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Building a Legacy

Meet Alex Hernandez, NRCA's
new chairman of the board

JUNE 2025/\$10

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WHEN IT MATTERS®

Happiness is a state of mind

There are things you can do to change the way you feel

by Ambika Puniani Reid



NRCA has been dedicating more resources to mental health awareness, so when I came across *The New York Times* article “The best advice I’ve ever heard for how to be happy,” I took notice. Columnist Jancee Dunn collected the best tips for happiness she has encountered from several interviews, and the tips are easy enough to incorporate daily but meaningful enough to create lasting effects of joy.

One thing Dunn suggests is “starting a weird ritual,” which will inject some quirkiness and lightness into your life. For example, any time my kids are grabbing a ride from someone and yell “They’re here” before bolting out the door, our dog goes into a barking frenzy. To cut down on the barking, we have begun to come up with phrases the dog doesn’t understand so the kids can leave in peace. The wilder

the phrase the better. The other day, my daughter said “Pickles make my nose itch” before she walked out the door. And we all giggled while the dog stayed silent.

Another tip is to “share positive gossip.” We all can fall into the “Did you hear about so-and-so?” trap, but rather than sharing negative news, maybe change it to “Did you hear Frank just ran a marathon and beat his personal record?” Dunn suggests sharing good news makes you feel good.

Dunn says a former nurse told her elderly patients often regret not cherishing moments in their daily lives more. Reframing tasks in your mind can help reframe your attitude. Dunn gives the example of saying “I get to go to the gym” rather than “I have to go to the gym.”

Finally, Dunn says the best tip she heard about staying happy came from Cher: “If it doesn’t matter in five years, it doesn’t matter.”

Ambika

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





CLOSE-UP

The teams from Atlanta-based Georgia-Pacific Gypsum's lumber and plywood mills in Taylorsville, Miss., partnered with local emergency services and county representatives to provide much-needed supplies to people affected by recent storms and tornadoes in Smith County and surrounding areas.

Through their partnership with Convoy of Hope,[®] a nonprofit organization dedicated to providing disaster relief, Georgia-Pacific employees handed out items such as bleach, paper towels, water and canned food among other relief items. Employees distributed thousands of pounds of supplies that provided comfort and reassurance to more than 150 families.

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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TEAM

Editor

Ambika Puniani Reid
areid@nrca.net

Associate Editor

Chrystine Elle Hanus
chanus@nrca.net

Editorial Assistant

Avery Timmons
atimmons@nrca.net

Creative Director

Nancy Davis
ndavis@nrca.net

Graphic Designers

Jairo Ayala
jayala@nrca.net

Oshla Gray

ogray@nrca.net

Morgan Grosvenor

mgrosvenor@nrca.net

Director of

Communications

Krista Berns
kberns@nrca.net

Manager of Online
Communications

Madison Mahoney
mmahoney@nrca.net

National Advertising
Sales Manager

Michael Stack
mstack@nrca.net
(847) 493-7554

CEO

McKay Daniels
mdaniels@nrca.net

Publisher

Jeff Jarvis
jjarvis@nrca.net

Digital editions: You can find additional editorial and images for this issue and past issues at professionalroofing.net.

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Partner Apex Premiere Roofing



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Hybrid membrane is durable

Sika Corp. has launched the SikaShield HB79, a hybrid polymer-modified bitumen membrane.

The SikaShield HB79 combines APAO, a premium type of APP polymer, and SBS asphaltic membrane technologies to produce a solution that reportedly is resilient and long-lasting. It is suitable for buildings in locations with seasonal climate changes.

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usa.sika.com



Base sheet is protective

Westlake Royal Building Products has introduced Citadel PRO, a self-adhering, poly-coated base sheet that reportedly provides protection and simplified installation. Currently available to the Florida market, the product is designed to be used with Westlake Royal TileSeal™ HT, Westlake Royal MetalSeal™ HT and GatorSeal® underlayments.

Equipped with a peel-and-stick application, the base sheet features an SBS polymer-modified asphalt core that self-seals around nail or screw penetrations for increased leakage protection. It also features a poly-coated top surface for increased cap sheet adhesion, moisture resistance and thermal stability. The poly-surface is said to provide foot traction and ultraviolet resistance.

westlakeroyalbuildingproducts.com



Gloves resist cuts

J.J. Keller & Associates Inc. has expanded its line of SAFEGEAR® gloves.

The new selections include leather driving gloves, string knit gloves and Bladestop™ cut-resistant gloves. The Bladestop gloves reportedly offer a protective material combining a graphene technology-based engineered fiber with other common fibers such as HPPE and recycled polyester.

jjkeller.com



Ladder provides stability

Werner® has made available the Werner Telescoping Ladder that extends to 12 1/2 feet and features speed-controlled lowering to prevent finger injuries.

Supporting up to 300 pounds, the ladder also features a reinforced rung-to-rail connection for durability and stability; a locking system with visual lock indicators for enhanced safety; and slip-resistant, nonmarring feet for traction. Additionally, it retracts to 35 inches and has an attached strap and integrated handle for carrying.

wernerco.com



Aerosol products are lightweight

GAF has expanded its EverGuard® TPO accessory line with aerosol products available in a lightweight, easy-to-carry size.

The products include EverGuard TPO Quick Spray Adhesive, which is a solvent-based contact adhesive for bonding membranes to various substrates; EverGuard TPO Seam Cleaner, which removes contaminants from exposed TPO seams before heat welding and revitalizes aging membranes; and EverGuard TPO Primer, which prepares surfaces for optimal adhesion.

gaf.com



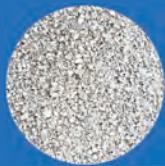
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Not all doers are leaders

Elevating employees to roles with more responsibility requires honest assessments

by McKay Daniels

Promotions can be tricky. I'm not talking about advertising promotions; I'm talking about giving lower-level employees more responsibility.

As employers, we often assume because an employee is good at "X" he or she will be equally good at "X+" or "Y." But as many of us have experienced, this is not a given. X+ is what the employee was doing previously but with an added aspect, higher level of skill or responsibility. Y is something totally different!

Your best shingle installer may not have what it takes to be a good foreman. The jobs are totally different, but often one position segues to the next. An expert installer may not be able to effectively lead a team or work with customers. Managing a team, customers and logistics are wildly different tasks from quickly and efficiently putting down squares.

Employers often promote the person that is "next in line," and that works because it's easy and efficient in the short term. You avoid difficult conversations that come with skipping over

someone. You have the employee right there, ready to go, and no searching or interviewing are required. New title + new responsibility = problem solved!

You may be familiar with the term “the Peter principle.” It is a business management concept that says people are essentially promoted until they reach a level at which they are no longer competent.

The Peter principle is expressed as: “In a hierarchy, every employee tends to rise to his level of incompetence. ... In time, every post tends to be occupied by an employee who is incompetent to carry out his duties.” Employees are promoted based on their success in previous jobs, but skills in one job do not necessarily translate to another.

Harsh? Yes, but in a world with a mindset of “next in line,” it’s not entirely off-base.

So how do you kick Peter to the back of the line and have a process of deliberate, successful career advancement for your team?

Clear assessments of a new role’s responsibilities, an individual’s strengths and weaknesses, and skills gaps he or she is potentially bringing to the new role are vital.

An installer may have the technical skills and attention to detail to excel in that role, but does he or she have the leadership skills to run a crew?

I have heard many instances in which senior leaders in roofing companies self-promote themselves into being contractors. They leave their current workplaces to start their own roofing companies. Many times, these individuals painfully learn they may be terrific foremen or superintendents but struggle as business owners. The skills they honed and excelled at in their old jobs do not translate to the roles they

created for themselves. Often, their businesses fail, and they return to being amazing employees in someone else’s shop.

The potential risks of the Peter principle shouldn’t mean you don’t promote from within. Looking to your current team is the most logical first step. And often, those individuals are looking to move up, as well, because most people want new challenges, growth and greater fulfillment from their work. (It’s why these employees go out and start their own companies!)

If companies have no internal path for advancement and career development, employees may start looking elsewhere for the growth they seek. Providing opportunities for professional development is key to keeping your best employees on your team.

Regardless of who you decide to promote, it’s on you to help set them up for success versus throwing them to the wolves of failure. If you believe someone may be right for the job, more often than not a key aspect of success versus incompetence can lie in training for soft skills.

Proactively working with employees on skills gaps between an old role and new position becomes essential because as someone moves up the organizational ladder, technical skills remain important but less so. The new role requires new skills, and leaders depend on those below them to backfill the technical expertise required in their previous roles.

Bill Gates was likely not the best programmer at Microsoft when he left. He likely hadn’t been for decades. This is true in almost every hierarchical organization.

For example, while watching a roofing competition, a contractor leaned

over and told me: “I could do that; it would take me three times longer than these guys, but I could do it.” The skills he had in his previous role began to atrophy as he used new skills in his new role. The reverse also is true. Just as disclaimers on investments say “past performance is no guarantee of future results,” this is true when a person is moving into an entirely new position with new requirements.

Marcel Schwantes, an executive coach, makes this point in an *Inc.* article where he states: “One of the biggest misconceptions organizations have when determining future managers and leaders is that top technical performers, who were great individual contributors, will naturally become great leaders. In reality, the role of a leader requires a completely different skill set, especially when addressing interpersonal challenges.”

I believe my 16-year-old son is one of the most confident people on the planet. He does well in school and sports when he wants to, is self-assured and works just hard enough to reach his goals. When he was around 6 years old, he told us he was done with tennis lessons because he knew everything there was to know about it and was the best. So he’s confident but perhaps occasionally misguided!

But watching him embark on driving a car has been fascinating. This confident young man, occasionally brash in nearly every other realm, is cautious, timid, forgetful and mediocre at driving. He’s not a bat-out-of-hell teenage driver; he’s more like a 78-year-old grandmother lost in a new town. It’s terrific from a parent’s perspective! But it is another reminder how skill sets differ. He has to learn, practice, be coached and grow.

Your employees may be in the same boat with whatever new, foreign role you're throwing them in. Pride or self-confidence may keep them from asking the questions that need to be asked, so be sure to provide the proactive coaching and training they need. Be sure to equip them to succeed. Just because they have been awesome in their past roles doesn't mean their new ones will be easy. 🧠🔧🌟

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

Holcim appoints Amrize executive officers

Holcim has appointed the designated executive leadership team for Amrize.

The officers include:

- Jan Jenisch, chairman and CEO
- Ian Johnston, chief financial officer
- Jaime Hill, president of building materials
- Jake Gosa, president of building envelope
- Nollaig Forrest, chief marketing and corporate affairs officer
- Steve Clark, chief people officer
- Denise Singleton, chief legal officer and corporate secretary
- Sam Poletti, chief strategy and M&A officer
- Mario Gross, chief supply chain officer
- Roald Brouwer, chief technology officer



NRCA elects new officers and directors

NRCA has elected its 2025-26 slate of officers and directors:

Alex Hernandez, president of Clark Roofing Co. Inc., Broadview, Ill., was elected chairman of the board, and Chad Collins, executive vice president of Roofing Corp of America, Atlanta, was elected chairman of the board-elect.

Jean-Paul Grivas, vice president of Ray Nolan Roofing, Louisville, Ky.; Paige Harvill, corporate projects manager for Nations Roof Gulf Coast, Mobile, Ala., and Diana Petersen, director of administration for Red Pointe Roofing LP, Orange, Calif., were elected vice chairmen for two-year terms. David Hesse, executive vice president of Kalkreuth Roofing and Sheet Metal Inc., Wheeling, W.Va.; Sherri Miles, president of Miles Roofing Inc., Chesapeake, Va.; and Tim Stephens, vice president of operations at Architectural Sheet Metal Inc., Orlando, Fla., were elected as vice chairmen for a one-year term.

Additionally, the following were elected as new NRCA directors:

- Tyler Allwood, director of business development for Eagle Roofing Products, Rialto, Calif.
- Rachna Bhatt, director of HRGM Corp., Washington, D.C.
- Tupac de la Cruz, founder of Roofing Solutions LLC, Baton Rouge, La.
- Collin DeBuysere, project manager for Roofing Technology Inc., Davenport, Iowa
- John Fleming, owner of Weathercraft Co. of Colorado Springs Inc., Colorado Springs, Colo.
- Tammara Hall, director of marketing and business development for CFS Roofing Services LLC, Fort Myers, Fla.
- Tina Hall, owner and CEO of Joe Hall Roofing & Contracting, Arlington, Texas
- Will Hamlin, president and CEO of The Hamlin Cos., Garner, N.C.
- Gary Howes, chief operating officer of The Durable Slate Co., Columbus, Ohio
- Allen Hughes, vice president of Rike Roofing Services, Fort Mill, S.C.
- Beth Kegley, director of national accounts for Beacon Building Products, Herndon, Va.
- Pierre Lafontaine, vice president of business services for Groupe Raymond, Quebec, Canada
- Paul Manchisi, senior vice president, Flynn Midwest, Flynn BEC, for Flynn Group of Companies, Toronto, Canada
- James Patterson, senior vice president of CentiMark Corp., Canonsburg, Pa.
- Kyle Price, service sales manager for Superior Services RSH Inc., Lansing, Mich.
- Rachel Reed, vice president of Tri-State/Service Roofing & Sheet Metal Group, Vienna, W.Va.
- Josh Steinrock, president of American Roofing & Metal Inc., Louisville, Ky.

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Study shows more worker benefits can lead to improved mental health

Construction workers die by suicide at a higher rate than the national average, according to the Centers for Disease Control and Prevention. But understanding the root causes as well as what can mitigate mental health struggles can help.

A webinar hosted by CPWR—The Center for Construction

Research and Training sought to share information around those factors.

Jonathan Davis, assistant professor of occupational and environmental health at the University of Iowa, Iowa City, studied U.S. violent death data from 2013 through 2020. He found that of the nearly 130,000 people who died by suicide during that

To view the report of Jonathan Davis' research about employment laws and worker suicide, go to professionalroofing.net.

time, 15% of them worked in construction.

“Where we found the biggest difference for construction workers was alcohol and substance use,” Davis said during the webinar. “That lets us infer that any intervening on alcohol and substance use will likely bring down that rate of suicide.”

Davis also studied laws across states in an attempt to better understand what benefits correlate with improved mental health.

For example, states that have paid family medical leave had a 60% reduction in female suicides and a 21% reduction in male suicides compared with states that did not have such laws. Paid vacation time also correlated with a 7% reduction in male suicide and 32% in women, Davis said.

Those results provide “some suggestive evidence that paid leave would be something that would help bring down the rate of suicide especially if implemented at the employer-employee level,” he said.

A recording of the webinar is available at cpwr.com.

NRCA is committed to improving mental health awareness in the roofing industry. Its mental health resources are available at betoughenough.org.



Contractors Asked, We Listened

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What to know before selling your business

Roofing business owners put blood, sweat and tears into building their businesses. But at some point, it's time for the next chapter of life to begin.

To maximize the value of your business in a sale, Peter Holton, managing director of Caber Hill Advisors, Chicago, shares what he calls the “5Ks.”

- **Know what your business is worth.** Typically, the largest asset owned by a business owner is his or her business. Many people ask: “How much is my business worth?” “At what multiple should I sell my business?” Each business is unique, and there is no simple formula or quick answer. The only way to know what your business is worth is to invest the resources into a comprehensive business valuation that will analyze your business internally and compare it to similar businesses that have recently been sold.
- **Know what motivates buyers.** There are three primary types of buyers: large companies, private equity groups and private individuals—and each has its own strategic objectives and a unique perception of value. It is vital to know how to present your business in a way that will align with a buyer's motivation so you can negotiate a better deal.
- **Know when to sell.** If your business is thriving, you should sell now to maximize its value. When selling your business, you should consider personal timing, company timing and market timing. Although it seems natural to base your decision on personal timing—such as when you want to retire—personal timing is the least important factor. Buyers do not care you want to retire; they care whether your business is growing. And the market won't be hot just because you want to sell; you can choose to sell when the market timing is right.
- **Know the difference between price and terms.** Although all business owners want to sell their companies for maximum value, too many owners only focus on the deal price without properly considering the deal terms, which can lead to disappointing results. Consider two offers for the same business:
 - Offer A: \$5 million paid all in cash at closing
 - Offer B: \$5.5 million paid out over 10 years

Without understanding the terms, there appears to be a significant gap between the two; however, depending on how the \$5.5 million deal is structured, the seller may not collect the full \$5.5 million and may end up worse than accepting the “lower” offer. There are many ways to structure a deal for both parties. The more flexible you are as a seller, the more likely you will reach a positive outcome.

- **Know how to manage the deal process.** It is crucial to know and understand the steps in the deal process. Every deal is different, but on average, it can take roughly 6 to 12 months to sell a business. There are four keys to the deal process: preparation, marketing, deal structuring and closing. If the preparation is done correctly, all other portions of the deal process will flow smoothly.



Report addressing New York construction industry is released

The number of construction workers killed in New York state increased 48% in 2023 from 2022, translating to an 8.3% increase in the fatality rate, according to a recent report from a worker advocacy group.

The New York Committee for Occupational Safety and Health gathered data from multiple sources, including the New York State Department of Labor and the New York City Department of Buildings. It found 74 construction workers in the state died on the job in 2023—an increase from 50 in 2022. The worker fatality rate increased to 10.4 per 100,000 workers.

During that same time, the number of construction workers killed in New York City rose to 30 from 24, raising the worker fatality rate to 11.6 per 100,000 workers from 11.5.

The analysis also reveals 74% of the fatal incidents statewide had preventable safety violations, and 77% of the deaths were open-shop workers.

Latino workers comprise about 10% of New York state's construction workforce, yet they accounted for 26% of the deaths in 2023.

NYCOSH also analyzed OSHA-inspected construction fatality cases and found in 73% of them, the employer had concurrent OSHA violations that often directly correlated with the circumstances of the death. For example, in cases in which workers died from falls, employers frequently were fined for failing to provide essential safety training and not implementing required fall-protection measures.

“We urgently need increased funding



for enforcement and proactive measures to protect our most vulnerable workers,” says Charlene Obernauer, NYCOSH’s executive director. “These numbers represent a clear failure of our system to protect workers.”

The report features recommendations to address the rise in construction worker deaths:

- Require and fund adequate safety and training. This could include adopting regulations like New York City’s Construction Safety Training Law.

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- Extend and defend protective legislation, such as the state’s Carlos’ Law, which increases penalties against employers responsible for worker injuries and deaths.
- Expand regulations, monitoring and enforcement. This can be achieved by prosecuting criminal contractors, suspending/revoking their licenses and funding more federal Occupational Safety and Health Administration safety programs.
- Increase funding for the NYC Department of Buildings.
- End public funding for contractors who are repeat offenders and tie subsidies to work protections.
- Address disparities in workplace deaths among Latino and immigrant workers.

“I always use CertainTeed. They have good reps, and they are good at standing behind the few problems we’ve ever had. I trust the product too, but the thing I’m most impressed with is the representatives.”

Alford Roofing,
Melbourne, KY

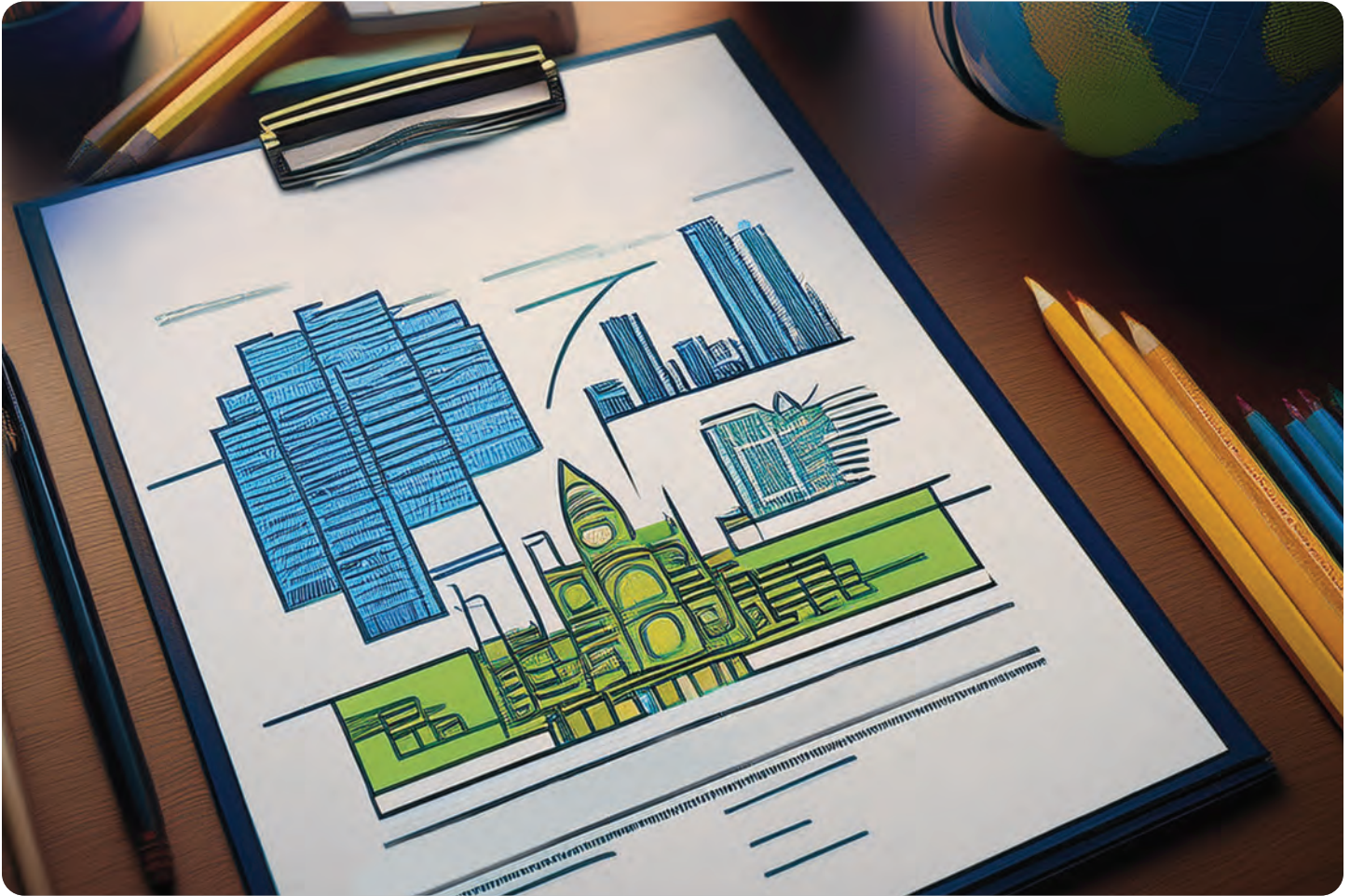
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SAINT-GOBAIN



An EPD primer

EPDs are front and center in the sustainability discussion

by Kurt Fester

Roofing contractors often are go-betweens for roofing manufacturers and designers and building owners. This puts roofing contractors in an important position regarding sustainability because of how much potential impact roofing projects can have on the environment.

Doing business in a market increasingly focused on environmental issues means not only being aware of and documenting what is being done internally but also understanding and facilitating transparency among all stakeholders.

Tracking embodied carbon, or the total amount of greenhouse gas emissions that occur during the life cycle of a building or infrastructure project, requires careful documentation through each stage of a roof system's life cycle.

EPDs

The standard document manufacturers provide is called an Environmental Product Declaration. Although the creation of EPDs for construction materials used in roofing is not a



Roofing contractors are put in an important position regarding sustainability because of how much impact roofing projects can have on the environment



roofing contractor's responsibility, understanding EPDs is useful information that can be explained and shared with clients.

EPDs provide standardized, transparent, comparable information about a product's impacts through its life cycle. Each EPD is unique, and creating it starts with identifying the product category rule.

ASTM International, for example, has developed a number of EPDs for roofing manufacturers. Some are industrywide for generic products such as "EPD for Glass Mat Gypsum Boards" and "EPD for SPRI TPO Single Ply Roofing Membrane" while others are tailored to individual products from specific manufacturers. ASTM International is one of many groups that develop these declarations for the roofing industry.

Product category rules are standardized and independently reviewed; they place products in specific baskets that lay out the appropriate frameworks for what needs to be considered in life cycles. They determine the functional units, system boundaries, data requirements and impact categories to consider.

ASTM International also develops and publishes 17 product category rules that are available for free online.

Specific building products may use a unit weight, length or volume as the standard metric, and a product category rule's functional unit helps make comparisons between similar products possible without conversions.

Different products also may need to consider different stages in their life cycles or different ways in which they affect the environment. These are outlined by a product category rule's system boundary and impact categories, respectively.

Life-cycle assessment

Within this framework, a life-cycle assessment can be created. A life-cycle assessment is the meat of what makes up an EPD and often involves product manufacturers collecting information regarding the extraction of raw materials used to make their products, the raw materials' transportation and what goes into the manufacturing process.

EPDs, consisting mostly of life-cycle assessments based on their related product category rules, contain comparable information about environmental footprints left by products. These environmental factors include not only global warming potential but also things like manufacturing energy used and water consumption.

What's ahead

NRCA's Sustainability Committee was formed with the objective to consider and determine roofing contractors' roles in sustainability. The committee is developing a plan for how NRCA will communicate sustainability-related information to members, the roofing industry at large and consumers. More information will be available as this group continues to work to that end. 🌱🌿

To read more about EPDs, see "Don't miss out," page 36.

KURT FESTER is NRCA's project engineer.



AI can help standardize construction industry data

The construction industry generates more data than ever, but much of it is disorganized and not standardized, according to panelists at this year's New York Build Conference held March 12-13 at the Javits Center in New York City.

Standardization of data is a challenge, leading to inefficiencies and lost time, says Charlie Portelli, digital innovation strategist at Perkins & Will, a Chicago-based global design firm.

Construction firms can start using artificial intelligence to validate data, automate workflows and improve overall decision making.

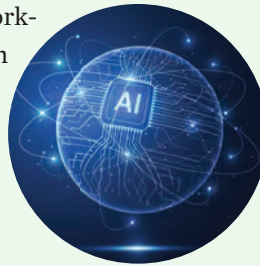
Boston Dynamics' Spot, a robotic dog used for site capture and safety monitoring, is making construction jobs safer by taking on high-risk tasks, says

Sheena Shook, director of business development at Modulus Consulting, a San Francisco-based construction consulting firm. The robodog automates progress tracking and inspects hazardous areas.

Over time, tools like these will allow for easier data collection and provide AI the framework to spot patterns, says Salvatore Cali Jr., deputy commissioner of public buildings at the New York Department of Design and Construction.

But mass adoption remains a work in progress, according to Benjamin Friedman, lead data scientist with DLR Group, an Omaha, Neb.-based design firm. Stakeholders, from general contractors to field workers, need to not only introduce these tools but stick with them over time.

“Build it; don’t buy it,” Friedman says. “Clean data is required and is hard work. None of this is a ‘pull it off the shelf and it’s going to solve all your problems.’ AI does not work that way.”



Contractor demonstrates robotic solar panel installers

San Jose, Calif.-based electrical contractor Rosendin has demonstrated a new autonomous robotic solution for photovoltaic panel installation, according to Construction Dive.

Rosendin claims the robots will triple installation speeds, enhance worker safety and address the industry’s persistent labor shortage, particularly as commercial solar panels can measure 4 feet by 8 feet and weigh 80-100 pounds,

according to a Rosendin information packet detailing the robots.

“We created a solution that will revolutionize the installation of renewable energy facilities worldwide by

providing a safer, faster, repeatable and more cost-effective means of deploying solar installations in remote locations,” says David Lincoln, Rosendin’s senior vice president.

On a solar project in Danevang, Texas, the robots worked collaboratively and alongside a two-man crew and achieved an installation rate equaling 350-400 modules per eight-hour shift. This installation rate was three times the rate of a standard three- to four-person crew installing modules manually.

AI agents can be targets for cyberattacks

Digital entities such as bots and artificial intelligence agents are emerging as targets for cyberattacks as organizations increase their reliance on them, according to cybersecurity firm Delinea.

For every human identity, there are about 46 “nonhuman identities” with the number of nonhuman identities projected to exceed 45 billion by the end of 2025, “illustrating their pervasive presence in modern infrastructures,” according to the research.

“While human identities remain a primary attack target, nonhuman identities have quietly become an equally critical—and often overlooked—security risk,” the report says.

The findings come as leading U.S. enterprise software providers such as Microsoft and SAP have begun rolling out AI agents designed to perform tasks in corporate finance and other business functions.

Despite their importance, nonhuman identities often are neglected in security practices. More than 70% of nonhuman identities are not rotated or replaced within recommended timeframes, leaving them vulnerable to exploitation, according to the Delinea report, which cited data from Entro Labs, a research arm of cybersecurity startup Entro Security. Additionally, 97% of organizations expose their nonhuman identities to third-party vendors, increasing the risk of unauthorized access.

“As attackers refine their techniques to target identity systems, the combination of unrotated credentials and widespread third-party access creates a growing and dangerous vulnerability,” the report says.



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Cool workers means fewer penalties

Understanding OSHA's heat hazard program will help avoid citations

by Cheryl M. Ambrose, CHST, OHST

On Aug. 30, 2024, the Occupational Safety and Health Administration published a Notice of Proposed Rulemaking titled Heat Injury and Illness Prevention in Outdoor and Indoor Work Settings. This proposed standard would require employers in all industries to develop and implement heat injury and illness prevention plans to evaluate and control workplace heat hazards.

The public comment period for this proposal was initially set to conclude Dec. 30, 2024, but was extended until Jan. 14 to allow stakeholders additional time to provide input. NRCA submitted comments as part of a coalition of construction industry stakeholders advocating for a performance-oriented approach to heat-illness prevention and expressing concerns with the overly broad proposed standard.

The agency has not yet finalized the rule, and the future of the rule and potential timeline for its implementation remain uncertain. In the interim, OSHA continues to address

heat-related hazards through existing enforcement mechanisms, including the national emphasis program for heat.

National emphasis program

After OSHA began rulemaking for a federal heat standard in late 2021, the agency implemented the National Emphasis Program—Outdoor and Indoor Heat-Related Hazards in April 2022 to address the concern of heat-related illnesses and fatalities among workers. It is the first time OSHA implemented a national emphasis program without a specific final rule.

The national emphasis program was renewed Jan. 16 and extended until April 8, 2026. Through the renewal, OSHA aims to enhance workplace safety by increasing inspections; improving employer awareness; and enforcing compliance with heat hazard mitigation strategies such as providing shade, rest breaks and hydration.

What it means for employers

The national emphasis program is an enforcement tool targeting industries with a high risk of heat-related illnesses and fatalities. Employers in such industries, which include roofing, may experience increased scrutiny and should be prepared for inspections focusing on heat-illness prevention measures.

Some key elements of the national emphasis program include:

- Prioritization of heat-related interventions. The program can trigger inspections on days when the heat index exceeds 80 F. OSHA also can open a heat-related inspection during nonheat-related investigations when hazardous heat conditions are observed or reported.
- Comprehensive heat-illness prevention plans implemented by employers, including access to

water, shade and rest breaks and proper employee training for recognizing and responding to heat stress symptoms.

- OSHA-provided guidelines for workers regarding how to protect themselves from heat hazards and what steps to take during emergencies.

Once a heat inspection is opened by OSHA, the national emphasis program requires the OSHA compliance officer to take the following steps:

- Review injury and illness logs and incident reports for heat-related illness.
- Review records of heat-related emergency room visits and/or ambulance transport even if hospitalization did not occur.
- Interview workers for heat-illness symptoms such as headache, dizziness, fainting, dehydration, etc.
- Determine whether the employer maintains a heat illness and injury prevention program and consider whether the program addresses hydration, breaks, shade, acclimatization, training and other relevant policies.
- Document relevant conditions, such as the heat index, any National Weather Service heat alerts, type of heat source (e.g., direct sunlight, proximity to hot equipment, etc.), any injured employee's exertion level and duration of exposure to heat.

Employers failing to adhere to the national emphasis program guidelines may face citations and penalties under OSHA's General Duty Clause, which requires workplaces to be free from recognized hazards.

Proactive measures

To prepare for potential enforcement under the national emphasis program and ensure worker safety and health, employers should consider implementing the following measures:

- Establish a written plan that outlines specific heat safety protocols.
- Educate workers and supervisors regarding recognizing the signs and symptoms of heat-related illnesses, emergency response procedures and the importance of preventive practices.
- Provide drinking water and encourage workers to hydrate regularly during high-heat periods.
- Set up areas with adequate shade and ventilation to allow workers to cool down during breaks.
- Encourage a buddy system and train workers to monitor each other for signs of heat-related illnesses and respond quickly if symptoms arise.
- Modify work schedules when possible by scheduling physically demanding tasks during cooler parts of the day and allow for additional rest breaks during peak heat periods.
- Ease into high-heat work by gradually increasing workloads for new and returning workers to help them adjust to hot temperatures.

By proactively adopting these measures, employers can enhance worker safety, ensure compliance with current enforcement programs and position themselves favorably for any future federal heat standard. 🌀🔥🌞

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



Study shows work injuries can affect mental health

Researchers say injuries sustained at work can be more difficult on workers' mental health than off-the-job injuries, according to *Safety+Health* magazine.

Australian and Canadian researchers analyzed injury and health data from the Canadian province of Manitoba. They compared more than 7,500 people who experienced serious workplace injuries with almost 29,000 others who were injured similarly away from work.

Findings show the "mental health trajectory from the pre-injury to post-injury period was worse for individuals with a workplace injury."

The results suggest there may be "factors unique to the workplace and/or injury claims and compensation structures that affect mental health following a workplace injury, and these should be considered in interventions and post-injury care," the researchers say.

In a report from the Royal Australian College of General Practitioners, Cathy Andronis, chair of RACGP specific interests psychological medicine, says: "For many people, the workplace feels like family, so injuries and their consequences feel personal and affect their relationship with both colleagues and managers, as well as their identity."

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

Illinois bill aims to protect workers from extreme temperatures

Legislation that would direct the Illinois Department of Labor to establish standards intended to protect workers from excessive heat and cold is advancing in the state House, according to *Safety+Health* magazine.

Sponsored by Rep. Edgar Gonzalez Jr. (D-Chicago), the Workplace Extreme Temperature Safety Act (H.B. 3762) would codify a rule requiring employers to develop a temperature-related injury and illness prevention plan. The rule would include provisions for retaliation, violations, penalties and enforcement.

The House Labor and Commerce Committee approved the measure March 19 with a 17-8 vote. A companion bill (S.B. 2501) was introduced Feb. 7 in the state Senate by Sen. Robert Peters (D-Chicago).

If signed into law and until the rule is adopted, the bill would require employers to take protective measures when the heat index is 80 F or more at outdoor workplaces and 85 F or more at indoor workplaces. Additional safety measures would have to be implemented at indoor and outdoor workplaces when the heat index reaches or surpasses 90 F.

Employers also would have to implement protective measures when the wind chill is 40 F or colder at outdoor workplaces; 60 F or colder at heavy-work job sites; or 65 F or colder at light-work job sites.

The injury and illness prevention plans would have to be tailored to each workplace and developed and implemented with input from employees and their representatives, including collective bargaining representatives.

The plans would be required to incorporate procedures that include:

- Regular monitoring of workers for excessive exposure to heat and cold
- Providing potable water that is immediately available and in the vicinity of workers affected by heat
- Access to shade, cool-down areas or climate-controlled spaces, along with paid rest breaks, for workers affected by heat
- Warm, noncaffeinated beverages for workers affected by cold, along with paid rest breaks and access to warming stations sheltered from wind and precipitation
- Limits on how long employees can be exposed to heat or cold during a workday



Building Character



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Meet Alex Hernandez, NRCA's new chairman of the board

by Chrystine Elle Hanus

In the construction world, tools are important. But the greatest tool, it can be argued, is the mind. The mindset of a builder often is characterized by passion, persistence, adaptability and resourcefulness.

At 13 years old, Alex Hernandez, president of Clark Roofing Co. Inc., Broadview, Ill., pulled out the hallway carpet in his home and tiled the floor. A child inspired by playing with his grandfather's box of tools, Hernandez taught himself how to fix things. With a passion for working with his hands and a natural inquisitiveness for how things work, Hernandez eventually started a remodeling business, rebuilt two of his homes and became the president of a roofing company.

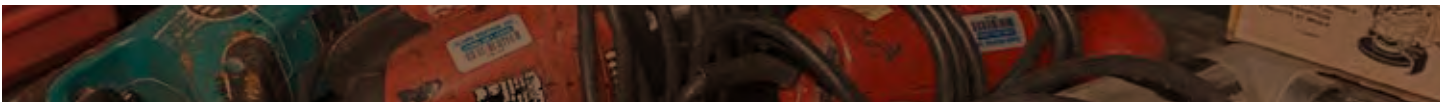
"There was nothing Alex couldn't fix," says David Hernandez, Alex's younger brother and project manager at Clark Roofing. "Even as a kid, he was always building things. He's extremely hardworking and intelligent. He taught me everything I know about roofing and leads by providing a good example. These skills and work ethic will go a long way in his new role at NRCA."

This month, Hernandez began his term as NRCA's chairman of the board, the highest-ranking officer in the association. (For a list of newly elected officers and directors, see "NRCA elects new officers and directors," page 14.)

"Being the chairman of the board means being the quietest person in the room," Hernandez says. "As an NRCA leader, it is my job to listen and consider all the stakeholders. What may be good for a company individually may not be good for all members. It is my role to look out for the organization's best interests, and I will do my best to live up to the legacy left by all the leaders before me."

"Whatever good things we build end up building us."

—Jim Rohn, author and entrepreneur





Building a Legacy

Laying the foundation

When Hernandez was 1 1/2 years old, he emigrated from Cuba to the U.S. with his father, Jose; mother, Doris; and older brother, Jose (named after their father), to escape life under Fidel Castro.

“Castro essentially fooled many Cuban people into thinking there was going to be a democratic overthrow of the prior Batista regime, which was

democratic but oppressive,” Hernandez says. “But when he came to power, it came to light that he was a communist, and communist-socialism was imposed. I am so unbelievably grateful my parents were not willing to be part of that.”

In 1966, the Hernandez family boarded a Freedom Flight to Miami and never looked back.

“The core of my family left within five years,” Hernandez says. “It would take 18 more years to get my maternal grandparents and my last uncle out.”

At the time, Hernandez had an aunt, uncle and two cousins living in Atlanta, and his paternal grandparents, an aunt, uncle and three cousins living in Chicago. Hernandez’s parents chose to locate to Chicago, where Hernandez’s father did a residency at Christ Community Hospital to become a credentialed physician in the U.S.

When Hernandez’s father passed the foreign board exam in late 1967, the family moved to the northside of Chicago where Hernandez attended a private Lutheran school through eighth grade. He then attended Mather High School, a public school.

Growing up, Hernandez didn’t have a bicycle and wasn’t allowed outside to play often.

“I think it was my family’s fear for our safety and living in a new and different country with radically different cultures all around,” Hernandez says. “My mom ran the office at my dad’s clinic, so they were always working. My grandparents lived nearby to

keep an eye on us, but we did not have much supervision. We were not allowed to go outside, so we had to do what we could to occupy ourselves.”

One day, Hernandez found a box of his grandfather’s tools that changed the trajectory of his life.

“I loved playing with those tools,” Hernandez says. “And my uncle did electrical work; his closet looked like a hardware store. I grabbed those tools every chance I could get; abuelo always let me.”

After graduating high school, the family moved to suburban Skokie, Ill., where Hernandez persuaded his older brother to buy him a table saw in exchange for building an aquarium stand.

“I told my brother I would make the stand in the garage if he bought me the saw,” Hernandez says. “Then, I started doing small projects. And then I started earning money remodeling basements. After that, I did some work at a condominium complex to rebuild balconies. Later, I remodeled entire condominium units on Michigan Avenue; my only occasional employee was my brother John.”

Living in a world before the internet and YouTube videos, Hernandez learned the art of construction by reading.

“I remember going to Skokie Public Library and sitting there for days looking at books on how to do stuff,” Hernandez says. “Years later, I replaced many sections of that library’s roof.”

Hernandez started his own business, New Look Remodeling, while attending the University of Illinois at Chicago.

“I was an aspiring engineering student for a really long time because I was a really bad student,” he says. “I wanted to go to the Illinois Institute of Technology, but my mom said no. She wanted me to go to a real school, which meant going to a “university.” So I struggled for years. I got through the math and calculus classes, but I hated chemistry. I was more interested in what was happening during the evenings out of school than being in school.

“I dragged my feet and eventually ended up with a bachelor’s of arts degree in economics because I had fulfilled the math requirements and it was the quickest way out. I ended up with an economics degree, which is funny because Mike Promen



Top to bottom:
Hernandez with his wife,
Michele, in 1991;
Hernandez around 10
years old



[former president of Clark Roofing and a former NRCA president] also was an economics major.”

Clark Roofing

Hernandez met Promen while dating Promen’s daughter, Michele. Michele’s grandparents, Harry and Genevieve Promen, founded Clark Roofing in 1946. When Michele met Hernandez in 1990, he was managing his remodeling company while attending night school to learn construction management.

“That’s when I understood that’s what I like to do,” he says.

After Hernandez married Michele in 1994, he was recruited by Promen to work for the family company.

“Mike had two daughters, and both chose careers other than roofing,” Hernandez explains. “He asked whether I wanted to come and help out for a while on a probationary basis, so I started working there.”

More than 30 years later, Hernandez continues to work at Clark Roofing.

“And I’m still on probation,” he laughs.

Hernandez started out in sales in the company.

“I wore a shirt and tie and was doing surveys on roofs in all kinds of weather,” he says. “I worked 7 a.m. to 5 p.m., got home at 6 p.m. and then worked on remodeling our house until 10 or 11 p.m.”

Hernandez held that position until Promen was elected NRCA president in 2001.

“Mike got busy with NRCA, and I ended up being the sales manager,” Hernandez says. “I learned a lot about the business during that time.”

Hernandez continued assuming more responsibility and transitioned to a leadership role in 2010 when Promen was diagnosed with Alzheimer’s disease. Over the years, Hernandez has recruited more family members into the business. Now, two of his brothers—John, who works in operations, and David, who works in sales—work at Clark Roofing along with Hernandez’s son, Patrick, who is in estimating and sales.

“The whole family is super smart,” says Tom Fuerst, vice president for Clark Roofing. “They all work together in a hallway we call the Hernandez highway.”

Fuerst has been with Clark Roofing for 27 years.

“Alex is hardworking and sets an example for our team,” Fuerst says. “He always helps when we need it. He’s open-minded and doesn’t jump to conclusions. He’s also modest.

The lighter side

What is your favorite word?

Party

What sound or noise do you love?

The waves of the ocean

Why sound or noise do you hate?

My phone’s notification alarm

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

Homebuilder

What is your favorite quality in a person?

Honesty

What is your fear?

Dishonesty

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 did your best.

Do you have a favorite food?

This month, it’s short ribs in Bolognese sauce followed by butter cake.

What is your pet peeve?

Mispronunciation of words (nucular vs. nuclear; realator vs. realtor, etc.)



From left to right: Hernandez; son, Christopher; wife, Michele; and son, Patrick

Next in line

Chad Collins, executive vice president of Roofing Corp of America, Atlanta, became involved with NRCA in 2005 when he attended a fly-in event in Washington, D.C., to meet with congressional members to discuss issues important to the roofing industry.

"It was the early version of Roofing Day in D.C." he says. "I was invited to attend by my former employer and mentor, Allen Lancaster [a former NRCA president]. It made such an impression on me; I have been actively involved in the association ever since."

This month, Collins begins his term as NRCA chairman of the board-elect, the second-highest ranking officer.

"NRCA has given way more to me and my business than I could ever give back," he says. "The relationships with staff and other roofing contractors around the country are things I value every day. My best friends in the world are contractors who became close friends from us serving together with NRCA."

In 2008, Collins began serving on the government relations and PAC advisory committees and has since served on numerous other committees and task forces including membership marketing, health and safety, contractor management, technical operations and workforce solutions.

"I have enjoyed them all, and each one has its unique feel," he says.

Collins was elected to the board of directors in 2008 and has served multiple terms: 2008-11, 2012-15, 2017-20 and 2022-24. In 2015, he was elected to the Executive Committee and served 2015-17 and 2024-25.

"NRCA has meant so much to me, my family and our roofing business," he says. "It is a unique opportunity and privilege to be asked to serve."

Collins has made a few trips to Capitol Hill on behalf of NRCA.

"Years ago, I testified to the House Committee on Small Business regarding taxation and regulatory reform issues impacting roofing contractors, which was a cool experience," he says. "And this past April, I was part of a small team that met with Secretary of Labor Lori Chavez-DeRemer to discuss immigration reform and workforce labor challenges that are facing the construction industry; that also was a special experience."

According to Collins, recruiting the next generation of workers to the industry and then



Collins

training and retaining them is the most pressing issue facing the industry.

"I'm passionate about workforce labor challenges and career and technical education opportunities," he says. "I believe we have an incredible opportunity as an industry to attract the next generation of roofing professionals. The roofing story is compelling and worthy of being told."

Collins looks forward to continuing to work with industry volunteers and assisting Chairman of the Board Alex Hernandez, president of Clark Roofing Co. Inc., Broadview, Ill.

"My intent is to support Alex and the association in any fashion needed," he says. "I want to learn by observing and actively participating and being an available resource as needed to help support Alex's efforts."

In his personal time, Collins enjoys traveling with his wife, Sabrina; daughter, Josie (17); and son, Baynes (15). The family is especially fond of sailing and skiing, and the children play multiple sports that fill afternoons and weekends with practice, games and training.

If Collins could attempt another career, he'd be a high school coach for football, basketball or track and field.

"My father was a career high school coach, and I have always loved working with and investing in the lives of kids," he says.

But for now, Collins is content with the roofing industry and looks forward to continuing his volunteerism and serving other professionals.

"It's a stewardship for me," he says. "Any opportunity to serve the industry that has been so good to me for so long is about saying 'thank you' and showing respect and gratitude to the many others who have served before me."

He's moved up to become president of the company and still walks around with a business card that only says 'Alex Hernandez.'"

John Hernandez started working at Clark Roofing four months ago but remembers working with his brother when they were younger.

"I had the opportunity to work with Alex when I was in my early twenties before he was married, and back then I didn't appreciate the kind of teacher he is," he says. "Alex still has that quality. He acknowledges people are individuals, and there isn't one answer for everyone. He makes people feel valuable, and that's a rare talent."

David Hernandez has been with Clark Roofing for 19 years and attributes his professional success to his older brother.

"Alex has taught me everything I know about the roofing industry,"

he says. "Working with other family members has its pros and cons, but I honestly can say the pros significantly outweigh the cons. I look forward to coming to work every day."

In addition to being a good teacher and role model for the Clark Roofing team, Patrick Hernandez says his father is an excellent resource.

"People are always asking for his opinion about their houses. Even if it's not a roofing concern, my dad is going to have a solution. He's done most things involved in construction, so he's going to have an answer," Patrick Hernandez says.

Under Hernandez's leadership, Clark Roofing now has about 80-110 employees depending on the season. Fuerst attributes part of the company's success to realizing the value of NRCA membership.

"From day one when I started here, NRCA has been the backbone of Clark Roofing," Fuerst says. "NRCA sets the standard we follow."

NRCA scope of work

In 1974, Clark Roofing joined NRCA when Promen was company president. In 2002, Hernandez became involved with NRCA.

"Mike told me to give a presentation at NRCA's annual convention in San Antonio," Hernandez says. "That was my first experience, and I was freaking out! Then, people started asking me questions, and I felt like the least informed guy

in the room. I still feel like that sometimes; there are so many talented people in the association."

Hernandez stayed involved with NRCA and has served on numerous committees and task forces including contractor management, health and safety, National Roofing Legal Resource Center, international relations, workforce development, Hispanic outreach, insurance board of governors, safety manual, residential contractor and technical operations.

In 2003, he was elected to the board of directors and has served multiple terms: 2007-10, 2012-15 and 2016-19. He was elected to the Executive Committee in 2010 and also served from 2012-15 and 2023-24. In 2024, he served as chairman of the board-elect.

Hernandez wasn't sure what to expect when his father-in-law persuaded him to participate in NRCA years ago.

"Little did I know the most rewarding and valuable part is getting to know all the people I would otherwise not know," he says. "It's given me access to experts and a network. Mike's network of people—Mike Beldon, Bob Dalsin and Conrad Kawoluk [all former NRCA presidents]—reached out to me when they heard about Mike's diagnosis, and I leaned on them quite a bit early on; they were so helpful. And I've become friends with so many others I talk to on a regular basis."



Mike Promen (left), former president of Clark Roofing, and Hernandez

Hernandez says the older generations of roofing contractors have a lot of wisdom to share.

“There used to be more of them coming to events than I’ve seen recently, and I would like to see more of them,” Hernandez says. “Obviously, they are getting older and maybe traveling is an issue, but I would like to see whether there is something we can offer them to reengage with those people.

“Melvin Kruger [a former NRCA president] sent me a handwritten note of congratulations recently; it blew me away,” Hernandez continues. “That’s meaningful. As much as we can, we should foster those relationships.”

On the flipside, Hernandez also recognizes the challenge of attracting younger people to the roofing industry, which requires dissolving the stigma of being a “roofer.”

“The Construction Management Student Competition the Roofing Alliance promotes has gone a long way to addressing that,” he says. “NRCA’s Future Executives Institute is addressing it. And participation in SkillsUSA® is helping.”

The first time Hernandez attended SkillsUSA was in 2024.

“I was so impressed,” he says. “Up until a couple of years ago, roofing was not represented in the competition. I never thought people wouldn’t know what a commercial roof looks like. But they would ask: ‘What is that? Flooring?’ That was

really eye-opening. Being right there in the grassroots is important so people can meet us and recognize roofing guys aren’t so bad.”

Hernandez would like NRCA to also connect more with small-sized roofing contractors.

“The association has a lot of folks who are good leaders and good businesspeople,” he says. “I would like to reach out to the contractors who are meeting the customers, selling the jobs, doing the installations and doing the accounting. I know what it’s like to do all those tasks by yourself; it’s a full day. If there is a way we can peek into

that world and get those contractors’ attention, we have programs that will benefit them.”

Hernandez also wants to continue addressing the myths and misconceptions about mental health and continue bringing awareness of the issue to the roofing industry, which was addressed by immediate past Chairman of the Board Doug Duncan, regional president of Roofing Corp of America, Atlanta.

“Doug is a great listener, and after hearing a presentation at one of our meetings, he had a lightbulb moment and recognized suicide awareness and prevention was a missing component in our work,” Hernandez says. “It is not an easy subject to address, especially in a construction trade, and he made it his goal to bring awareness to it. It was genius, and he did a great job. I plan to continue that work.”

Another initiative is expanding educational offerings to include more NRCA instructors.

“I would like NRCA to be the resource for trainers,” he says. “For example, I obtained a list of CERTA trainers and hired a couple of them to come and do CERTA training at Clark Roofing, but that got me thinking NRCA should be the one providing that training.

“Also, as a contractor, there are a lot of resources to learn about safety and production, but not every company, including Clark Roofing, has an on-staff trainer,” Hernandez continues. “There may be a person who trains others how to work a forklift, but what about learning how to measure, understanding what on-center spacing is, laying tapered insulation and why screws go where they go? Who is teaching newcomers that stuff? Maybe they weren’t lucky enough to have a grandfather with a box of tools like me.”

Home is where the roof is

Finding his grandfather’s box of tools was a pivotal, life-changing moment for Hernandez that led him to a rewarding career in roofing. He was later guided by other grandparents who also had a hand in the direction of his life.



Hernandez in his office

In 1990, Hernandez was hanging out with a friend at a local college bar on a Wednesday night when he noticed Michele, who was sitting at a table with a friend. Hernandez wrote a joke on a napkin and sent it to Michele via the waitress. The two groups exchanged several rounds of napkin notes until Hernandez walked by the girls' table on the way to the restroom.

"I was wearing my grandmother's wedding ring, and it slipped off my hand and fell on the floor," Michele says. "Alex picked it up, and when he gave it to me, he jokingly said: 'Did you ever think you would know when you met the person you are going to marry?'"

Soon thereafter, the two began dating, and a couple of years later, they became engaged. Two years later, the couple were married.

"It was beautiful and a great party," Michele says. "I'm not sure how I ended up marrying someone who is as passionate about roofing as my dad was, but it really was meant to be."

The couple share two sons: Patrick, 27, who works at Clark Roofing, and Christopher, 25, who works as a readiness leader at GE Aerospace in Cincinnati.

"I have always looked up to my dad," Christopher Hernandez says. "He's always learning something new, and whatever it is, he always learns it quickly. He's a good decision-maker; he tends to be right about everything."

Growing up, Patrick Hernandez remembers assisting his father with home remodeling projects.

"He got us work uniforms for kids from Home Depot that had an apron and fake construction goggles," he says. "We would help him with his projects, but I doubt I actually was helpful—certainly not quite the caliber of help asked of me today at Clark Roofing."

In his spare time, Hernandez is always working on home projects.

"He has a huge workshop with a lot of elaborate tools," Michele says. "He spends a lot of time out there building things and organizing it the way he wants. It's quite impressive."

In between working on multiple, concurrent

home construction projects, Hernandez enjoys playing the drums, scuba diving, traveling and attending sports events with his family. One of Christopher's favorite memories with his father was at a Cubs game.

"I went to every World Series game the year the Cubs won," he says. "But my favorite was the one where it was just my dad and me. It was freezing cold, but neither of us cared about the weather. We were just happy being together."

John Hernandez says his brother is successful at whatever he sets his mind to, but his greatest accomplishment is his family.

"He's the kind of parent everybody aspires to be when they have children," he says.

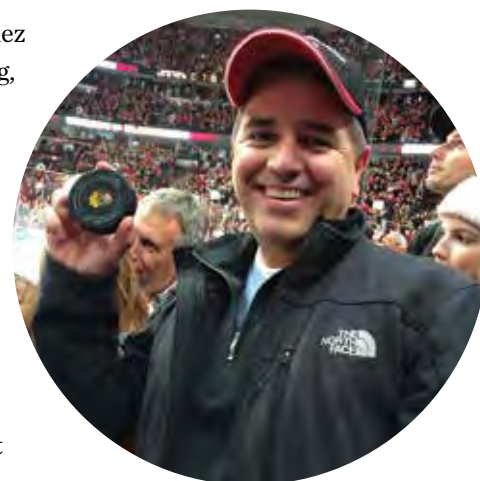
Journeyman ahead

As Hernandez begins his chairman of the board term, he is surrounded by family and colleagues who fully support him and know his contributions will add to the legacy of successful NRCA leaders.

"Alex is going to represent the industry in a good light, and he's going to do great things for NRCA," David Hernandez says. "He is somebody who is always on the leading edge and he's aware of what's going on in the industry, and that's going to serve NRCA members and the industry well."

As a self-taught builder from Cuba who thrives on figuring out how to make things work, Hernandez is well-equipped to navigate challenges and circumstances in a manner that benefits all.

"I had no idea how it was going to turn out when my dad asked Alex to work at Clark Roofing, but Alex was born to be in the construction industry and born to do this," Michele says. "He is exceptionally passionate about NRCA and roofing. NRCA has given him a lot, and Alex is happy to return it." 🌟🌟🌟



Hernandez holds up a Chicago Blackhawks hockey puck he caught at a game.

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



Don't miss out!

Learning about EPDs can help position your company for upcoming growth

by Emily Lorenz, PE, F-ACI

Environmental Product Declarations are an increasingly important tool in the construction industry, particularly for roofing contractors. As sustainability and environmental responsibility gain traction, EPDs provide a standardized way to communicate the environmental impact of roofing products.

It's important to understand what EPDs are, why they matter, how they are being integrated into projects and what you can do to prepare for their use. Those who take proactive steps to understand and implement EPDs will be well-positioned to meet the demands of a more sustainable future.

WHAT ARE EPDs?

EPDs are Type III environmental labels as defined by ISO 14025, "Environmental labels and declarations—Type III environmental declarations—Principles and procedures." They provide a comprehensive summary of products' environmental impacts based on a life-cycle assessment.

Two standards detail the requirements for conducting a life-cycle assessment: ISO 14040, "Environmental Management-Life Cycle Assessment-Principles and Framework," and ISO 14044, "Environmental Management-Life Cycle Assessment-Requirements and Guidelines."

A life-cycle assessment determines the potential environmental impacts of a product from raw material extraction (cradle) through manufacturing, use and disposal (grave). EPDs are peer-reviewed and provide transparent, comparable data for the environmental performance of products. All EPDs are developed according to a product category rule.

PRODUCT CATEGORY RULES

Product category rules provide a standardized framework for conducting life-cycle assessments and creating EPDs for specific product categories. In the U.S., EPDs for building products are based on the core product category rule ISO 21930, “Sustainability in buildings and civil engineering works—Core rules for environmental product declarations of construction products and services.”

Product category rules ensure EPDs for similar products are consistent and comparable, which is essential for making informed decisions about materials’ environmental impacts. The key elements of a product category rule include requirements related to scope, product category definition, declared or functional unit, system boundary, data collection and calculation methodologies, environmental impact categories, and verification and validity. There are subcategory product category rules for roof coatings, asphalt roofing and single-ply roof membranes.

Scope and definition

Product category rules define the product category and scope of the life-cycle assessment, including the life-cycle stages to be assessed. The scope determines which stages of a product’s life cycle are included in an EPD, such as raw material extraction, manufacturing, transportation, use and end-of-life disposal. Life-cycle stages and modules are defined in ISO 21930 and shown in the figure on page 40.

The minimum life cycle for which an EPD can be created is the production stage (A1-A3). This represents the life-cycle stages over which manufacturers have the greatest control. When all life-cycle

stages are included in the analysis (A1-A5, B1-B7 and C1-C4), it is said to have a cradle-to-grave scope.

Declared or functional unit

The functional unit is the reference unit for environmental data such as per square meter or per ton of roofing material. The functional unit ensures environmental impacts are reported consistently, allowing for fair comparisons

between products. Declared units are possible when an EPD is created for a full, cradle-to-grave life cycle, which incorporates the function of the product and any performance requirements.

System boundaries

System boundaries define what is included and excluded in the life-cycle assessment, such as specific processes, materials or energy sources.

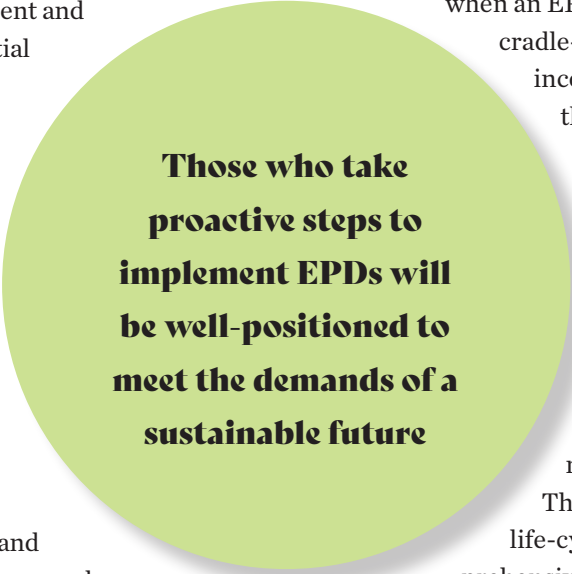
These boundaries ensure a life-cycle assessment is comprehensive and all relevant environmental impacts have been considered.

Data and calculation

Product category rules specify the methods for collecting data and calculating environmental impacts. Standardized methods ensure life-cycle assessment results are accurate and comparable across different products and manufacturers.

Environmental impact

Product category rules define the environmental impact categories that must be reported in an EPD, such as global warming potential (also known as embodied carbon), ozone depletion potential and eutrophication potential (the potential to cause excess algae or plant growth in water). Consistent reporting of impact



**Those who take
proactive steps to
implement EPDs will
be well-positioned to
meet the demands of a
sustainable future**

categories allows for meaningful comparisons between products and helps manufacturers identify areas for improvement.

Verification and validity

Product category rules outline the requirements for third-party verification of EPDs and EPDs' validity periods (typically five years). Verification ensures the information reported in the EPD is accurate and complies with ISO standards without revealing any proprietary information a manufacturer may have disclosed as part of the background life-cycle assessment report.

U.S. REQUIREMENTS

Federal agencies, such as the General Services Administration and Federal Highway Administration, have been increasingly requiring EPDs for materials used in federal construction projects. This is part of a broader push toward sustainable building practices and reducing the carbon footprint of federal buildings.

California has been a leader in environmental regulations, and EPDs are no exception. The state's Buy Clean California Act requires all steel, glass and mineral wool insulation used in state-funded projects have EPDs. Although roofing materials are not explicitly mentioned, the trend suggests they may soon be included.

Similarly, Washington state's Clean Buildings Standard includes requirements for EPDs on certain building materials. The state also is exploring the inclusion of roofing materials in future updates to the standard.

Massachusetts has implemented the Massachusetts LEED Plus program, which requires EPDs for certain materials used in state-funded projects. Roofing materials increasingly are being included in these requirements.

New York City's Local Law 97 aims to reduce greenhouse gas emissions from large buildings. Although the law focuses on operational emissions, it also encourages the use of low-carbon materials, which can be verified through EPDs.

In addition to federal, state and city agencies, there are several other entities that may require roofing contractors to provide EPDs for projects. These include:

- *Educational institutions.* Universities and colleges often are at the forefront of sustainability initiatives. Many educational institutions require EPDs for materials used in new construction or renovation projects as part of their commitments to reducing their environmental impact. Universities such as Harvard and Stanford have sustainability programs that include requirements for EPDs for building materials, including roofing products.
- *Corporations.* Large corporations, particularly those with strong sustainability commitments, may require EPDs for materials used in their office buildings, warehouses, data centers and other facilities. Companies such as Google, Amazon and Walmart have sustainability goals that include the use of low-carbon building materials. As an example, Google's sustainability initiatives include requirements for EPDs for materials used in their data centers and office buildings.
- *Building codes and certification programs.* The International Green Construction Code® and certification programs such as LEED, Green Globes and the Living Building Challenge often require EPDs for materials used in certified projects. Although the IgCC requires EPDs on a certain number of products, certification programs provide points or credits for using materials with EPDs, which can help projects achieve higher levels of certification. For example, LEED v4.1 includes credits for using materials with EPDs, particularly those that are product-specific rather than those that meet the industry average.
- *Architectural firms.* Architectural firms focused on sustainable design may require EPDs for materials used in their projects regardless of whether doing so is a specific

LIFE-CYCLE STAGES			
PRODUCT	CONSTRUCTION	USE	END OF LIFE
A1 Extraction and upstream production	A4 Transportation to site	B1 Use	C1 Deconstruction/ demolition
A2 Transportation to factory	A5 Installation	B2 Maintenance	C2 Transportation to waste processing or disposal
A3 Manufacturing		B3 Repair	C3 Waste processing
		B4 Replacement	C4 Disposal of waste
		B5 Refurbishment	D Potential net benefits
		B6 Operational energy use	
		B7 Operational water use	

Alpha-numeric key for identifying life-cycle stages according to ISO 21930

client priority. Several larger firms prioritize sustainability, meaning they require EPDs for all major building materials, including roofing products, to ensure their projects are transparent and meet sustainability goals as well as comply with regulatory requirements.

- *Real estate developers.* Real estate developers, particularly those focused on sustainable or green building projects, may require EPDs for materials used in their developments. This is especially true for high-profile projects that aim to achieve green building certifications or meet sustainability goals. Developers often require EPDs for materials used in their sustainable building projects.

WHERE TO FIND EPDs

Finding EPDs for roofing materials is a critical step for contractors who need to comply with regulations or meet client requirements. There are several ways you can find EPDs.

Direct requests

Many roofing material manufacturers provide EPDs on their websites; look for a dedicated

section on sustainability, documentation, environmental performance or product transparency. If an EPD is not readily available online, most manufacturers are willing to provide EPDs upon request, especially for contractors working on large or high-profile projects. Smaller or specialty manufacturers may not publish EPDs online but can provide them via email or through their sales representatives.

EPD databases

Several online databases aggregate EPDs from multiple manufacturers and allow contractors to search for EPDs by product type, manufacturer or certification. Examples include buildingtransparency.org/tools/ec3 or mindfulmaterials.com/connected-data.

Suppliers

Roofing material distributors and suppliers also may have access to EPDs for the products they sell. You can request EPDs from your supplier, especially if you are working with specific brands or product lines. Large distributors may provide EPDs upon request or have them available on their websites.

Government websites

Some states or municipalities that require EPDs for public projects may provide links to approved EPDs or databases. These resources can be particularly useful when working on government-funded projects. For example, California provides information about EPD requirements and links to resources for finding compliant materials.

WHAT YOU NEED TO KNOW

When collecting EPDs for roofing projects, you need to understand the key components of these documents to ensure they meet regulatory and client requirements. Here are the critical parts of an EPD and what to look for:

1. **Product category rules:** Ensure an EPD is based on a recognized product category rule for the specific roofing product being used and ISO 21930. A product category rule should be clearly stated in the EPD. Most project requirements mandate the use of EPDs based on recognized product category rules.
2. **Life-cycle stages:** Verify which life-cycle stages are covered. For roofing materials, a cradle-to-gate EPD (covering raw material extraction, manufacturing and transportation) is common, but some EPDs may report or projects may require a cradle-to-grave

BE EDUCATED

As governments and municipalities push for greener building practices, EPDs are becoming a requirement in many jurisdictions. Roofing contractors must be aware of these requirements to ensure compliance, avoid potential penalties and meet client expectations.

To be on the forefront of this movement, keep abreast of local, state and federal regulations related to EPDs; consider attending workshops or webinars about the topic; and ensure your team is well-informed. In addition, work closely with roofing material manufacturers that provide EPDs. This will ensure compliance and give you a competitive edge in the market.

EPD (which also includes use and end-of-life stages).

3. **Declared or functional unit:** Ensure the declared unit is appropriate for your project. If you are comparing different roofing materials, make sure the declared units are consistent (for example, both EPDs should report impacts per square meter).
4. **Environmental impacts:** Focus on the metrics most relevant to your project or regulatory requirements. For instance, if your project aims to reduce carbon emissions, pay close attention to the global warming potential (measured in kg CO₂e).
5. **Verification and validity:** Check the EPD has been verified and still is valid. The verification statement should be included on the document's front page.
6. **Manufacturer information:** Ensure manufacturer information listed on the EPD is for the product you are purchasing and the information is current.

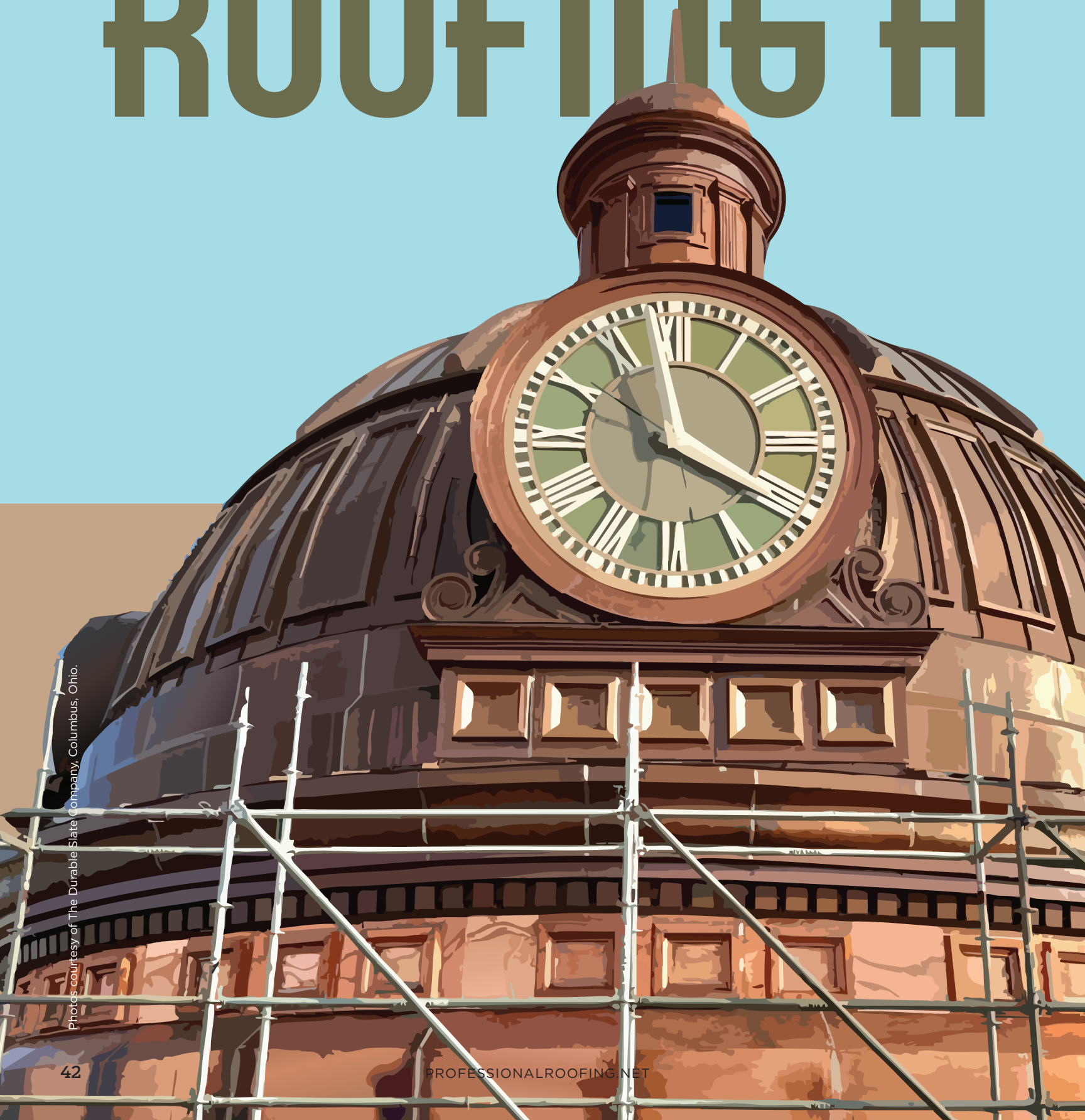
STAY AHEAD OF THE CURVE

EPDs are becoming an essential part of the roofing industry. As regulatory requirements and client demands for sustainable building practices increase, roofing contractors must adapt to stay competitive. By understanding EPDs, staying informed about regulatory changes and partnering with manufacturers that provide EPDs, you can position yourself as a leader in the green building movement.

The integration of EPDs into state and city codes, as well as the requirements set by leading architectural firms, underscores the importance of these documents. Roofing contractors who embrace this trend not only will ensure compliance but also gain a significant advantage in the marketplace. 🌱🔗

EMILY LORENZ, PE, F-ACI, is an independent consultant in the areas of life-cycle assessments, environmental product declarations, product category rules, green building and sustainability.

ROOFING A

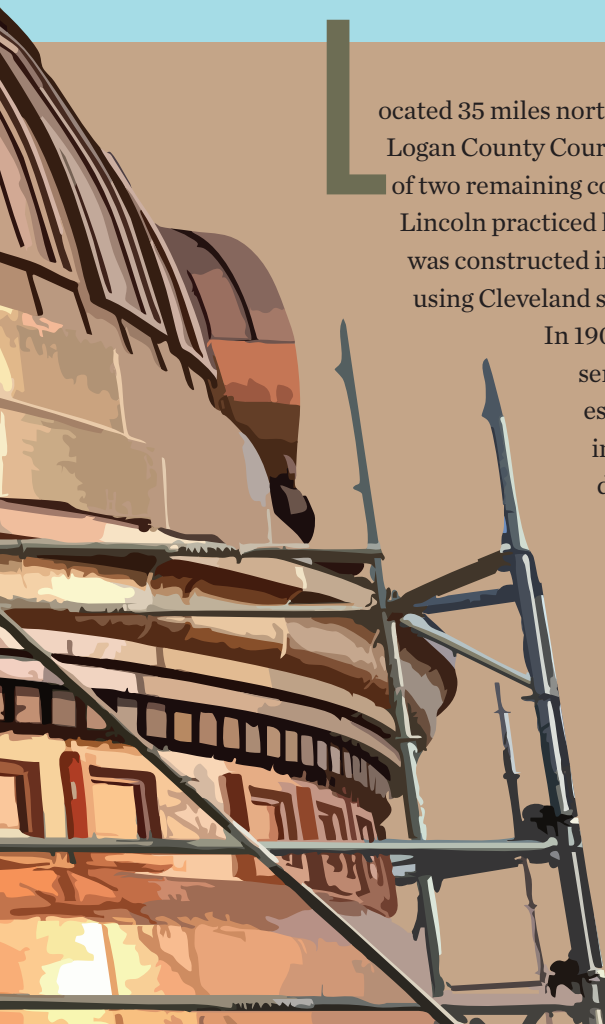


Photos courtesy of The Durable Slate Company, Columbus, Ohio.

LINCOLN LANDMARK

THE DURABLE SLATE COMPANY REPLACES THE COPPER DOME ON LOGAN COUNTY COURTHOUSE IN ILLINOIS

by Chrystine Elle Hanus



Located 35 miles north of the Illinois State Capitol, Logan County Courthouse in Lincoln, Ill., is one of two remaining courthouses where Abraham Lincoln practiced law. In 1858, the courthouse was constructed in a Classical Revival design using Cleveland sandstone.

In 1903, the building was disassembled and rebuilt with Romanesque architectural features that include four 20-foot-tall, 3-foot-diameter columns at four courthouse entrances. Each column bears stone carvings representing the state seal of Illinois. In 1985, the building was listed on the National Register of Historic Places.

The building is topped with a copper dome, one of the largest in the state, and is celebrated for

its striking clock tower and intricately designed interior. In 2022, the iconic dome showed signs of significant deterioration and needed restoration. The Durable Slate Company, Columbus, Ohio, was selected as the roofing contractor for the project.

ASSESSMENT

The Logan County Courthouse dome originally was constructed with a coated steel frame overlaid with steel lath that was covered with a three-part stucco system used as the surface shell for the metalwork.

“Interior inspections revealed areas of water intrusion and deterioration in the stucco though the steel frame remained largely unaffected,” says Jason Lee, AVP restoration for The Durable Slate Company. “Overall, the stucco was found to be in good condition.”

Team members removed exterior cladding to expose the stucco and assess the extent of repairs needed. Because of multiple layers of

Project name:
Logan County
Courthouse

Project location:
Lincoln, Ill.

Project duration:
May 2022-February
2024

Roofing contractor:
The Durable Slate Co.,
Columbus, Ohio

Roof system type:
Standing-seam copper

Copper suppliers and fabricators:
Chicago Metal Supply
and Fabrication Inc.,
a Beacon Building
Products Company,
Chicago; Heather and
Little Ltd., Markham,
Ontario



The courthouse during renovations

applied coatings and adhesives on the original copper, removal required powered cutting tools.

To protect against airborne dust and debris, crew members wore Tyvek® suits and full-face respirators.

“Despite soaring summer temperatures, the removal process proceeded smoothly,” Lee says.

The team coordinated with Chicago Metal Supply and Fabrication Inc., a Beacon Building Products Company, Chicago, and Heather and Little Ltd.,

Markham, Ontario, to expedite fabrication of the architectural metalwork.

Detailed circumference measurements were taken at multiple locations on the dome, and jigs were created to replicate the exact radius of each section. Sample elements were removed and sent to the fabricators, enabling them to create replicas of the original pieces.

“Constant communication between the fabricators and our team ensured the precise replication of these components, including hidden fastening systems that would work seamlessly with the folded metal skin,” Lee says.

SETUP, SAFETY AND TRAINING

Erecting scaffolding over the dome was complicated. Scaffolding needed to provide enough support while minimizing obstructions to allow the removal and installation of copper panels. In some areas, the scaffolding feet had to be temporarily removed to fit the copper under the scaffolding.

“The scaffolding’s design required us to split the installation at the upper cornice upward and then return to complete the areas below the upper cornice after the scaffolding had been removed, which added complexity to the project,” Lee explains.

Despite a difficult scaffolding setup, the building remained operational at all times during the project. Careful coordination exercised by The Durable Slate Company team ensured courthouse activities were not disrupted while work proceeded on the dome.

Transporting materials to the installation site involved two material lifts staggered at different levels to safely maneuver the copper to the scaffolding’s highest roof deck without damage.

“The crew also used custom lift hoists and took great care to secure the copper components to prevent any impact on scaffolding structures,” Lee says.

Given the dome’s height of 60 feet (130 feet from the ground to the top of the dome) and active interior building operations, safety was especially paramount throughout the project. Team members built handrails into the lower deck areas, and safety perimeters were incorporated into upper radiused areas. For work performed between the base and top of the dome, workers wore retractable safety devices with double-ended lanyards, ensuring they always were 100% tied-off.

“These safety measures allowed us to work efficiently while minimizing risks for workers and courthouse staff,” Lee says.

The roofing project provided The Durable Slate Company team with an opportunity to expand its apprentice training program.

“Young employees were paired with expert coppersmiths to learn traditional European folding techniques,” Lee says.

INSTALLATION

Team members coated the exposed stucco with MuleHide 100% Silicone Roof Coating to protect it from water infiltration and repaired small deficiencies.

“After exposing the original stucco, it



A craftsman at work

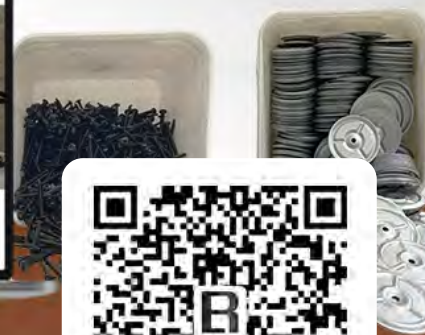
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became clear the plan to use mathematical equations to fabricate the radiused, convex, 20-ounce standing-seam panels would be impossible because of the irregularity of the stucco,” Lee explains. “Each panel had to be hand-measured, bent and locked to fit the curvature. The self-supporting upper scaffolding with angled cross braces at every juncture added a significant challenge for our installers, demanding skill and resilience.”

Because the scaffolding penetrated the dome through the lower frames, the team began installation at the radiused upper cornice and progressed from there. An integral hidden lock system was designed for the upper cornice, allowing the lower frames to be installed after the scaffolding was removed.

OTHER OBSTACLES

A key challenge for The Durable Slate Company team was addressing the dome’s thermal expansion and contraction. The original valley areas were installed with lapped and soldered copper sheets and failed as a result of roof movement.

“Our craftsmen implemented pleated valleys using an accordion folding technique, allowing for expansion and contraction without tearing the copper,” Lee says. “These advanced European folding techniques were applied throughout the project, ensuring long-lasting durability.”

To achieve the precision required for the copper installation, specialized tools such as WUKO benders, European hand tools and other custom copper manipulation devices were essential. These tools allowed craftsmen to hand-bend and shape each copper panel to fit the dome’s unique curvature.



The courthouse’s restored dome

“The use of the specialized tools, along with the artisans’ expertise, played a critical role in maintaining the integrity of the copper cladding while allowing for seamless folding and fastening,” Lee says.

The weather also posed constant issues with extreme heat, bitter cold or high winds affecting daily operations.

“The crew worked through unpredictable conditions, requiring resilience to maintain progress,” Lee says. “High winds made working on the dome even more challenging, adding another layer of difficulty to material handling and safety protocols.”

HERITAGE PRESERVED

In February 2024, nearly two years after The Durable Slate Company began work on Logan County Courthouse, the roofing crew completed its work. Thanks to innovative solutions, rigorous safety standards and meticulous attention to detail, the historical Lincoln landmark building was successfully preserved.

“Collaboration with fabricators was key to maintaining project timelines while coordination with the scaffolding company ensured efficient work sequencing,” Lee says. “Despite the complexity of the project and the active courthouse environment, all teams worked together seamlessly to deliver a successful restoration.”

For its work on Logan County Courthouse, The Durable Slate Company received a 2025 NRCA Gold Circle Award in the Outstanding Workmanship: Steep-slope category.

“This project showcases the dedication and skill required to preserve our nation’s architectural heritage,” says William Walter, president of Lima, Ohio-based Masonry Restoration Technologies and Services LLC, the general contractor for the project. “It reflects an unwavering commitment to preserving historical landmarks with the highest standards of craftsmanship and quality.” 🏆🌟

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

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FAILING FORWARD

When failure occurs,
choose improvement over blame

by Adrienne Anglin, CSP

June is National Safety Month and the perfect time to heighten awareness of safety and health risks facing employees and reduce workplace injuries and fatalities. It's also a good time to explore a new view of safety rooted in human and organizational performance.

Human and organizational performance strategy asks you to view employees as problem-solvers rather than problems to be fixed and can help your company shift its failure mindset.

Human error

In his book *The 5 Principles of Human Performance*, Todd Conklin describes the principles of “safety differently” and human performance as follows:

The 4 Principles of Safety Differently:

1. Safety is not defined by the absence of accidents but by the presence of capacity.



2. Workers aren't the problem; workers are the problem-solvers.
3. We don't constrain workers to create safety; we ask workers what they need to do work safely, reliably and productively.
4. Safety doesn't prevent bad things from happening. Safety ensures good things happen while workers do work in complex and adaptive work environments.

The 5 Principles of Human Performance:

1. Error is normal. Even the best people make mistakes.
2. Blame fixes nothing.
3. Learning and improving are vital. Learning is deliberate.
4. Context influences behavior. Systems drive outcomes.
5. How you respond to failure matters, and how leaders act and respond counts.

To discuss failure, we must discuss the seed from which failure springs: error. As the adage goes: "To err is human." You cannot remove error, but you can defend against the inevitability of error


by shifting toward error tolerance. Error is not the opposite of success—it's a part of being successful.

As humans, we often work with complex systems that require adaptable problem-solving skills, and yet we remain just as capable of making simple mistakes with a set of hand tools. Human error is neither special nor unique, and accepting this truth allows us to stop trying to fix people and begin fixing the systems in which they work.

Errors can be connected to task or job complexity: The more steps there are, the more likely a worker is to make a mistake. Operational goal conflicts are another area where errors increase if a worker is asked to choose between the lesser of two evils. Part of being error-tolerant (or building capacity) is looking for situations where errors are likely to occur. Finding these situations allows you to increase capacity (or defenses) to match your level of risk.

Failing to do so means errors will accumulate and can culminate in failures. In the realm of human performance, understanding what failed is more crucial than understanding who failed. Understanding what failed enables you to devise effective, sustainable solutions whereas focusing on the who only assigns blame.

It's critical to note failing does not equate to being a failure. Many roofing companies have



estimators who have made errors on quotes, which led to projects failing to make a profit. The distinction between good and great lies in how companies respond. Good companies blame the estimator; great companies fix the estimation process. Great companies “fail forward,” and when it comes to safety, they “fail safely.” This emphasis on learning from failures and using them as stepping stones to success can serve as a powerful motivator.

Harvard Business School Professor Amy C. Edmondson asks students whether failure is preventable, unavoidable or intelligent.

A preventable failure is a deviation from a well-understood and outlined process, such as manufacturing settings with assembly line-like processes.

An unavoidable failure stems from the inherent uncertainty of work, such as small process failures. These failures often are inevitable, and considering them bad is counterproductive because rapid identification and correction of small failures can avoid consequential failures.

An intelligent failure occurs when experimentation is necessary because answers aren’t knowable in advance. This could happen in a test lab or when a manufacturer’s marketing department launches a new product where discovery is part of the job.

By adopting a proactive approach to safety and error management, leaders not only can prevent accidents but also foster a culture of continuous improvement and innovation. This can lead to increased productivity, reliability and business success.

Fail safely

Most people have heard of a “fail-safe,” which is something that causes machinery to revert to a safe condition during a breakdown or malfunction. A fail-safe also can be a system or plan put into play when things go wrong to keep failure from having disastrous consequences. A common type of fail-safe in the U.S. is fire protection: When a fire occurs, we have items and systems in place to help us “fail” safely. Most people don’t consider the presence of fire extinguishers, building fire suppression or sprinklers, fire detectors and even their local fire department as mechanisms to fail safely. Still, these exist as a response to past failures and to fail safely in the future.

Falls are still the No. 1 cause of fatalities in the roofing industry. To fail forward, we must ask what the fail-safe would be in the event of a fall. What could return someone to a safe state and mitigate catastrophe if a fall occurs? You may immediately answer a fall-arrest system: If I fall, I want that fall to be stopped before I go too far and contact the ground. Now, to continue to fail safely, you need to ask: How will I get down without making matters worse?

Estimators also play a role in safely failing. Many falls from heights involve skylights, smoke vents, roof openings and deteriorated roof decks. If you want to learn from the past, you need to consider the process in place and ask whether your estimation process is being improved to fail safely. Do you know whether estimators are looking at the undersides of roof decks and communicating whether they were made aware of roof openings? And if so, can this information be included in the job planning?

Having a plan to address these items safely before work begins and including them in the bid stages makes for better, more thoughtful mitigations and increases the likelihood of failing safely. Even the best of us make mistakes, so the more we can improve our organization’s tolerance for these mistakes, the less effect those mistakes will have.

Another example is personal protective equipment, which often is used to fail safely when hazards cannot be eliminated as it mitigates the consequences when an incident occurs.

Because PPE doesn't prevent an event, it is considered the least effective control, but it improves outcomes. The difference between failing with disastrous consequences and failing safely might be a pair of safety glasses. Nail guns are standard on many roofing job sites, but few think through the worst-case scenario with these tools and what failing safely might look like.

If you have a sequential trigger (one that requires you to press or actuate the safety tip and then pull the trigger), this event failed safely before it even happened. Without that type of tool, your workers may depend on PPE to fail safely and prevent disaster. A nail gun can shoot a 3-inch nail faster than 100 mph, which is 150 feet per second. To succeed, you must understand the potential failure and look for opportunities to fail safely.

Leadership

Leaders must understand and expect errors in an organization; perhaps more importantly, leaders must understand and be deliberate in their responses. When failure occurs, leaders can choose between blame and improvement.

How easy have you made it for your employees to come forward with concerns and issues? Is your leadership team open to receiving feedback? Many organizations excel at making good news acceptable, but few organizations are good at receiving bad news. Leaders who historically responded poorly to bad news won't hear about a new issue until the consequences are too significant to

ignore. Good managers and leaders make their workplaces psychologically safe.

How can leaders effectively respond to failure in a way that promotes learning and improvement?

Start with the things you shouldn't do:

- Don't try to figure out who to blame.
- Don't look for ways to hide the problem.
- Don't try to make the problem go away.

Instead, take a breath, remove any immediate emotional reaction and put yourself in the employee's shoes. It's unsettling to deliver bad news, but the announcement can appear worse coming from a leader in the wrong headspace. Try the following:

- **Listen:** Don't jump to solving the problem. Listen without responding. Don't interject or attach emotions to the issue. Instead, work to understand so you can work with employees through the next steps.
- **Acknowledge:** Clarify your understanding of what has occurred. Use three-way communication to repeat your understanding so employees can correct any misunderstandings immediately. Assure employees nothing terrible will happen to them for delivering bad news and you are there to help them work through the issue.
- **Ask questions:** To gain further understanding, refrain from immediately solving the problem. If you become the solution to every problem, you also become the bottleneck for future issues.
- **Support the plan:** Empower your people to be problem-solvers and clean up messes.



Visit nrca.net/safety for additional information about human and organizational performance and failing safely in the roofing industry. NRCA members are encouraged to access NRCA toolbox talks for additional resources to train and educate workers.

Other safety resources can be found through the CPWR-The Center for Construction Research and Training at cpwr.com, which provides training tools regarding prevention, and the Occupational Safety and Health Administration at osha.gov, which offers informational resources.

Provide alternatives if the plan isn't good; otherwise, make a few suggestions and allow them to take ownership and pride in their work.

- **Reevaluate later:** Discuss how the gap was bridged to prevent the incident from happening again locally or in the short term after the immediate issues are resolved.
- **Learn and grow:** Something terrible has happened and things will improve soon, but now you must work to improve in the long-term, which means looking for ways to prevent or fail safely in the future.

Remember, hidden problems never go away, and your leadership response determines whether future issues will be hidden or solved.

Look at your feedback mechanism between the field and management to increase your error tolerance as an organization. Your field personnel often have a more complete view of how work occurs than management. Management often only receives about 10% of the information field personnel do about the work. Field employees see all the process gaps and can more easily recognize where problems will likely occur.


There are many ways to start these feedback loops, from near-miss reporting systems to simple employee suggestion boxes.

Make the change

During a recent NRCA Safety Leadership Workshop, retired Naval Commander Brett Holdiman discussed the Kotter method of driving change. This method starts with developing a sense of urgency in an organization around the need for change and leading this change through visible support from key leaders within your organization.

As you build momentum, you start identifying and removing hurdles you encounter along the way. Celebrate quick wins—nothing motivates people more than success. Set goals, continue building momentum and embed the change in your corporate culture.

ADRIANNE ANGLIN, CSP, is NRCA's director of safety and risk management.



For an article related to this topic, see "Pursuing safety excellence," March 2025 issue.

JOIN THE BUILDING ELITE.

Answering the need to establish a standard of qualifications and practice in the building enclosure industry, IIBEC offers several robust credential programs. IIBEC credential holders have demonstrated extensive knowledge and proved their expertise through examination, character reference, and professional experience. Credential holders are required to complete annual continuing education requirements and follow a code of ethics for the objectivity of service.



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: * ? 90 QUESTIONS ⌚ 4 HOURS

RRC EXAM: ? 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: ? 75 QUESTIONS ⌚ 3 HOURS





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nrca.net/legalcon

CertainTeed is honored

CertainTeed, Malvern, Pa., has announced its residential roofing shingle portfolio earned the Good Housekeeping Seal.

The recognition is granted after rigorous evaluation by the Good Housekeeping Institute, during which scientists and engineers assess products against stringent performance standards and various lab tests.

“It is truly an honor that CertainTeed’s portfolio of residential roofing shingles has earned the Good Housekeeping Seal,” says Summer Swingle, the company’s senior product marketing manager. “This trusted symbol further reinforces our unwavering commitment to high-quality, durable and reliable roofing solutions.”



GAF partners with YARDZ



GAF, Parsippany, N.J., has partnered with YARDZ, a tool for managing owned and rented assets in the construction industry. As part of the partnership, the YARDZ platform will be made available to contractors certified by GAF at a discounted rate. With three plan options, contractors can

gain access to a full suite of tools designed to streamline multiple internal functions related to asset management.

In addition, GAF has introduced GAF Present,TM a platform allowing contractors to connect with clients anywhere and from any device, streamline preparation, enhance engagement and close more sales. Information about GAF Present is available at gaf.com/present.

Polyglass U.S.A. partners with Latinos in Action

Polyglass U.S.A. Inc., Deerfield Beach, Fla., recently participated in a Latinos in Action event, where company leaders shared their personal and professional journeys to inspire the next generation of Latino youth.

The event was held at Polyschool, a training center located at a Polyglass plant in Winter Garden, Fla., and connected 76 high school seniors—most of whom are immigrants enrolled in the English as a Second Language program—with successful professionals who have overcome similar challenges. Polyglass executives shared personal stories and held interactive discussions.

“Sharing my journey from Venezuela to the U.S. and the challenges I overcame to achieve my education was a reminder of the strength and potential within each of us,” said Gaby Añez, Polyglass’ creative marketing manager, at the event.

Information about Latinos in Action is available at latinosinaction.org.



High school seniors attend the Latinos in Action event.

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spanish.nrca.net

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ATAS International honors sales team

ATAS International Inc., Allentown, Pa., has announced Sam Chapo, CSI, product representative for Alabama and Georgia, and Bill Peltz, inside technical salesperson, received ATAS International's Malan S. Parker Award. The award annually recognizes the company's top sales team.

Chapo has been with the company for more than two years, and Peltz joined the company more than four years ago. The salesmen were recognized for their teamwork in overall sales growth and observance of corporate goals and objectives.

Additionally, the company has expanded its portfolio by acquiring the assets of Metal Sales & Service Inc., Kennett Square, Pa., including the Metalwërks® line of architectural metal plate systems. The acquisition allows the company to offer a comprehensive range of metal panel and plate solutions under one brand and enhances its ability to meet the evolving needs of the architectural and construction industries.



Bill Peltz (left) and Sam Chapo (right) receive ATAS International's Malan S. Parker Award.

Owens Corning completes trial

Owens Corning, Toledo, Ohio, has successfully completed a commercial-scale trial to manufacture shingles using extracted asphalt from recycled shingles. The trial, which was completed at the company's Summit, Ill.-based shingle plant, is Owens Corning's most recent step toward its aspiration to divert 2 million tons of shingles from landfills annually through shingle recycling efforts.

In addition, Owens Corning presented its Top Performer and Pinnacle awards at its 20th Annual Platinum Conference in Orlando, Fla. The awards honor roofing contractors' business growth, success in developing and maintaining a safety culture, commitment to environmental stewardship, community support and track record of leading with innovation.

A full list of the 2025 Owens Corning Top Performer and Pinnacle award recipients is available at owenscorning.com.

DISTRIBUTOR NEWS

ABC Supply acquires Roofing & Supplies

ABC Supply Co. Inc., Beloit, Wis., has acquired Roofing & Supplies Inc., Richmond, Va. The company is a family-owned business specializing in residential roofing, gutter products and related accessories.

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OTHER NEWS

Former NRCA president passes away

Johnny Zamrzla, president and owner of Western Pacific Roofing, Palmdale, Calif., passed away April 9. He was 86.

Zamrzla was a long-standing member of the Roofing Contractors Association of Southern California and served as a three-term president, during which he helped shape the direction of the association. In 1990, RCASoCal established the Johnny Zamrzla Award, which recognizes extraordinary service on behalf of the roofing industry, in honor of Zamrzla's continuous industry leadership and association work.

Zamrzla also helped form the Western States Roofing Contractors Association and entered its Hall of Fame in 1999. He served as NRCA chairman of the board in 1981 and received the association's highest honor, the J.A. Piper Award, in 1984. He was largely responsible for the association's current committee structure.

Additionally, Zamrzla was a prominent figure in California's rodeo community. He served as president of the Professional Rodeo Cowboys Association California Circuit from 2011 and chairman of Showdown Rodeo Inc. His commitment to public service extended to various civic roles, including appointments to the White House Conference on Small Business and the California Senate Select Committee on Small Business. He also was active in local organizations including the Antelope Valley Board of Trade and the Antelope Valley Hospital Foundation.

In remembrance of Zamrzla, his family requests memorial contributions be made to the Justin Cowboy Crisis Fund at justincowboycrisisfund.org or Vets 4 Veterans at avvets4veterans.org/donate.



Zamrzla

Roofing Alliance welcomes new member

Houck Group Inc., Harrisburg, Pa., has joined the **Roofing Alliance** at the Governor level and is the foundation's 204th member.

Houck Group specializes in roofing, flooring, masonry restoration and more.

RoofersCoffeeShop enhances Canadian content



RoofersCoffeeShop® has announced the receipt of a Canadian trademark for the company and the launch of its Canadian URL, rooferscoffeeshop.ca.

Originally established in the U.S., RoofersCoffeeShop has long served Canadian roofing contractors and is now officially offering its full platform to the Canadian market through its new localized website. The homepage will feature the latest roofing news, industry updates and stories specific to the Canadian market. From there, users can navigate the entire RoofersCoffeeShop site.

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THE INDUSTRY ONLINE

The Vinyl Roofing Division of the Chemical Fabrics and Film Association has produced a video aiming to demystify the recycling process of PVC roofing membranes. Available on YouTube on the **CFFA-Vinyl Roofing Division** channel, the video explains how to prepare used PVC roofing for recycling.



UP THE LADDER

ABC Supply Co. Inc. has made **Matt Belcher** vice president of the company's Southwest region; **Andy Callaway** senior vice president of merchandising; **Seth Harcus** Eastern Canada district manager; **Frank Marcoccio** chief administrative officer; **Jonathan Shepard** president of branch operations; and **Scott Tumbleston** vice president of the company's Southeast region.

MuleHide has made **Efren Arroyo** territory manager for North and West Texas; and **Kevin Stanton** territory manager for Arkansas, Louisiana and Missouri.

William Bruin is now structural engineering region head, West, for Simpson Gumpertz & Heger.



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EVENTS

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4-6

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Florida Roofing and Sheet Metal Contractors Association
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Contact: Rachel Zehnal, expo director

(800) 767-3772, ext. 199, or
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11

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25-26

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JULY

15-18

NRCA's Midyear Committee Meetings

NRCA

Chicago

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AUGUST

7

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SEPTEMBER

10

Virtual CERTA Train-the-trainer

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17-19

50th Annual Texas Roofing Conference

Roofing Contractors Association of Texas

Round Rock, Texas

Contact: RCAT
(800) 997-6631
rcat.net

28-30

Western Roofing Expo 2025

Western States Roofing Contractors Association
Las Vegas

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

OCTOBER

8-10

LEGALCon Live 2025

NRCA

Chicago

Contact: Crystal Wukovits,
manager of NRCA University
cwukovits@nrca.net
nrca.net

20-22

2025 MRCA Conference & Expo

Midwest Roofing Contractors Association

Schaumburg, Ill.

Contact: MRCA
(800) 497-6722 or mrca@mrca.org
mrca.org

21-23

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NRCA NEW MEMBERS

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 Blue Buffalo Roofing, Idaho Falls, Idaho
 Brandstetter Carroll Inc., Lexington, Ky.
 BSC Forensics, Mandeville, La.
 LFG Building Consultants, Ball Ground, Ga.
 Moore Hackney & Associates PLLC, Charlotte, N.C.
 Oxley, Brannon and Zorrilla Consultants Inc.,
 Clearwater, Fla.

CONTRACTORS

Bartow Roofing LLC, Cartersville, Ga.
 C. Inges Roofing and Remodeling, Fort Worth, Texas
 Central Pro Roofing d.b.a. Multifamily Roofing,
 Barrington, N.J.
 Certified Roofing and Construction LLC, Dallas
 CG Family Construction, Burlington, Vt.
 Crow Commercial Contracting, Kansas City, Mo.
 Eagle View Roofing Pro LLC, Round Rock, Texas
 Edca Roofing, Tukwila, Wash.
 Frontline Exteriors & Construction LLC, Madison, Wis.
 Georgia Mountain Roofing, Tiger, Ga.
 Heritage Builders, Little Silver, N.J.
 Interior Roofing, Penticton, British Columbia, Canada
 McKinley Roof, Orlando, Fla.
 MG McGrath Inc., Maplewood, Minn.
 Mid Illinois Concrete & Excavation, Urbana, Ill.
 Mission Construction LLC, Athens, Ga.
 Next Level Seamless Gutters/Exteriors Inc., Buffalo,
 Minn.
 On-Point Construction Management, Norman, Okla.
 Papa & Sons Contracting Inc., Hawthorne, N.Y.
 Paramount Roofing Inc., Lackawanna, N.Y.
 Pinnacle Roofing, St. Louis
 Potomac Exteriors LLC, Springfield, Va.
 Pristine Home Exteriors, Abington, Pa.
 R&D Construction & Roofing, Miami
 Reel Roofing, Louisville, Colo.
 Restoration Commercial Roofing Services, Enterprise,
 Ala.

Roofing Reina, Wellington, Fla.
 Rugged Roofing LLC, Lynnwood, Wash.
 Sunny Roofing, Orlando, Fla.
 Tech Systems Inc., Melbourne, Fla.
 Tempest Roofing, Winter Garden, Fla.
 Temple Metal Roofs, Grande Pointe, Manitoba, Canada
 The Home Improvement Service Co., Hillsboro, Mo.
 Top Man Quality Roofing, Grand Prairie, Texas
 Torham Exterior Solutions Inc., Hamilton, Ontario,
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GOLD CIRCLE AWARDS --- 2026

Call for nominations

The Gold Circle Awards program recognizes NRCA members for outstanding roofing-related projects and services completed between June 1, 2023, and May 31, 2025.

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

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

HONOR AN EXCEPTIONAL PROJECT OR SERVICE **TODAY!**

Deadline for entries: Friday, Aug. 15



nrca.net/goldcircle



Between 2015-23, there were 1,752 severe injuries per year on average in the construction industry, according to CPWR—The Center for Construction Research and Training.

To learn how to fail safely and foster a safe work environment, go to page 48.

Did you know two brothers previously served as NRCA presidents? Don McCrory served in 2002 and Bruce McCrory served in 2012.

To read about NRCA's new chairman of the board, see page 28.



In 2024,

the top 10 U.S. LEED states certified 1,437 green building projects, equaling more than 414 million gross square feet.

Source: The U.S. Green Building Council

To read about sustainability in the roofing industry, go to page 36.



The most common worker injuries reported by small-sized employers:

22%

Mental health issues

18%

Cuts, lacerations and punctures

20%

Slips, trips and falls

13%

Overexertion and repetitive strain

Source: Pie Insurance



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