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WHEN IT MATTERS®

# Hi, it's me

Rekindling a professional relationship doesn't have to be awkward

by Ambika Puniani Reid



For many people, the holidays can be a wistful time spent thinking about former friends and colleagues. And usually, these brief thoughts flit through your mind when something triggers the memory of someone you used to know.

But people rarely act on these thoughts because it can feel strange to reach out to someone after not corresponding for years. Yet by-gone relationships can serve a purpose in the present day.

In *The Wall Street Journal* article “Connect with one old colleague or boss,” Ray A. Smith explains five easy ways to reach out to an “old” colleague and not be awkward:

1. “Don’t dance around the fact that it’s been a hot minute since you spoke,” Smith writes. Be honest about the lapse in time by sending an email with a subject line like “Blast from the past.”
  2. Acknowledge you have been out of touch. Smith suggests writing something like: “I know so much has changed in the roofing industry since we last chatted. Are you still focused on sales?”
  3. Remind them of shared experiences. Smith says saying something such as “I appreciate how you handled that client at Company XYZ” will help you articulate what you valued about them.
  4. Be open to being of service. Perhaps your long-lost colleague may be looking to switch careers, and you can offer your assistance. “You want to show that your old contact—and the person’s specific skills and hobbies—are top of mind for you,” Smith writes.
  5. Be ready for no response. Smith says if you don’t hear back after two attempts, it’s time to let the relationship stay in the past.
- But “when you get a response, there’s an art to keeping in touch,” Smith writes.

He suggests the following schedule:

- Close contact (former colleague, now friend): monthly
- Midlevel contact (a former boss): quarterly
- Extended contact (someone you joked with at the water cooler): twice yearly
- Acquaintance (former vendor): annually, around the holidays

As we say goodbye to another year and welcome a new one, may your old acquaintances not be forgot.

*Ambika*

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





## CLOSE-UP

**O**liver Gospel, a nonprofit that has provided transitional housing, rehabilitation and recovery services to the homeless population in South Carolina since 1888, will receive a new roof system donated by NRCA members Aqua Seal Manufacturing & Roofing Inc., West Columbia, S.C., and GAF, Parsippany, N.J.

The organization is one of the oldest rescue missions in the U.S. In 2023, it served 97,000 meals and provided more than 38,000 nights of shelter.

Aqua Seal Manufacturing & Roofing is donating the installation labor, and GAF is donating the roofing materials. The collaboration is part of GAF's social impact initiative, GAF Community Matters.

To submit a photo to Close-up, email [professionalroofing@professionalroofing.net](mailto:professionalroofing@professionalroofing.net). Submittals should include a photo and description. 📷🌟

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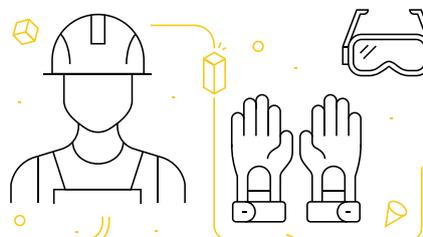
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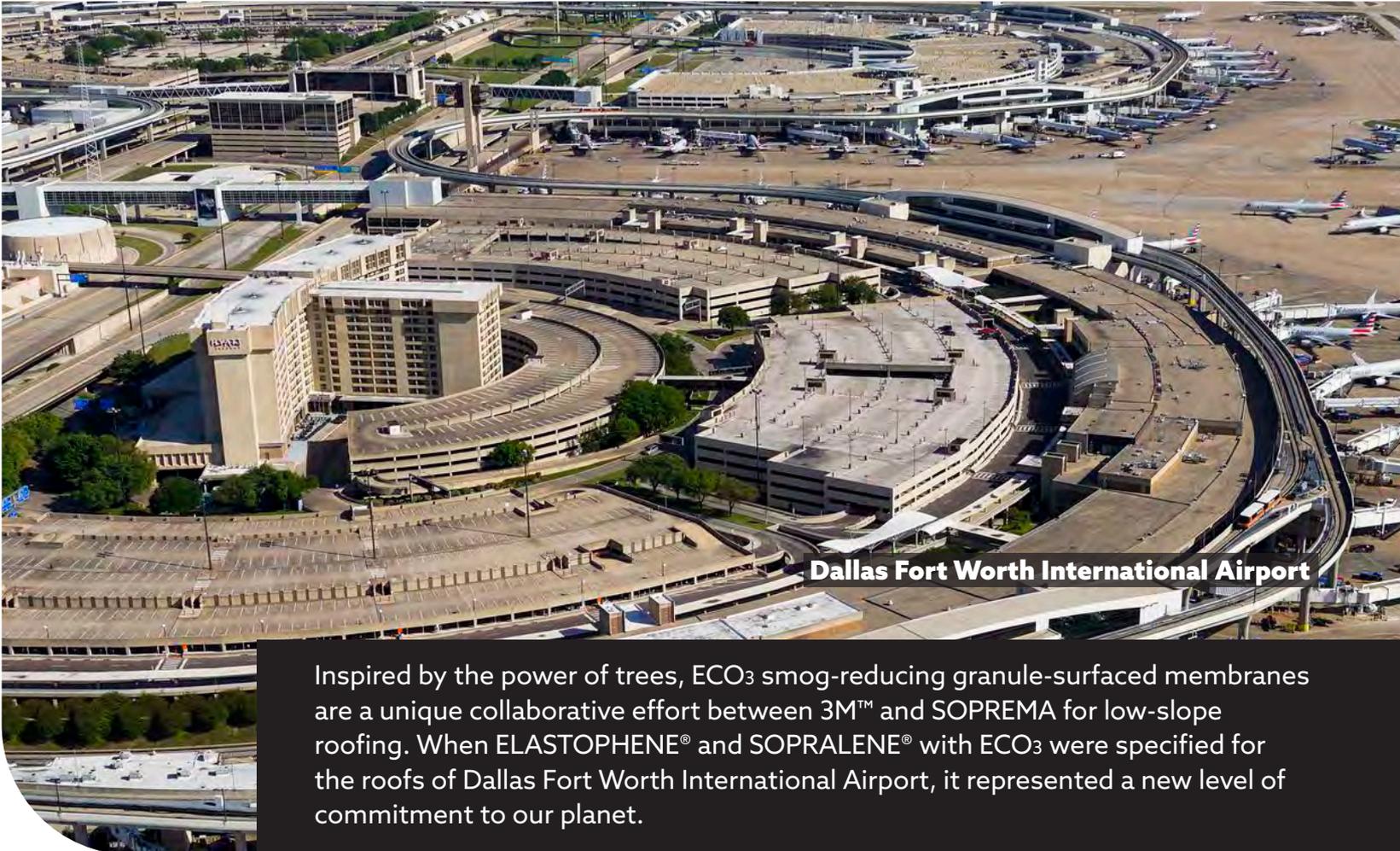


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# SAVOR YOUR STYLE

## Celebrate Merlot, the Owens Corning 2025 Shingle Color of the Year

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### Leveler adjusts ladders



**Werner** has introduced the PK100 LevelSafe™ Pro Automatic Leveler that allows users to level ladders on uneven surfaces.

Compatible with most Werner fiberglass and aluminum extension ladders, the leveler contains technology that automatically adjusts the ladder up to 8½ inches.

Additionally, the LevelSafe Pro Automatic Leveler features a precision micro-adjust system for fine modifications.

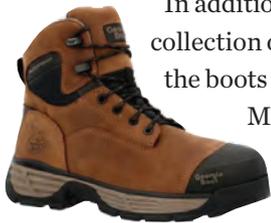
[wernerco.com](http://wernerco.com)

### Work boots are waterproof

**Georgia Boot** has made available the Core 37 Wedge boot collection. The three soft-toed boot options include a 6-inch waterproof lace-up work boot, 6-inch moc toe lace-up boot and pull-on boot. All styles feature Georgia Boot's AMP Insole and waterproof system, as well as a chemical-, oil- and slip-resistant dual-density polyurethane wedge outsole for stability on flat surfaces.



In addition, Georgia Boot has introduced its DuraBlend Edge collection of waterproof work boots. Made of full-grain leather, the boots feature Georgia Boot's AMP Insole and DuraBlend Midsole for comfort, as well as abrasion-, chemical- and slip-resistant Carbo-Tec rubber outsoles and an ergonomic safety toe cap that meets ASTM standards.



DuraBlend Edge work boots are available as a 10-inch pull-on boot and a 6-inch lace-up boot. Both options also have a fiberglass shank for added support.

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

### Metal composite material resists impacts

**Petersen** has introduced the PAC-4000 metal composite material. Designed for accents, canopies, fascia and walls, the panel is made of a prefinished aluminum skin bonded to a substrate of thermoset phenolic resin, as well as a second aluminum skin that provides thermal stability and panel balance.

Available as a flat sheet for use with routed, factory-fabricated systems, PAC-4000 also resists fire, impacts and water intrusion. The material is available in widths of 48 or 60 inches and lengths of 96, 120 or 144 inches.



### Color options are expanded



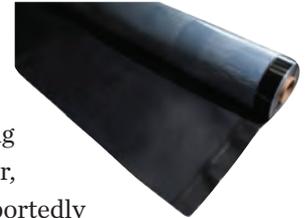
**IKO** has expanded its Dynasty® Cool Colors Plus line of shingles with the addition of five colors. Offering homeowners an extended palette for their homes, the shingles' color blends and specially designed granules also reportedly minimize heat transmission into attics.

The new color options include Bayshore, Coastal Sands, Dual Brown, Graphite Black and Pebble Grey.

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

### EPDM membrane installs quickly

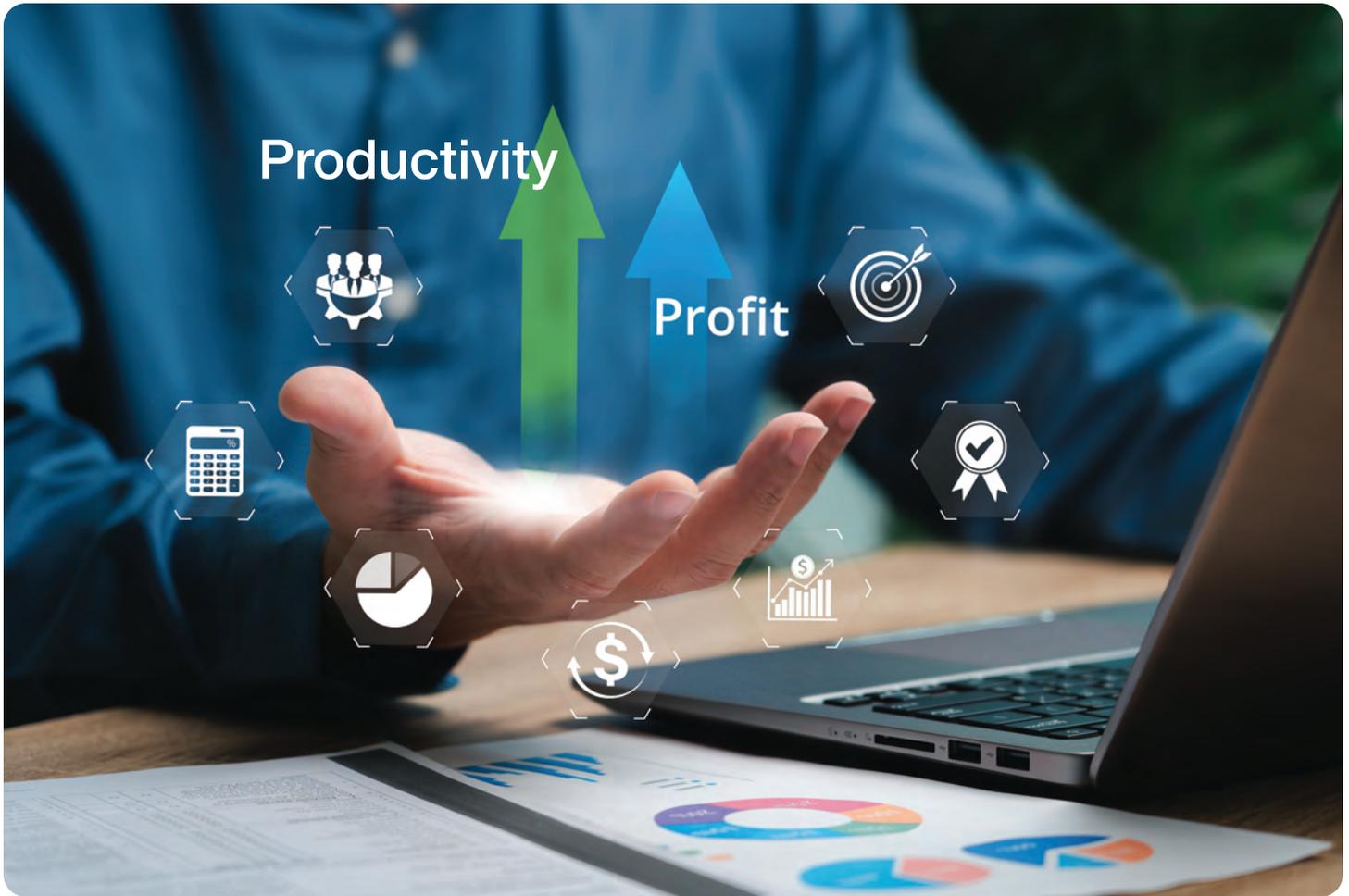
**Johns Manville** has launched its EPDM FIT Self-Adhered. Featuring a split-release liner,



the membrane reportedly reduces installation time compared with traditionally adhered membranes.

Available in 60-mil-thick, 10- by 100-foot rolls, the black EPDM membrane can be adhered in temperatures as cold as 20 F without the use of additional adhesives or primers.

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



## So tell me what you want ...

Everyone would like more profits and productivity, but make sure you know the effects of your decisions

by McKay Daniels

There's a well-trodden phrase that basically goes: "Don't tell me your values. Show me your budget, and I'll tell you your values." Different twists on that are: "You get what you incent" or "You get what you measure." Mission statements and platitudes are as cheap as the paper they are printed on, but money and time and what a company (or person) does with them are revealing.

Companies often use their budgets to improve things for shareholders, members, customers, the community and/or employees. Investments and incentives can help bring better outcomes. But such efforts can have unintended consequences.

A few years ago, Wells Fargo faced massive controversy (and an eventual \$3 billion Department of Justice fine) because it set lofty goals and incentive programs to encourage employees to get customers to open additional accounts or products. Thousands of employees eventually found it easier to simply open millions of accounts without involving any customers.

Wells Fargo found itself caught in unintended consequences again when it fired employees for using mouse jiggers. (Go ahead. Google them.) The bank, and thousands of other companies, had put in place employee-monitoring systems, and a cottage industry sprung up to deliver all the “activity” required.

This yields a key question to ask when setting up a compensation structure or performance management plan. Does your plan, payment schedule, incentive structure or key performance indicators measure and reward activity or outcomes? Are you paying for inputs (time, mouse clicks, screws driven) or are you paying for what is produced: the outputs?

Paying by the square is common in our industry. Some contractors find they get more squares completed more quickly when squares installed is the payment structure rather than hourly pay. They figure: “I pay for output and get more output.”

But that method doesn’t account for output quality. A faster, possibly cold, weld gets a job done more quickly. An improper fastening pattern may save costs in terms of screws and time. A little less adhesive saves time and money.

But only in the short term.

That’s often how many decisions are made—in the moment with a short-term lens. So the temptation to cheat or cut a corner is real and prevalent. And anyone reading this magazine knows this, has seen it firsthand and has quality control measures in place to protect against it, I hope. Regardless, it is important to remain vigilant and cognizant of unintended consequences of your operational or financial policies and the gradual cultural shifts they can bring.

This brings up another key question: Are you sacrificing long-term success

for a short-term boost in profit, productivity, etc.?

I recently read a fascinating article about Boeing. The author explained how Boeing went from “If it ain’t Boeing, I ain’t going” to the depths of two planes crashing and a door blowing out. The debacles were decades in the making and incredibly gradual. The throughline of the Boeing narrative, though, was the systematic focus on profits versus quality. Two decades of relatively small decisions that routinely chose profits over quality ultimately resulted in the loss of both.

It’s impossible to monitor the lowest common denominator 100% of the time for 100% of employees. Only building a culture of quality with an ecosystem of high standards can guard against that erosion.

I recently visited Baker Roofing, Raleigh, N.C., and found its company statement eloquently sums up what is needed for success in this industry (or in life for that matter):

“We shall do good work  
At a profit if we can  
At a loss if we must  
But always good work”

Another key question to ask: Are your expectations or demands reasonable?

Negative outcomes also can come about from unrealistic expectations from management. Employees often will do what they need to do to keep a job, get the raise or earn the bonus even if it’s wrong. Part of the reason Wells Fargo was fined \$3 billion is because it was “pressuring employees to meet unrealistic sales goals” per DOJ. This systemic, organizational element of bad outcomes is one that shouldn’t be overlooked.

“What businesses may not realize



This brings up another key question: Are you sacrificing long-term success for a short-term boost in profit?



is that misconduct often results from managers who set unrealistic expectations, leading decent people to take unethical shortcuts,” writes Lynne Pain in the Research Handbook on Organizational Integrity.

She continues: “Corporate malfeasance cannot be written off to rogue actors or bad people. It is an organizational phenomenon whose roots lie in the decisions that managers make in the ordinary course of managing. How managers make decisions and what they decide—what opportunities to pursue, what goals to set, how to measure performance, how to pay people, how much to invest in risk management, technology, training and so on have a profound influence on how individuals do their jobs and whether the company as a whole acts responsibly.”

Your team can tell where your values lie whether from incentives focused on the wrong thing or outcomes that are sacrificed in the name of short-term gains. The team will notice and respond accordingly. And those outcomes can affect your company forever.

As Warren Buffet said: “It takes 20 years to build a reputation and only five minutes to ruin it.” 🌟🌟🌟

MCKAY DANIELS is NRCA’s CEO.  
MDANIELS@NRCA.NET

## Carlisle Companies will acquire Plasti-Fab

Carlisle Companies Inc., Scottsdale, Ariz., recently announced it has entered into a definitive agreement to acquire the expanded polystyrene insulation segment of PFB Holdco Inc., Calgary, Alberta, a portfolio company of The Riverside Company that is composed of the Plasti-Fab and Insulspan brands, which collectively are referred to as Plasti-Fab.

Plasti-Fab is a provider of EPS insulation products and has eight manufacturing locations across Canada and three in the U.S. serving the commercial, residential and infrastructure construction markets. Plasti-Fab generated revenue of \$109 million during its fiscal year that ended Aug. 31.

Under the terms of the agreement, Carlisle Companies will purchase Plasti-Fab for \$259.5 million in cash.

“The acquisition of Plasti-Fab delivers vertically integrated polystyrene capabilities to our Insulfoam EPS business while adding scale, supporting retail channel growth, and filling key geographic gaps in the U.S. and Canada,” says Chris Koch, Carlisle Companies chair, president and CEO. “I am confident that we will create significant value for all our stakeholders as we leverage the Carlisle Operating System across the Plasti-Fab business.”

The acquisition, which is subject to customary closing conditions, is expected to close during the fourth quarter of 2024.



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## Fall protection is OSHA's most-cited violation for 2024

Recent preliminary numbers from the Occupational Safety and Health Administration show dangers from falls at construction sites remain the most frequently cited hazard on OSHA's list of most-cited violations for fiscal-year 2024, according to *Safety+Health* magazine.

Other rules related to construction falls are among the top 10 violations, including ladders and scaffolds.

Following are the top 10 most-cited violations for fiscal year 2024.

- Fall protection—general requirements: 6,307 violations
- Hazard communication: 2,888 violations
- Ladders: 2,573 violations
- Respiratory protection: 2,470 violations
- Lockout/tagout: 2,443 violations
- Powered industrial trucks: 2,248 violations
- Fall protection—training requirements: 2,050 violations
- Scaffolding: 1,873 violations
- Personal protective and lifesaving equipment—eye and face protection: 1,814 violations
- Machine guarding: 1,541 violations

“While incredible advancements are made in safety each year, we continue to see many of the same types of violations appear on OSHA's Top 10 list,” says Lorraine M. Martin, president and CEO of the National Safety Council. “As a safety community, it's critical we come together to acknowledge these persistent trends and identify solutions to better protect our workforces.”

NRCA's classes, webinars and products offer information to ensure you properly train your employees and can keep them safe. Visit [shop.nrca.net](http://shop.nrca.net) for more information.

## Study highlights importance of coordination during projects

A study released by Dodge Construction Network, published with Dusty Robotics, examines causes of U.S. and Canadian contractors' quality issues during the past three years and highlights the importance of job-site coordination and collaboration. Following are findings from the study.

- Contractors interact with other companies on projects an average of 17 times per day, and eight of those interactions involve conflicts. Only 38% believe everyone involved understands what is being communicated compared with 50% of general contractors, and 48% find everyone agrees on the next steps in most conflicts with other companies compared with 69% of general contractors.
- Thirty-three percent of contractors find coordination issues on job sites are the root cause of their construction quality challenges. Such coordination issues lead to an average 9% budget increase and an average 10% erosion in annual company profit margin.
- Ninety-six percent of contractors agree active collaboration improves projects. However, when six approaches to fostering collaboration were tested, only 18% of respondents report using more than three methods. The two most effective ways—implementing policies and investing in technology—were only used by 43% and 50% of contractors, respectively.
- Eleven percent of field personnel report always having access to the information they need about what and where to build on projects. Fewer than one-third of field personnel use building information modeling for coordination, and 90% of contractors use manual means such as chalk lines for layout. Automated layout currently is used by only 4% of contractors, but 34% would consider using it in the future.

To view Dodge Construction Network and Dusty Robotics' study about project coordination, go to [professionalroofing.net](http://professionalroofing.net).

## GAF appoints new president

GAF, Parsippany, N.J., has appointed John Barkhouse to the company's newly created president role.

Barkhouse has more than 25 years of manufacturing and operational leadership experience in the industrial, energy and services sectors to GAF. He most recently served as president and CEO of CabinetWorks Group, Livonia, Mich.

As president of GAF, he will oversee operations and research and development for GAF's Residential and Commercial divisions.

“We are excited to welcome Barkhouse to GAF,” says John Altmeyer, the company's CEO. “He brings a fresh perspective and an expertise in growing and operating industrial manufacturing businesses.”



John Barkhouse



## Things can be easier

NRCA's Roof Wind Designer can help you design for tornadoes

by Kurt Fester

In December 2021, the American Society of Civil Engineers published an updated edition of ASCE 7, “Minimum Design Loads and Associated Criteria for Buildings and Other Structures,” (ASCE 7-22). ASCE 7-22 is referenced in the *International Building Code,® 2024 Edition*, as the basis for design wind-uplift load determination for all roof assembly types except asphalt shingles and tile. The building code requires design wind pressures to be shown in construction documents.

ASCE 7-22 features a chapter devoted to designing for pressures from tornadoes. In some cases, these design pressures are higher than those calculated for wind for the same building.

Tornadoes need to be considered when the following set of criteria are all met:

- Risk factor: Buildings must fall into Risk Category III or IV.
- Location: Buildings must be located in a tornado-prone region per Figure 1.

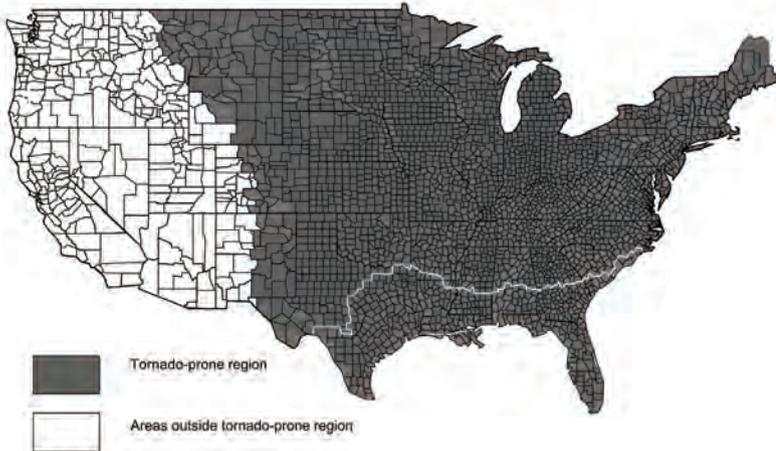


Figure 1: A map of tornado-prone regions in the U.S.

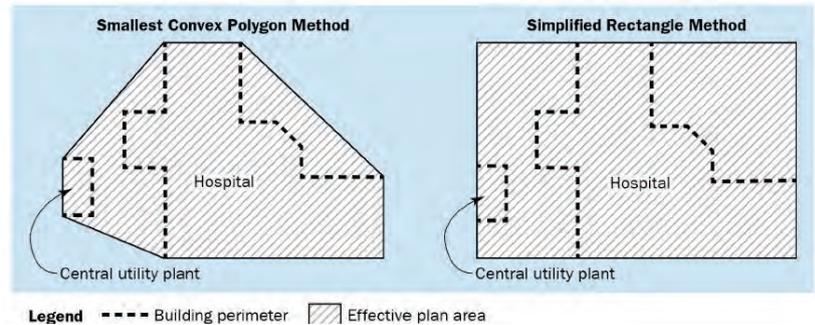


Figure 2: Effective plan area

- Basic wind speed, tornado speed and exposure category: Tornado speed must be at least 60 mph and meet specific minimums relative to the basic wind speed for that building. (Exposure B:  $V_T \geq 0.5 V$ ; Exposure C:  $V_T \geq 0.6 V$ ; Exposure D:  $V_T \geq 0.67 V$ )

The calculation for tornado pressure is similar in appearance to the one used for wind design but has a unique set of coefficients specific to tornadoes. Tornadoic wind behaves differently than the three-second gusts used to determine wind-uplift pressures.

Tornado pressure values most dramatically deviate from wind-uplift pressures as a result of the differences between tornado speeds and basic wind speeds for a given project.

Basic wind speed is found on one of four maps based on risk category. Tornado wind speed is determined by finding a tornado speed value on one of 16 maps based on the risk category and the effective plan area.

The effective plan area is defined as the smallest convex polygon enclosing a building plan and is not necessarily the same as the roof area, especially when a building is not rectangular. Another, slightly more conservative, method for

coming up with a value for an effective plan area is to take the area of the smallest rectangle that encloses the whole plan area.

Figure 2 shows how the methods differ and how both can lead to larger values for the effective plan area than roof area.

The tornado wind speed maps range from up to 1 square foot effective plan area and Risk Category III up to Risk Category IV and a plan area at least 4 million square feet. Values for wind and tornado speeds also can be found online via the ASCE Wind Design Geodatabase.

To see relative pressures as tornado loads begin to pass wind-uplift pressures, consider this example: A 30-foot-high, 1-million-square-foot roof area, Risk Category III, Exposure C building in Oklahoma City has an ASCE 7-16 and ASCE 7-22 design uplift pressure value of 30.5 pounds per square foot in Roof Zone 1'. The same building has a design tornado load of 36.3 psf in Roof Zone 1'.

A similar 30-foot-high, 1-million-square-foot roof area, Exposure C building in Oklahoma City that is Risk Category IV has an ASCE 7-16 and

ASCE 7-22 design uplift pressure value of 33.2 psf in Roof Zone 1' and a design tornado load of 46 psf in Roof Zone 1'.

In general, for low-rise buildings, especially those 30 feet high or less with effective plan areas greater than 1 million square feet and in Risk Category III, Exposure C in Arkansas, Kansas, Missouri and Oklahoma, start to yield design tornado pressures that can exceed wind pressures. The difference between the two values increases with building area and is more severe for Risk Category IV buildings.

To help you address these differ-

ences, NRCA's Roof Wind Designer online application now includes wind loads associated with

ASCE 7-22 and tornado load calculations based on the components and cladding section of ASCE 7-22's Chapter 32 on tornado loads.

Given the necessary inputs for projects, the site will help you determine whether tornado loads need to be considered and, if so, what they are.

Try it today at [roofwinddesigner.nrca.net](http://roofwinddesigner.nrca.net).



To see ASCE's wind and tornado speed values, go to [professionalroofing.net](http://professionalroofing.net).



KURT FESTER is an NRCA project manager.

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## ASTM International to lead standardization center of excellence

ASTM International, along with other partners, has been selected by the Department of Commerce's National Institute of Standards and Technology to launch a center of excellence focused on supporting standardization of critical and emerging technologies.

The \$15 million grant awarded to ASTM International will support the development of the Standardization Center of Excellence to focus on standards for critical and emerging technologies that support competitiveness and national security. The four areas of focus include:

- Pre-standardization engagement to ensure private sector participation
- Workforce development aimed at creating a pipeline of standards development professionals
- A program with NIST to identify gaps and accelerate standards development
- Creation of a data hub with tools and resources for all stakeholders involved in standards development



“We are confident ASTM International is the right place for the Standardization Center of Excellence,” says Andy Kireta, ASTM International’s president. “We have been on the forefront of deploying an integrated approach to advance critical and emerging technologies standardization by creating an ecosystem that

links standards development and technology roadmaps and embeds standards early in the process. We look forward to working with NIST and our partners on such a consequential initiative that can build on this model and spur public-private collaboration to accelerate the development of industry-driven critical and emerging technologies standards.”



## Tips for working with cobots

Australian researchers say employers incorporating collaborative robots, or cobots, in their workplaces can ease the transition for employees by taking three key steps, according to *Safety+Health* magazine.

A team from Monash University, Melbourne, Australia, identified worker concerns such as job insecurity and role ambiguity when cobots are introduced in workplaces.

“Workers often perceive cobots as potential threats to job stability, especially when collaboration between humans and machines is minimal; lower collaboration may be perceived as a strategy to automate work and replace operators with machines,” says Herman Tse, business professor at Monash University. “This perception can lead to increased stress and decreased trust in new technologies.”

The team recommends:

- **Engaging workers.** Involve employees from various units in the planning and implementation stages to address concerns and gather feedback.
- **Enhancing consultation.** Provide clear communication about how cobots will affect job roles and responsibilities, and include workers in decision-making processes.
- **Conducting risk assessments.** Develop comprehensive risk assessments to identify and address potential psychosocial hazards associated with cobots.



## Giving back

Supporting ROOFPAC helps the roofing industry be heard on Capitol Hill

by Teri Dorn

**A**s we shift from giving thanks to giving back, it is important to note the roofing industry has always generously provided shelter and support for those in need. Congress needs to hear the industry's stories of great character, entrepreneurship and excellence, and roofing professionals should communicate their values and priorities directly to members of Congress.

As the only political action committee dedicated to advancing the roofing industry's priorities at the federal level, ROOFPAC allows NRCA members to harness the spirit of giving and support the industry's champions in Washington, D.C.

### Making a difference

There is enormous opportunity post-election for the roofing industry to work as a team to strengthen support at the federal level. NRCA ensures newly elected members in Congress understand the roofing industry's most critical issues, such as labor shortages and sensible tax policy.

ROOFPAC provides one of the simplest ways for NRCA members to make a difference. Following are some key reasons NRCA members give to ROOFPAC:

- **Representation.** ROOFPAC allows members to pool collective resources to maximize political influence.
- **Policy discussions.** ROOFPAC serves as the industry's megaphone, amplifying priorities to positively shape policy discussions across Capitol Hill.
- **Advocacy.** ROOFPAC tells the stories of generosity directly to members of Congress while advocating on behalf of you and your business.
- **Pro-business resources.** ROOFPAC advances government policies that provide roofing industry leaders resources to grow their businesses and give back to their communities.

Since 1990, ROOFPAC has supported hundreds of pro-business candidates for Congress, carefully curated to benefit the industry. Donating to ROOFPAC helps ensure these pro-business lawmakers return each term, strengthening the political climate for the roofing sector.

### Support ROOFPAC at IRE

There are a variety of ways you can support ROOFPAC while having fun doing so through exciting fundraising events being held in San Antonio during NRCA's 138th Annual Convention and the 2025 International Roofing Expo® Feb. 19-21.

NRCA is excited to partner with National Women in Roofing to host a cocktail reception and live auction benefiting ROOFPAC Tuesday, Feb. 18, from 4:30-6:30 p.m. Gathering on the top level

of Smoke Skybar, guests can raise a glass with industry friends and enjoy a spirited live auction. Texas auctioneer Mike Jones and his team will run the auction. Past bidders have won Pappy Van Winkle whiskey, vacations, handmade copper flags, beautifully made quilts, Broadway tickets, customized NRCA sport coats and even fresh lobsters for a year! For more information, including how to register, visit [nrca.net/roofpac-ire-event](http://nrca.net/roofpac-ire-event).

You also won't want to miss out on the silent auction benefiting ROOFPAC Feb. 19-20. Jewelry, vacations, electronics and more will be available for bidding. Participants can view silent auction items at [nrca.net/roofpac25.givesmart.com](http://nrca.net/roofpac25.givesmart.com). Attendance at the convention and trade show is not required to place bids, but those in attendance are invited to enjoy a complimentary open bar at NRCA's booth Thursday, Feb. 20, from 2-4 p.m.

NRCA is grateful for the generous sponsors who help underwrite the cost of these fundraising events so all proceeds can directly benefit ROOFPAC.

### Other ways to donate

NRCA members also can join one of NRCA's three exclusive donor clubs by donating to ROOFPAC directly.

Club members enjoy perks such as complimentary attendance at ROOFPAC fundraising events, a Congressional holiday ornament and, depending on the club level, complimentary luxury airport transportation during IRE.

ROOFPAC club options include:

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

Casting your ballot to vote in November was not the only chance to make your voice heard in Washington, D.C.

You also can build relationships with representatives in your hometown. NRCA members are encouraged to invite members of Congress to visit a job site or business so they can experience the work you do firsthand.

You also can foster relationships with those on Capitol Hill by joining your colleagues for Roofing Day in D.C. April 8-9. This annual event connects roofing professionals with members of Congress to tell the roofing industry's story, leaving representatives with a deeper respect and appreciation for the people sheltering America.

This leading advocacy event is incredibly effective. Past attendees advocated for increased funding for Perkins Career and Technical Education State Grants, and their efforts were successful: Congress approved \$10 million in additional funding for fiscal year 2024, bringing the total to more than \$1.4 billion of funding annually for Perkins Grants.

### Front and center

However you choose to make a difference on behalf of this great industry, it is important your story is heard by those advancing policy in Washington, D.C. ROOFPAC needs your help to spread the word and put you front and center in the minds of Congress members. 🗣️🌟

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**TERI DORN** is NRCA's director of political affairs in Washington, D.C.

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



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## NSC releases white paper on MSDs

The National Safety Council has released a white paper outlining nonphysical risk factors, such as organization and job stress, of work-related musculoskeletal disorders.

Overlooking these factors “can be a common reason MSDs are not decreasing in an organization,” NSC experts say in the paper.

The paper, released via the council’s MSD Solutions Lab, lists three categories of nonphysical MSD risk factors:

- **Organizational factors** are “directly influenced or controlled by the employer and related to the way the work is designed, organized and managed.” These include work organization, training and job security.
- **Psychosocial factors** are related to “interactions between and among work environment” and other attributes “that may influence health and work performance” such as mental workload, job satisfaction, job stress and perceived support.
- **Behavioral factors** involve “actions a person engages in that can be modified or impacted by the workplace.” These include nutrition, amount of sleep, physical activity, alcohol/substance abuse and tobacco use.

NSC offers employers the following solutions to help navigate nonphysical MSD risk factors:

- Add the mitigation of nonphysical risk factors into existing MSD prevention and ergonomics programs.
- Engage frontline workers in learning about the connection between nonphysical risk factors and workplace safety.
- Ensure safety and health training is adequate and delivered by qualified instructors.
- Foster a culture of support, transparent communication and listening to workers.



“As we look to the future of MSD prevention and ergonomics, an emphasis on both physical and nonphysical risk factors is needed,” says Katherine Mendoza, senior director of workplace programs at NSC. “Employees who experience nonphysical risk factors are at a greater risk of injury, less satisfied with their work and more likely to leave their organizations, which is why it’s critically important for organizations to proactively address and mitigate these issues.”

## OSHA restructures regional offices

The Occupational Safety and Health Administration has completed changes to restructure its regional operations and create a new region in Birmingham, Ala. The new region will serve Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Tennessee and the Florida Panhandle.

Additionally, OSHA has combined Regions 9 and 10 into a new San Francisco Region to improve OSHA’s ability to deploy resources and serve workers in the region.

Regions are now identified by geographic designations rather than numbers. OSHA has renamed the regions using the following designations:

- Region 1 is now the Boston Region.
- Region 2 is now the New York City Region.
- Region 3 is now the Philadelphia Region.
- Region 4 is now the Atlanta Region.
- Region 5 is now the Chicago Region.
- Region 6 is now the Dallas Region.
- Region 7 is now the Kansas City Region.
- Region 8 is now the Denver Region.
- Regions 9 and 10 are now the San Francisco region.



To view a map of the new Occupational Safety and Health Administration Regions, go to [professionalroofing.net](https://professionalroofing.net).



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## EU's safety agency launches website addressing carcinogen safety

When carcinogens are present in the workplace, “employers must do everything in their power to prevent workers from coming into contact with them,” according to the European Agency for Safety and Health at Work.

The agency’s new website aims to provide information to help prevent worker exposure to carcinogens. It contains tips for providing worker instruction and details the “STOP” principle that describes the order of priority of protective measures. Employers “must observe this order of priority when determining and applying protective measures”:

- **Substitution.** Replace dangerous substances with less dangerous processes or substances.
- **Technical measures.** Strategies to reduce exposures can include using closed systems and effective air suction.
- **Organization measures.** These include internal policies or organizational methods and are only used to offer additional protection. These also should be considered for emergencies and workers who perform regular maintenance and cleaning duties.

- **Personal protection.** This applies when substitution isn’t possible and technical and organizational measures aren’t enough.

The website is available at [stopcarcinogens.atwork.eu/stop-carcinogens-at-work](http://stopcarcinogens.atwork.eu/stop-carcinogens-at-work).



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TEXAS**

# NRCA returns to San Antonio for its 138th Annual Convention and the 2025 International Roofing Expo®

by Avery Timmons

**NRCA** invites all industry professionals to San Antonio to attend its 138th annual convention and Sarasota, Fla.-based Informa's 2025 International Roofing Expo Feb. 19-21. The convention will be held in the Henry B. González Convention Center nestled in the heart of historical downtown San Antonio, along the banks of its world-famous riverwalk.

"Following the success of the 2024 IRE in Las Vegas, it's exciting to be heading to San Antonio," says McKay Daniels, NRCA's CEO. "With new products, old friends and some of the best educational sessions in the industry, you don't want to miss this event!"

## BEFORE THE CONVENTION

The eighth annual National Women in Roofing Days, a conference for multidisciplinary female professionals, will be held in advance of IRE Sunday, Feb. 16, from 8 a.m.-4 p.m., and Monday, Feb. 17, from 8 a.m.-5:20 p.m., at the Grand Hyatt San Antonio River Walk. The two-day program offers participants an opportunity to network with peers while learning about the latest business strategies, tactics and secrets to success. Additional information is available at [nationalwomeninroofing.org](http://nationalwomeninroofing.org).

NRCA events begin Tuesday, Feb. 18, with NRCA's Executive Committee meeting and breakfast from 8 a.m.-noon and NRCA's board of directors meeting and lunch from noon-3 p.m., held at the Grand Hyatt San Antonio

River Walk. NRCA's Affiliate Executives meeting and lunch will take place the following day from 11 a.m.-2 p.m. at the Henry B. González Convention Center.

To ensure roofing professionals attending the expo for the first time make the most of their experience, a First-Time Attendees Reception will be held Wednesday, Feb. 19, from 4:30-5 p.m. at the Henry B. González Convention Center, where participants can network with peers and chat with NRCA and IRE staff.

## EDUCATIONAL OPPORTUNITIES

Roofing professionals can increase their knowledge and skills by participating in NRCA educational programs during the convention and expo.

On Wednesday, Feb. 19, an NRCA Safety Leadership Workshop will be held from 8 a.m.-4:30 p.m. Attendees will learn about a variety of safety and health topics including risk management, safety culture, insurance, legal topics and regulations.

On Thursday, Feb. 20, NRCA will hold its Foreman Leadership Training, Level 1, program from 8 a.m.-5 p.m. Field managers and foremen will learn how to manage and lead effectively, work well with all types of people, handle tough situations tactfully and motivate workers to improve job-site productivity.

## COMMUNITY SERVICE DAY

IRE's 16th annual Community Service Day will be held prior to the convention Tuesday, Feb. 18, from 7:30 a.m.-2:30 p.m. Sponsored by Sika® Sarnafil, Canton, Mass., and hosted by IRE and Rebuilding Together,® volunteers will help renovate and repair the homes of San Antonio residents in need. A volunteer registration fee will cover the costs of transportation, breakfast, lunch and beverages.

You also can donate to help reach a goal of \$10,000 to fund home repairs and spread the word about Community Service Day. To volunteer or make a donation, visit [theroofingexpo.com/en/events.html](http://theroofingexpo.com/en/events.html) or contact Brandi McElhaney, Informa's senior conference manager, at [brandi.mcelhaney@informa.com](mailto:brandi.mcelhaney@informa.com).

## AT THE EXPO

On Wednesday, Feb. 19, Reid Ribble, former U.S. congressman and former CEO of NRCA, will deliver his keynote address, "Is the American Dream Dead?" from 9:30-10:50 a.m. Ribble will discuss the current state of the American dream and why people continue to seek it.

The EmpowerAll Together Reception, sponsored by IRE, Latinos En Roofing, NRCA and NWIR, will be held Wednesday, Feb. 19, from 4-5 p.m. Attendees can connect with industry leaders and peers to celebrate unity in the roofing community.

A welcome party will be held at the Henry B. González Convention Center Wednesday, Feb. 19, from 5-7 p.m. Guests are invited to relax and connect with friends and peers while enjoying drinks and appetizers.

During the trade show, visit NRCA Booths 9077 and 8079 to speak with NRCA staff and members to learn about the benefits of NRCA membership and offerings.

## ROOFPAC

On Tuesday, Feb. 18, ROOFPAC, NRCA's political action committee, will host its fundraising reception, an event held with NWIR, at Smoke Skybar from 4:30-6:30 p.m. Attendees are invited to enjoy

a cocktail reception and live auction with opportunities to bid on vacations, artwork and more.

ROOFPAC's annual silent auction will be held Wednesday, Feb. 19, from 11 a.m.-5 p.m. and Thursday, Feb. 20, from 11 a.m.-4 p.m. Participants can view silent auction items at NRCA Booth 9077 and place bids via [roofpac25.givesmart.com](http://roofpac25.givesmart.com). All proceeds will support ROOFPAC. For more information and to register, contact Teri Dorn, NRCA's director of political affairs, at (202) 510-0929 or [tdorn@nrca.net](mailto:tdorn@nrca.net).

## STUDENT COMPETITION

The Roofing Alliance's 11th annual Construction Management Student Competition will be held Thursday, Feb. 20, from 8-11:30 a.m. where five finalist teams selected by the competition's judges will have 15 minutes each for oral presentations. Embassy Suites by Hilton San Antonio Airport has been selected as this year's student project. The competition is designed to challenge students' roofing knowledge, construction management skills, time management, and organizational and presentation skills.

## RECOGNIZING THE BEST

Join NRCA in recognizing the recipients of the roofing industry's most prestigious awards during NRCA's Industry Awards and Reception Thursday, Feb. 20, from 5-7 p.m.

During the ceremony, the winning teams of the Roofing Alliance's Construction Management Student Competition will be announced. A highlight of the event will be the presentation of the industry's top awards: NRCA's J.A. Piper Award; NRCA's John Bradford Volunteer Award; the CNA/NRCA Community Involvement Award; NRCA's Gold Circle Awards; the Roofing Alliance's Most Valuable Player Awards and Bennett Award; and NRCA's Charlie Raymond Award.

The J.A. Piper Award was established in 1947 to honor former NRCA President J.A. Piper's extraordinary efforts to keep the association alive during the Great Depression. The award is presented

## REGISTRATION INFORMATION:

For more information and to register for NRCA's 138th Annual Convention and the 2025 International Roofing Expo,<sup>®</sup> contact IRE's Registration Customer Service team at (866) 860-1970 or (224) 563-3147 for individuals outside the U.S. You also can visit IRE's website, [theroofingexpo.com](http://theroofingexpo.com).

For more information about NRCA events and classes, contact the following:

- ★ NRCA convention events and the Roofing Alliance: Alison L. LaValley, CAE, NRCA's vice president of strategic initiatives and partnerships and the Roofing Alliance's executive director, at (847) 493-7573 or [alavalley@nrca.net](mailto:alavalley@nrca.net)
- ★ NRCA PROCertification<sup>®</sup>: Denise Malcolm, NRCA's director of certification operations, at (847) 493-7560 or [dmalcolm@nrca.net](mailto:dmalcolm@nrca.net)
- ★ NRCA University: Amy Staska, vice president of NRCA University, at (847) 493-7566 or [astaska@nrca.net](mailto:astaska@nrca.net)
- ★ ROOFPAC: Duane Musser, NRCA's vice president of government relations, at (202) 400-2592 or [dmusser@nrca.net](mailto:dmusser@nrca.net)

annually to a roofing professional who has demonstrated outstanding service to NRCA and the industry. Previous winners have included NRCA presidents/chairmen of the board, committee members and other professionals who have dedicated their lives to advancing the industry.

Established by NRCA's Awards Committee and named after a former NRCA president, the John Bradford Volunteer Award will be presented to a roofing industry professional who has demonstrated exceptional volunteerism with NRCA and in his or her community.

The CNA/NRCA Community Involvement Awards, a collaboration between CNA Insurance, Chicago, and NRCA, recognizes charitable works performed by NRCA contractor member companies between Jan. 1 and Nov. 24, 2024. The winning charity will receive \$7,500; a second-place winner will receive \$5,000; and a third-place winner will receive \$2,500. A People's Choice winning charity selected via online voting will receive \$1,500.

NRCA's Gold Circle Awards honor members for outstanding contributions to the industry in the form of unique roofing projects, programs and services. Award categories include Outstanding Workmanship and Innovative Solutions.

The Roofing Alliance's MVP Awards recognize roofing professionals who achieve work-related and personal goals to which others aspire. Recipients are recognized for their outstanding performance/leadership and community involvement. One MVP Awards winner will be

named *Professional Roofing's* Best of the Best—an elite recognition co-sponsored by *Professional Roofing* magazine and OMG<sup>®</sup> Roofing Products, Agawam, Mass.—and will be featured in an article in *Professional Roofing*.

The Bennett Award is bestowed upon an individual who generously volunteers time and makes substantial contributions to propel the success of the Roofing Alliance.

Named for former NRCA president and J.A. Piper Award recipient Charlie Raymond, the Charlie Raymond Award is a prestigious annual award given to an NRCA member who has recruited the most new NRCA members during the calendar year.

All convention and expo attendees are invited to the ceremony to honor the winners and enjoy a cocktail reception during which complimentary beer, wine, soft drinks and hors d'oeuvres will be provided. The event is free though advance registration is requested.

## JOIN US

You won't want to miss out on learning about roofing industry advancements and connecting with other professionals during NRCA's 138th Annual Convention and the 2025 IRE. Make your plans now to join the fun in San Antonio! 🌐📍

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

# ROOFING DELIVERY

Photos courtesy of Ideal Building Solutions, Norcross, Ga.



## Ideal Building Solutions installs the roof system on a new FedEx® facility at Memphis International Airport

by Chrystine Elle Hanus

**W**hen a FedEx package arrives on your doorstep, there is a good chance it traveled through the FedEx Secondary 25 Sorting Facility at Memphis International Airport in Tennessee. Built in 2022, the 1.3-million-square-foot, four-level, state-of-the-art facility features modernized package sorting conveyors and distribution equipment as well as 77,000 square feet of office space, maintenance shops, a cafeteria and two bridges that connect to other buildings.

Ideal Building Solutions, Norcross, Ga., was selected by the project's general contractor, Yates Construction, Philadelphia, Miss., to install the facility's roof system that encompassed 31 roof areas.

### Design and prep

The project site for the FedEx Secondary 25 Sorting Facility used to house the Tennessee Air National Guard's World War II airplanes. The building's design incorporates a barrel roof to emulate and preserve the historical look of the hangars. Restored wood demoed from the original hangars were made into custom furnishings and used throughout the building.

The 477,900-square-foot roof system includes 19 low-slope, seven barrel, three canopy and two bridge roof areas. The original roof system design called for standing-seam metal on the barrel roof areas. Josh Barney, senior estimator at Ideal Building Solutions, proposed a decorative PVC roof system that gives the appearance of an architectural metal roof in lieu of a standing-seam roof system.

"After the building owner reviewed the cost savings and approved the new design, the roof was changed to a Sika® Sarnafil Décor PVC

roof system," says Adam McIlwain, director of operations for Ideal Building Solutions. "The estimated cost savings was upwards of \$1 million."

Following the design phase, the Ideal Building Solutions team worked heavily on planning and production.

"Some of the major challenges we faced during the planning stage were how to execute the project safely, loading and the execution of multiple scopes of work at once," McIlwain says. "Our team's safety plan was paramount and the most important aspect of the project. There were many safety challenges, but one key challenge was working at heights greater than 100 feet with no parapet walls. Additionally, all the barrel roofs featured 3:12 slopes, exposing the team to high winds."

Crew members stayed safe by tying off with horizontal lifelines and using fall carts. All materials were anchored to the roof with nylon straps. High winds, extreme heights, steep slopes and no parapet walls made loading materials difficult.

"Working on a project at an airport posed a logistical nightmare," McIlwain says. "There was little room on the ground to stage the 240-ton crane needed to lift materials 110 feet to the roof. We attached a jib extension to help place materials further into the field of the roof and away from the roof's leading edge.

"After a load reached the roof, our team had to

**Project name:**  
FedEx® Secondary 25 Sorting Facility

**Project location:**  
Memphis International Airport, Tenn.

**Project duration:**  
April 2020–October 2022

**Roofing contractor:**  
Ideal Building Solutions, Norcross, Ga.

**Roof system type:**  
PVC thermoplastic membrane

**Roofing manufacturers:**  
Georgia-Pacific Gypsum, Atlanta;  
Sika® Sarnafil Inc., Canton, Mass.



Crew members unroll the top layer of membrane



More than 29 miles of décor ribs were hot-air welded to the membrane to replicate the look of standing-seam metal.



Newly completed roof system

quickly transport it to the roof areas and then tie it down immediately,” McIlwain continues. “If materials were not placed in the right direction and properly tied down, there was a possibility of roof insulation falling or blowing off the roof and onto an active airport runway—our worst fear!”

Federal Aviation Administration restrictions added another challenge.

“We had to receive FAA approval to use the crane in the morning,” McIlwain says. “If there was too much cloud cover, we were not able to load materials. Some days, we had to wait four hours to begin.”

Working on a newly constructed building also required coordinating work around several other trades.

“Our field team worked with the general contractor to plan every material load,” McIlwain says. “Sometimes, this required other trades workers to stop working on the exterior of the building so we could load the roof materials.”

## Installation

Once the materials were loaded and the site prepped for roofing work, the Ideal Building Solutions crew began installing the massive roof system.

On the 196,900-square-foot low-slope roof areas, the team mechanically fastened Georgia-Pacific DensDeck®

Prime Roof Boards to the metal roof decks. Next, the team adhered Sarnatherm® ISO polyisocyanurate insulation to the roof boards using Sarnacol® OM Board Adhesive followed by Sarnafil® G410-80 Feltback EnergySmart PVC thermoplastic membrane in reflective gray adhered with Sarnacol 2170 adhesive.

On the 281,000-square-foot steep-slope areas, the team mechanically fastened two layers of Sarnatherm ISO polyisocyanurate insulation and one layer of Georgia-Pacific DensDeck Prime Roof

Boards to the metal roof decks. Then, crew members adhered Sarnafil G410-80 Feltback Energy Smart PVC thermoplastic membrane in lead grey with Sarnacol 2170 adhesive.

To replicate the look of standing-seam metal, team members hot-air welded 156,800 linear feet of Sika Décor Profiles ribs also in lead grey.

“That’s 29.6 miles of décor ribs,” McIlwain says. “That’s enough ribs to cover Mount Everest five times!”

To complete the facility’s roof, the team installed a lightning protection system and snow guards at the edges of the barrel roof areas.

“It was our mission to focus on the quality of work being executed each day,” McIlwain says. “More important, we ensured an overall safe environment for our employees and surrounding workers by implementing and adhering to various safety measures day in and day out.”

## Ready for takeoff

Despite logistical and safety challenges, in October 2022, the Ideal Building Solutions team successfully completed work on the FedEx Secondary 25 Sorting Facility on time and without incident.

“Ideal Building Solutions faced and overcame multiple challenges, including FAA restrictions for transporting materials,” says Emma Houston, marketing and communications specialist at Sika Roofing, a division of Sika Corp., Canton, Mass. “They were dedicated to producing excellent workmanship every day.”

“This was by far the most challenging and rewarding project of my career,” McIlwain says. “The logistics of working at an active airport was the greatest challenge. It also was rewarding because we saved our customer about \$1 million. We were so proud to complete the most complex project in our company’s history with zero safety injuries and bringing the project in under budget.” 🌟🌟🌟

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

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**AI solutions can improve  
your company's productivity**

by Trent Cotney

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

**A**rtificial intelligence has been evolving during the past few decades. It has entered our homes and our workplaces. Although this technology may give us pause, AI can make systems and processes more streamlined and efficient. Those in the construction industry may resist inviting AI into their projects; however, there are multiple benefits to consider.

## Understanding AI

In many ways, AI could transform the roofing industry. But before the industry fully embraces it, it is critical to understand how it works, what solutions it provides and any legal implications.

AI centers on the capabilities of computers and algorithms to mimic human behavior. AI enables computer systems to learn from their experiences, allowing machines to perform what were once solely human tasks more quickly and effectively. As computer systems improve, AI helps harness data which leads to better decision-making, innovative problem solving and advantageous insights.

Some AI interfaces include voice searches using Siri (from Apple) and Alexa (from Amazon). Platforms such as Netflix and YouTube also rely on AI to provide viewing suggestions based on customers' previous preferences.

Machine learning is a type of AI that adapts from experiences, improving performance without explicit programming. It can collect historical data from earlier events and organize, evaluate and mine it. This wealth of data can prove essential for future success.

Deep learning is another type of AI designed to process and extract data by using artificial neural networks to solve problems with minimal human assistance.

## AI in construction

A successful construction project relies on the expertise of professionals performing a wide range of roles. These include architects, building owners, consultants, contractors, designers, engineers, subcontractors and vendors. Their knowledge and experience are irreplaceable. However, all these professionals can use AI to simplify and enhance their work in the following ways:

- **Pre-construction:** Before a construction project begins, professionals with vast knowledge and diverse skills must collaborate and plan. This process involves identifying the people and events required and determining the sequence in which work will be completed. Using AI during the pre-construction phase helps ensure the project is mapped out and can be completed on time and within budget while meeting the client's expectations.
- **Design:** In the pre-design and design development stages, AI can assist with project planning, feasibility studies, site analysis and the overall concept of the structure. AI can use data related to finances, market status and environmental impact to provide thorough and accurate reports free from bias. AI also can assist with ensuring structural, architectural, electrical, mechanical and plumbing plans are correct, enabling all parties to make well-informed decisions.
- **Construction plans:** As construction documents are created and finalized, AI-based tools can analyze data. AI can analyze project details and provide a project scope document, saving staff from manual calculations and data entry. Machine learning also can assess risk and construction viability. Building information models (3D digital blueprints) allow all applicable parties to view and modify the same plans. They are highly detailed, ensuring all users can access the necessary information.
- **Bidding process:** AI can help streamline the bidding process by creating takeoffs and other repetitive tasks. This approach can increase the speed at which bids are completed and accepted. As with any software program, be sure to double-check any task performed by AI to ensure accuracy.
- **Permits:** The permitting and approval process can be tedious. AI can help by checking for building code compliance and managing permitting steps.
- **Contracts:** Many parties tend to use the same contract boilerplates for every project, which

has its own set of risks. AI can help verify contracts for accuracy and streamline the process. However, it is always wise for humans to double-check the details. "Smart contracts" rely on computer code to execute all or certain parts of a contract. Then, that information is maintained on a blockchain-based platform. As with traditional contracts, smart contracts specifically define the stipulations and penalties of a contract. But there is a big difference: Smart contracts enforce obligations and penalties automatically—with no human intervention. An example may be imposing a penalty if a deadline is missed or transferring funds from one party to another when a benchmark is met. A hybrid contract, which combines a traditional written contract with a smart contract for automated functions, may be the best of both worlds by increasing efficiency and decreasing overhead costs.

## Performance and safety

The construction industry also can use AI throughout a construction project's life cycle. The technology can assist with making improvements on many fronts such as:

- **Robotics:** AI has entered the job site through tasks such as welding and bricklaying. It will be interesting to see what other tasks can be automated. Currently, companies are exploring using automation and robotics to remove and replace shingles and to apply coatings and liquid-applied systems.
- **Productivity:** According to some estimates, machine operators on a job site might be idle up to 40% of the time. Machine learning processes can coordinate operators' movements to boost productivity and reduce emissions.
- **Quality assurance and inventory:** During the course of a project, AI image recognition and sensors can monitor workers' progress and locate defects that should be addressed. It also can keep tabs on allocating materials, helping to manage inventory efficiently.

- **Scheduling:** As crew members and subcontractors work on a project, AI can help with scheduling to ensure tasks are prioritized and planned in the most logical manner. Machine learning can predict delays and offer solutions.
- **Maintenance:** Data from electrical, HVAC and other building systems can be analyzed by AI to forecast when maintenance will be necessary.
- **Energy efficiency:** AI also can study building data to discover issues with energy consumption, as well as air quality.

## Legal issues

If your company incorporates machine learning into the construction process, it is important to identify who owns the technology and who will bear the risk. All parties must discuss and agree on who can use the technology and how its data can be shared. When negotiating contracts, third parties must comply with applicable privacy and data protection laws.

For some construction projects, parties might agree to participate in a collective liability system. With this approach, AI manufacturers are all charged levies, which are added to a collective pool. Then, any AI-related loss would be paid from that pool no matter which entity was at fault. The concept is similar to an insurance or warranty captive.

When implementing new technology, it also is essential to explicitly state which parties will use the technology and train others to use it. Responsibilities must be unambiguous. Therefore, special attention to contract language with vendors and end users is required to ensure proper allocation of risk.

In addition, all parties must be cautioned about using AI to create documents. Although this technology can adequately summarize information, it tends to introduce false information, especially when referencing current events. No documents should be solely produced by AI without thorough review.

Furthermore, smart contracts rarely can be

modified because data shared on blockchain technology cannot be easily revised after issuance. Until the technology evolves and judges are more familiar with it, courts may struggle with evaluating and ruling on smart contracts. For now, hybrid contracts, which retain some aspects of traditional agreements, are likely the safer alternative.

## Final thoughts

AI can be seen either as a savior of the construction industry or as one of its greatest threats. The truth is likely someplace in the middle. Many people contend automation will eliminate jobs. Although that could be accurate in some regard, AI probably will make processes more efficient and less redundant. It may be an innovative tool more than a destroyer of livelihoods.

We must remember construction relies on a rich collection of human knowledge and experience—factors AI cannot replicate. As we all know, every project requires sound judgment that can only come from a seasoned professional. AI simply cannot compete on that level.

Despite concerns, AI can help improve the roofing industry and ultimately make it more cost-effective. As AI-based tools are integrated into project plans and workflows, we will see greater efficiency and increased safety.

AI, specifically machine learning, could be tremendously valuable to construction companies. However, it always is wise to consult legal counsel when using AI-generated documents. Experienced construction attorneys can review such materials for accuracy and flag any errors requiring correction. They also can answer any questions about technology ownership, implementation and related risks. 🌀🌟

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

**AI can help improve the roofing industry and make it more cost-effective**



Many construction companies and safety professionals realize having a better understanding of employees' perceptions about job site safety and health can provide opportunities to prevent adverse outcomes before they occur.

These perceptions contribute to a company's safety climate, which includes safety management practices, policies and procedures used on job sites. Although many large construction companies have the resources to pay for safety climate assessments and create safety management tools, small- and medium-sized firms often lack the personnel or finances to do so.

To address this need, researchers at CPWR—The Center for Construction Research and Training began working with industry stakeholders to develop a variety of resources and tools to help remedy this disparity, including safety climate assessment tools and a training program, Foundations for Safety Leadership, designed to provide crew leaders the skills to create and maintain a positive job site safety climate.

Its most recent resource, the Safety Climate-Safety Management Information System, or SC-SMIS, brings these and many other resources together into an easy-to-use, interactive, web-based system that any company regardless of size or available resources can use free of charge to engage in continuous safety management improvement.

## DEVELOPING SC-SMIS

To ensure the SC-SMIS would be valuable to all companies, the research team engaged 12 safety professionals from small- and medium-sized construction companies throughout the U.S. to join a user development team. The team's key task was to provide ongoing input and feedback to the researchers pertaining to the new system's overall design, as well as its features and functions.

The research team also asked numerous safety professionals working at large construction companies to share any safety management resources including policies, procedures, guidelines and

templates they currently use to strengthen safety climates on their job sites. The researchers and user development team reviewed the resources received and identified 89 that could be feasibly used by small- and medium-sized companies.

At the end of a two-year development phase, the SC-SMIS underwent useability and pilot testing and was made available to the broader construction community in January 2022. Since then, close to 1,000 companies, both construction and nonconstruction, have created accounts, and the safety management resources have been downloaded more than 130,000 times.

## HOW TO USE IT

The SC-SMIS is easy to use. Imagine you are a roofing contractor doing business in the Midwest and employ 75 roofing workers, office staff and management personnel. You recently experienced increases in your company's recordable incident rate; days away, restricted or transfer; and experience modification rate.

To help improve the situation, you decide to use the SC-SMIS to better understand your employees' safety climate perceptions. You also hope the system will have some safety management procedures and policies you can use to proactively address identified issues, reduce adverse safety and health outcomes and improve your lagging indicator scores.

When you go to the SC-SMIS homepage, you watch two short videos and create a company account. Then, you click to learn about two available surveys: the Safety Climate Assessment Tool (S-CAT) and the Safety Climate Assessment Tool for Small Contractors (S-CATsc). S-CAT measures safety climate maturity, and S-CATsc provides a basic needs assessment.

Both measure the eight leading safety climate indicators:

- Demonstrating management commitment
- Aligning and integrating safety as a value
- Ensuring accountability at all levels
- Improving supervisory leadership



- Empowering and involving employees
- Improving communication
- Training at all levels
- Encouraging owner/client involvement

After looking closely at both surveys, you determine S-CAT will provide the information you need to improve your company's safety climate.

You are pleased to learn you didn't have to enter employee names into the system. Rather, you only have to tell the system which employee groups will be asked to complete S-CAT; in this case, those groups are management, roofing workers and office staff.

After you do that, you receive three system-generated emails that forward to each group. The instructions in each email emphasize that though you can edit the text, you must not remove or change the URL embedded in the text because it contains the survey link for that specific group.

You tailor each email to the group in the subject line, leaving the URL intact, and forward it to the employees in that group. Once the emails are sent, you monitor how many employees in each group completed S-CAT. You send out a couple of reminders to the groups to help make sure everyone who wants to complete the survey has a chance to do so.

Once you are happy with the number of responses, you run the reports. You review each group's safety climate maturity scores, examine the scores across

For links to the SC-SMIS tool at the Foundations of Safety Leadership, go to [professionalroofing.net](http://professionalroofing.net).

the groups and compare your company's scores to industry benchmarks. One result that pops out is a low score for Empower and Involve Employees. You dig deeper into the report and see a majority of employees said they were unaware of their involvement and role in safety and didn't feel comfortable bringing up safety-related issues.

You then call a meeting with project managers and supervisors to share the report's findings and discuss ideas for how to improve the score. You and your team review the evidence-informed safety management policies, procedures, guidelines and templates contained within the SC-SMIS that are specifically designed to help strengthen the Empower and Involve Employees safety climate indicator.

You're pleased to see they are available in English and Spanish and you can tailor the resources to your company's needs. Your team chooses three to start with.

You then schedule another meeting with your management team and a handful of lead frontline workers to discuss how to start using the new policies and procedures on job sites. Before the meeting, you download a blank action plan template from the SC-SMIS to help guide the discussion. At the end of the meeting, you enter the information into the online action plans in your account that allows you to keep track of the implementation progress by updating the action steps. You also schedule a reminder to conduct a follow-up S-CAT in a year to see whether scores improve.

Twelve months later, you conduct the follow-up S-CAT assessment. You follow the same process as before. You again run reports comparing the new scores with the previous year's scores and are happy to see the scores have improved.

To share the good news with everyone, you arrange for a special all-employee lunch. You review the S-CAT results and mention the indicators with improvements. You promise to keep listening to your team's ideas and working together to be the safest company possible.

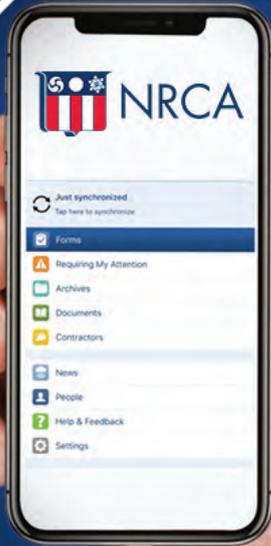
## A USEFUL TOOL

Better understanding employees' perceptions can help you proactively identify and improve issues that may lead to adverse safety and health outcomes. For many small- and medium-sized businesses, conducting annual safety climate assessments and improving safety management policies and procedures are out of reach. The SC-SMIS tool was developed to enable smaller organizations to learn about their employees' perceptions and access existing, established safety management resources they can use to continuously improve and strengthen their companies' safety climate. 📌🔗

**LINDA M. GOLDENHAR, PH.D.**, recently retired from CPWR-The Center for Research and Training where she was the director of research and evaluation.



# SAFETY EXCELLENCE PROGRAM



The Safety Excellence Program is a total safety management solution for NRCA members that:

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- ✓ Provides real-time monitoring to promote a culture of accountability

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Optimize performance



Grow your business



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CONTRACTORS ASSOCIATION  
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[spanish.nrca.net](http://spanish.nrca.net)

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- **Legal resources**
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  - Free one-hour legal assistance advising session
- **Operations and productivity programs**
  - Reading plans and specifications
  - Creating an estimate
- **Safety publications**
  - Toolbox Talks
  - Pocket Guide to Safety
- **Online education**
  - Asphalt Shingle Installation Training Program
- **Professional certifications**
  - NRCA PROCertification®
- **And more**

## MANUFACTURER NEWS

### CertainTeed receives award

**CertainTeed**, Malvern, Pa., has been chosen as the winner of the Reliable Roofing category in the 2025 Good Housekeeping Home Renovation Awards for its Landmark® PRO residential roofing shingles.

“We are thrilled that CertainTeed’s Landmark PRO has been honored with a 2025 Good Housekeeping Home Renovation Award,” says Anthony Diodati, CertainTeed’s vice president of product management and marketing. “This prestigious honor indicates CertainTeed’s unwavering commitment to quality and further reinforces the brand as an industry leader.”

The full list of 2025 Good Housekeeping Home Renovation Award winners is available at [goodhousekeeping.com/homereno2025](https://goodhousekeeping.com/homereno2025).



### Owens Corning launches learning program

**Owens Corning**, Toledo, Ohio, has partnered with Cornell University, Ithaca, N.Y., to create a virtual certificate program and curated course offerings tailored to the business interests of roofing and home improvement contractors. The courses and

### Holcim acquires OX Engineered Products

**Holcim**, Nashville, Tenn., has signed an agreement to acquire OX Engineered Products, Northville, Mich., a leading U.S. provider of advanced insulation systems for residential and commercial applications.

The acquisition continues the expansion of Holcim’s Solutions & Products business into construction segments from roofing and insulation to repair and refurbishment.

“OX Engineered Products is the ideal addition to Holcim’s business in North America, with its complementary range of proprietary technologies and trusted brands,” says Miljan Gutovic, Holcim’s CEO. “Its premium solutions enable us to offer the full suite of building envelope systems to our North America customs, from residential to commercial applications. I welcome all 210 employees of OX Engineered Products to the Holcim family and look forward to unleashing our next chapter of growth together.”

certificates are developed and offered by Cornell University faculty with expertise in core areas of business education—business management, data science, human resources, finance, marketing and sales—and delivered through its online education unit, eCornell.

The online learning platform also is accessible through the Owens Corning University portal. Participants can engage in real-time discussions with peers and educators and have access to a support system of 180 enrollment counselors and advisers.

More information about the program is available at [ecornell.cornell.edu/portal/owens](https://ecornell.cornell.edu/portal/owens).



### BITEC® consolidates roof coatings line

**BITEC Inc.**, Morrilton, Ark., has consolidated its roof coatings lines under the Storm Breaker™ brand with the intention of promoting its extensive selection of silicone, SEBS (styrene ethylbutylene styrene), acrylic and urethane coatings under the Storm Breaker name. BITEC will continue to promote its aluminized coatings under the MAC™ brand and its adhesives under the PMA brand.



### Tremco CPG gains education partner

**Tremco Construction Products Group**, Cleveland, has added Hopewell High School, Huntersville, N.C., as an education partner for its Rising Stars Program. The program launched at the school in October.

The Rising Stars Program is designed to empower the next generation of under-represented youth

by providing opportunities for sustainable careers in construction. Led by industry veterans, the curriculum includes seminars and hands-on training in architecture, carpentry, construction management, project management, roofing and solar panel installation.

“At Hopewell High School, we strive to support our students and offer opportunities that will help them get closer to their career goals,” says Laurie Baxter, the school’s career development coordinator. “Partnering with the Rising Stars Program is a great opportunity for our students as well as the surrounding community workforce. We’re proud to offer this program and empower the next generation of the construction industry.”



## DISTRIBUTOR NEWS

### Beacon partners with GAF

**Beacon**, Herndon, Va., has announced a partnership with GAF, Parsippany, N.J., to provide its customers access to GAF QuickMeasure™ reports from Beacon PRO+®.

“We are excited to deepen our partnership with Beacon,” says Bobby Fischer, vice president of partner programs at GAF. “This integration with Beacon PRO+ will provide contractors even easier access to everything they need for a roofing job from ordering a GAF QuickMeasure report to purchasing GAF roofing products.”

More information is available at [becn.com/gaf-quickmeasure](http://becn.com/gaf-quickmeasure).

In addition, Beacon has opened new locations in Bellingham, Wash.; Pelham, Ala.; Port St. Lucie, Fla.; and Queen Creek, Ariz.



### ABC Supply opens three new locations

**ABC Supply Co. Inc.**, Beloit, Wis., has opened new locations in Chicago; Hudson, Wis.; and Sheboygan Falls, Wis. The new locations are the company’s 29th location in Illinois and 19th and 20th locations in Wisconsin.

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## OTHER NEWS

### NCCER receives grant

The **National Center for Construction Education and Research** has been named a DEWALT Grow the Trades Grant recipient for its efforts to provide career and technical education programs and industry-recognized credentials to students through the High School Builder Program.

DEWALT's Grow the Trades Grants aim to support nonprofit organizations that are skilling, reskilling and upskilling tradespeople. The program awards

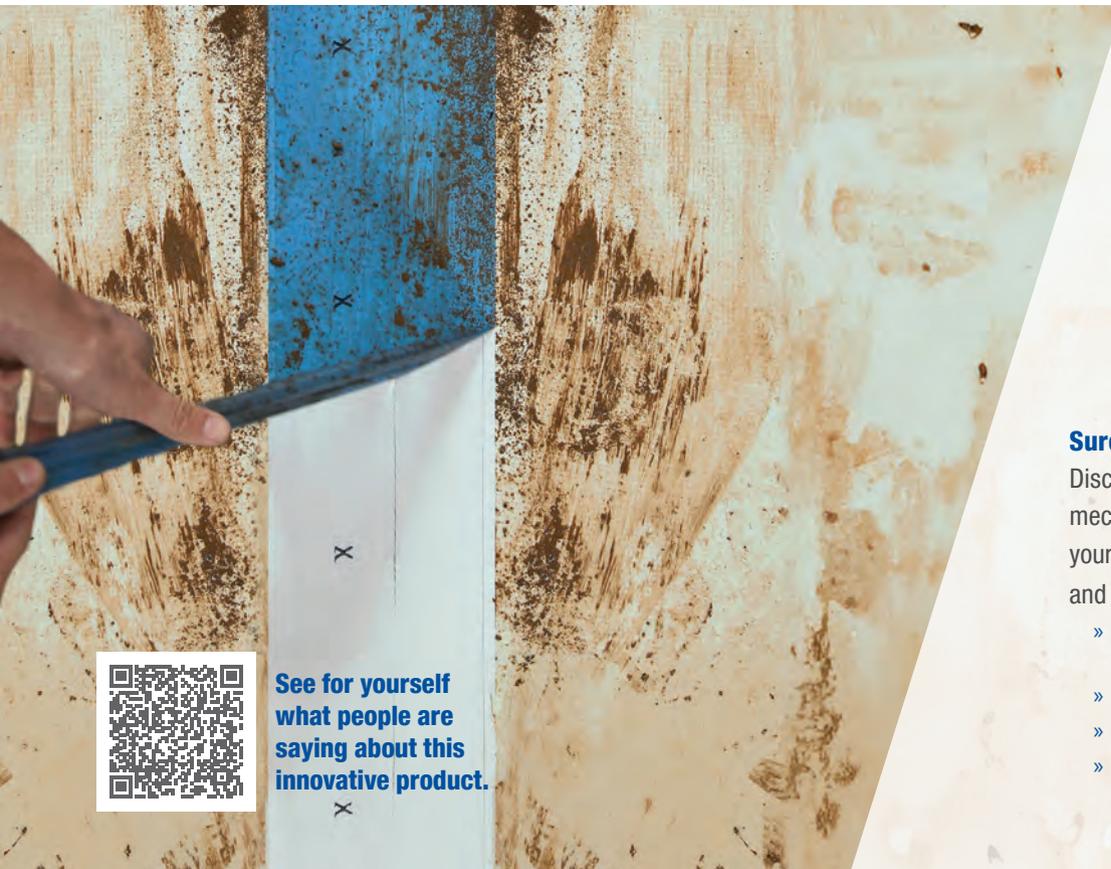
funding and tool donations each year as part of a \$30 million commitment over five years to close the skilled trades gap.

NCCER was one of 166 recipients.

"We know that careers in construction can change lives. Not every school has the resources to start a CTE program. Through this competition from DEWALT, and in partnership with other donors to the High School Builder Program, NCCER is helping remove the financial barrier to implementing craft training for high school students,"

says Boyd Worsham, NCCER president and CEO. "Following this program, students will be able to continue their education and/or join the workforce and fully hone their skills in the construction industry."

More information about DEWALT Grow the Trades Grants is available at [dewalt.com/growthetrades](https://dewalt.com/growthetrades).



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## INTRODUCING



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

## MRCA honors employee

The **Midwest Roofing Contractors Association** has issued its prestigious James Q. McCawley Award to Bob Pope, the association's associate managing director. The award was presented at the 2024 MRCA Conference and Expo in St. Paul, Minn., by Greg Bloom, vice president of national and strategic accounts for Beacon Building Products, Herndon, Va., and 2023 James Q. McCawley Award winner.

"What is striking about Pope is his way with people and his dedication to people," Bloom said in his presentation of the award. "The relationships that he has built and cultivated over the past 50 years of his professional life are what has made Pope a success."

## MCA refreshes certification program

The **Metal Construction Alliance** is reinvigorating its MCM System Fabricator Certification program. Through the program, companies that fabricate metal composite material panels for architectural use can earn certification by meeting requirements for experience, services, MCM system performance and financial strength.

More information about the program is available at [metalconstruction.org/certified-mcm-system-fabricator](http://metalconstruction.org/certified-mcm-system-fabricator).



## UP THE LADDER

Elevate™ Commercial Roofing Systems has made **Kim Eckerman** its vice president of marketing and communications, Americas.

**Emily Hopps** is now Simpson Gumpertz & Heger's building technology region head, East.

## NRCA NEW MEMBERS

### ARCHITECTS/ENGINEERS/ CONSULTANTS

Juan C. Rojas, Architect, Cincinnati  
Rubicon Building Consultants,  
Milwaukee

The Vertex Companies, Cookeville,  
Tenn.

### CONTRACTORS

Align Roofing Solutions Inc.,  
Altamonte Springs, Fla.

Alpaca Roofing, Denver

Bafundo & Associates, Wilmington,  
Del.

Capital Construction Enterprises  
Inc., Washington, D.C.

Capital Roofing Partners Inc.,  
Riverside, Calif.

Eagle Revolution LLC, St. Charles,  
Mo.

ECOcentrix Roofing and Exteriors  
LLC, St. Louis

Facilitech Construction Group, New  
Berlin, Wis.

Fortress Solutions LLC, Elsmere, Ky.  
H&H Roofing and Repairs,  
Melbourne, Fla.

Hammersmith Roofing and  
Construction, Henrico, Va.

John Elliot Roofing & Construction  
LLC, Dallas

Level Up Roofing and Construction,  
Katy, Texas

Loss Restorations Roof, Kissimmee,  
Fla.

Master Roof, Dacula, Ga.

Mighty Dog Roofing, Omaha, Neb.

Monarch Roofing, Wilmington, N.C.

MRB Contractors LLC, Irving, Texas

MT Roofing Service, Rancho  
Cucamonga, Calif.

Murty-Alcott of Atlanta Inc.,  
Atlanta

NextGen Power Systems LLC,  
St. Louis

Next Level Roofing and Remodeling,  
Magnolia, Texas

Nu-Tek Roof Systems, Lake Hopatcong,  
N.J.

Oak Grove Roofing, Quarryville, Pa.

OGO Construction Inc., Los Angeles

Roofing King, Bellefonte, Pa.

Southbound Construction Group,  
Peachtree Corners, Ga.



Stand Up Roofing and Construction,  
Lewisville, Texas

Status Roofing LLC, Frisco, Texas

TJD Roofing, Greencastle, Ind.

Top Sun Roofing, Dallas

TOR CAN ICI Roofing Inc., Concord,  
Ontario, Canada

Transform Charleston LLC, Mount  
Pleasant, S.C.

Trusted Roofing, Lee's Summit, Mo.

Welter Construction LLC, Elk River,  
Minn.

ZenonandSon's Roofing, Los Angeles

### MANUFACTURERS

McGuire Roofing Products, Dallas  
Superior Metal Systems Inc.,  
Dothan, Ala.

### MEMBER BRANCH

Chicago Metal Supply, Chicago

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## EVENTS

## DECEMBER

**4  
NRCA Foreman Leadership  
Training, Level 1**

NRCA  
Rosemont, Ill.  
Contact: Janice Davis, director  
of NRCA University  
jdavis@nrca.net  
nrca.net

**5  
Roofing Industry Fall Protec-  
tion from A to Z**

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

**18  
Virtual CERTA Train-the-trainer**

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

## JANUARY

**9-10  
NRCA's Virtual Qualified  
Trainer Conference**

NRCA  
Online  
Contact: Jared Ribble, NRCA's  
vice president of certifications  
(847) 493-7529 or jribble@nrca  
.net  
nrca.net

**15-16  
Understanding Your Exit  
Options Seminar**

NRCA and Beacon Exit Planning  
Phoenix  
Contact: Janice Davis, director  
of NRCA University  
(847) 493-7505 or jdavis@nrca  
.net  
nrca.net

**22  
Virtual CERTA Train-the-trainer**

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

## FEBRUARY

**12  
Virtual CERTA Train-the-trainer**

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

**19-21  
NRCA's 138th Annual  
Convention**

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

**19-21  
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theroofingexpo.com  
theroofingexpo.com

## MARCH

**12  
Virtual CERTA Train-the-trainer**

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

**26-27  
Fall-protection Trainer Course  
for Roofing**

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

## APRIL

**8-9  
Roofing Day in D.C.**

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

TOP FIVE CAUSES OF CONSTRUCTION DELAYS:



1. Poorly executed handoffs between trades
2. Staffing shortages
3. Material and equipment delays
4. Design changes
5. Weather

Can AI improve any of these? Go to page 34 to read more.

Did you know former President Gerald Ford spoke at NRCA's 96<sup>th</sup> Annual Convention in 1983 in San Antonio?



To read about this year's San Antonio convention, go to page 26.



In 2018, nearly **8,000 construction workers** suffered head injuries, and **230 died** from their injuries.



*Source:  
The Center for Construction Research and Training*

Have you thought about your company's safety climate?  
Learn more on page 38.



At the Memphis International Airport, the FedEx® Secondary 25 Sorting Facility handles more than **180,000 packages** and **245,000 documents** per hour. See its new roof on page 30.



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Hanover® Roof & Plaza Pavers provide environmental benefits while creating aesthetically appealing rooftops and plaza gardens. A wide range of paver styles, pedestal systems and high wind solutions are available. And with a library of over 3,800 granite-like colors to choose from, design options are endless.



GUARDIAN® PAVER  
SYSTEM



ELEVATOR® PEDESTAL  
SYSTEM



GRIDLOC®  
SYSTEM





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