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WHEN IT MATTERS®

Eeny, meeny, miny, moe

Why you put off certain tasks and what you need to know

by Ambika Puniani Reid



NRCA's fiscal year runs from June to June, which makes my least favorite times of the year December-January and April-May. Those are the months NRCA vice presidents have to review our budgets, adjust them as necessary and make projections for the coming fiscal year. I am more comfortable with letters than numbers, so I put off the biannual budgeting task as long as I can.

Turns out, writing and doing math take the same amount of brain energy, but I am not motivating myself the right way, according to Andrew Westbrook, a neuroscientist at Rutgers University, New Brunswick, N.J.

"Whether you're engaged in a cognitively demanding task at work, or you're staring off into space, your brain is using roughly the same amount of energy," he told *The Wall Street Journal* reporter Michaela Doucleff.

Doucleff writes: "What feels more challenging is when a task requires the brain to go against its usual habits. Cognitively demanding work, such as complex accounting or writing a nuanced email, often requires the coordination of many different brain regions in novel patterns while silencing circuits that frequently fire together."

There are a few ways to make this easier, according to Westbrook. He suggests getting past the initial hurdle of doing an uncomfortable task by focusing on the benefits of completing the task. For me, that would be turning in my budgets early, so I won't be stressing about them

and the looming deadline.

Another option is setting a time limit to work on tasks you find difficult. For example, I could set aside 30-45 minutes of uninterrupted time to get into a budget-focused rhythm.

"Next time you're struggling to start a task, stop focusing on all the pain it may involve or the consequences of failing," Doucleff writes. "Instead, think about how good it will feel to finish it and the rewards that will follow."

Ambika

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



NRCA's annual Roofing Day in D.C. was held April 16-17 in Washington, D.C. This year, nearly 250 roofing professionals from 39 states engaged with 229 congressional offices.

Participants encouraged their members of Congress to co-sponsor the Main Street Tax Certainty Act (H.R. 4721/S.1706) and the American Innovation and R&D Competitiveness Act (H.R. 2673/S.866), support increased funding for Perkins Career and Technical Education State Grants, and support the Stronger Workforce for America Act (H.R. 6655).

Florida and Ohio sent the most attendees; the International Institute of Building Enclosure Consultants and Tile Roofing Industry Alliance tied for largest organization representation for 2024.

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



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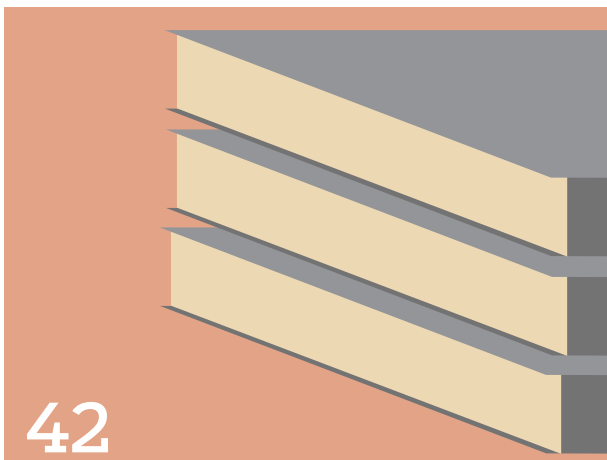
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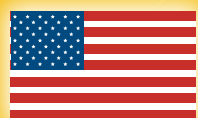
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NRCA

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#HASHTAG

#ROOFINGDAYINDC

NRCA held its annual #RoofingDayinDC April 16-17 where roofing professionals advocated for the roofing industry on Capitol Hill. Nearly 250 attendees came together for 229 congressional meetings. Check out what everyone shared from the event, and be sure to plan for Roofing Day in D.C. 2025 April 8-9!





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Solar-reflective membranes

GAF has made available its RUBEROID® & GAFGLAS® EnergyCap™ Bright White Granulated membranes. The premium bright white solar reflective granules reportedly help address cool roof initiatives while combining the durability of polymer-modified bitumen and the aesthetic of a solar reflective bright white surfaced roof.

The EnergyCap membranes can be used in heat-welded, cold-applied or hot-mopped asphalt applications. Additionally, the membranes are FM-approved and UL-classified in accordance with ANSI/UL 790 and rated with the Cool Roof Rating Council for reflective properties.

The Ultra Bright White membrane also is available to comply with the requirements of the California Energy Code, Title 24.

gaf.com

Roof drain is durable

TRUFAST® has made available its EasySeal™ Retrofit Roof Drain. With no sealant tape or multiple screws, the roof drain features a mechanical rubber seal for protection against water backup and a custom seal-tightening tool.

The heavy-duty aluminum construction reportedly is durable and available in diameters of 3, 4, 5 and 6 inches. To accommodate most roof systems, the drain also is available with a variety of flange options, including plain aluminum, TPO-clad and PVC-clad.

trufast.com



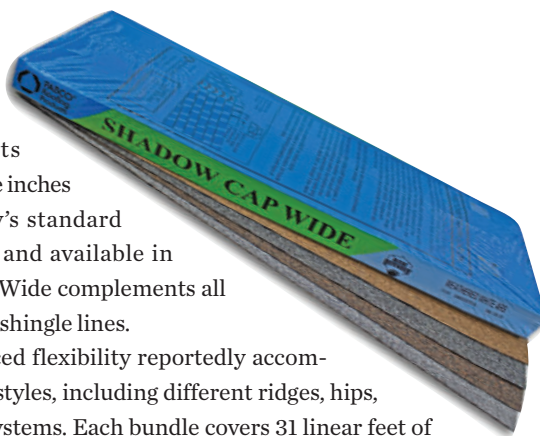
Ridge cap is flexible

PABCO® Roofing Products has introduced its Shadow Cap Wide.™ Three inches wider than the company's standard Shadow Cap™ ridge cap and available in eight colors, Shadow Cap Wide complements all PABCO Roofing Products shingle lines.

The ridge cap's enhanced flexibility reportedly accommodates diverse roofline styles, including different ridges, hips, gables and vented ridge systems. Each bundle covers 31 linear feet of ridge cap.

Shadow Cap Wide also features Algae Defender® with copper granules to defend against black streaks caused by blue-green algae and meets industry performance ratings and requirements such as ASTM D3161 Class A wind rating, CAN/ULC-S107 fire rating in Canada and UL 790 Class A fire rating in the U.S.

pabcoroofing.com



Boots resist abrasion

Georgia Boot has introduced its Brute Collection of waterproof work boots. With 8- and 11-inch options, the boots feature an abrasion-resistant rubber outsole with multidirectional 6-mil lugs and a Goodyear Welt construction with a reinforced toe stitch for durability.

Protective features also include a soft ANTI-Impact internal metatarsal guard that hardens upon impact, an Ergo-Fit nano composite toe cap and a Tec-Tuff vamp for abrasion resistance. The boots meet ASTM F2413 protective toe classification, electrical hazard classification and metatarsal guard classification.

georgiaboot.com



For the love of frogs

Falling victim to complacency can cause irreversible damage

by McKay Daniels

Music plays in our home quite a bit. Whether quietly in the background or loud in the foreground, songs are often playing. A few weeks ago, our middle child was playing a Rolling Stones classic through our music app, which automatically plays another song in that same genre when the current song ends.

After the Stones, the app played another classic rock song, but it was slightly newer. Then, an even newer and louder song played, and then another. This algorithm continued for a few songs until death metal was blasting out of the speakers (mom clearly wasn't home.)

A small but consistent trend resulted in us ending up in an entirely different spot (White Zombie) than where we started.

Like the proverbial frog in the pot where the temperature slowly increases, we didn't notice any real change until we were cooked. Surely this wasn't the intention of the app; we haven't noticed it happening before, but it was interesting it did happen.

This same scenario can happen in our lives and companies with items far more consequential than weird song selection. These small, perhaps imperceptible, changes can compound over time to bring real results whether good or bad.

On the good side, small improvements or investments that may mean essentially nothing in the moment become something meaningful over time.

This concept is similar to compound interest, which Warren Buffet attributes much of his financial success to. He likens it to rolling a snowball down a hill. The longer the hill, the bigger the snowball will be at the bottom.

If you take care of your car from the beginning, it will last longer. If you eat a healthy diet and exercise regularly from a young age, you likely will live a longer, healthier life. And if you improve your company bit by bit by

making small changes, those results will pay dividends for years.

The bad side of the spectrum compounds the same way but with opposite results.

If you let a small negative deviation occur and remain in place, it can lead to larger

negative effects. And there is a term for it: normalization of deviance.

Sociologist Diane Vaughan coined the term when studying the events leading up to the Space Shuttle Challenger explosion and defined it as a human phenomena in which individuals and teams deviate from what is known to be an acceptable performance standard until the adopted way of practice becomes the new norm in the absence of failures. Consider being less diligent with:

- Tying off
- Fall protection
- Ladder safety
- Driving the speed limit
- Fire safety
- Material handling
- Installation practices

“Oh, don’t worry about that; we’ve never had any issues,” may be said in conjunction with skipping some stated rule for an easier, faster path.

The more distant or rare the negative outcome, the more likely deviance can occur.

“I’ve never fallen from a roof; I’m fine not tying off this one time.”

“We’re good on safety, so we don’t need to worry about ladder safety this time.”

“We’ve never had an inspection go south with this unconventional screw pattern; it’s fine.”

Right now, there probably is a young crew member on some job site doing something unsafely or wrong because it’s all he or she knows. The crew member got to that point over a long period of time and possibly is unaware things could or should be different, better or safer.

If you value your company, ensure it never gets too far afield; otherwise, you run the risk of having two workers say “What’s fall protection?!” when asked about it someday.

Then you, like the frog, are cooked. 🐸🔥

MCKAY DANIELS is NRCA's CEO.

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Good bosses have five traits in common

Being a boss can be difficult. Good bosses strive to do the right thing while also ensuring employees are engaged and happy. *Fast Company* shares five traits good bosses have in common:

1. *They trust their employees.* Employees’ main complaint about their bosses is they micro-manage, which reflects a lack of trust. Good bosses trust employees are capable and focus on results rather than ensuring things are done their way.
2. *They check their egos and do the work.* Good bosses do not believe they are above any task. They understand what a reasonable workload is and help team members when needed.
3. *They celebrate progress and offer constructive feedback.* Both steps are crucial. When an employee’s work is not acknowledged, he or she will believe there is no point in working hard. And if a boss never acknowledges an employee’s mistakes or skills gaps, the employee will not improve or advance his or her career.
4. *They view employees as people first.* Good bosses know and respect their employees have families, personal obligations and interests that sometimes need to take priority, and they provide flexibility when needed.
5. *They are honest and communicate.* Employees are motivated when they understand what they are working for; ambiguity leads to worry and confusion. Good bosses clearly communicate what they know to their employees, sharing as much as they can and admitting when they do not know something.

“Small, perhaps imperceptible, changes can compound over time to bring real results whether good or bad”

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UL Solutions prices its upsized IPO to raise \$946.4 million

UL Solutions, Northbrook, Ill.—a testing, inspection and certification company—priced its upsized initial public offering in April at \$28 a share, closer to the high end of its \$26 to \$29 price range. The offering of 33.8 million shares sold exclusively by selling shareholders raised \$946.4 million at a valuation of \$5.6 billion.



The company's stock ULS started trading on the New York Stock Exchange under the ticker "ULS" April 12. Goldman Sachs, BofA Securities and J.P. Morgan are lead underwriters in a syndicate of 16 banks that worked on the deal. UL Solutions is profitable and had a net income of \$276 million in 2023, down from \$309 million in 2022. Filing documents show revenue rose from \$2.520 billion to \$2.678 billion.

Are you a micromanager?

As a manager, it can be easy to fall into the habit of micromanaging. Managers have the pressure of proving themselves to their teams while also ensuring they are delivering results for the company, which sometimes can lead to being overly involved with the team's work.

Harvard Business Review recommends asking yourself the following three questions to ensure you are not micromanaging.

1. *Am I always giving my team advice?* Offering advice to your team members can be crucial when situations truly require it, such as high-stakes projects or urgent issues. But generally, you should help people develop their own approaches, asking teaching-oriented questions that will help your direct reports grow.
2. *Do I need to approve every decision my team makes?* Make a list of high-stakes decisions you must oversee or approve and lower-stakes items you can delegate to trusted employees. Delegating saves time and gives your employees a chance to learn.
3. *Do I approach feedback as a one-way street?* When you check in one on one with team members, turn feedback discussions into a dialogue. Allow your reports to evaluate themselves before sharing your evaluation, and be proactive about asking your team for feedback regarding your leadership.

Job openings grow along with hirings and layoffs

The construction industry had 441,000 unfilled jobs in February—a 3.8% increase from January—according to a Bureau of Labor Statistics job openings survey released in April. There were 403,000 new hires during this time, but the BLS report also measured 375,000 separations, counting layoffs, firings and quits, according to Construction Dive.

Anirban Basu, chief economist for Associated Builders and Contractors, says the elevated rate of hirings and discharges compared with the same time the previous year indicate a wide gap between construction sectors.

"This suggests ... certain construction segments powered by federal funding and incentives continue to generate demand for labor, while privately financed segments had slower growth," Basu says.

In February, nonresidential spending also dropped 1% to a seasonally adjusted annual rate of \$1.179 trillion.

Basu said the contraction could be attributed to colder winter weather but also could indicate higher interest rates are having an effect on the construction industry.

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The lightning round

A quick look at multiple issues currently facing the industry

by Mark S. Graham

In the TV game show “Password,” which originally aired from 1961-75, a segment referred to as the lightning round addressed multiple questions and answers in a defined time. In 2023, NBC reintroduced “Password” with Jimmy Fallon as its host. But this month, I am your host for a roofing-specific lightning round.

Mop-applied SBS cap sheets

Until the early 2000s, SBS polymer-modified bitumen cap sheets commonly were installed using mop-applied hot asphalt, but the method often resulted in reports of membrane blistering. In January 1998, NRCA issued an interim report notifying its members of the blistering issue and offering interim recommendations. In the April 2000 and May 2000 issues of *Professional Roofing*, I reported about NRCA’s blistering research and offered blister-mitigation guidance.

Since then, the mop-applied installation method has fallen out of favor and been replaced with cold-applied adhesives. As adhesive technology and application techniques have advanced, adhesive application has become the preferred application method for SBS polymer-modified bitumen cap sheets.



However, following the COVID-19 pandemic and supply chain crisis, there has been renewed interest by some manufacturers and specifiers regarding the mop-applied hot asphalt installation method for SBS polymer-modified bitumen cap sheets.

The concerns for membrane blistering still exist, and NRCA's previous cautions, research and blister-mitigation guidance still apply.

Fastener ads

Recently, some fastener suppliers' advertisements have touted the availability of their fasteners and fastener plates for use as substitutions in FM Approvals-

approved roof assemblies. I also am aware of situations where these suppliers have reached out directly to roof system manufacturers, other suppliers and distributors and roofing contractors offering their fasteners as substitutions for other approved fasteners and plates.

FM Approvals' product approvals apply to specific products and their use in specific roof assemblies termed "RoofNav assemblies."

Product substitutions (including substituting fasteners and plates) other than those identified in a specific RoofNav assembly number are unapproved substitutions and should be avoided.

“The concerns for membrane blistering still exist, and NRCA's previous cautions, research and blistering mitigation guidance still apply”

Moisture meters

Handheld moisture-detection meters have decreased significantly in cost. One retailer is charging \$13.95 for a basic, consumer-targeted device. The use and, unfortunately, misuse of these devices has become more widespread.

NRCA is receiving a significant number of reports where handheld moisture-detection meters are being used and representations are being made of excessive or unacceptable moisture content readings. In some instances, this has resulted in unnecessary concern for and rejection of roofing materials and products.

Handheld moisture-detection meters do not detect actual water or roofing materials' moisture contents. Instead, most meters detect conductivity within the material being evaluated. Because water exhibits relatively good conductivity, high meter readings are claimed to indicate material wetness; however, many roofing materials also exhibit varying degrees of conductivity. Therefore, correlating conductivity to a material's wetness leads to wrong conclusions.

When a device is used properly and calibrated to a specific material, it can indicate a material's moisture content. Calibration to gypsum wall board and specific wood species of specific gravities is provided with some high-end, handheld moisture-detection

meters. Using a meter's moisture scale to determine moisture content of material compositions other than those specifically indicated in the device's operating instructions will supply unreliable information.

I am aware of at least one brand that offers a "Roofing" setting on its device's moisture content scale. Because the conductivity of various roofing materials varies greatly and the device does not indicate a specific roofing material for which it is calibrated, the device should be considered unreliable for use with roofing materials.

Users of handheld moisture-detection meters should review a device's operating instructions and use the device within the calibration, operating temperatures and sensitivity indicated. If a device's operating instructions do not include calibration, operating temperatures and sensitivity information, consider the device unreliable and avoid it. 🚫🔍

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

ERA publishes sustainable roof system guide

The EPDM Roofing Association has published “The View From the Roof: Building a Sustainable Future,” a guide to incorporating EPDM into sustainable roof systems.

Designed to help solve contemporary issues and preserve the built environment, the report includes an overview of the growing commitment to sustainable building from government agencies, professional associations and academic institutions. It includes detailed instructions for using an EPDM membrane as the foundation of a sustainable roof system, as well as information about the value EPDM brings to a solar roof system.

Additionally, the report includes research results that bring into question long-held assumptions about the role of roof albedo on urban heat islands and energy efficiency.



SPRI offers paper on construction-generated moisture

SPRI has released a new document, “Construction-generated Moisture and its Effect on Roof Systems,” addressing construction-generated moisture and its effect on commercial roof systems.

Construction-generated moisture comes from a variety of activities, including pouring concrete, burning propane heaters, painting, plastering and drywall finishing. These and other activities can contribute to excessive levels of relative humidity inside a structure when proper remediation measures are not taken. The result can be the accumulation of condensation within the roof assembly and within the structure when the temperature is at or below the dew point.

Among the list of specific SPRI recommendations are avoiding the use of wet materials or materials with excessive moisture, installing vapor retarders in the roof assembly, avoiding penetrating vapor barriers, installing at least two layers of insulation and always sealing deck-to-wall joints and gaps around roof penetrations.

The paper, written by Chadwick Collins, SPRI’s technical director, is available at spri.org.

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Reverse mentoring can help when implementing AI

The British Standards Institution's recent Trust in AI Poll, a global survey with more than 10,000 respondents across nine countries, shows 45% of people working in the built environment sector globally say their jobs currently use artificial intelligence. Of those who do not currently use AI, 42% expect to by 2030 and 68% expect the sector overall will, according to Construction Dive.

Designers and contractors are using AI and machine learning to manage data involved with building design, plan construction projects and manage day-to-day operations on job sites. However, this new technology requires learning and development for workers in the construction industry.

Younger generations of workers may be graduating with some knowledge of AI, but

few of those workers are entering the construction industry. This means upskilling and reskilling existing workers is crucial.

Although traditional training methods remain useful, Rahul Shah, global director at the British Standards Institution, says implementing reverse mentoring also could help. Younger workers may lack construction knowledge and experience, but their familiarity with AI tools can be helpful to upskill experienced construction workers. As younger employees help train senior leaders regarding AI and technology, they can absorb their experienced co-workers' knowledge about the industry. In addition to various generations imparting knowledge, reverse mentorship also establishes team trust and collaboration in an age-diverse workforce.



Education is vital for ensuring the construction workforce can successfully integrate AI tools in daily processes. Effective uses of AI can be a positive change for the construction industry, as well as build relationships across the workforce as workers share their knowledge and skills with others.

Carlisle's introduction of the industry's first-ever 16' TPO sheet brings labor savings and efficiency to get more done in less time. With fewer rolls to load onto the roof, less time spent positioning and kicking out rolls, and fewer seams to weld, Authorized Applicators can save significant time on each project, moving on to the next one sooner.



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Funding a future workforce

Funding of Perkins Basic State Grants is important to career and technical education programs

by Duane L. Musser

As workforce development continues to be a challenge for roofing industry employers, NRCA remains committed to pursuing initiatives that help members address their workforce needs. Expanding CTE programs that provide more opportunities for young people to pursue rewarding roofing careers is a key strategy for addressing workforce shortages.

In recent years, NRCA has advocated for increased funding for Perkins Basic State Grants that provide federal funding for CTE programs operated at state and local levels. The grants expand opportunities for secondary and post-secondary students to learn technical knowledge and skills.

Perkins Basic State Grants originated under the Carl D. Perkins Vocational and Technical Educational Act of 1984 and have received strong bipartisan support within Congress for many years. In 2018, NRCA worked with lawmakers to pass the Strengthening Career and Technical Education for the 21st Century Act—legislation to expand funding and improve the responsiveness of the Perkins system to employer workforce needs. Support for the bill was a focus of the inaugural Roofing Day in D.C. advocacy event in 2018, and the legislation was enacted



into law a few months later. The 2018 law is now being implemented to provide for more effective collaboration between employers and educational institutions when developing CTE programs.

The 2018 law authorized more than \$1.4 billion annually in federal funding for Perkins Basic State Grants. With this authorization in place, Congress must take action to provide the funding on an annual basis through the federal discretionary budgeting process. Perkins Basic State Grants are funded through Congress-approved appropriations legislation that provides funding for the

Department of Education, which is then distributed to the states according to population and poverty level. Congress has the discretion to fund Perkins Basic State Grants, along with many other types of federal programs, at the

“NRCA recognizes the importance of Perkins Basic State Grants to strong CTE initiatives necessary to meet workforce needs”

maximum authorized level or at some lesser amount.

Given the need for Congress to approve funding for Perkins Basic State Grants every year, NRCA has made increased funding one of its top legislative priorities and a primary focus during Roofing Day in D.C. for the past several years. NRCA's efforts have been quite successful, with Congress providing increased funding every year since fiscal year 2021. For example, in 2023, Congress provided \$50 million more than the previous year's budget, bringing total funding for the grants to more than \$1.4 billion.

Most recently, in March, Congress approved appropriations legislation that provided a \$10 million increase in Perkins Basic State Grants funding for fiscal year 2024. This smaller increase reflects the highly difficult federal budgetary environment within which Congress allocates discretionary spending. The U.S. government's total federal debt held

by the public now stands at about 100% of the U.S. gross domestic product and is on a trajectory to continue growing, according to the Congressional Budget Office. As the national debt continues to rise, Congress is under increasing pressure to reign in federal spending. Therefore, many individual government programs are being targeted for smaller annual increases or even reductions in spending.

Given this problematic budgetary environment, it is even more important NRCA and allied organizations continue advocating for Perkins Basic State Grants to secure increased funding or at least prevent a potential reduction. Perkins Basic State Grants are competing with many other educational programs for a limited amount of federal funding.

NRCA recognizes the importance of Perkins Basic State Grants to strong CTE initiatives necessary to meet workforce needs. NRCA will continue advocating with lawmakers in Congress to achieve the maximum funding levels possible in the increasingly difficult budgetary environment in Washington, D.C. NRCA member engagement in grassroots advocacy to keep funding for Perkins grants strong is now more important than ever. 📢🗳️

To contact a member of Congress to urge support of Perkins Basic State Grant funding, visit roofingadvocacy.nrca.net/actionalerts.

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



DOL final rule clarifies employee representation rights

The Department of Labor has published a final rule clarifying the rights of employees to authorize a representative to accompany an Occupational Safety and Health Administration compliance officer during an inspection of their workplaces.

The Occupational Safety and Health Act gives employers and employees the right to authorize a representative to accompany OSHA officials during a workplace inspection. Consistent with the law, the final rule clarifies workers may authorize another employee to serve as their representative or select a nonemployee.

The rule also clarifies a nonemployee representative may be necessary based on his or her skills, knowledge and/or experience, including knowledge or experience with hazards or conditions in the workplace or similar workplaces; or language or communication skills needed for an effective inspection.

The rule was published in the *Federal Register* in April and went into effect May 31.



New York City may mandate solar panels on public buildings

In February, New York City council members introduced a bill that would mandate solar panel installations on public buildings to reduce the city's carbon footprint and long-term energy costs, according to Construction Dive.

The legislation would require the Department of Citywide Administrative Services to install 100 megawatts of solar photovoltaic systems on the roofs of city-owned buildings by the end of 2025. It calls for a total installation of 150 megawatts by 2030 on city-owned buildings and other properties, such as parking lots and industrial areas. The Department of Citywide Administrative Services is required to work with the Mayor's Office of Long-term Planning and Sustainability to complete the solar installations and must create a plan by the end of 2026 to meet the 2030 goal.

In January, New York City Mayor Eric Adams released a green economy action plan that outlines more than 63 actions, including those to boost buildings' energy efficiency, procure innovative technology for retrofits and facilitate commercial retrofits.

The legislation prohibits the use of power purchase agreements to meet the solar PV system targets because it aims to create more job opportunities for unionized workers. City officials have indicated they prefer to use power purchase agreements, which reportedly can help transition to renewable energy more quickly by allowing a separate entity to install, operate and maintain solar infrastructure.

To learn more about New York City's Green Economy Action Plan, go to professionalroofing.net

Phoenix passes heat safety ordinance

In March, Phoenix city council members passed a heat safety ordinance to better protect outdoor workers by requiring employers with outdoor workers to have a heat safety plan on record, according to Construction Dive.

More than 600 Maricopa County citizens died from extreme heat in 2023, nearly 400 of those in Phoenix.

The heat safety plans mandated by the ordinance apply to all contracts, leases and licenses with the city, including subcontractors. The plans must include:

- Availability of free cool drinking water
- Ability to take regular and necessary breaks, including water breaks
- Access to shade and/or air conditioning
- Access to air conditioning in vehicles with enclosed cabs
- Acclimatization practices
- Training about heat illness and injury

Union representatives and worker advocates testified at the meeting and urged the council to pass the ordinance.

"It also makes good business sense for us to have and implement a heat response plan," says David Hondula, director of Phoenix's Office of Heat Response and Mitigation. "Research shows workers who are not dealing with, recovering from or worried about heat-related illness are more productive on the job."

However, the Arizona chapter of the Associated General Contractors of America opposed the ordinance in a letter to the city, calling it "redundant and unnecessary." AZAGC also said heat safety was already covered in the Arizona Division of Occupational Safety and Health's statewide emphasis program and the descriptions of air conditioning access for cabled vehicles were "very vague" and in need of clarification.



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ALL ROADS LEAD TO ROOFING

Meet Doug Duncan—NRCA’s new chairman of the board

BY Christine Elle Hanus

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The English idiom “all roads lead to Rome” means different methods of doing something eventually will lead to the same result. The phrase takes its origins from the intricate system of roads built by ancient Romans. As roads from every province were situated to eventually lead back to Rome, all paths essentially led to the same destination.

Doug Duncan, president of Nations Roof—Illinois, Villa Park, was born into the roofing industry. Then, he moved across the U.S several times, owned a couple of businesses and did a few stints in other trades before he found himself back in roofing a few decades later.

“My dad owned a roofing company, and my brothers worked there. I did not want to be a roofing contractor,” he says. “But I’m super glad I came back to the industry.”

This month, Duncan begins his term as NRCA’s chairman of the board, the highest-ranking officer in the association. He plans to offer his tale of journeying back to the roofing industry as inspiration for others to consider roofing as a successful professional path.

“I didn’t know anything about roofing, but Doug welcomed me and gave me the opportunity to create a career in the industry,” says Gerardo Rodriguez, safety and training manager for Nations Roof—Illinois and a 2024 Roofing Alliance Most Valuable Player Awards finalist. “When I started, he and Nations Roof taught me everything. I’m grateful he saw my potential even when I didn’t and encouraged me. Now I’m a safety manager and train others. He’s a great leader who is passionate about roofing and seeing people succeed in it.”

STARTING OUT

Duncan grew up in River Forest, Ill. His parents, Jack and Marilyn, separated when Duncan was 5 years old, so he grew up with his mom, two brothers, Mark and Alan (who passed away in 2022), and a sister, Jill. He went to school in River Forest through eighth grade and then attended Oak Park and River Forest High School, but he didn’t graduate.

“I dropped out my senior year,” he says. “I hated school, and I wasn’t a good student. I smoked cigarettes with my friends, who also didn’t go to school, and we did our own thing. We were getting into trouble all the time.”

Duncan’s father started Duncan and Sons Roofing in Lyons, Ill., around 1975, and the Duncan boys grew up helping their dad with tasks like cleaning out the warehouse. After leaving high school, Duncan worked with his dad occasionally installing roof systems, and a few months after he left school, he found himself on the roof of his high school pondering his fate.

“I was literally tearing off the roof over the field house on my high school wondering whether I made the right decision,” he says. “I was thinking it may have been easier to stay in school than tearing off this roof.”

A few years later, he decided to try school again.

“At that point, I had enough of roofing and obtained my GED and decided to go back to school,” he says.

Duncan attended Parkland College in Urbana, Ill., and studied architectural drafting for one year.

“I liked it better than high school, but sitting at a computer doing CAD was not my thing,” he explains.

After leaving junior college, Duncan and a friend set out for northern California, where Duncan found himself doing roofing work in the San Francisco/Monterey area tearing off and installing shakes.

“In California, I continued to work, attended concerts like the Grateful Dead, did a lot of hiking in the Santa Cruz Mountains and enjoyed ocean sports,” he says.

In 1992, his father passed away unexpectedly.

“My brothers were still working on roofs at my dad’s roofing company when my dad passed away, so they hadn’t been exposed to office management,” Duncan says. “They had no clue how to

“Lately, it occurs to me—what a long, strange trip it’s been.”

—GRATEFUL DEAD

run a big company. There was no succession plan, so the creditors took what was owed them, and my brothers were left with a large company and no business training.”

Duncan returned to Illinois to work at the family business again. His brother, Mark, managed to keep the company afloat as long as he could, but he had no management or business experience; the company eventually dissolved in 1994. Then, Duncan started his own remodeling company—Old Town Construction in Chicago.

“I was the salesman, the estimator, the contractor and the installer; I worked in all roles,” he says. “It was great, and I was making money. But I had no business background or training and zero clue how to run a business.”

Duncan tried hiring an accountant to help with the finances. At the first meeting, he handed the accountant a plastic bag full of receipts.

“It was an absolute mess,” Duncan says. “I was way too busy. It became overwhelming, and I couldn’t keep up with things. I wasn’t paying bills on time. I couldn’t find employees who would stay; it was a revolving door. It was crazy, crazy, crazy.”

In 2004, Duncan found himself at the crossroads of keeping his business or finding another job.

“My plan was to go work for a company and learn how to run a business and then start my own company again,” Duncan explains. “I looked in the Sunday newspaper’s want ads and saw Nations Roof had an ad; I had never heard of Nations Roof. I applied and was hired as an operations manager.”

NATIONS ROOF

Excited to finally get some office management experience, on his first day at Nations Roof, Duncan eagerly answered a ringing phone.

“Good morning, this is Doug with Nations Roof,” he greeted the caller. But the caller didn’t answer because he had picked up the fax machine receiver. “I looked over to the person who had hired me, and he was sitting there

shaking his head and saying, ‘Oh my God.’ That’s how inexperienced I was.”

Nations Roof is a national network of partnerships providing commercial roofing services. In 2004, when Duncan was hired, the company had four offices nationwide. The Nations Roof, Wauconda, Ill., branch had only been open one year; not much work was coming in at the time, and there weren’t many employees. When a job came in, Duncan handled it. He acted as foreman and helped install roof systems. But work wasn’t picking up.

“I wasn’t seeing many jobs come in; we were stagnant,” Duncan says. “I wasn’t sure how a branch of a national roofing contracting firm was supposed to work, but I was pretty sure that wasn’t it. I called Jim Nugent, one of three Nations Roof owners at the time and whom I had never met, and said: ‘You might want to take a look at what’s going on here.’”

A new branch president was hired, but he only lasted about six months.

“Jim asked whether I wanted to run the business, and I replied: ‘No way, not a chance,’” Duncan says.

After he turned down the opportunity to learn the management side of the business, Nations Roof hired a third person to run the office.

“That was another disaster,” Duncan says. “So Jim came and offered the job to me again.”

This time, Duncan’s answer wasn’t an absolute “no.”

“I went outside and called a close friend and told him what was going on,” Duncan explains. “My friend said: ‘Get back in there and accept the job immediately.’ I had been there almost three years and was starting to build things up without having a boss around, so I went back in and told Jim I would do it. In 2007, I became president of Nations Roof—Illinois.”

With Duncan at the helm, business began picking up. He leaned on nationwide operations Nations Roof already had in place for assistance, such as the human resources department to learn how to enter payroll.

“I had a lot of help learning how to do things,” Duncan says. “I don’t think the previous people were using the support that was already in place.”

Duncan started with small scope repairs, preventive maintenance and building a customer base.

“I was pounding the pavement for customers and would scour Craig’s List to see whether someone needed help with a leaking gutter,” he says. “I would go anywhere I could. If I was driving and saw a piece of metal hanging off a building, I would stop. What really launched us was



Duncan (middle) with Gerardo Rodriguez (right), safety and training manager for Nations Roof—Illinois, and Mike Olszta (left), vice president of Nations Roof—Illinois

NEXT IN LINE

Alex Hernandez, president of Clark Roofing Co., Broadview, Ill., became involved with NRCA at the urging of his father-in-law, Mike Promen, a former NRCA president and J.A. Piper Award recipient. Promen was president of Clark Roofing before passing away in 2015.

"It was difficult to say 'no' to Mike," Hernandez says. "He knew how enriching volunteering with the association could be. I started serving on committees and was hooked."

This month, Hernandez begins a new NRCA role as chairman of the board-elect, the association's second-highest ranking officer.

"I am grateful for the companionship, inspiration, advice and friendships I have gained through NRCA," he says. "This is my opportunity to give back to the roofing industry."

In 1996, Hernandez began serving on NRCA's Contractor Management Committee and Internet/Electronic Communications Committee and has since served on numerous committees and task forces such as safety regulatory, rooftop PV, safety manual, residential contractor and technical operations.

"The committees I enjoyed the most have been some of the time-liest ones, such as the internet committee because at the time the technology felt like such a strange, new world, and the committee was tasked with the direction of something no one fully comprehended back then," he says. "I've also been fond of serving on well-established committees such as National Roofing Legal Resource Center and Insurance Board of Governors; they were challenging and gave me the opportunity to learn."

Hernandez was elected to the board of directors in 2003 and has served multiple terms: 2007-10, 2012-15 and 2016-19. He was elected to the Executive Committee in 2010 and also served 2012-15 and 2023-24.

"NRCA has provided me with mentors, teachers, a sounding board, advocates, a 'seat at the table,' cheerleaders, great advice and a crazy group of friends from every corner of the country," Hernandez says. "I believe the greatest strength of the association is the selflessness and unrestrained honesty in support of its members. If my input over the years has helped in any way, that is my greatest accomplishment."



According to Hernandez, the greatest challenge facing the industry is its unfair stigma.

"The roofing industry often is perceived as a low-skill trade," he says. "However, the reality is far from this perception. Our challenge is to change that narrative to attract and train requisite, highly skilled tradespeople."

One goal for NRCA Chairman of the Board Doug Duncan, president of Nations Roof—Illinois, Villa Park, is improving the industry's professionalism and reputation.

"My aim is to help Doug in any way I can, pay attention to the details and provide support for his initiatives," Hernandez says.

Hernandez was born in Cuba and emigrated to the U.S. with his family when he was 1 year old.

"My sons are first generation," he says. "They have a pretty great mom, too."

Hernandez has been married to his "beloved" wife, Michele, Promen's daughter, for 30 years.

"Mike drafted me into the industry when he gave me the opportunity to join his company in 1994—six months after I married his daughter," he explains. "He gave me a three-month trial period to see how things would work out. Thirty years later, I'm still here."

The Hernandezes' share two children: Patrick, 27, and Christopher, 25.

"Patrick and I have been working together for three years," Hernandez says. "Christopher is in North Carolina working for GE Aerospace in Asheville."

In his free time, Hernandez enjoys playing the drums, endlessly planning the next remodeling project or disappearing in his wood shop for hours.

"I like to work with my hands and make old things look and work like new again," he says.

During the next year, Hernandez looks forward to volunteering and assisting wherever possible.

"The opportunity to help NRCA and the industry at any level is humbling," he says. "I am flattered to offer any help I can."

finding and stopping a leak that nobody else could fix for a major property management company. That gave us a customer for life and many other roofing jobs."

Nineteen years later, Nations Roof has 23 nationwide offices, and the location Duncan manages has several production crews, eight service technicians and 12 project managers/safety personnel. Most people who work in the office also have worked in the field like Duncan.

"I have a lot of guidance to offer employees transferring from the field to the office as I did it, and it helps make an easier transition for them," Duncan says. "It's not easy; people can really struggle with it."

"Having worked in all the positions from laborer to leader of a company, Doug shares his knowledge with others," says Paige Harvill, corporate projects manager for Nations Roof, Mobile, Ala. "He truly cares and genuinely

wants to see people succeed. He will take someone off the street and teach that person everything he knows about roofing in hopes the person will become successful.”

Luke Warner, service manager for Nations Roof—Illinois, says he has Duncan to thank for loving his job.

“My experience with Doug has been amazing,” Warner says. “He’s my boss, but he’s been so supportive of me personally through the years. He strives to make us a great team. I’ve been in the industry a long time, and Nations Roof is by far the best place I have worked.”

Attending NRCA’s Future Executives Institute was a “game-changer” for Duncan as it helped him learn how to successfully lead a team and business.

“My first piece of advice to someone wanting to start a roofing company is get some kind of business training,” he says. “NRCA’s FEI program really did it for me. It gave me the whole array of how to run a roofing company; it was eye-opening for me. You can’t just leave the receipts on the truck floor anymore—that stuff will come back to haunt you.”



Duncan (middle) with the Bradley University, Peoria, Ill., Roofing Alliance Construction Management Student Competition team

NRCA

FEI was Duncan’s first exposure to NRCA. He graduated from the program in 2005 when Rich Nugent, a co-owner of Nations Roof, was NRCA chairman of the board.

“Rich was the one who came to me about attending FEI,” Duncan says. “When I graduated, he handed me my FEI diploma. That was cool.”

After graduating from FEI, Duncan began serving on NRCA committees such as PROCertification® Oversight, University Operations and Young Contractors. In 2016, he served on the board of

directors. In 2020, he was elected to the Executive Committee and then served as chairman of the board-elect from 2023-24.

Additionally, for the past three years, he has served as a mentor to the Bradley University, Peoria, Ill., team through the Roofing Alliance’s Construction Management Student Competition.

“It’s been awesome being a mentor for the team of students,” Duncan says. “Mentoring people in careers and watching them grow is a major source of satisfaction for me. One of the Bradley University students this year is staying in the roofing industry as a project manager. I was so happy when I heard that.”

From 2017-19, Duncan served as chairman of the FEI Committee.

“Going through FEI helped me to become more professional and take things—meaning everything—more seriously,” Duncan says. “If I were to recruit someone to NRCA, I would mention the professionalism I have received from being part of NRCA.”

INITIATIVES

Improving the roofing industry’s professional image and attracting younger people to the trade is a focus for Duncan during the coming year.

“As a whole, the industry has improved its image and receives more respect, but I don’t think the professionalism is where we want it to be,” he says. “I think PROCertification is helping with that.”

One challenge outgoing Chairman of the Board Lisa Sprick, president of Sprick Roofing Co. Inc., Corvallis, Ore., undertook during her term was helping direct the PROCertification program.

“She did a great job because now there is newfound excitement about it,” Duncan says. “Consultants and specifiers are now getting interested in PROCertification. I plan to help build off that with market adoption.”

Duncan also commends Sprick for addressing suicide prevention in the industry.

“At one of the recent board meetings, Lisa was courageous and talked about mental health awareness in the industry and shared a personal story of how suicide has affected her life,” Duncan says. “As we learn the staggering numbers of suicide in the roofing industry, we cannot ignore it. It can affect even the strongest men and women. We all need to do our part to keep our industry healthy—physically and mentally.”

Duncan plans to continue recruiting more people to the industry by offering his story to any audience that will listen.

“It’s important for people to see you do not need a college education to be successful in this industry,” he says. “I bring a different perspective because I still can see things with the eyes of an installer. I show people all you

need to do is do the right thing and work hard. Those two things can take you anywhere you want to go.”

“Doug’s greatest professional accomplishment is helping people view the industry more positively,” says Jill Valdez, office manager for Nations Roof—Illinois and Duncan’s sister-in-law. “He shows what the industry can offer, and his passion for roofing is going to help him be a great chairman.”

Becoming NRCA chairman of the board never was in Duncan’s plans.

“But when I started getting involved and seeing what really happens and how things work in an association, I feel I owe it to our industry and need to give back to it,” he says. “When I look back at my whole story and how I didn’t want to be in roofing, I am unbelievably grateful I have the roofing industry now and appreciate what my dad and brothers did. I feel obligated to help in any way I can; I want other people to be successful in running their roofing companies. I have a crazy passion for roofing now.”

THE FAMILY CIRCLE

Duncan’s passion for the roofing industry occasionally overflows into personal time.

“I know way more about roofing than I ever thought I would,” says Jennifer, Duncan’s wife. “Even the kids know about roofing. Recently, we were somewhere and the kids pointed to a roof and asked what type of roof it was. I told them they’d have to ask their dad when we got home.”

Duncan met Jennifer on a blind date set up by his mother.

“I’m sure my mom was getting sick of me, so she nudged me a bit,” Duncan says. “She has always been a huge inspiration to me. She went back to school later in life and had the drive to never quit. She became a registered nurse who worked in the dialysis field as an operations manager. She said she wanted to set me up with a ‘really nice woman.’”

“I worked with Doug’s mom for many years until her retirement,” Jennifer says. “She called me one day and asked whether I would be interested in meeting her son. She said we had a lot in common. So she gave me his number, and I called him.”

The two talked on the phone and met for coffee that week. Then, they decided to go out to dinner.

“We met at a local Spanish tapas restaurant I had been

wanting to try,” Jennifer says. “What I didn’t know at the time is Doug is not terribly adventurous with food, so there probably was a lot of things in that meal he wished he hadn’t ordered.”

Despite Duncan’s lack of adventurous food palate, Jennifer was immediately interested in getting to know her date more.

“Doug is really determined and strong,” Jennifer says. “He’s got a lot of personal strength he doesn’t know he possesses. He also has a quirky sense of humor, which is what drew me to him in the beginning.

After their first official date, the couple began dating regularly and were engaged at Wrigley Field about one year later.

“Doug is much different than I am,” Jennifer says. “I think what his mom meant about us having a lot in common is our love for baseball and the Chicago Cubs.”

One year later, the couple welcomed their first child.

“For a while, we had a thing about June,” Jennifer says. “We got engaged in June. The following June we got married, and then the following June after that we had our daughter.”

The Duncans have two children—Avery, 13, and Owen, 11—with whom Duncan enjoys sharing his roofing world.

“During the previous school year, Doug helped our kids’ school with a job fair where they showed eighth graders all sorts of different industries and job types,” Jennifer says.

THE LIGHTER SIDE

What is your favorite word?

Yes

What sound or noise do you love?

Ocean waves

Why sound or noise do you hate?

There are two—the sound of rain and the phone ringing on the weekend when we have a large project in progress (my fellow roofing contractors will understand)

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

Owning a scuba diving shop

What is your favorite quality in a person?

Humor

What is your fear?

Not being myself

Which season of the year do you prefer?

Spring

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

You gave it your best shot! Come on in!

Do you have a favorite food?

Tacos

What is your pet peeve?

Not getting the full story



Duncan with his wife, Jennifer; daughter, Avery; and son, Owen



Duncan scuba diving with his daughter, Avery

“Doug is really interested in encouraging younger people to think about roofing as a career. He set up a booth at the fair and had mockups to allow the students to try some hands-on roofing. The kids really enjoyed it, and we received great feedback from the school.”

This month, the Duncans will celebrate their 15th wedding anniversary.

“For many years, we would travel to wherever the Cubs were playing on our anniversary to watch the team play,” Jennifer says. “The COVID-19 pandemic and having young

kids paused that recently.”

When the children are on breaks from school, the Duncan family enjoys vacationing together. During the summers, they like to rent a cabin in Michigan’s Upper Peninsula, and during wintertime, they enjoy a trip somewhere warm. Most recently, they returned from Cozumel, where Duncan and Avery went scuba diving.

“Avery recently received her scuba certification, so we were able to go diving together,” Duncan says. “I didn’t think she would like it, but now she’s doing things underwater that took me years to do.”

The Duncan children enjoy participating in several after-school activities: Avery is in choir, where she’s traveled to perform at the University of Denver; plays the clarinet and piano; and is active in track and softball and previously soccer. Owen plays the trumpet, where he recently placed first in his school competition, and has loved playing baseball since kindergarten.

“I attend 95% of my children’s events and combined with my work at Nations Roof and NRCA volunteerism, it can be a lot,” Duncan says. “Thankfully, we have a great team at Nations Roof that allows me to balance everything.”

The Duncans understand accepting the chairman of the board role means more commitments.

“It’s going to be a challenge with two younger kids,” Duncan admits. “Avery will be a freshman in high school during my term. There was a lot of talk whether we could make it work.”

“We had conversations when Doug realized this was potentially coming,” Jennifer adds. “We’re fortunate to have a niece nearby to help. When we travel, she usually comes and stays at the house with the kids. I plan to be active as much as possible during Doug’s term. This is a great accomplishment for him. We are both nervous and excited.”

A NEW DIRECTION

When Duncan retires, he sees himself owning a scuba diving shop in Roatán, Honduras. But until he’s ready to permanently hit the beach, he’s focused on leading NRCA through a successful year of recruiting more members, continuing to improve the roofing industry’s image and getting more professionals PROCertified.®

“I have some big shoes to fill,” he says. “There is a legacy to uphold from the people who have served in this role before me. I owe a lot of gratitude and appreciation for the support I have received from former chairmen of the board. I especially want to thank Rich Nugent (2014-15), Kent Tolley (2011-12), the late Bruce McCrory (2012-13), ‘Dunkin Donuts’ Nick Sabino (2019-20), Lisa Sprick (2023-24) and a huge thanks to Kyle Thomas (2022-23), a great person. I’m super proud my peers have trusted me to do this and have confidence in me.”

Greg Arnold, president of Nations Roof—New England, Westfield Haven, Conn., says Duncan is the best person for the job.

“Doug jumped in to help me when I started working at Nations Roof,” Arnold says. “This industry is so awesome; you can come from the field and make it in the executive office thanks to people like Doug who want to see people like me succeed. He has a nerd-level passion for improving the professionalism of the industry and helping others see their potential. Doug is a great leader to work alongside.”

As Duncan begins his term as chairman of the board, he looks forward to helping to continue improving the industry with a little help from friends.

“Serving the industry in this capacity is truly an honor of a lifetime,” he says. “I am always open to suggestions and available for conversations about how we can all make this industry better together.” 🧠🔧

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



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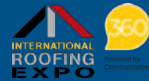
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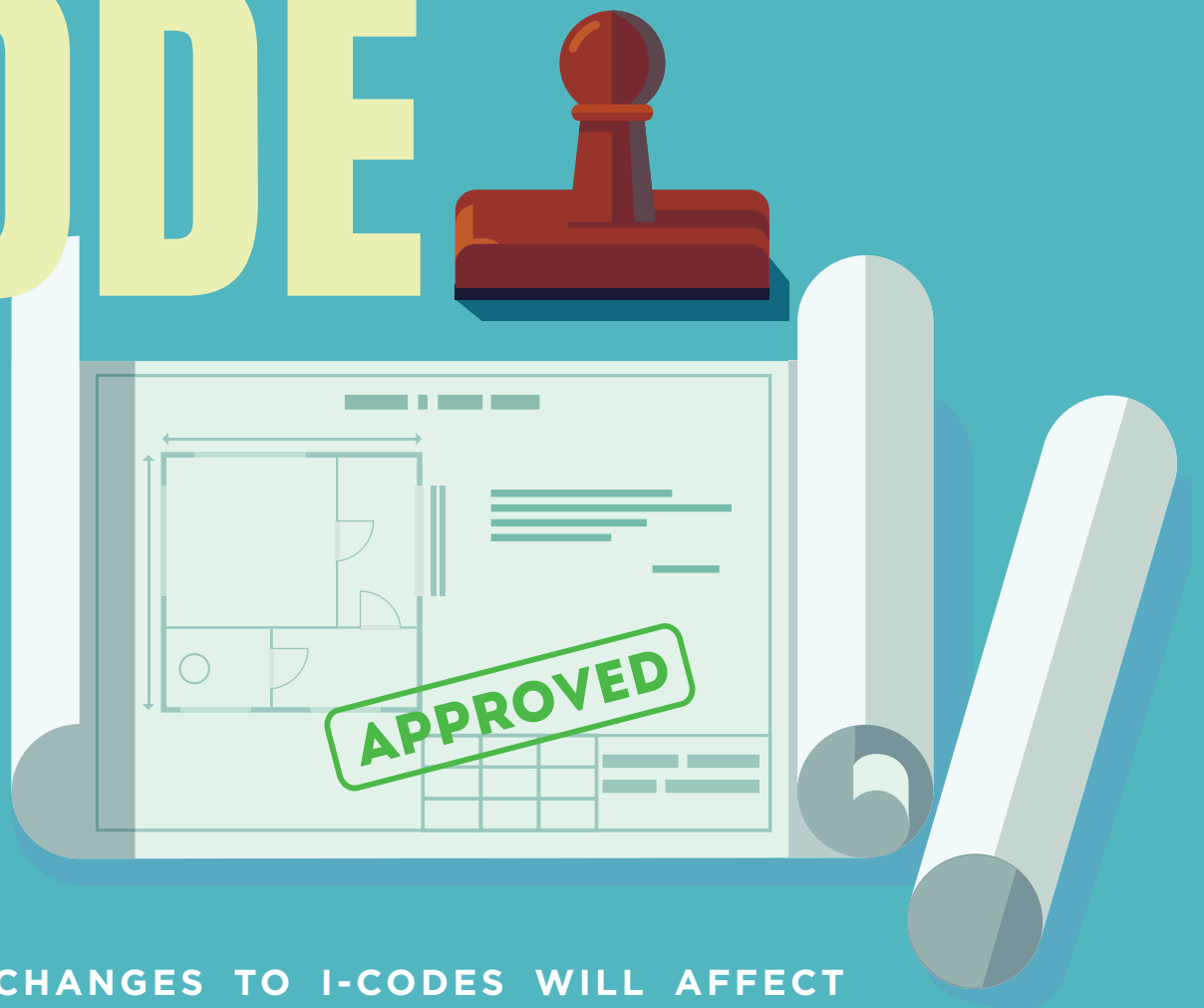
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**CHANGES TO I-CODES WILL AFFECT
ROOF SYSTEM DESIGN AND INSTALLATION**

by Mark S. Graham



August 2023, the International Code Council® updated its International Building Code.® Because most state, county or parish, and municipal jurisdictions' building codes are

based on the IBC, you should be aware of its roofing-related provisions and changes from the previous edition.

Although the information I will provide can be read on its own, it may be best used side-by-side IBC 2024 so you can reference the code's chapters and sections with the revisions I note.

IBC 2024

For IBC 2024, ICC's code development process occurred in two groups: Group A in 2021 and Group B in 2022. Group A included meetings of fire safety and egress committees, and Group B included structural and existing building committee meetings. Both groups also held public hearings. The committee meetings and public hearings took place over 48 days.

ICC then held online governmental consensus votes where code officials ratified the results of the committees and public hearings.

Revised format

IBC 2024 is available as a printed, soft-cover publication; a downloadable PDF version; a free online version; and a premium online version, referred to as ICC Digital Codes Premium.

The print publication and PDF version include several new features, including single-column text; modernized fonts; streamlined lists; consistent grouping of associated content; tables immediately following parent sections; and shading of table headers and notes. As a result, IBC 2024 is more readable than previous editions.

Also, QR codes placed at the beginning of sections denote changes. If there is not a QR code in a section, there are no technical changes to that section. With previous editions of the codes, changes were denoted with vertical line margin markings, deletion arrows and relocation asterisks.

The QR codes direct users to online versions of the code, which show new code language in blue text, arrows

for deleted text and relocation markers for relocated text. Users of ICC Digital Codes Premium have access to additional features, including revision histories, commentary and an advanced search feature.

Additional content through ICC Digital Codes Premium includes access to updated versions of the code upon release and access to more than 1,400 codes and standards.

Roof-related changes

Most of IBC 2024's roofing-related changes occur in Chapter 15-Roof Assemblies and Rooftop Structures.

In Section 1502-Roof Drainage, IBC 2021's Section 1502.3-Scuppers has been deleted because these requirements now are addressed in IBC 2024's Section 1502.2-Secondary (Emergency Overflow) Drains or Scuppers and in the *International Plumbing Code, 2024*, which is referenced in Section 1502.1-General. IBC 2021's Section 1502.4-Gutters has been renumbered in IBC 2024 to Section 1503.3-Gutters.

In Section 1503-Weather Protection, language has been added to Section 1503.4-Attic and Rafter Ventilation clarifying this section applies specifically to vents for attics and enclosed rafters and not, for example, to kitchen, clothes dryer and bathroom exhausts. Also, an exception has been added permitting unvented attic and unvented enclosed rafter space assemblies in accordance with Section 1202.3-Unvented Attic and Unvented Enclosed Rafter Assemblies.

In Section 1504-Performance Requirements, Section 1504.1-Wind Resistance of Roofs has been revised for clarity.

A new section, Section 1504.4.4-Slate Shingles, adds parameters for assessing wind resistances of slate roof systems using ASTM D3161, "Standard Test Method for Wind Resistance of Steep Slope Roofing Products (Fan-Induced Method)," and references Table 1504.2-Classification of Steep Slope Roof Shingles Tested in Accordance with ASTM D3161 and ASTM D7158 for required classification.

IBC 2021's Section 1504.7-Physical Properties has been removed from the 2024 edition, and the remaining sections have been renumbered. Because the applicable

product standards already included in the code note minimum physical properties and accelerated weathering tests applicable to specific products, this section was unnecessary and redundant.

In Section 1504.8-Wind Resistance of Aggregate-surfaced Roofs, the table and related text from IBC 2021 has been clarified. For example, “Footnote a” was added to indicate parapet height is measured vertically from the top surface of the coping down to the surface of the roof covering in the field of the roof. Also, an exception was added indicating this section’s text and table are not intended to apply to ballasted single-ply roof coverings. ANSI/SPRI RP-4, “Wind Design Standard for Ballasted Single-Ply Roofing Systems,” is referenced in Section 1504.5-Ballasted Low-slope Single-ply Roof Systems.

In Section 1505-Fire Classification, the section title and Section 1505.1-General now use the term roof assemblies instead of roof coverings. Also, in Section 1505.2-Class A Roof Assemblies, Exception 4, ASTM D4869, Type IV underlayment is added as an acceptable underlayment for the exception from fire classification testing for slate shingle roof systems.

In Section 1507-Requirements for Roof Coverings, Section 1507.1.1-Underlayment has been revised for better clarity and consistency with manufacturers’ installation requirements. Also, ASTM D8257, “Standard Specification for Mechanically Attached Polymeric Roof Underlayment Used in Steep Slope Roofing,” was added as an acceptable steep-slope underlayment for all roof coverings other than wood shingles and shakes.

In Section 1507.4-Metal Roof Panels, IBC 2021’s Table 1507.4.3(1)-Metal Roof Coverings and Table 1507.4.3(2)-Minimum Corrosion Resistance have been consolidated in IBC 2024 into a single table, Table 1507.4.3-Metal Roof Coverings.

In Section 1507.8-Wood Shingles and Section 1507.9-Wood Shakes, provisions were added to Section 1507.8.1-Deck Requirements and Section 1507.9.1-Deck Requirements, respectively, stipulating code-compliant attic ventilation is required for spaced sheathing roof decks. Also, any materials occupying the gaps spaced sheathing provides that prevent the free movement of air on the spaced sheathing’s interior side are not permitted.

An example of such a material is spray-applied insulation applied to the bottomside of spaced sheathing.

In Section 1507.14-Liquid-applied Roofing, a new provision is added in Section 1507.14.3-Application requiring liquid-applied roofing products to be applied according to the manufacturer’s installation instructions.

In Section 1507.16-BIPV Shingles and Section 1507.17-Building Integrated Photovoltaic Roof Panels, new provisions were added to Section 1507.16.9-Flashings and Section 1507.17.7-Flashing, respectively, requiring any related roof system penetrations through roof coverings be installed according to roof covering manufacturer installation instructions.

In Section 1511-Rooftop Structures, new sections were added addressing rooftop-mounted lightning protection systems and raised-deck systems over roof assemblies.

Section 1511.7.6-Lightning Protection Systems requires an LPS attached to roof coverings or roof edge-metal systems be installed according to roof covering or roof edge-metal system manufacturer installation instructions. In situations where an LPS is added to an existing roof and the roof covering or roof edge-metal system manufacturer is unknown, the LPS installation should be directed by a registered design professional.

Additional requirements for LPSs also have been added to IBC 2024’s Chapter 27-Electrical. LPSs are required to comply with NFPA 70, “National Electrical Code,” and the new Section 2703-Lightning Protection Systems. This new section requires installation, surge protection and interconnection of systems according to NFPA 780, “Standard for the Installation of Lightning Protection Systems,” or UL 96A, “Installation Requirements for Lightning Protection Systems.” These standards are the basis for LPS installer certification.

Section 1511.9-Raised-deck Systems Installed Over a Roof Assembly provides new code provisions for raised decks installed over roof assemblies, including specific requirements for installation, fire classification, pedestals and supports, structural requirements, roof drainage, egress and accessibility. Raised-deck systems are required to be fire-classified either separately from the roof assembly or with the roof assembly. Also, occupied spaces provided by raised-deck systems are required to comply with IBC 2024’s means of egress requirements in Chapter 10-Means of Egress and accessibility requirements in Chapter 11-Accessibility.

In Section 1512-Reroofing, Section 1512.1-General’s exceptions were amended. These exceptions permit



HOW TO GET THE CODES

IBC 2024’s print, downloadable PDF and ICC Digital Codes Premium versions are available for purchase by accessing shop.iccsafe.org.

IBC 2024’s free-of-charge online version is accessible at codes.iccsafe.org.

ASCE 7-22 is available for purchase at asce.org.

positive roof drainage in reroofing instead of the code's minimum 1/4-in-12 slope requirement and waive the code's secondary drainage (emergency overflow or scuppers) requirements. With both exceptions in IBC 2024, ponding instability of a roof structure also is required to be evaluated according to IBC 2024's Section 1608.3-Ponding Instability and Section 1611.3-Ponding Instability. Both sections refer to ASCE 7, "Minimum Design Loads and Associated Criteria for Buildings and Other Structures," for guidance about how to perform the ponding instability evaluation. ASCE 7 defines ponding instability as: "**Ponding instability:** Member instability caused by progressive deflection because of ponding on roofs."

ASCE 7's Section 7.11-Ponding Instability states: "Susceptible bays shall be designed to preclude ponding instability. Roof deflection caused by full snow loads shall be evaluated when determining the likelihood of ponding instability."

Also, in Section 1512.2-Roof Replacement, two new exceptions (Exceptions 2 and 3) further clarify steep-slope roof system replacement situations where existing self-adhering underlayment need not be removed.

In Section 1512.3-Roof Recover, Exceptions 1, 2 and 3 have been reworded to clarify when roof re-covering is not permitted and roof system replacement is required.

And in Section 1202.2-Unvented Attic and Unvented Enclosed Rafter Assemblies, Item 5.2.1, the required minimum vapor diffusion port area ratio is changed to 1:150 from IBC 2021's 1:600 ratio.

In Chapter 16-Structural Design, the edition of ASCE 7 is changed from the 2016 edition in IBC 2021 to the 2022 edition in IBC 2024. As a result of this change, tornado load design is now necessary for Risk Category III and IV buildings in the tornado-prone region identified in IBC 2024's Figure 1609.5-Tornado-prone Region. The tornado-prone region generally occurs in the U.S. east of the Rocky Mountains.

ASCE 7-22 addresses tornado loads in its Chapter 32-Tornado Loads. Design for tornado loads is necessary when tornado speed, identified as V_{tp} , is greater than 60 mph as identified in ASCE 7-22's Figures 32.5-1A through 32.5-1H and Figures 32.5-2A through 32.5-2H.

IBC 2024's Section 1603.1.4-Wind and Tornado Design Data also has been updated to require applicable tornado design data to be included in construction documents. This data includes V_{tp} , effective plan area, tornado internal pressure coefficients and tornado design pressures.

Closing thoughts

IBC 2024 includes multiple roofing-related changes. Although most of these changes are largely editorial and intended to clarify the code's intent, several changes can significantly affect roof system designs and installation techniques.

IBC 2024's revision requiring consideration of ponding instability for roof re-covering or replacement projects where roof slope is less than 1/4-in-12 but still provides positive drainage can significantly affect building owners.

This evaluation of a building's structure is a complex, costly undertaking that will be even more costly if a building's original structural drawings, structural shop drawings or as-built structural drawings are not readily available to identify the building's existing structural members. Also, if this structural evaluation necessitates enhancements to a building's structure, building modifications will add even more costs the building owner must bear.

One code-accepted way of circumventing IBC 2024's and ASCE 7's ponding instability provisions is for designers to incorporate tapered insulation into roof re-covering and replacement designs to achieve 1/4-in-12 or greater roof slope.

Also, IBC 2024's and ASCE 7-22's new provisions for considering specific buildings' tornado loads in tornado-prone regions can affect building and roof system designs and have cost implications to building owners.

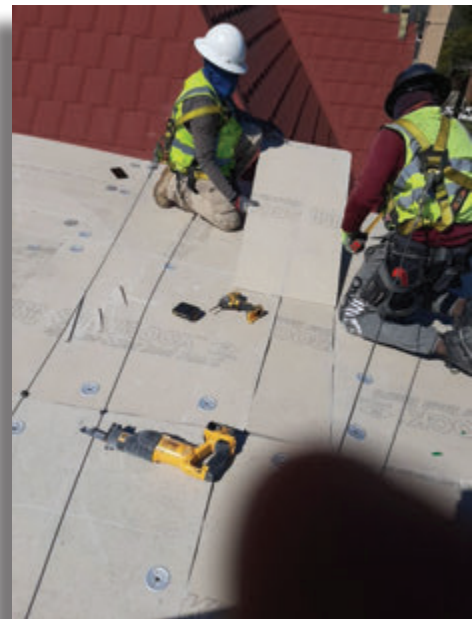
Although the areas of the U.S. with the highest wind loads typically have been along the Atlantic Ocean or Gulf of Mexico coastlines, the areas with the highest V_T 's are the Plains, Midwest and central portions of the U.S. In these areas, uplift-resistance classifications of Class 60 or Class 75 have previously been adequate for most buildings' roofs. When considering tornado design loads, notably greater uplift resistance classifications may be needed for many buildings in the tornado-prone region. This increase in uplift loads not only affects roof system design, but it also can affect the design and costs of the roof deck and related structure.

In the coming months, I will address the issues of ponding instability design and tornado load design in greater detail in my monthly column. 🌀🌪️

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



New roof system installation in progress



Team members fasten SECUROCK® Brand Gypsum-Fiber Roof Boards on the roof deck.



Aerial view of the church's new roof system

Project name: St. Peter's Episcopal Church
Project location: Fernandina Beach, Fla.
Project duration: Aug. 19, 2021-April 21, 2022
Roofing contractor: Reliant Roofing, Jacksonville, Fla.
Roof system type: Kynar 500®-coated Galvalume® shingles
Roofing manufacturers: Berridge Manufacturing Co.,
San Antonio; SOPREMA,® Wadsworth, Ohio; USG Corp., Chicago

Roofing a house of worship

Reliant Roofing restores the roof on St. Peter's Episcopal Church in Florida

By Chrystine Elle Hanus



The church's main sanctuary's roof presented a host of architectural complexities with its myriad steep-slope sections and dormers.

In 1881, ground was broken and the cornerstone laid for St. Peter's Episcopal Church in Fernandina Beach, Fla. Three years later, the first service was held in the new Gothic Revival building. In 1892, much of the church was destroyed by fire, requiring 15 months to restore. During the 1980s and 1990s, significant building and restoration activities were undertaken including the present-day office buildings.

During 2021-22, the church's main sanctuary metal shingle roof system was replaced by Jacksonville, Fla.-based Reliant Roofing, which previously worked with the church's maintenance staff.

"Our journey began when we were entrusted with the task of replacing a massive shingle section that adorned the classroom and office segment of the revered church building," says Tim Conlan, president of Reliant Roofing. "This undertaking marked the genesis of a partnership that would soon encompass the reroofing of the church's iconic main sanctuary."

Material selection

In August 2021, the Reliant Roofing team began work on St. Peter's Episcopal Church. The first step was choosing appropriate materials to usher in a new era of durability and aesthetics.

"We diligently presented a range of roofing options to the building owner during the budgeting phase," Conlan says. "This encompassed designer shingles and synthetic slate, showcasing our versatility in catering to unique customer preferences."

Reliant Roofing's client selected Berridge Manufacturing 24-gauge aluminum-zinc-alloy-coated steel (Galvalume®) Victorian Shingles with Kynar 500® finish in red and Soprema® LASTOBOND® SHIELD HT SBS polymer-modified bitumen self-adhering underlayment.

Challenges

The church's main sanctuary's roof area presented a host of architectural complexities with its myriad steep-slope sections and dormers ranging from 19:12 to 22:12.

Before installing the new roof system, the team removed 40,700 square feet of existing metal shingles and multiple layers of No. 30 asphalt-saturated felt underlayment from the wood deck. To ensure the project's seamless progression, the team executed the tear-off and dry-in processes in small, manageable sections to safeguard against afternoon rains that could have compromised the project's integrity.

"Rejuvenating the church's sanctuary roof was not without its challenges,"

Conlan says. "During the tear-off of the existing roof, our crew discovered and replaced several water-damaged sections of dimensional lumber. Our craftsmen meticulously refurbished the custom ridge metal caps, decorative accent pieces attached to the shingles and existing flashing. The steeple and architectural cornice pieces also demanded special attention and were painstakingly rebuilt to their former glory."

Maneuvering around multiple dormers also posed obstacles.

"Perhaps the most formidable hurdle lay in keeping the new metal shingles perfectly aligned as they enveloped the numerous dormers," Conlan says. "A majority of the project was executed from ladders and man-lifts,

requiring precision and the utmost safety precautions."

Reliant Roofing partnered with Suncoast Roofing Supply, Tampa, Fla., to support the project.

"I had the privilege of working with Reliant Roofing's entire team," says Robert Benincasa, account executive for Suncoast Roofing Supply. "Their cohesive approach, detailed preparation and dedication to excellence were on full display throughout the project. This roofing project highlighted many of Reliant Roofing's strengths and serves as a clear example of innovation and collaboration from beginning to end. The project demanded excellence, thorough preparation, clear communication, a unique vision and a strong determination to satisfy the needs and challenges faced without compromise."

A treasured space restored

In April 2022, the Reliant Roofing team completed work on St. Peter's Episcopal Church on time and with no safety incidents. From material selection to execution, the team exhibited meticulous planning and a commitment to delivering a stellar result.

"The culmination of this intricate project is a testament to unwavering collaboration with the church's dedicated staff," Conlan says. "Our team seamlessly synchronized efforts to ensure every aspect of the project met the highest standards of craftsmanship. The transformation of the church's main sanctuary roof stands as an exemplar of our team's expertise, dedication to quality and ability to surmount the most complex challenges. It is a project that transcends the realm of roofing to become a symbol of our commitment to safeguarding and enhancing our clients' most treasured spaces." 🌟🌟🌟

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



A Reliant Roofing team member installs new metal shingles.



During the tear-off process, crew members discovered and replaced several water-damaged sections of dimensional lumber.



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POLYISO POSSIBILITIES

BEST PRACTICES FOR ENERGY-EFFICIENT, DURABLE ROOF ASSEMBLIES

by Marcin Pazera, Ph.D.

The roof is one of the largest building surfaces exposed to the external environment for most commercial buildings and can play a crucial role in a building envelope's thermal efficiency. Consequently, many building standards and energy codes mandate the installation of energy-efficient roof systems to improve building envelope performance. To achieve an energy-efficient roof system and meet the demand for improved performance, roofing professionals can use insulation solutions such as polyisocyanurate.

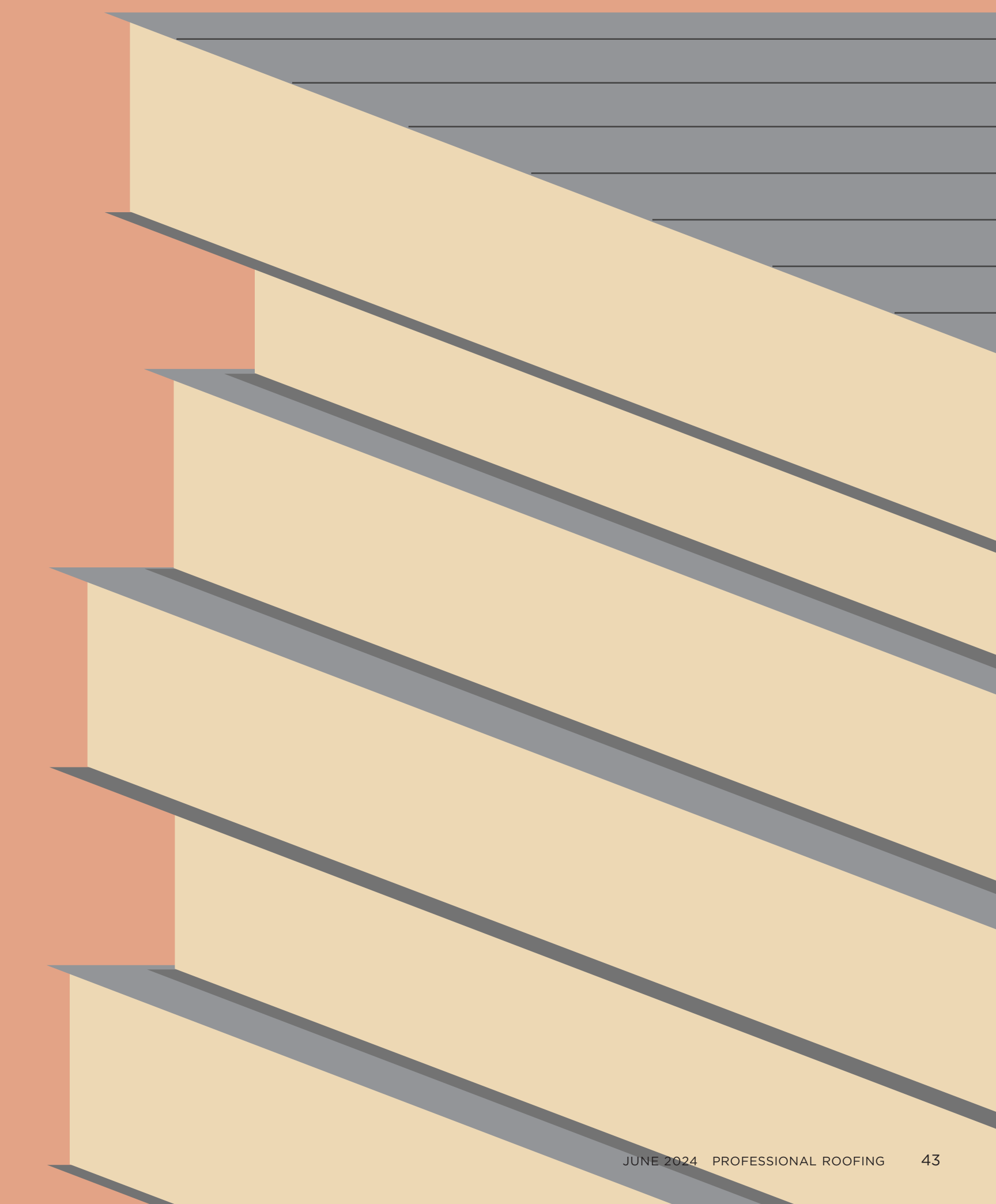
Polyisocyanurate roof insulation boards are an energy-efficient choice for low-slope commercial roofing projects. With one of the highest R-values per inch when compared with alternative insulation products, polyisocyanurate can be used in new construction as well as reroofing projects on existing buildings to meet energy code targets while using less material. In addition to flat stock insulation boards, tapered insulation products and high-density roof cover boards complete the portfolio of polyisocyanurate roofing products that can deliver performance for any roofing project.

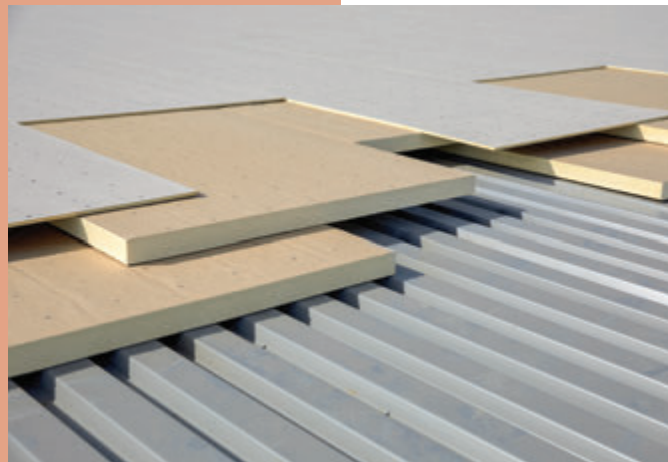
PROJECT-SPECIFIC NEEDS

Polyisocyanurate roof insulation boards are manufactured with various facer types such as glass-reinforced cellulose facers and coated glass facers as well as aluminum foil facers typically used for wall applications. As a rigid foam board insulation, polyisocyanurate products have measured compressive strengths ranging from 16 to 25 pounds per square inch. This enables polyisocyanurate to resist deformation and maintain its shape under external load or forces.

Each of these insulation products delivers the requisite thermal resistance (R-value) as well as unique physical properties for different applications. Manufacturers produce polyisocyanurate roof insulation boards in a wide range of thicknesses and sizes, offering flexibility to roofing professionals looking to meet specific R-values. Typically, thicknesses range from 1 to 4½ inches with other options available upon request.

In terms of popularity, 2.6-inch-thick polyisocyanurate roof insulation boards are specified the most often. For reference, two layers of 2.6-inch-thick polyisocyanurate insulation deliver a total R-value of 30. This equates to the 2021 International Energy Conservation Code®'s required prescriptive minimum R-value for above-deck roof insulation for commercial buildings located in climate zones 4, 5 and 6 in the U.S.





Multilayered polyisocyanurate insulation with staggered joints can enhance thermal efficiency.



Polyisocyanurate roof insulation is available in varying thicknesses to meet project-specific performance requirements

In climate zones 2 and 3, two layers of 2.3-inch-thick polyisocyanurate insulation meet the IECC required prescriptive minimum R-value of 25. Climate zones 0 and 1 are unique because the IECC prescriptive minimum R-value of 20 (two layers of 1.75-inch-thick) is required for all occupancies other than Group-R, which must meet an R-value of 25. In northern parts of the U.S. (climate zones 7 and 8) where a minimum prescriptive R-value of 35 is required for insulation in above-deck roof applications under the 2021 IECC, two layers of 3.1-inch-thick polyisocyanurate roof insulation boards will provide a total R-value of R-36. Thicker products, such as 4-inch-thick boards, may more commonly be used as infill panels for tapered insulation systems.

MULTILAYERED INSULATION

Installing rigid insulation boards in multiple layers with the joints of each layer staggered is a good practice rooted in building science fundamentals and required by current model energy codes. Polyisocyanurate insulation boards installed in a multilayered system with staggered joints can yield the following benefits:

- Reduced thermal losses through insulation joints, improving the overall energy efficiency of the roof system
- Reduced thermal bridging from fasteners when the top insulation layer is adhered
- Reduced air leakage to minimize heat transfer
- Reduced moisture migration from a building's interior

into the roof system, which helps prevent condensation issues

- Reduced vulnerability for membrane buckling, ridging and splitting, promoting the longevity of the roof system

HIGH-DENSITY ROOF COVER BOARDS

To further enhance roof system durability, NRCA recommends roofing professionals incorporate a cover board in all low-slope membrane roof systems. Cover boards provide a suitable substrate for membrane attachment and improve a roof system's overall resilience. Cover boards are particularly crucial for roofs subjected to extreme weather events (such as hail or high winds); areas with consistent service traffic; or roofs with renewable energy systems such as rooftop solar systems.

High-density polyisocyanurate cover boards are manufactured in either ¼- or ½-inch thicknesses. High-density polyisocyanurate cover boards are 66%-80% lighter than gypsum products, which makes them easier to handle and install. Additionally, high-density polyisocyanurate cover boards offer two to five times higher R-value than gypsum products. A ½-inch-thick high-density polyisocyanurate cover board will have an R-value of R-2.5. Together with their high compressive strength, these high-performing cover boards help extend the life span of a roof assembly by increasing the roof's ability to resist weather events and service traffic.

ENVIRONMENTAL EFFECTS

Insulation can go beyond thermal performance and information about a product's environmental effects can be crucial for a project team's sustainability goals. To ensure transparency during polyisocyanurate's manufacturing process, the Polyisocyanurate Insulation Manufacturers Association has published third-party verified, Environmental Product Declarations for polyisocyanurate products manufactured in the U.S. and Canada.

One EPD provides life-cycle analysis for polyisocyanurate roof insulation with glass-reinforced facers and coated glass facers (ASTM C1289, "Standard Specification for Faced Rigid Cellular Polyisocyanurate Thermal Insulation Board," Type II, Class 1 and 2 products). This EPD includes an analysis of the energy and carbon-saving potential of polyisocyanurate products used in

roof system replacements. It also shows how building teams can offset the effects of the insulation's manufacturing process through the energy savings accrued by using energy code-compliant levels of polyisocyanurate insulation as part of a reroofing project.

Furthermore, raw materials can significantly influence a product's environmental effects, and polyisocyanurate manufacturers select inputs with an eye toward reducing these footprints. Closed-cell insulation products similar to polyisocyanurate use blowing agents to increase thermal resistance and facilitate the manufacturing process. Although certain blowing agent options historically came with a high global warming potential, polyisocyanurate manufacturers have long used pentane or pentane blends in their product formulations. These hydrocarbons exhibit zero ozone-depletion potential and a global warming potential value of less than one, ensuring compliance with federal and state regulations.

Polyisocyanurate products also may be manufactured with raw materials that use recycled content (most commonly as part of the product's facing materials).

CHALLENGES

Reroofing projects can present opportunities to improve energy efficiency performance by enhancing the level of insulation installed as part of roof assemblies. Data from the Energy Information Administration's Commercial Building Energy Consumption Survey suggests only 14% of existing commercial buildings have been renovated since 2000. Given that current energy codes require more stringent levels of insulation than codes in place before 2000, a significant number of existing buildings are underinsulated when compared with modern energy codes and performance standards.

To realize greater energy savings, designers and roofing contractors can integrate additional insulation during roof system replacement. In fact, modern energy codes require roof system replacements to comply with a building's thermal envelope insulation requirements for new construction. However, certain roof system replacement projects can present unique challenges to increasing insulation above existing levels or to meet energy code requirements. These challenges can include low curb or flashing heights, existing roof drainage configurations, or door thresholds and window sill heights that sit too close to the finished roof surface. Installing additional insulation may compromise these conditions.


The challenges associated with bringing an existing roof into compliance with code-required R-value levels are not roadblocks; rather, they can be opportunities to improve building performance. In many instances, the use of a polyisocyanurate tapered insulation design, an optimized insulation design or the addition of other features such as roof drains, may be used to improve roof system configuration and accommodate the required levels of roof insulation. A tapered insulation design may allow contractors to increase the level of insulation on select portions of the roof area while installing less insulation in areas affected by features such as low door thresholds, curbs or flashing heights.

Additionally, tapered insulation designs can be used to address roofs that lack proper slopes for effective drainage and where structural modifications may be impractical or cost-prohibitive. It is important to remember a roof system's ability to shed or drain water effectively has less to do with the roof membrane and more to do with the overall system's ability to control the flow of water and direct it toward proper points of drainage.

To ensure appropriate roof system performance and longevity, tapered insulation designs offer unique and flexible approaches for addressing water management on roofs. Using tapered roof insulation can help contractors eliminate the risk of ponding water and extend a roof's service life.

ADDITIONAL RESOURCES

Energy-efficient roof systems are crucial components of a high-performing building envelope. Materials such as polyisocyanurate roof insulation can help roofing contractors deliver thermally efficient and durable roofs. Furthermore, knowing and applying installation best practices can help roofing contractors maximize performance and longevity throughout a roof system's service life. In doing so, not only can they add more value to their customers' buildings but they also deliver high-quality workmanship, which can help them remain competitive.

For efficient and durable roof systems, project teams should always consult manufacturers' installation instructions. PIMA maintains a library of technical bulletins to support the use of polyisocyanurate roof insulation. 


MARCIN PAZERA, PH.D., is PIMA's senior technical director.

To access technical bulletins about polyisocyanurate roof insulation, go to polyiso.org.



How will you exit?





An exit plan can help ensure you and your business are set up for success

by Kevin Kennedy and Joseph Bazzano

Editor's note: The information provided is not intended to be legal, accounting, insurance or tax advice.

There are no guarantees when owning and managing your business except one: You will eventually exit.

But you may not realize your exit may be riskier and more complicated than you think. According to Deloitte,[®] London, 71% of small- and medium-sized business owners plan to exit their businesses within the next 10 years, and more than 90% of these owners will not be able to sell their businesses and meet their retirement cash requirements.

A 2008 study about internal family transfers conducted by Family Firm Institute, Boston, revealed 70% of companies fail to transfer or sell to the second generation and 90% of companies fail to transfer or sell to the third generation.

WHAT IS AT STAKE?

What prompts an owner's exit? In the best-case scenario, an owner will choose to voluntarily depart from his or her business, perhaps to enter retirement or start a new venture. However, an owner might involuntarily depart due to death or disability. No



matter the reason for an exit, planning for the inevitable is essential. The financial stakes are too high to ignore.

Statistically speaking, an estimated 75% of a business owner's wealth is trapped in their nonliquid business, according to PricewaterhouseCoopers, London. It is common for private company owners to reinvest their capital back into their companies to be used for working capital or growth. The primary reason for planning is so an owner can realize that capital in a way that provides the owner with financial security, reduces tax liabilities and protects the wealth created.

An exit plan also protects other parties who rely on the business, such as employees and their families, and ensures a successful legacy for the business and the owner.

THE EXIT PLAN

Transitioning a company's management to new ownership, whether internally or externally, is challenging and can take years to complete. Exit planning can help an owner implement strategies that will increase the odds of success and allow owners to accurately envision their financial futures.

An exit plan asks an owner to outline the financial goals of the transaction. This generally involves the owner finding a way to monetize the business so his or her income can be replaced after leaving the business. The plan also asks owners to consider their future personal and business goals.

A properly written exit plan should include strategies and tools to manage financial risk and taxes, coordinate the owner's goals with the necessary legal documents and protect the business from consequences such as predatory lawsuits or economic downturns.

An owner also should consider the various disciplines involved in the exiting process. During the execution of an exit, a team may consist of a corporate attorney, estate planning attorneys, accountants, tax specialists, financial planners, life insurance agents and business appraisers.

If an owner is looking into specialty transitions, such as an Employee Stock Ownership Plan, he or she may need additional advisers such as ESOP attorneys, business brokers and investment bankers. Without a coordinated plan, this can become quite expensive for the exiting owner.

Compiling a proper exit planning report can take a specialist about six months to a year or more to implement.

TRANSFER OPTIONS

An owner has several options for transitioning a business to new ownership: He or she can sell externally to a strategic or investment-minded buyer or internally to an employee, family member or key member of the organization.

Because of the inherent risks associated with owning and operating a roofing company, the more common transition method is an internal sale to a family member, manager or employee, such as a management buyout or ESOP.

In an internal exit, the owner must find a way to transfer the business and prepare a new generation to ensure a successful exit that continues to meet the needs of the owner and employees.

Management buyout

Management buyouts are the most common exit strategies in the contracting industry. They give a selling owner the greatest flexibility and, if properly structured, can offer significant tax advantages.

The owner can sell a portion and continue to earn a salary and benefits. He or she can sell the rest of the company in the future or sell the entire company immediately. Because of this flexibility, a business owner can achieve great tax efficiency with the transaction.

A management buyout is a win for the buyer and the seller. The buyer has the opportunity to build significant personal wealth, and the owner benefits by cashing in on the investment made in the company.

However, management buyouts come with inherent risks. The largest obstacle in executing a management buyout is buyers often lack the financial ability to pay for the business. This requires a plan that will allow the business to pay for the transition over time.

Therefore, careful pre-planning and tax strategies should be implemented to leverage the many tools available to help achieve the best tax yield for the sale while minimizing the financial risk of getting paid for the business.

Another major obstacle is the risk the seller will not be paid. Starting a succession plan early prepares the new team for the buyout. The buyer's senior management team's performance can be tied to the cash flow that will pay the seller.

The plan also should focus on reducing or eliminating taxes, managing risk and protecting assets to ensure

the best outcome for the buyer and seller. For example, reducing the company's sales price is a common yet counterintuitive strategy in a management buyout. A lower sales price requires the company to generate less pre-tax income, ultimately leading to lower taxes.

ESOP

Another internal transfer option is an ESOP, which essentially is a retirement plan with a trust that buys corporate stock as opposed to other marketable securities typically found in more traditional retirement plans, such as profit-sharing and 401(k) plans.

Because the trust operates for the benefit of the employees' retirement, the ESOP qualifies under the Employee Retirement Income Securities Act and is under the oversight of the Department of Labor and the IRS. An ESOP can be a tax-efficient tool for exiting a business.

Gifting

Gifting, as implied in the name, involves gifting stock to new owners and often is used in family transfers. It is not a monetizing method of transfer but rather a tax-efficient way to transfer wealth to a second generation or trust through valuation discounts.

Valuation discounts are applied in instances where the interest being sold is either nonmarketable (meaning it can't be converted to cash in three days or less like publicly traded stock) or noncontrolling (meaning a minority interest holder cannot effectuate change in an organization).

Because the minority interest holder cannot expect to receive any benefit from the investment until it is sold, that interest typically would sell for a discounted value. Applying these discounts can substantially reduce the pro rata value of the underlying stock or equity being transferred, making it a great wealth transfer tool.

Gifting is not a typical transition option for an exiting owner dependent on the business's sale to maintain his or her post-exit lifestyle. However, by gifting nonvoting stock, a business owner can maintain control of the company and continue receiving a salary and benefits until it is passed on to the recipient.

Private equity

An external transition option is to sell to a private equity firm. Private equity companies are investors who build

value and sell later at a higher price. They invest and purchase controlling interest (usually 60-70%) and often need the owners to remain and manage their companies to increase value. These owners can later sell their remaining portion for a greater multiple and be wholly cashed out.

Private equity firms see the roofing industry as an attractive, profitable, stable market ripe for longer-term growth investors. This is an opportunity to provide an economy of scale and synergies for purchasing shared resources, best practices and bargaining power to be competitive in the roofing industry.

Private equity firms are attracted to profitable companies with strong margins more than 10% above earnings before interest, taxes and amortization; a continued pattern of growth; clean financial statements; a strong management team; unique niches; and free of potential liability.

Private equity firms also pay close attention to the owner's management team. Team members understand the business's relationships, systems and operations, so they are in a better position to manage the risk associated with maintaining and transferring profits to the new owners.

THE PITFALLS OF EXITING

Exiting a business presents numerous challenges, such as valuation, taxation, succession and contingency planning.

Business value

A business can have several values depending on the exit method selected, the ownership interest being sold and the economic climate in which the business operates. The business owner should understand the nuances of business value, including what adds and/or detracts value from the business.

Business owners often have unrealistic expectations of what their companies are worth. In the valuation world, a business is only worth what someone is willing to pay for it. A qualified business appraiser can help determine a business's value.

Tax planning

Tax liabilities vary greatly depending on the type of exit an owner pursues. In certain instances, the effective tax rate on the sale of a business could exceed 55%, which



means the government would receive more than the owner in the transaction.

Exit planning can help owners better understand the taxation associated with each type of transfer and make better financial decisions during their exits.

Succession planning

Succession planning often is a neglected discipline with exiting owners. It involves training key individuals within a company to eventually replace the owner and deals with changing disciplines, behaviors and attitudes in the management team. Depending on the level of planning that already has been employed, this process can take two to 10 years.

Neglecting to plan for business succession can affect an owner's ability to exit his or her business successfully. For example, if an owner is selling to an outside party, the buyer wants to know a well-seasoned management team is in place to help support operations into the future. Not having this management team in place can make the business less attractive to buyers.

A lack of a strong succession plan also can negatively affect an internal transfer. The owner's ability to get paid relies on the management team's ability to continue to run the business successfully.

Contingency planning

Another common pitfall involves missteps in contingency planning, primarily improperly documented buy-sell agreements or improperly designated life insurance policies. These two items depend on each other for proper execution.

A buy-sell agreement is an agreement between existing shareholders that outlines the terms of a buyout in the event of death, disability, divorce, and voluntary and involuntary departure for cause. It should be drafted to support the owner's intentions and leave little ambiguity.

Life insurance often is used as the funding mechanism

for buy-sell agreements. If life insurance is not owned correctly or if the beneficiary is not properly designated, it could create a situation where a significant tax benefit is missed.

EXIT PLANNERS

Managing the exit planning and execution process is critical to achieving success. All too often, advisers promote a one-size-fits-all approach to the process without considering the owner's ultimate goals or other plans. On the other hand, an exit planner can assist in organizing and consulting the business owner regarding various strategies to envision the outcome well before the sale.

Think of an exit planner as an architect. An architect must understand the various disciplines involved in building a structure, such as the specifications of an electrician, plumber, carpenter and roofing contractor, and integrate the various disciplines in a comprehensive blueprint so the contractors can identify, evaluate and execute the plan.

An exit planner works much in the same way during an owner's exit. The exit planner understands tax, accounting, valuation, financial planning and, to some extent, legal issues the business owner may experience. The planner can then create a comprehensive plan that can be the source for the owner's exiting strategy.

In addition, the exit planner should have a thorough knowledge of the various disciplines incorporated into the plan. It is important the exit planner guides the process for the owner and he or she can evaluate and discuss key issues with other advisers on the team.

PLAN EARLY

Business owners are retiring at unprecedented rates. Although the common solution is to sell the business, many owners have not put in the time and effort to make the business saleable.

With the increased number of businesses that will be transitioning during the next 10 years, it is incumbent on business owners to plan for their eventual exits. It not only benefits them individually but also benefits their families, employees and, in some cases, their communities. 🏡🔗

KEVIN KENNEDY is co-owner and CEO of Beacon Exit Planning LLC, Dallas, and **JOE BAZZANO** is co-owner and chief operating officer of Beacon Exit Planning.



Join NRCA and Beacon Exit Planning LLC, Dallas, Dec. 11-13 in Phoenix for a workshop about selling your roofing company. For more information, go to nrca.net/beaconexit.



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MANUFACTURER NEWS

Elevate™ announces Master Contractor program recipients

Nashville, Tenn.-based Holcim Building Envelope's **Elevate** brand has announced the 2024 recipients of its Master Contractor program, which honors contractors for excellence in commercial roofing.

All Elevate Red Shield™ licensed contractors are eligible for the program. For 2024, Elevate awarded Master Contractor status to 250 of the top roofing contractors who accumulated the most Master Contractor quality points during the program year. Contractors earned quality points for installing Elevate RubberGard™ EPDM, UltraPly™ TPO, PVC, PVC KEE, asphalt and metal roof systems.

The complete list of Elevate's 2024 Master Contractor recipients is available at holcimbe.com/en/news.



GAF to build manufacturing facility

GAF, Parsippany, N.J., has announced plans to build a shingle plant in Newton, Kan. The new plant will allow the company to add residential roofing manufacturing capacity to its network close-to-end markets and enhance customer service.

Additionally, the new facility will create more than 130 manufacturing jobs in management, engineering and operations. Production is anticipated to begin in 2027 and the company expects to reach full production capacity by mid-2029.

The facility will produce roofing products such as GAF Timberline® HDZ and GAF Timberline ArmorShield II shingles.

ATAS International honors sales team

ATAS International, Allentown, Pa., has announced Kyle Ferenc, CSI, product representative for northern Illinois and Wisconsin, and Cathy Parrino, inside technical salesperson, received ATAS International's Malan S. Parker Award. The award annually recognizes the company's top sales team.



Both Ferenc and Parrino have worked for ATAS International for four years. They were recognized for their teamwork in overall sales growth and observance of corporate goals and objectives.

"Ferenc and Parrino did a tremendous job increasing company sales and furthering our expansion in [Illinois and Wisconsin]," says Mark Bus, ATAS International's national sales manager.

"Ferenc's willingness to provide support and his overall enthusiasm is why he is ATAS International's Salesperson of the Year," adds Patrick Starr, ATAS International's district sales manager. "Teaming him up with Parrino makes for an unbeatable team."

DISTRIBUTOR NEWS

Beacon acquires Smalley & Company

Beacon, Herndon, Va., has announced it has signed a purchase agreement to acquire Smalley & Company, Denver, a specialty waterproofing distributor.

"[The Smalley & Company] team's technical knowledge is at the top of the industry," says Martin Harrell, Beacon's division president of waterproofing. "We look forward to closing this acquisition so we can welcome Smalley & Company employees to Beacon and begin serving customers with our expanded products and services."

Additionally, Beacon has opened three new locations in Fort Myers, Fla.; Milton, Fla.; and Saginaw, Mich., to better serve residential and commercial roofing contractors.

Elite Roofing Supply vice president is honored

Elite Roofing Supply, Glendale, Ariz., has announced Kelly Woods, the company's regional vice president, received the 2024 Colorado Roofing Association Lifetime Achievement Award. The award is presented to an individual whose contributions have impacted the roofing industry in Colorado and elsewhere.

Woods began his career in the roofing industry in the 1980s. He is also actively involved in community organizations such as the Denver Botanic Gardens, Habitat for Humanity, Rebuild Together and Take Note Colorado.

"Woods is not just a sales leader; he is a mentor, friend and driving force behind Elite Roofing Supply's success," says Sarah Weiss, Elite Roofing Supply's CEO and president. "We are truly grateful to have him on our team."

ABC Supply receives workplace award

ABC Supply Co., Beloit, Wis., has received a Gallup Exceptional Workplace Award for the 18th consecutive year. The award honors organizations that have achieved worldwide excellence in terms of employee engagement. ABC Supply is one of two companies to have received this award annually.



Additionally, ABC Supply has acquired the assets of United Roofing Supply, Katy, Texas, and All Canadian Building Products, Surrey, British Columbia, Canada. The acquisitions mark the company's 51st location in Texas and eighth in British Columbia.

OTHER NEWS

ASTM International welcomes new president

ASTM International has announced Andrew Kireta Jr. began serving as president of the organization May 1. Katharine Morgan, who had served as ASTM president since 2017, has retired after a 40-year career with the company.



Kireta

Kireta has been an ASTM International member since 1998 and joined the board of directors in 2014. He served as chairman of the Audit and Finance Committee in 2017, vice chairman in 2018 and 2019, and chairman of the board in 2020.

Kireta also serves as president and CEO of the Copper Development Association and has previously served as vice chairman and chairman of the board of SEI International, an ASTM International affiliate.

SPFA appoints new executive director

The Spray Polyurethane Foam Alliance has announced Frank Mortl III, CAE, has joined the organization as executive director.

Mortl most recently served as executive director for the International Association for Energy Economics and previously held positions as executive director of the American Conference of Governmental Industrial Hygienists and president of the American Fire Sprinkler Association.



Mortl

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THE INDUSTRY ONLINE

APOC has launched its **redesigned website**, which offers simplified access to tools and resources, including product information and documentation, education and training materials, and access to APOC's Contractor ProProgram.

The redesigned website can be accessed at apoc.com.

UP THE LADDER

Mule-Hide Products Co. has made **Mark Wessinger** territory manager for Alabama, Mississippi and Tennessee.

WR Meadows Inc. has promoted **Todd Duewel** to director of regional sales.

NRCA NEW MEMBERS

ARCHITECTS/ENGINEERS/CONSULTANTS

Carleton Hart Architecture P.C., Portland, Ore.
DBI Consultants, Farmington Hills, Mich.
GM Consulting LLC, Vero Beach, Fla.
J.S. Held, Orlando, Fla.
Kezlo Group LLC, Brookhaven, Pa.
Rogers Forensic Consulting Services PLLC,
Fort Worth, Texas
Scout Forensics LLC, Abita Springs, La.
TCS Construction and Consulting, Palatine, Ill.

CONTRACTORS

ACE Investments & Construction LLC, Austin, Texas
Adam Quenneville Roofing & Siding Inc.,
South Hadley, Mass.
American Home Specialists, Hyattsville, Md.
Cook DFW Roofing & Restoration, Van Alstyne, Texas
DG Roofing Inc., St. Johnsbury, Vt.
Diamond Ridge Construction, North Liberty, Iowa
Duke's Roofing, Absecon, N.J.
FS Exterior Contractors LLC, New Albany, Ind.
G3 Development, Rowlett, Texas
Gardiner Appraisal and Consulting Services LLC,
Hammond, La.
Genesee Valley Roofing LLC, Fillmore, N.Y.
Glassford Project Management, Longmont, Colo.
Green Coast Homes Inc., Fort Myers, Fla.
Havel Roofing Solutions LLC, Frisco, Texas
Hermetic Roofing, New Bern, N.C.
High Valley Roofing, Colorado Springs, Colo.
Irwin Roofing LLC, Fort Worth, Texas
J.C. Kaller Inc., Dresher, Pa.
Lessman Roofing and Sheet Metal LLC, Conroe, Texas
Liberty Roofing, Siding and Construction, Dallas
McDonald Roof and Restoration, Estero, Fla.
Modern Exterior Systems, Minnetonka, Minn.

Noah's Ark Roofing & Sheet Metal LLC, Cottonwood,
Ariz.
North Georgia Roofing and Property Renovations
LLC, Dawsonville, Ga.
Northeast Home & Energy Inc., North Grafton, Mass.
Philadelphia Roof Management, Philadelphia
Porcello Engineering Inc., Bedminster, N.J.
Preferred Roofing Inc., Bethany, Okla.
Ricochet Roofing, Moore, Okla.
S CM LLC d.b.a. McRoof.us, Edmond, Okla.
Saint Paul's Roofing, Land O' Lakes, Fla.
Six Star Construction, Graham, Texas
Southern National, Charlotte, N.C.
Sustainable Building Solutions, Washington, D.C.
TECHO Corp., Chicago
Texas Choice Roofing, Austin, Texas
Total Roofing Solutions LLC, Charlotte, N.C.
Total Roofing Systems, The Metal Roof Experts,
Stuart, Fla.
Vault Roofing & Construction, Troy, Mo.
VersaCon LLC, Mulvane, Kan.
Vista Roofing Systems, Waleska, Ga.
Western States Contractors, Castle Rock, Colo.
Woodall Companies Roofing & Exteriors, Murray, Ky.



MANUFACTURERS

American WeatherStar, Irvington, Ala.

MEMBER BRANCHES

Absolute Roofing & Waterproofing, Lewisville, Texas

SERVICE PROVIDERS

iRemediate LLC, Metairie, La.
Sunbelt Business Brokers of South Florida, North Palm
Beach, Fla.
Terial, New York
Tri Coast Construction LLC, Kelso, Wash.

EVENTS

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
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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
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AUGUST

1

CERTA Train-the-trainer

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Elgin, Ill.
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SEPTEMBER

4

Virtual CERTA Train-the-trainer

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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

OCTOBER

16

Virtual CERTA Train-the-trainer

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

21-23

2024 MRCA Conference & Expo

Midwest Roofing Contractors Association
St. Paul, Minn.
Contact: MRCA
(800) 497-6722 or mrca@mrca.org
mrca.org

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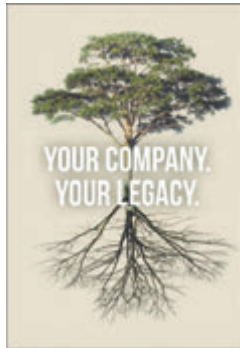
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- **EDUCATIONAL AND TRAINING RESOURCES**
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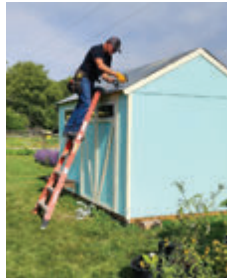
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JAKE MAGALSKY



WHAT IS YOUR POSITION WITHIN YOUR COMPANY? I am CEO of Ace Roofing, Bozeman, Mont.

WHAT IS THE MOST UNUSUAL ROOFING PROJECT OF WHICH YOU HAVE BEEN A PART? I was involved with installing roofs on cabins on the north boundary of Yellowstone National Park that could not be accessed with motorized vehicles. All material, tools and personnel were delivered 13 miles to the project site by horse-drawn wagons.



WHY DID YOU BECOME INVOLVED IN THE ROOFING INDUSTRY? I guess I have a genetic disorder—my dad also was a roofing contractor.

WHAT WAS YOUR FIRST ROOFING EXPERIENCE? Helping my dad install Conklin® acrylic roof coatings when I was 6 years old.

WHAT IS YOUR ROOFING INDUSTRY INVOLVEMENT? I am honored to serve on multiple committees and the boards of NRCA and the Western States Roofing Contractors Association; it is extremely rewarding.

WHAT WAS YOUR FIRST JOB? Roofing for my dad

PEOPLE WOULD BE SURPRISED TO KNOW ... I didn't want to be a roofing worker when I graduated college. I have an associate's degree in ranch management and a bachelor's degree in business administration from Dickinson State University, Dickinson, N.D.



WHAT'S THE MOST EXCITING/ADVENTUROUS THING YOU'VE DONE? Ice climbing

WHAT IS YOUR FAVORITE FOOD? Salmon

WHEN YOU WERE A CHILD, WHAT DID YOU WANT TO BE WHEN YOU GREW UP? A cowboy

MY FAVORITE PART ABOUT WORKING IN THE ROOFING INDUSTRY IS ... Helping people have a good roofing experience

WHAT IS THE MOST HIGH-TECH ITEM IN YOUR HOUSE? My Android smartphone

WHAT IS YOUR FAVORITE STRESS RELIEVER? Flying. I started in 2012 and acquired my private pilot's license.



IF YOU COULD MEET ANY HISTORICAL FIGURE, WHOM WOULD YOU MEET? WHY? Jesus. I'd like to have a conversation with him about his dad and see what he is like as a human.

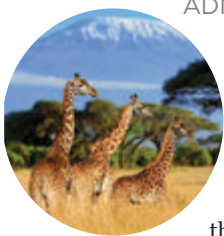
BIG CITY OR SMALL TOWN? Small town or even better: out in the country!

WHAT SONG ARE YOU LISTENING TO OVER AND OVER? "Somewhere Down in Texas" by Jason Boland & The Stragglers



WHAT DO YOU CONSIDER YOUR MOST REWARDING EXPERIENCE? Learning to fly!

WHAT QUALITY DO YOU MOST ADMIRE IN A PERSON? Integrity



IF YOU COULD TRAVEL ANYWHERE IN THE WORLD, WHERE WOULD YOU GO? WHY? Africa: I would like to meet the people, see the animals and taste the food.

WHAT'S YOUR FAVORITE ROOFING MATERIAL TO WORK WITH? WHY? PVC. It's oddly mesmerizing to work with it and weld it. It's a good, enduring material.

WHAT DO YOU CONSIDER A WASTE OF TIME? Watching TV

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André Coppin, RRC, RRO
Seattle, WA



Registered Roof Consultants (RRCs) are independent roofing experts with industry-wide knowledge of materials performance and design requirements. An RRC is knowledgeable of every facet of the roof construction process and serves as the building owner's councilor for matters on both existing and new construction. The demand for the RRC credential continues to grow as the industry recognizes the value of the RRC's quantified skill set.

GCK EXAM: * 7 90 QUESTIONS 4 HOURS

RRC EXAM: 7 60 QUESTIONS 4 HOURS

Registered Roof Observers (RROs) are roofing quality assurance observers who monitor the construction process and report roofing project compliance with approved construction specifications and best-practice installation procedures. An RRO is an on-site monitor for the design team. The RRO's vigilance helps keep construction on track with milestone tasks, deadlines, and budget. The RRO credential is the preferred standard of practice for quality assurance professionals.

RRO EXAM: 7 75 QUESTIONS 3 HOURS



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