-methacrylate-based liquid resin base sheet
 - ALSAN RS Fleece set in base coat
 - ALSAN RS 230 Field PMMA resin topcoat
 - ALSAN RS 289 Textured Base finishing coat

On the low-slope roof areas on the sides of the stadium, the team installed:

- SOPRAVAP®R self-adhering vapor retarder membrane
- Two layers of 2.6-inch SOPRAISO® polyisocyanurate thermal insulation boards set in DUOTACK® 365 low-rise foam insulation adhesive
- One layer of 1/2-inch-thick DEXcell® FA Roof Boards set in DUOTACK 365 low-rise foam insulation adhesive
- SENTINEL® P200 80-mil smooth-backed white PVC membrane set in SENTINEL S Bonding adhesive

On the dome roof areas, the team installed:

- One layer of 1 1/2-inch polyisocyanurate insulation boards mechanically attached to the metal deck; 3-inch-thick boards were attached in dome areas where existing damaged insulation was replaced
- One layer of 1/2-inch-thick, 4- by 4-foot DEXcell® FA Glass Mat Roof Boards set in insulation adhesive
- SENTINEL P200 80-mil PVC membrane set in SENTINEL S Bonding adhesive

One feature of American Airlines Center’s architecture that makes it such an icon is the intersecting barrel roof.

“The four steep intersecting vaulted valleys presented numerous mobilization and staging challenges, worsened by limited street access for hoisting,” Bredehoeft says.

“These valley conditions also served as the primary roof drainage on all four sides that created large torrents of water that damaged the original roof in a short two years.

“These valley conditions were covered with concrete topping slabs to better protect these areas but also created additional reroofing challenges,” he continues. “A ply of robust polymer-modified bitumen was installed with a moisture-cured adhesive on the topping slab and completed with a fully reinforced PMMA liquid membrane cap to meet the demands of the building.”

“The intersecting barrels created a tremendous challenge in dealing with the runoff of rain during heavy storms that come through north Texas,” adds Adam Smith, district sales manager for SOPREMA. “Working alongside Allana Buick & Bers, KPost Company was able to present a long-term solution to resolve the needs of the facility’s roof.”

KPost Company craftsmen also fabricated and installed all sheet-metal flashings, copings and edge metal in the company’s sheet-metal shop. KPost Company is an authorized fabricator of ANSI/SPRI/FM-4435 ES-1- tested material through National ES Testing Service Inc.

“Special attention was given to critical areas like the valley of the dome, roof system penetrations, drains and edge details to ensure watertightness,” Bredehoeft says.

Quality assurance

After installing the roof systems, a final inspection was conducted by all involved parties to ensure the scope of work was completed to the highest standard.

“We are proud of our crew members who were able to complete this complex project that covered 200,000 square feet over an occupied, high-usage facility within the proposed 220-day timeframe, safely and successfully within budget,” Little says. “Our company provided a five-year workmanship warranty, and SOPREMA provided a 20-year warranty on the roof systems. We also provided a roof ‘umbrella’ program option, which provides a regular maintenance schedule to extend the roof’s life and ensure optimal performance.”

KPost Company’s understanding of the roofing materials and cooperation and partnerships with consultants, the building owner and other trades helped make for a successful arena project.

“With all the challenges the American Airlines Center reroofing project presented, it would not have been so successful of a project had it not been for KPost Company’s involvement,” Smith says.

Slam dunk

In March 2023, the KPost Company team completed work on American Airlines Center. Thanks to detailed pre-planning along with quality workmanship, the project was completed within the allowed timeframe while working around the venue’s ongoing sporting events and concert schedule.

“Our company’s expertise and efficiency in handling this unique roofing project demonstrate a commitment to quality and client satisfaction,” Little says. “Our team spent multiple weeks planning with personnel from American Airlines Center, Allana Buick & Bers and SOPREMA while coordinating with other trades and putting together safety measures to execute a seamless construction process installed safely with minimal disruptions. You would be hard-pressed to find a more successful project with only half the challenges.”

For its work on American Airlines Center, KPost Company received a 2024 NRCA Gold Circle Award in the Outstanding Workmanship: Low-slope category.

“Being honored with an NRCA Gold Circle Award for our work on American Airlines Center is a significant achievement and a well-deserved recognition for our team’s exceptional work and commitment to excellence,” Bredehoeft says. “We remain committed to delivering roofing solutions that stand the test of time while providing unmatched value to our clients. The management at American Airlines Center now can be confident their events no longer will be delayed because of intrusive water leaks from the roof!” 🏆🌟



Top to bottom: KPost Company team members apply the liquid roof membrane; aerial view of American Airlines Center’s newly completed roof systems


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

THE RIGHT STUFF



Subcontractor prequalification is an effective risk management strategy

by Cheryl M. Ambrose, CHST, OHST



In the highly competitive and dynamic roofing industry, the success of any roofing project often hinges on the inclusion and collaboration of skilled and reliable subcontractors. One essential element of this meticulous process is prequalifying subcontractors.

Prequalifying subcontractors provides many benefits that help mitigate the overall risks of roofing projects while delivering quality installations and service.

Benefits

Subcontractor prequalification provides three main benefits: risk mitigation, quality assurance, and compliance and regulations.

Risk mitigation

Risk is multifaceted across a roofing business, and a negative outcome by a subcontractor can have a ripple effect, ultimately affecting worker safety, company operations, legal liability, financial liability and your company's reputation among other things. Subcontractors with a proven track record in roofing provide valuable expertise and can elevate a roofing project.

Subcontractor prequalification is a critical step in effective risk management. By thoroughly vetting potential subcontractors, you can identify and address potential risks before they escalate. This includes evaluating subcontractors' financial stability, safety record and past performance. This proactive approach helps the timely, successful completion of roofing contracts.

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By thoroughly vetting potential subcontractors, you can identify and address potential risks before they escalate. This includes evaluating subcontractors' financial stability, safety record and past performance. This proactive approach helps the timely, successful completion of roofing contracts.

Quality assurance

Roofing projects demand a high level of precision and quality. Prequalifying subcontractors allows you to assess their technical expertise and experience. This helps ensure subcontractors possess the necessary skills to meet project specifications and industry standards.

The absence of prequalification may result in working with subcontractors who do not possess the necessary roofing skills, experience and/or technical expertise. This can compromise the quality of work, leading to subpar construction and construction defects, frequent rework and even potential structural issues. Poor quality not only affects a project's success but also can damage your reputation.

Compliance and regulations

The roofing industry is subject to various regulations and compliance standards. Subcontractor prequalification includes verifying potential partners adhere to all relevant regulations, licensing requirements and safety standards. This helps ensure a project proceeds smoothly without legal or regulatory complications.

Insufficient vetting of subcontractors may expose you to increased liability. Inadequate insurance coverage, poor safety practices or noncompliance with industry standards can lead to costly legal battles and damage to your reputation. Proper prequalification helps mitigate these risks by ensuring subcontractors have appropriate insurance and adhere to safety protocols.


Key considerations

Some key considerations when prequalifying a subcontractor include financial stability, emphasis on safety, specialized experience for specific projects, licensing and certification requirements, and capacity and resources.

Financial stability

Beyond general financial health, roofing subcontractors need to demonstrate an understanding of the unique financial aspects of roofing projects. Accurate roofing bids and estimates are essential for financial success. Failing to properly account for safety in a bid, for example, can be a sign of subpar safety performance.

Assessing financial stability as part of subcontractor prequalification is a proactive risk management strategy that minimizes the chances of unforeseen costs, providing a foundation for cost-effective roofing projects.



Additionally, adequate insurance coverage for roofing projects and a robust bonding capacity are essential considerations to safeguard against unforeseen challenges. Specifically, reviewing and evaluating the insurance coverage of subcontractors is a main consideration for any subcontractor prequalification. Verify commercial general liability, workers' compensation (required by most states) and commercial auto coverages if applicable.

CNA Insurance Cos., Chicago, strongly recommends every subcontractor provide a current certificate of insurance that includes current policy limit requirements. These requirements should be discussed with your legal counsel or insurance adviser. CNA Insurance also recommends ensuring the policy term extends beyond the end of the project warranty period, not just when the work is completed. In addition to the certificate of insurance, you should request a copy of the policies and review or ask your broker to review on your behalf.

Additionally, CNA Insurance recommends reviewing a subcontractor's commercial liability policy for any exclusions such as residential projects (condominium, apartments, multifamily) or other exclusions such as mold, asbestos, height and/or open-hole restrictions. You also should require your subcontractors to have independent workers' compensation coverage and ensure the coverage is maintained throughout the entire project. If a subcontractor does not have workers' compensation coverage and an employee injury occurs on your project, the claim could fall back to you, the hiring contractor.

Bonding requirements often are used as another indicator of a subcontractor's financial stability. Contractors and subcontractors with bonding capabilities demonstrate a level of financial responsibility and reliability. Bonds serve as a risk management tool, offering protection to project owners, contractors and suppliers against financial losses resulting from a subcontractor's default or nonpayment.

As with insurance coverage limit requirements, you should consult a financial professional when requiring and establishing criteria for evaluating the financial stability of subcontractors.

Inadvertently engaging with subcontractors who lack financial stability poses a significant risk as financially unstable subcontractors may struggle to meet their financial obligations, leading to delays, disputes or even

project abandonment. Inadequate financial checks can result in unforeseen costs and financial headaches later.

Safety

Safety is paramount in any construction endeavor, but the roofing industry with its unique challenges requires specific safety protocols. Examining a subcontractor's roofing-specific safety records; adherence to Occupational Safety and Health Administration standards, including past inspection and citation data; and tailored safety training for roofing operations helps ensure a safe work environment.

Safety requirements and expectations should be referenced in subcontracts including OSHA or the state plan equivalent requirements, as well as the hiring contractor's specific safety requirements. Encourage continuous training and monitor subcontractors to ensure they are meeting expectations. Be diligent that any safety information is communicated in an effective manner and understood by all workers. This includes ensuring all potential language barriers are being addressed.

Consider conducting a pre-job planning meeting or using onboarding with key subcontractor personnel to review expectations for a project, especially safety. Take this opportunity to identify potential job-site specific safety issues and remind subcontractor leadership of these potential issues.

Regular and routine safety audits should be conducted throughout a project to determine whether a subcontractor is adhering to the agreed upon safety requirements and expectations. Document safety issues and provide notice of any safety violations to the subcontractor through the contract agreement. Conversely, don't overlook opportunities to recognize your subcontractors for a job well done, working safely, or going above and beyond expectations.

Ignoring safety assessments during prequalification can expose a project to increased safety risks. Subcontractors with inadequate safety measures can contribute to accidents, injuries and regulatory violations. This not only endangers the well-being of workers but also can lead to legal consequences, fines and project delays.

Licensing and certification

Roofing projects often involve navigating through a maze of state-specific licenses, certifications for various roof

systems and compliance with local building codes. Subcontractors must present comprehensive documentation of their adherence to these roofing-specific regulatory requirements as part of a comprehensive subcontractor prequalification process.

Licensing and certification requirements play an important role in ensuring roofing subcontractors have the necessary qualifications to undertake projects while adhering to industry standards and local regulations.

Licensing requirements typically apply to the subcontractor or contractor overseeing a project rather than individual workers. Although some jurisdictions have tougher licensing requirements, the licensing process ideally should ensure contractors or subcontractors have the necessary knowledge, skills and qualifications to manage construction projects, adhere to safety regulations and comply with local building codes.

Individual roofing workers employed by a subcontractor are not typically required to obtain licenses. Instead, roofing contractors and subcontractors are responsible for ensuring their workers are adequately trained, follow safety protocols and are qualified to perform assigned tasks.

It is crucial for contractors and subcontractors to understand and comply with licensing requirements in the jurisdictions where they operate. This helps maintain a high standard of professionalism, ensures compliance with local regulations, and contributes to the overall safety and quality of construction projects, including roofing projects.

Some states do not require licensing; however, they may require subcontractors to register with the state. This also needs to be verified as part of the subcontractor prequalification process. Subcontractors who specialize in certain roof systems and possess certifications attesting to their expertise are especially helpful.

Staying up to date with local building codes is essential, as these codes may be revised periodically. Subcontractors should undergo regular training and education to ensure they remain knowledgeable about any changes to codes affecting roofing projects.

Understanding and meeting these licensing and certification requirements are non-negotiable aspects of subcontractor prequalification in the roofing industry. These credentials also contribute to the overall success, safety and compliance of roofing projects. Adherence to these standards helps create a robust and reliable network of subcontractors in the roofing sector, fostering a culture of excellence and professionalism.

Capacity and resources

Evaluating a subcontractor's capacity and resources is critical. The roofing industry experiences peak seasons, and subcontractors must demonstrate the capacity to manage the workload efficiently during these periods.

Specialized roofing equipment, a skilled workforce trained in roofing techniques and safety requirements, effective project management and leadership are integral components. Evaluating a subcontractor's capacity and resources involves a comprehensive examination of his or her capabilities from a technical and managerial standpoint. This prequalification step ensures the subcontractor is well-equipped to deliver high-quality roofing projects on time and within budget, contributing to overall project success.

Engaging with subcontractors without a proper prequalification process may lead to delays in project timelines. Inexperienced or unreliable subcontractors may struggle to meet deadlines, causing project setbacks. Delays not only inconvenience clients but also can result in financial penalties and damage your relationship with clients and stakeholders.

In addition, subcontractors who are not adequately vetted may lack effective communication skills or the ability to collaborate seamlessly with you or other project stakeholders. Poor communication can lead to misunderstandings, conflicts and breakdowns in collaboration, affecting overall project success.

An indispensable tool

Subcontractor prequalification is necessary for achieving excellence. By emphasizing specialized experience, financial stability, safety, licensing and capacity, you can ensure you engage with subcontractors who meet the unique demands of the industry.

Neglecting the subcontractor prequalification process can lead to various pitfalls that may have detrimental effects on you and your roofing projects.

From risk reduction to cost efficiency and enhanced project quality, the benefits of prequalifying your subcontractors make the extra time and effort worthwhile. When the roofing industry adopts and conducts rigorous prequalification practices, it undoubtedly elevates the overall standard of roofing projects. 🧰🔧🛠️

CHERYL AMBROSE, CHST, OHST, is NRCA's vice president of enterprise risk management.



empowering transformation

The Roofing Alliance is dedicated to the future
prosperity of the industry

by Alison L. LaValley, CAE



“There could be no definition of a successful life that does not include service to others.”

— President George H.W. Bush

In a rapidly changing world, there is one constant: the importance of giving back. Whether expressed through acts of kindness, charitable contributions or service, giving back is a cornerstone of humanity.

And giving back is a goal the 196 dedicated members of the Roofing Alliance share; they seek to serve the roofing industry and shape its future. Through their work to advance education and training, engage in philanthropic outreach, safeguard communities, honor workers and foster innovation, Roofing Alliance members have committed more than \$16 million to fund research, educational endeavors and scholarships to ensure the industry's success.

With the addition of 20 new members during the past two years and growth in engagement and innovative initiatives, the Roofing Alliance is a diverse, dedicated forum of roofing contractors, manufacturers, suppliers and industry professionals.



“The Roofing Alliance is a key player in securing the viability and prosperity of this great industry,” says CJ Mar-

tin, president and CEO of Showalter Roofing Services, Naperville, Ill. “From cultivating partnerships with academia in construction schools of management to engaging in philanthropic outreach within communities—a cause very close to our hearts at Showalter—the Roofing Alliance demonstrates the power of collaboration that can be realized when the industry unites toward a common purpose.”

Charting the course

In the fall of 2023, the Roofing Alliance embarked on an ambitious strategic development plan aimed at substantial growth and long-term sustainability. The plan was crafted to guide the organization's revenue expansion efforts for the next three to five years, positioning the Roofing Alliance as a pivotal force in the roofing industry.

During the next three fiscal years, the Roofing Alliance is committed to initiating projects aimed at addressing the industry's most pressing challenges, including its workforce, while fostering opportunities for stakeholders to contribute meaningfully to the industry's advancement.

Central to the Roofing Alliance's plan are three core strategies:

- Enhancing operational capacity and rebranding as the foundation of the roofing industry, which will reflect the organization's commitment to being a cornerstone of industry progress and innovation
- Harnessing member expertise to drive visionary projects that address critical industry challenges, particularly in workforce development
- Maximizing revenue growth through diversified approaches, including actively seeking out private and government funding opportunities and securing grants and contributions from members for specific initiatives.

Construction management

The Roofing Alliance recently marked its tenth year of active engagement with

construction management programs. During the past decade, the Roofing Alliance has achieved some notable results, including:

- *Hosting its 10th anniversary Construction Management Student Competition during the 2024 International Roofing Expo.*® Ten teams participated (a record number!) and provided written submissions for the Formula 1 Paddock Building in Las Vegas. Five finalist teams were selected to present their proposals in person during the IRE. The University of Florida team was crowned this year's winner; second place was awarded to Colorado State University's team, and the Auburn University and Bradley University teams tied for third place.
- *Holding its third Faculty Retreat on Roofing in October 2023 in Tempe, Ariz.* Through three retreats held in 2022 and 2023, 45 construction management professors have been educated about the roofing industry and were provided with Roofing Alliance-Clemson University nine-hour, three-semester roofing courses. In addition to Clemson University, Clemson, S.C., Auburn University, Auburn, Ala.; Bradley University, Peoria, Ill.; California Polytechnic State University, San Luis Obispo, Calif.; Colorado State University, Fort Collins, Colo.; Kirkwood Community College, Cedar Rapids, Iowa; and the University of South Florida, Tampa, Fla., have implemented the roofing curriculum. A fourth retreat will be held in late September in conjunction with the Western States Roofing Contractors Association's annual convention in Las Vegas.
- *Developing an extensive roofing manual.* This manual will accompany a nine-hour, three-semester

course focused on roofing, which will lead to a Certificate in Roofing for students who successfully complete it. The course was made possible thanks to a Roofing Alliance grant and the Nieri Family Department of Construction Science and Management at Clemson University. The manual and courses are available to all construction management programs accredited by the American Council for Construction Education.

- *Collaborating with the Arizona Roofing Industry Foundation and faculty at Arizona State University, Tempe, to support the work of its Arizona State University fellow, Susan Castelli, a professor from Eastern Carolina University, Greenville, N.C.* Castelli's research will delve into a comprehensive analysis of roof system maintenance cost dynamics and their influence on the lifespans and eventual replacement costs of roof systems.
- *Partnering with Clemson University to identify and document the current state of various sustainability and resiliency efforts in the roofing industry.* Goals include developing professional training modules and strategies to educate the industry and improve sustainability and resiliency efforts; educating a future Ph.D. researcher capable of conducting



Third Annual Faculty Retreat on Roofing

WHO WE ARE

At 196 members strong, including a record number of new members during the past two years, the Roofing Alliance serves as the foundation for NRCA and is composed of a dedicated forum of roofing contractors, manufacturers, suppliers and industry professionals.

Operations are guided by a 16-member board of trustees responsible for overseeing ongoing projects and evaluating funding proposals that address crucial industry

concerns. The Roofing Alliance conducts two member meetings annually; multiple task forces and committees also meet virtually throughout the year.

Currently, Greg Bloom, vice president of national and strategic accounts at Beacon Building Products, Herndon, Pa., serves as the Roofing Alliance's president; Reed Gooding, CEO of GSM Roofing, Ephrata, Pa., serves as vice president; and Jason Dark, vice president of sales at Duro-Last

Roofing Inc., Saginaw, Mich., is secretary/treasurer.

Membership is open to all roofing professionals. For more detailed information about the Roofing Alliance, contact Alison L. LaValley, CAE, the Roofing Alliance's executive director, at (800) 323-9545, ext. 7573, or alavalley@nrca.net. You can also explore roofingalliance.net for additional resources.

further industry research and teaching roofing at a construction management university; and creating a fourth roofing-related course focusing on sustainability. Once developed, a minor in roofing will be available at Clemson University—the first of its kind and one that can be shared with all construction management schools nationwide.

“In addition to its many philanthropic endeavors, the Roofing Alliance has helped the roofing industry create awareness and a path toward resolving workforce shortages through training, innovative curriculum and educational opportunities for students and faculty at schools of construction management,” says John J. Campbell, vice president of sales and marketing for Eagle Roofing Products, Rialto, Calif. “We are honored to have the opportunity to help advance the roofing industry by being involved with this outstanding organization.”

Professional development

In collaboration with Clemson University, the Roofing Alliance unveiled three online roofing courses tailored to offer a robust education to industry professionals of all backgrounds, experiences and educational levels. The courses serve as excellent onboarding tools for new hires and cater to a broad spectrum of roles, including office personnel, estimators, project administrators, foremen and salespeople.

The courses are entirely self-paced, allowing participants the flexibility to tailor their learning experiences. Upon enrollment, participants have 60 days to complete each course.

The first course, Roofing Fundamentals, is designed to provide a comprehensive understanding and study of essential elements that are critical to professional roof construction. Key topics addressed in the first course include types of roof systems and their assemblies, reading blueprints and specifications, estimating, roofing safety, roof system repair, and maintenance and technology.

The second course, Roofing Management, builds upon the first course and addresses concepts at a deeper level within the management aspects of the roofing industry, such as building codes, sustainability, risk management, quality control and quality assurance, field crew management, roof scheduling, site logistics and roofing equipment.

The third course, Roofing Business Principles and Leadership, addresses concepts related to being an

entrepreneur in the roofing industry such as leadership and organizational culture, negotiation, starting and sustaining a roofing business, procurement and resource sourcing, sales and marketing, and innovation.

Once a participant passes each course’s final examination, he or she is awarded a Certificate of Completion jointly conferred by The Nieri Department of Construction, Development and Planning at Clemson University and the Roofing Alliance. And upon completing all three courses, a Roofing Professional Management Certificate will be awarded to participants.

NRCA members receive a \$100 discount for each course; Roofing Alliance members receive a \$300 discount. Special bulk pricing discounts are available.

Scholarships

The Roofing Alliance continues to support educational efforts and offers students financial aid through its Melvin Kruger Endowed Scholarship Program.

Named for Melvin Kruger, a former NRCA and Roofing Alliance president and chairman of L.E. Schwartz & Son Inc., Macon, Ga., the scholarship program is open to employees of roofing industry companies, their spouses and their dependent children; construction management students enrolled in undergraduate level studies; and students enrolled in CTE programs or schools, regardless of industry affiliation, who plan to pursue careers in the roofing or building construction industry.

Recipients are selected based on academic record; potential to succeed; leadership and participation in school and community activities; honors; work experience; a statement of career goals and aspirations; and an outside appraisal. Each award is \$5,000 and is renewable for up to three years of undergraduate study or until a bachelor’s degree is earned provided recipients renew annually and maintain at least a 3.0 GPA on a 4.0 scale.

For the 2023-24 academic year, the Roofing Alliance



10th anniversary Construction Management Student Competition

awarded eight new \$5,000 scholarships and renewed two scholarships, totaling \$50,000 for the year. To date, 145 students have received more than \$1 million in scholarship awards.

Achievements

During the Most Valuable Player Awards' 24th year, six finalists were recognized for their outstanding performance and leadership or outstanding community involvement during NRCA's Industry Awards and Celebration Feb. 7 in Las Vegas.

Daniel Gochenauer, foreman for GSM Roofing, Ephrata, Pa., was crowned this year's winner for Outstanding Community Involvement. Gochenauer is described as the type of person who is always willing to lend a hand and is involved in his local community, including wildlife rescue.

Obed Hernandez, foreman for Wagner Roofing Co., Hyattsville, Md., was this year's Outstanding Performance and Leadership winner. Hernandez is one of Wagner Roofing's most trusted slate mechanics and crew foreman with an eye for safety, project execution and outstanding craftsmanship.

One MVP Awards winner is named the Best of the Best—an elite recognition and award co-sponsored by OMG® Roofing Products, Agawam, Mass and *Professional Roofing*. The Best of the Best winner receives an additional prize awarded by OMG Roofing Products and is featured in a cover story in *Professional Roofing* (see "The leak whisperer," page 28).

This year's winner was Luis Villalta, field worker for Antis Roofing & Waterproofing, Irvine, Calif. Villalta has been with Antis Roofing for 27 years, and he is well-known for the expertise he brings to solving complicated roof leak issues and problems. Outside of work, he works on as many Antis Roofing nonprofit roofing projects as he can including a massive roof system repair for the local Boy & Girls Club.

"Being recognized as an MVP holds special significance for these dedicated workers," says Reed Gooding, CEO of GSM Roofing. "After winning this distinguished title, MVP winners understand they are valued not

only for being outstanding performers on the job but also in their communities. It's quite an accomplishment."

Now in its third year, the prestigious Bennett Award, established in honor of Bennett Judson, former executive director of the Roofing Alliance, recognizes exceptional individuals who selflessly volunteer their time and talent to achieve remarkable accomplishments in service of the Roofing Alliance and the broader roofing industry.

The 2023-24 Bennett Award was presented to Dennis Conway, principal and vice president of Commercial Roofers Inc., Las Vegas, during NRCA's awards ceremony. A decade ago, Conway envisioned the untapped opportunity to collaborate with construction management schools, including the opportunity to engage with and teach construction management students about roofing and recruit them into the roofing industry.

"There's no one more deserving of this award," says Greg Bloom, 2023-24 Roofing Alliance president. "Because of Dennis' visionary leadership, we have not only expanded the reach of the construction management program within the Roofing Alliance but also laid the foundation for the next generation of professionals to thrive."

Service

In 2016, the Roofing Alliance forged a long-term partnership with Ronald McDonald House Charities, marking a pivotal moment in its commitment to proactive social responsibility. Since its inception, all 167 of the standalone Ronald McDonald houses in the U.S. have received invaluable support. From roof system inspections to vital maintenance, repairs and even full roof system replacements, the roofing industry has contributed labor and materials valued at more \$2.5 million.

Ronald McDonald houses provide a comforting "home away from home" for families during their most challenging times. These sanctuaries offer not only the solace of private rooms but also the invaluable opportunity for families to connect with others facing similar journeys. Supported by compassionate full-time staff, these houses ensure families feel embraced and supported.

Reflecting on this partnership, Roofing Alliance Former President Rod Petrick says: "It has been an honor to join forces with Ronald McDonald House Charities. The opportunity to make a meaningful difference in the lives of families facing adversity has been humbling."



Luis Villalta (center) wins the Best of the Best Award.



GET INVOLVED AND GIVE BACK

The roofing industry has a rich tradition of generosity, and for professionals who wish to give back to the industry that has given them so much, the Roofing Alliance presents an ideal avenue to do so.

The Roofing Alliance offers various membership tiers that cater to small, medium and large firms, ensuring everyone has a voice in the industry's destiny.

Members have the option to make commitments to the Roofing Alliance for periods ranging from five to 10 years. In appreciation of their support, we provide public recognition according to donors' preferences and commitment levels, including national acknowledgment during NRCA's annual convention and other special events and programs. Furthermore, Roofing Alliance members are encouraged to engage

with its task forces, which help guide the strategic agenda. Members also receive invitations to the group's semiannual meetings and networking events.

Additionally, the Roofing Alliance encourages roofing professionals to support the Melvin Kruger Endowed Scholarship Program, which offers financial assistance to members and construction management students pursuing careers in roofing or building construction. Contributions to this program are tax-deductible as allowed by law and can be spread over a period of up to five years.

The Roofing Alliance also offers industry professionals opportunities to fulfill their philanthropic aspirations through various planned giving options, such as bequests, gifts of real estate or appreciated stock, life



Members enjoy a Roofing Alliance reception

insurance policies, retirement plan assets and charitable trusts.

For details about how you can make a commitment to the Roofing Alliance, contact Alison L. LaValley, CAE, the Roofing Alliance's executive director, at (800) 323-9545, ext. 7573, or alavalley@nrca.net. You can also find further information on roofingalliance.net.

Looking ahead

As the Roofing Alliance continues to champion advancements in education and training, it remains steadfast in its commitment to tackling the pressing workforce challenges confronting the roofing industry. To this end, the Roofing Alliance leadership has pledged to invest in two workforce development initiatives in the coming years aimed at providing sustainable solutions: SkillsUSA® and a proposed Roofing Industry Center.

During its recent board of trustees meeting, Roofing Alliance leadership committed \$150,000 over three years to support NRCA's SkillsUSA initiative. SkillsUSA is a partnership of educators and trade industries aimed at building a future skilled workforce. Students compete in a series of regional contests that culminate at a national championship contest. There are more than 330,000 active SkillsUSA students and teachers in the U.S. with more than 100,000 students graduating and entering the workforce annually.



"Supporting SkillsUSA initiatives isn't just an investment in the future of the roofing industry; it's a commitment to nurturing the next generation

of skilled professionals who will shape its landscape," says Steve Little, president of KPost Company, Dallas. "Empowering young talent is key to ensuring we have a pipeline of capable, trained workers."

The Roofing Alliance also is setting its sights on

developing a Roofing Industry Center. Recognizing the pivotal role of early career guidance, the center will launch initiatives that will engage students as early as middle school. The outreach will extend to high schools and two-year institutions, encompassing community colleges, technical schools and trade programs.

In addition to its recruitment efforts, the Roofing Industry Center will spearhead applied research initiatives aimed at enhancing roof system application methodologies, prioritizing safety and efficacy. By advancing the understanding of the industry's environmental impact and its role in climate management, the Roofing Industry Center will aim to cultivate a generation of environmentally conscious professionals, drawing high school and college students to the industry.

A state-of-the-art facility at Clemson University is being considered to serve as the permanent home of the Roofing Industry Center. This facility will provide a dynamic learning environment equipped with the latest tools and technology.

By aligning its efforts with a clear visionary mission and harnessing the collective expertise and resources of its members, the Roofing Alliance stands ready to make significant strides not only this year but also well into the future. We hope you will join us on this journey. Together, we can shape a brighter tomorrow for the roofing industry. 🌟🌱

ALISON L. LAVALLEY, CAE, is executive director of the Roofing Alliance.

CONTRACTOR NEWS

Eskola Roofing & Waterproofing acquires J.R. Jones Roofing



Eskola Roofing & Waterproofing, Morristown, Tenn., has acquired NRCA member J.R. Jones Roofing Inc., Houston. The partnership will

allow Eskola Roofing & Waterproofing to increase service reach, provide more and varied customer service, advance resources and enable the company to be at the forefront of the latest technology development in the roofing and waterproofing industry.

“We are excited about the possibilities this addition brings to Eskola Roofing & Waterproofing and our stakeholders,” says Jon Eskola, CEO of Eskola Roofing & Waterproofing. “By combining our strengths, expertise and people, we are well-positioned to continue to grow our brands across the U.S.”

J.R. Jones Roofing is Eskola Roofing & Waterproofing’s fourth acquisition since May 2023.

Columbia Roofing & Sheet Metal receives award

Columbia Roofing & Sheet Metal, Tualatin, Ore., has received Carlisle SynTec Systems’ 2023 Perfection Award for the 11th consecutive year. To be eligible for the award, contractors must have established a seven-year record of exceptional installation quality, warranty claim performance and commitment to ongoing training.

Additionally, Columbia Roofing & Sheet Metal has been named to Carlisle SynTec Systems’ 2023 Perfection Council for the eighth time. To qualify for the council, contractors must complete a minimum amount of warranted work and number of jobs per year. Council members are then selected based on installation quality, warranty claim performance and commitment to ongoing training.

“As a member of the Perfection Council for eight years and an 11-year recipient of the Perfection Award, these honors represent the commitment we all have to Columbia Roofing & Sheet Metal and to our customers,” says Mark Carpenter, CEO of Columbia Roofing & Sheet Metal.

DISTRIBUTOR NEWS

Beacon honors supplier partners

Beacon, Herndon, Va., has awarded three supplier partners for their service commitments in 2023.

NRCA member GAF, Parsippany, N.J., received the Supplier of the Year Award for helping position Beacon to compete, grow and attract new customers; Klauer Manufacturing Co., Dubuque, Iowa, received the Trail Blazer Award for discovering new ways to innovate and partner; and Lomanco Inc., Jacksonville, Ariz., received the TRI-BUILT Award for sharing Beacon’s vision for building a premium-quality exclusive brand.

Additionally, Beacon has acquired Metro Sealant & Waterproofing Supply Inc., Springfield, Va.

“[Metro Sealant & Waterproofing Supply] has built a strong business through dedication to expertise in waterproofing, restoration, glass and glazing. The team’s technical know-how is at the top of the industry and we are thrilled to welcome them,” says Martin Harrell, Beacon’s division president, waterproofing.

Metro Sealant & Waterproofing Supply is Beacon’s second acquisition of 2024.

SRS Distribution to be acquired by The Home Depot®



SRS Distribution Inc., McKinney, Texas, will be acquired by The Home Depot®, the world’s largest home improvement retailer.

SRS Distribution’s 2,500-plus professional sales force and 760-plus branch network across 47 states reportedly will help The Home Depot extend its offerings to residential specialty trade professionals while better serving renovators and remodelers. With the acquisition, The Home Depot now believes its total addressable market is about \$1 trillion—an increase of about \$50 billion.

“Our team is thrilled to join The Home Depot,” says Dan Tinker, SRS Distribution’s president and CEO. “We are looking forward to combining our differentiated assets and capabilities, including our extensive branch network, experienced sales team, robust trade credit offering and order management system, geared at serving the complex project purchase occasion, with The Home Depot’s competitive advantages. We believe this will enable us to better serve pros and continue growing in our large and highly fragmented market.”

Tinker, as well as his senior leadership team, will continue to lead SRS Distribution.

Under the terms of the merger agreement, a subsidiary of The Home Depot will acquire SRS Distribution for a total enterprise value (including net debt) of about \$18.25 billion. The closing of the acquisition is expected to be completed by the end of fiscal year 2025.



MANUFACTURER NEWS

Gaco names Top Contractor winners

Gaco, Nashville, Tenn., a Holcim Building Envelope brand, has announced the recipients of its 2024 Gaco Top Contractor program. The program recognizes contractors' commitment to quality, as well as their commercial roofing and waterproofing expertise.

All Gaco Licensed Applicators are eligible for the program. Gaco awarded Top Contractor status to contractors who fulfilled the program requirements, measured by the total volume of Gaco products purchased and installed in 2023, as well as by remaining in warranty good standing.

"We are thrilled to honor this exceptional group of contractors who have consistently demonstrated dedication to excellence in commercial roofing and waterproofing," says Jason Loftus, commercial coatings sales director for Gaco. "Their expertise and commitment to quality align perfectly with Gaco's values and we are proud to celebrate their achievements."

The winners are listed at gaco.com/category/news.



Carlisle Companies will acquire MTL Holdings

Carlisle Companies Inc., Scottsdale, Ariz., recently announced it has entered into a definitive agreement to acquire MTL Holdings, Waukesha, Wis., from GreyLion Partners, a leading U.S. private equity firm. Carlisle Companies will purchase MTL Holdings for \$410 million in cash.

MTL Holdings is a provider of prefabricated perimeter edge-metal systems and noninsulated architectural metal wall systems for commercial, institutional and industrial buildings. The company generated revenue of \$132 million during the twelve months ending Feb. 29.

"The acquisition of MTL Holdings is consistent with ... our intent to build on our strategic pivot to a ... building products company with increased investment in innovation, a continued emphasis on synergistic mergers and acquisitions, attracting and retaining top talent, and fulfilling our sustainability commitments," says Chris Koch, chair, president and CEO of Carlisle Companies. "By acquiring MTL Holdings and leveraging the Carlisle Operating System across the business, I am confident we will create significant value for all our stakeholders. We look forward to welcoming [the] MTL Holding's team to Carlisle Companies."

The acquisition is expected to close during the second quarter of 2024.

OTHER NEWS

MCA announces board members

The **Metal Construction Association** has added three new members to its board of directors: R.C. Antal, director of insulated metal panels for NRCA

member ATAS International Inc., Allentown, Pa.; Jules Dekovics, national sales manager for NRCA member Exceptional Metals, Saginaw, Mich.; and D.J. Highnote, vice president/product advisor for Roof Hugger, Lutz, Fla.

"I am delighted to add Antal, Dekovics and Highnote to our board of directors," says Brian Partyka, MCA's board chair. "With their talents and expertise, MCA is positioned stronger than ever to advocate for the metal construction industry and provide the most indispensable resources available."

A list of MCA board and executive committee members is available at metalconstruction.org.



IRE announces award winners

The **International Roofing Expo**® has announced the winners of its first annual Innovative Product Showcase and Awards Program for People's Choice and Experts' Choice. The awards program aims to celebrate cutting-edge solutions in the roofing and exteriors industry.

The Innovative Product Showcase and Awards Program entries were displayed at the 2024 IRE. Attendees casted votes for the People's Choice Award across eight categories. The following NRCA members received the People's Choice Award: Leister Technologies LLC, Kaegiswil, Switzerland; Polyglass USA Inc., Deerfield Beach, Fla.; and Progressive Materials LLC, New Albany, Ind.

The Experts' Choice Award winners were selected by a panel of IRE360 editors and industry experts according to their ability to boost performance or sales; increase customer satisfaction or worker safety; and/or set a new industry standard in the field. NRCA members TAMKO Building Products Inc., Joplin, Mo., and WeatherLok Metal Roofing, Gilford, Mont., received the Experts' Choice Award.

The full list of winners is available at irepsaawardsplatform.com.



NWIR appoints officers

National Women in Roofing appointed eight new officers to its board of directors during its annual meeting in February in Las Vegas. The newly elected officers fill a variety of roles on various committees.



The new officers include:

- Sej Deribin, chief operating officer for Capitol Roofing Co., Clifton, N.J.
- Dawn Holsinger, managing partner of NRCA member Delta Rep Group, St. Petersburg, Fla.
- Michelle Lexvold, sales development representative for NRCA member Art Unlimited, Cook, Minn.
- Megan Malone, general manager of service for NRCA member Rackley Roofing Co. Inc., Carthage, Tenn.
- Mandy McIntyre, founder of Level Up Consultants, Cleveland
- Danielle Pack, south central regional sales manager for NRCA member USG Securock,® Chicago
- Minnie Robles, senior sales representative for NRCA member Johns Manville Roofing Systems, Denver
- Cori Vernam, director of marketing, cause and business development for NRCA member Antis Roofing & Waterproofing, Irvine, Calif.

Roofing Alliance welcomes new member

The **Roofing Alliance** has announced General Coatings Manufacturing Corp., Fresno, Calif., joined at the Regent level and is the foundation's 196th member.



“General Coatings Manufacturing is excited to be a part of the Roofing Alliance,” says Barry McConway, president of General Coatings Manufacturing. “We share the same commitment and goals as the Roofing Alliance: to improve industry education and training, and drive technology and research to improve our industry.”

UP THE LADDER

IB Roof Systems has named **Chris Headley** territory sales and service manager for North Texas and Oklahoma.



Headley

Bone Dry Roofing has named **Matt Tyner** chief marketing officer.



Tyner



It's here!

The NRCA Roofing Manual: Metal Panel and SPF Roof Systems—2024 has arrived!

Get the latest technical information and stay current with industry best practices with **The NRCA Roofing Manual** and **The NRCA Roofing Manual—2024 Set**.



ORDER TODAY!

nrca.net/shop/technical

NRCA NEW MEMBERS

ARCHITECTS/ENGINEERS/CONSULTANTS

Cherokee Federal, Yigo, Guam
Crescent Construction Services, Salisbury, N.C.
Karins Engineering Group Inc., Sarasota, Fla.
MDEP, La Jolla, Calif.
Square Root Engineering, Erie, Colo.

CONTRACTORS

Above All Construction LLC, Bonner Springs, Kan.
AID Home Improvement Inc., Central Falls, R.I.
Alimac Pro Inc., Arlington, Wash.
Amor Roofing LLC, Woodinville, Wash.
ARCM Roofing Inc., Littleton, Colo.
Armour Roof Co., Omaha, Neb.
AZA Roofing & Restoration, Alpharetta, Ga.
AzaPro Roofing, Edmonds, Wash.
Brock Roofing and Construction, Weatherford, Texas
Commercial Systems Contracting, Pompano Beach, Fla.
Cool Roofs, Austin, Texas
Denver Commercial Property Services, Centennial, Colo.
Empire Roofing Solutions, Guaynabo, Puerto Rico
Flow Roofing, Portland, Ore.
Gio Renovations Inc., Orlando, Fla.
Grandmark Service Co., Fresno, Calif.
Helpful Roofing, Madison, Ala.
HER Roofing Co. Inc., Wilsonville, Ore.
Hustad Cos. Inc., Omaha, Neb.
IRC Roofing LLC, Cape Coral, Fla.
Jasmor Properties LLC, Concord, N.H.
Jenkins Roofing Inc., Tallahassee, Fla.
JRP Roofing and Remodeling, Woodruff, S.C.
KRC Roofing and Construction, Louisville, Ky.
Lord's Roofing Co., Milford, Ohio
McGuire Roofing & Construction, Knoxville, Tenn.
Nomads Roofing, Siloam Springs, Ark.
Noto Roofing, Vestavia Hills, Ala.
Omni Roofing, Southlake, Texas
Outsiders, Richfield, Utah
Paramount Roofing LLC, Frankfort, Ky.

Peoples Superior Roofing, Huntington, W.Va.
Pro Roofing and Construction, Portales, N.M.
Professional Quality Roofing LLC, Silverton, Ore.
Promised Land Restoration, Plano, Texas
Ramtech Roofing, Fort Worth, Texas
Risner Roofing, Waco, Texas
RK Roofing & Construction Inc., San Leandro, Calif.
Roof & Solar Standards, Omaha, Neb.
Shaughnessy Roofing Inc., Daly City, Calif.
Square One Construction, Shepherdsville, Ky.
Squared Away Roofing, Savannah, Ga.
Stevan Buren Roofing, Windows and Flooring, Cleburne, Texas
Stonelight Roofing, Port St. Lucie, Fla.
SunMade Energy, Fresno, Calif.
Technical Assurance, Willoughby, Ohio
Texas Roof Repair, Dripping Springs, Texas
TR Exteriors, Elko, Minn.
Transcona Roofing LTD, Winnipeg, Manitoba, Canada

DISTRIBUTORS

BIK Boom Trucks, Milford, Mass.

INDUSTRIAL/INSTITUTIONAL

License Exam Services LLC, Sarasota, Fla.

MANUFACTURERS/MANUFACTURER REPRESENTATIVES

Crafts Technology, Elk Grove Village, Ill.
Grupo Nork Internacional S.A. de C.V., Puebla, Mexico
Industrias Corey, Escobedo, Mexico

MEMBER BRANCHES

Flynn Group of Companies, Calgary, Alberta, Canada
Roof Technologies, Harvey, La.

SERVICE PROVIDERS

10X Roofing, Scottsdale, Ariz.
1SEO, Bristol, Pa.
Latinos En Roofing, Plano, Texas



EVENTS

MAY

22

Virtual CERTA Train-the-trainer

NRCA

Online

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

JUNE

5-7

FRSA's 102nd Annual Convention and the Florida Roofing & Sheet Metal Expo

Florida Roofing and Sheet Metal Contractors

Association

Kissimmee, Fla.

Contact: FRSA

(407) 671-3772

floridarooft.com

19

Virtual CERTA Train-the-trainer

NRCA

Online

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

24-28

SkillsUSA® National Leadership & Skills Conference

SkillsUSA

Atlanta

Contact: SkillsUSA Customer Care

(844) 875-4557 or customerservice@skillsusa.org

nlsc.skillsusa.org

26-30

2024 Carolinas Roofing Expo & Annual Meeting

Carolinas Roofing and Sheet Metal Contractors

Association

Myrtle Beach, S.C.

Contact: CRSMCA

(704) 556-1228

crsmca.org

JULY

16-19

NRCA's Midyear Committee Meetings

NRCA

Chicago

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

AUGUST

1

CERTA Train-the-trainer

NRCA

Elgin, Ill.

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

SEPTEMBER

4

Virtual CERTA Train-the-trainer

NRCA

Online

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

29-Oct. 1

Western Roofing Expo

Western States Roofing Contractors Association

Las Vegas

Contact: WSRCA

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

westernroofingexpo.com

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Polyglass launches Modifleece™

Modifleece is a fleece-backed SBS polymer-modified bitumen roof membrane base sheet for use in multi-ply, low-slope roof systems. Using a unique

laminating process, a specially formulated dual compound is integrated into the polyester fabric to create a monolithic bond between the two components. The self-adhering side laps are protected with a release film, which is removed at the time of application, exposing the aggressive self-adhering compound that provides immediate watertight seams.

For more information, visit info.polyglass.us/modifleece.

Celebrate in style!

Support National Roofing Week and the roofing industry June 2-8 by ordering T-shirts.

While supplies last, T-shirts are available in sizes small through XX-large priced at \$5 for members and \$10 for nonmembers.

We sold out the previous year, so don't delay. Buy your National Roofing Week T-shirts today at nrca.net/shop/marketing.





HEIDI J. ELLSWORTH



WHAT IS YOUR POSITION WITHIN YOUR COMPANY? I am president of RoofersCoffeeShop,[®] Sisters, Ore.

WHAT IS THE MOST UNUSUAL ROOFING PROJECT OF WHICH YOU HAVE BEEN A PART? The project was a cedar shake reroof by Interstate Roofing, Tigard, Ore., for Timberline Lodge in Mount Hood, Ore. The 55,000-square-

foot ski lodge stands at an elevation of 6,000 feet. It was difficult to get materials to the site while also installing the shakes on incredibly steep slopes. It is a beautiful project.

WHY DID YOU BECOME INVOLVED IN THE ROOFING INDUSTRY? My dad was a general contractor, so I grew up in the trades, but it was when I applied to Malarkey Roofing, Portland, Ore., as a marketing coordinator that I really fell in love with roofing. Working with Malarkey Roofing and later starting my own marketing agency for roofing, HJE Marketing, Camp Sherman, Ore., I knew roofing was an industry I wanted to be in. I love the people and the purpose of protecting families through strong shelters.



Ellsworth with her father and sister

WHAT WAS YOUR FIRST ROOFING EXPERIENCE? I worked with my dad

in his construction business starting at about 10 years old. He built homes and did remodeling so all three of us kids were involved in tasks on the job sites, including roofing.

WHAT IS YOUR ROOFING INDUSTRY INVOLVEMENT?

I am active in NRCA's One Voice initiative; do marketing for the Roofing Alliance; serve as an advisory board member for the Western States Roofing Contractors Association and as a trustee with WSRCA's Davis Memorial Foundation. I also am a founder of National Women in Roofing and Roofing Technology Think Tank. I am proud of being a board member of NWiR and am working on several committees as the organization grows.

MY FAVORITE PART ABOUT WORKING IN THE ROOFING INDUSTRY IS ... The people. So many of my friends are from the roofing industry! They are good, kind and hardworking people who are fun to be around.

WHAT SONG ARE YOU LISTENING TO OVER AND OVER? I listen to Ellsworth, Megan Ellsworth's album, over and over again. I am also a Rob Thomas fan.

WHAT'S THE MOST EXCITING/ADVENTUROUS THING YOU'VE DONE? Starting my own business, HJE Marketing, in 1998. It was a dream come true.

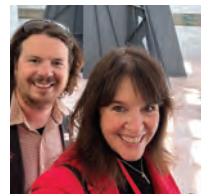
WHAT QUALITY DO YOU MOST ADMIRE IN A PERSON? Authenticity

PEOPLE WOULD BE SURPRISED TO KNOW ... I was a runner-up for Rodeo Queen in Prineville, Ore.

IF YOU COULD TRAVEL ANYWHERE IN THE WORLD, WHERE WOULD YOU GO? WHY? Ireland. My family is Irish; it is the top of my bucket list to experience the beauty and magic of Ireland.

WHAT DO YOU CONSIDER YOUR MOST REWARDING EXPERIENCE?

Raising two amazing children, James and Megan, with Tim Ellsworth and all of us working together at RoofersCoffeeShop.



Ellsworth and her son, James

IF YOU COULD MEET ANY HISTORICAL FIGURE, WHOM WOULD YOU MEET? WHY? Emily Roebling, chief engineer of the Brooklyn Bridge. Her work in this highly technical engineering feat helped empower women to perform in areas other than factories. I would love to meet Emily and talk not only about breaking molds for women but also the thrill of creating such an amazing structure as the Brooklyn Bridge.

WHAT WAS YOUR FIRST JOB? I was a lobbyist assistant for the Oregon Catholic Conference, Portland.

WHAT IS YOUR FAVORITE FOOD? Sushi

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