

# P|R

PROFESSIONAL ROOFING

## What gets measured, gets done

Turn workforce development expenses into profit-driving investments



# RUBBERIZED SHINGLES OUTPERFORM

## Why a Malarkey Shingle?

Malarkey shingles deliver superior all-weather durability with up to **35% Greater Granule Adhesion** and **65% Greater Granule Adhesion** than the industry standard [ASTM D3462], and up to a **Class 4 Hail Impact Rating** [highest rating possible].

*Better performance, and better for the environment –  
Why not a Malarkey Shingle?*

WHEN IT MATTERS®



# You only have you

Practicing self-compassion can make you more resilient

by Ambika Puniani Reid



When was the last time you said “You are doing a great job!” to yourself? My family makes fun of me because I constantly mumble things to myself like “Ugh ... I forgot to get gas last night” or “I can’t believe I didn’t put the laundry in the dryer.” But I don’t remember ever saying: “I did a really good job today getting things done.” In short, I don’t have much self-compassion, and chances are you don’t either.

In *The New York Times* article “How to stop being so hard on yourself,” reporter Christina Caron explains that though it is normal to be your own harshest critic, people “who display more self-compassion are more resilient.”

Self-compassion isn’t self-care, self-indulgent or a pity party, she explains. Rather, it is a way to reframe your stressful emotions and allow you to move past them.

If you feel your jaw clench or stomach becoming queasy, Caron says to pay attention to what is causing the stress and redirect it from placing undue blame or negativity on yourself.

Instead of beating yourself up over something you did or did not do, you could say to yourself: “It’s OK. I made a mistake and I’m doing the best I can.”

Caron writes: “One small study of 135 undergraduates found that those who regularly spent 20 seconds a day ... thinking kind thoughts like ‘How can I be a friend to myself in this moment?’ reported feeling less stressed and were found to have more compassion for themselves after a month.”

As you become more self-compassionate, you can more easily identify when you feel defeated or inadequate and won’t become lost in those feelings. Instead, you can respond to yourself with kindness instead of ruminating, Caron explains.

In the words of the Muppet Grover: “Good job, everybodyyyyyyy!”

*Ambika*

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









## CLOSE-UP

When Advanced Roofing Inc., Fort Lauderdale, Fla., learned about a local artist, Cynthia Walburn, potentially losing her life's artwork after Hurricane Milton damaged the roof on her home, the Jacksonville team sprang into action to protect her decades of paintings.

Jason Carruth, manager at Advanced Roofing's Jacksonville facility, inspected the roof and determined a full roof system replacement was necessary. Carruth offered to donate the entire job, including TAMKO® Heritage® Architectural Asphalt Shingles and other materials, and completed the installation before the start of the 2025 hurricane season.

Walburn is renowned for calming, contemporary paintings that provide comfort at hospitals and health care facilities.

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





**JULY-AUGUST 2025**  
**VOLUME 55**  
**ISSUE 6**



## FEATURES

**28**

### **What gets measured, gets done**

Turn workforce development expenses into profit-driving investments

*by Jared Ribble*

**32**

### **A new way to train**

Intentional training can help you make the most of your time and strengthen your workforce

*by Amy Staska*

**36**

### **Prescribed roofing**

Kalkreuth Roofing and Sheet Metal Inc., Wheeling, W.Va., helps build a new college of medicine at Duquesne University in Pittsburgh

*by Chrystine Elle Hanus*

**40**

### **An exciting endeavor**

The Roofing Alliance and Clemson University have made a strategic investment in the industry's future

*by Alison L. LaValley, CAE,  
and Dhaval Gajjar, Ph. D., FMP, SFP*

**44**

### **Buckle up**

Learn how to protect your business from the potential volatile effects of tariffs

*by Trent Cotney*





**TAMKO**®

# Choose an Award-Winning Roofing Solution for PEACE OF MIND

**TITAN** <sup>XT</sup>®  
PREMIUM ARCHITECTURAL SHINGLES



Winner Home Protection category.  
Survey of 40,000 people by Kantar.

**STORMFIGHTER  
FLEX**®  
POLYMER MODIFIED SHINGLES



Winner Home Solutions category.  
Survey of 40,000 people by Kantar.



TITAN XT® SHINGLES

HOUSES SHOWN LOCATED IN THE SAME  
ELLENTON, FL NEIGHBORHOOD.

OTHER BRAND

“In my opinion...this shingle is  
**HANDS-DOWN THE BEST**  
on the market.”

JUSTIN QUADE SHINGLE PRO ROOFING  
TAMKO® PRO CERTIFIED CONTRACTOR



“I sent out a mass email after the  
hurricane — both of ‘em, Helene  
and Milton — not one of our roofs  
was compromised in any way.”

TAMKO'S LIMITED WARRANTY AND HIGH WIND APPLICATION COVERS PROPERLY INSTALLED TITAN XT® SHINGLES UP TO 160 MPH.  
HURRICANE RESULTS GENERALLY DEMONSTRATE THE PERFORMANCE OF OUR PRODUCTS; HOWEVER, OUR LIMITED WARRANTY DOES  
NOT COVER HURRICANES. PLEASE CONSULT TAMKO'S LIMITED WARRANTY AND APPLICATION INSTRUCTIONS FOR ALL REQUIREMENTS.

THE TAMKO  
**EDGE**® WE'VE REDEFINED  
OUR CONTRACTOR  
EXPERIENCE



Visit [tamko.com/edge](https://tamko.com/edge)  
to see what's new in  
The TAMKO Edge®  
contractor program.

TAMKO CERTIFIED CONTRACTORS MAY RECEIVE CERTAIN BENEFITS, SUCH AS MARKETING SUPPORT, PRODUCT REBATES, ACCESS TO THIRD-PARTY DISCOUNTS AND THE ABILITY TO OFFER ENHANCED LIMITED SYSTEM WARRANTIES.



## COLUMNS

3

### You only have you

Practicing self-compassion can make you more resilient

by Ambika Puniani Reid

12

### Be the captain

As a leader, it is your job to carry the grievances of your team

by McKay Daniels

18

### Taking out the trash

Regulations for construction waste removal have become more complex

by Glen Clapper, AIA, LEED AP

24

### Making our voice heard

The roofing industry's efforts resulted in another successful Roofing Day in D.C.

by Deborah Mazol

## DEPARTMENTS

4

Close-up

10

New Ideas

12

News + Views

18

Research + Tech

24

Rules + Regs

50

Briefings

58

Details

## 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](http://professionalroofing.net).

**Subscription:** Subscriptions are free for roofing industry professionals. Subscribe online at [professionalroofing.net](http://professionalroofing.net)/subscribe. Single copies may be purchased for \$10 U.S. For questions regarding subscriptions or renewals, call (847) 299-9070. Periodicals class postage paid at Itasca, IL, and additional mailing offices. Postmaster: Send address changes to *Professional Roofing*, 2 Pierce Place, Suite 1200, Itasca, IL 60143.

**Letters:** Write to 2 Pierce Place, Suite 1200, Itasca, IL 60143; fax (847) 299-1183; or email [professionalroofing@professionalroofing.net](mailto:professionalroofing@professionalroofing.net). Views expressed in Letters are not necessarily those of NRCA. Letters must include the sender's name and company name.

**Mission:** *Professional Roofing* provides cutting-edge content, valuable insight and innovative ideas to help roofing professionals succeed.

Judgments, opinions and submitted photography in *Professional Roofing* are the authors' alone and should not be considered an expression of opinion, endorsement or official policy of NRCA. Articles are published for the purpose of stimulating independent thought about matters of concern to roofing professionals.



(ISSN 0896-5552)

is published 10 times per year by the National Roofing Contractors Association, 2 Pierce Place, Suite 1200, Itasca, IL 60143. Periodicals postage paid at Itasca, IL, and additional mailing offices. Postmaster: Send address changes to *Professional Roofing*, 2 Pierce Place, Suite 1200, Itasca, IL 60143. Statements of fact and opinion are made on the responsibility of author alone and do not imply an opinion on the part of the officers or the membership of NRCA. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopy, recording, or any information storage and retrieval system, without permission in writing from the publisher.



The official publication of the National Roofing Contractors Association  
Copyright 2025 • Printed in the United States



# CONFIDENCE IS INSTALLED, NOT BOT

A.I. can't climb a roof and won't replace the skilled craftsmen that install the high-performance systems protecting our buildings.

Scan below to see how the RhinoTrac system will make your next job easier.



**OMG.**  
**RhinoTrac EZ**  
FASTENING SYSTEM

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



### Specification tool streamlines processes

**ATAS International Inc.** has launched its Spec Writer, an online tool designed to streamline the specification process for architects, designers and specifiers. It reportedly allows users to tailor a three-part specification to their project needs by following step-by-step prompts.

The program can create specifications for metal roof systems, metal wall cladding systems, insulated metal panels, perimeter edge systems, interior ceilings and soffits. It streamlines metal roofing specifications by guiding users through key project requirements, such as structural or nonstructural installation, minimum roof slope

and material thickness/gauge. The tool also is said to ensure compatibility by filtering options that do not meet project criteria. Additionally, it provides a comprehensive list of product options, clips, colors, underlayment and warranties.

**atas.com**



### Membrane is protective

**CertainTeed®** has made available Flintlastic GTA CoolStar® Ultra as the latest addition to its torch-down commercial roofing solutions.

The membrane surfacing uses naturally occurring aggregate processed to ultra-high brightness to enhance reflectivity. Its bright-white granules reportedly protect asphaltic membranes from ultraviolet degradation.

**certainteed.com**

### Tools increase efficiency

**DEWALT®** has made available the 20V MAX XR® 12-inch Double Bevel Sliding Miter Saw, the 20V MAX XR 10-inch Double Bevel Fixed Miter Saw, the 20V MAX XR Brushless Cordless 1/2-inch Drill/Driver and the 20V MAX XR Brushless Cordless 1/2-inch Hammer Drill.

Both saws feature Cut.Capture.Charge.™, a regenerative braking technology reportedly offering runtime and efficiency through a bevel gear transmission, and are compatible with 20V MAX and DEWALT FLEXVOLT® batteries. They also reportedly capture up to 97% of dust during use to minimize cleanup.

The 20V MAX XR Brushless Cordless 1/2-inch Drill/Driver and the 20V MAX XR Brushless Cordless 1/2-inch Hammer Drill are equipped with the DEWALT ANTI-ROTATION System, which senses the rotational motion of a tool and shuts it down if excessive motion is detected.

**dewalt.com**



### Safety kits designed for specific trades

**Guardian** has introduced its Trade Kits, which are designed for specific trades and common applications for height safety.

Available Trade Kits include Aerial Lift Kits, Concrete Kits and Fall Protection Kits. Each kit comes in Standard and Ultra configurations, and the Concrete Kits and Fall Protection Kits also are available in Ultra+ configurations. Each kit includes a full-body harness, connecting device, and storage bag or backpack.

**guardianfall.com**







## STAND UP TO YOUR MONSTER TO-DO LIST? ☒

## SAVE MONEY? ☒

Small business owners' to-do lists can add up. So see if you can save money on a commercial auto quote at **ProgressiveCommercial.com**.

**PROGRESSIVE**  
COMMERCIAL



Get a quote online in  
as little as 7 minutes





## Be the captain

As a leader, it is your job to carry the grievances of your team

by McKay Daniels

**S**etting: The fields of France, World War II. A group of U.S. Army Rangers trudges along, all of them frustrated and unhappy. A soldier asks a question of his superior officer.

**Private Reiben:** “So Captain, what about you? I mean, you don’t gripe at all?”

**Captain Miller:** “I don’t gripe to you, Reiben. I’m a captain. There is a chain of command. Gripes go up, not down. Always up. You gripe to me. I gripe to my superior officer; so on, so on and so on. I don’t gripe to you. I don’t gripe in front of you. You should know that as a ranger.”

This exchange is from the movie “Saving Private Ryan,” but it could be used to build an entire class about leadership and team management. Let’s unpack a few things.

Miller, played by Tom Hanks, was using the word “gripe,” and that’s a good word. It’s defined as “complaining about something in a persistent, irritating way.” This could include



whining or complaining about things in an unproductive manner or venting to get something off your chest.

This isn't about giving negative or constructive feedback; we need that type of dialogue to ensure outcomes can be as successful as possible. I'm talking about whining or using a tone or attitude that conveys, in effect, "I'm unhappy; this is dumb" and little else. We've all seen it. We've all likely done it!

One part of a leader's role is to set the tone for the organization, and you're likely not succeeding if things are frustrating you all the time. If you believe something is awful, why should others see it any differently? And a team thinking a mission or job is bad is unlikely to succeed in it.

I've seen groups essentially talk themselves into failure. Miller easily could have echoed or amplified his squad's gripes in words or deeds, but would success be more or less likely?

Leaders lead. They set the example. They establish the culture, shape the norms of the group and demonstrate how others should conduct themselves.

Some staff will mirror your tone, words or behavior; others will then be shaped by the staff who mirrored you; and the norms spread outward like a stone causing a ripple in the water. What norms are you spreading without even thinking about it?

I've said or done things that aren't good. And I admit I have griped. I have said and done any number of things that I realized I shouldn't have and wished I hadn't. So I keep trying to be better.

It's also important to clarify a vital balance must occur: We still need to be genuine in our words and tone with our teams. It's one thing to "gripe up not down." It's another to be parroting some

official company line with fake positivity. People will be able to tell, and you'll lose credibility.

When I left Washington, D.C., to join NRCA, I had a plaque made that I gave to my boss, a member of Congress. It summarizes this exact principle. It read:

Don't be full of shit.  
People can smell it.

I apologize for the coarse language, but he was a Marine and you are in construction. I'm sure you can handle it. And whether elected politics or office politics, the principle holds true. People can smell "fake."

You can't be the real-life version of the meme showing a cheerful dog saying "This is fine" as the house he's sitting in burns up around him. You'll lose all credibility and the respect of your team over time.

In "Saving Private Ryan," Miller doesn't gripe down, but he also doesn't tell his soldiers fake, insincere rhetoric. He is honest and positive-ish in a genuine way while not joining in and griping to (or with) them.

Later in the movie, when the squad is at one of its lowest points and the group's "griping" is damaging, Miller says to his squad: "I don't know anything about Ryan. I don't care. The man means nothing to me. He's just a name. But if ... finding him so he can go home, if that earns me the right to get back to my wife, well then, then that's my mission."

He frames their circumstances in a lens that is honest and genuine but also leads them and sets an example worth emulating. Hanks' character has different paths and approaches to take, and so do we:

1. We can be angry and gripe about it, but this is not a long-lasting,

repeatable path to success or happiness.

2. We can leave, move on to someplace that isn't the source of the gripes and try to find happiness elsewhere.
3. We can stay and find a way to do a job in a way we can be positive or at least at peace with what we are encountering.

These three options apply to everyone. At some point, there may be people on your team who just gripe incessantly. They may not be leaders, but their words or attitudes still damage the squad. We have all likely encountered those individuals in our careers.

It's one thing for someone to complain occasionally about work to peers (I think it's the unofficial American pastime!). It's another thing for that person to gripe in a frequency or severity that is truly damaging to the rest of the group and company culture.

In this situation, you have a tough choice. You can allow the person to stay and continue the toxicity. You can give them the option to leave or force them to do so. Or you can try and change their lens and behavior.

Miller does exactly that with a person in his group who has reached the point of doing irreparable harm to the squad and the mission because of his unhappiness.

"You wanna leave? ... Alright. Alright, I won't stop you. I'll even put in the paperwork. Just know every man I kill the farther away from home I feel."

And then Miller goes back to work on the horrible tasks in the horrible mission they are facing. He leads by example. The challenges and frustrations we encounter in the workplace aren't this close to life and death, but they can be

their own form of emotionally draining at times.

How you publicly respond to obstacles and setbacks is critical. It sets you and your team up for long-term success or failure. And how you behave informs your team if you are worthy of being their leader or not. Rise to the challenge. Don't gripe down. 🌐🔗

**MCKAY DANIELS** is NRCA's CEO.  
[MDANIELS@NRCA.NET](mailto:MDANIELS@NRCA.NET)

## Delegate CX launches the DCX Roofing Academy

Hiring and outsourcing specialist company Delegate CX has launched the DCX Roofing Academy, an initiative developed to address the ongoing labor shortage and equip entry-level team members with industry-specific knowledge.

With a month-long curriculum, the roofing academy provides practical, hands-on training in areas such as cost estimation, material selection, compliance and best practices across a roofing project life cycle. The first cohort of students graduated in June.

Information about the academy is available at [delegatecx.com/roofing-academy](http://delegatecx.com/roofing-academy).



## Heat safety tips for construction workers



It is important employers know how to protect workers from potential dehydration and heat exhaustion, which can cause injury or even death.

The National Center for Construction Education and Research shares the following management strategies project supervisors and construction crew leaders should implement to keep employees safe in the heat.

1. **Avoid direct sunlight when possible.** The sun's ultraviolet rays are most intense between 10 a.m. and 4 p.m. Although it can be difficult to avoid sun exposure when working on a roof, project managers can provide work tents and shade canopies on the job site so workers can get as much relief as possible during breaks.
2. **Dress appropriately for the heat.** Crew leaders must ensure everyone is dressed appropriately for the summer heat. Lightweight, breathable clothes made of cotton, wool and polyester can be comfortable and have effective moisture-wicking abilities. Clothes also should be light in color to reflect the heat; the best hues to wear in hot weather reportedly are white, gray, red and yellow.
3. **Provide plenty of water.** It's not enough to tell employees to stay hydrated. Project supervisors should enforce a strict hydration policy for workers during the summer, encouraging them to bring at least 2 liters to work; providing them with plenty of extra bottles;

and reminding them to slowly sip their water to get the maximum amount of hydration.

4. **Stay in or stay out.** Employees should not constantly go between indoor and outdoor environments during the summer. There is a significant temperature difference between a 90-degree day outdoors and a 68-degree air-conditioned building, and workers who go back and forth put more strain on their bodies.
5. **Promote healthy lifestyle habits.** Crew leaders should encourage workers to eat healthy, exercise and get sufficient sleep. People who do not care for themselves will become more susceptible to heat exhaustion. Companies can help workers by providing nutritious snacks, including water-rich foods such as oranges, watermelons and strawberries. It also is important to provide training to explain the dangers and warning signs of heat-related health problems.
6. **Have a generous break policy.** Frequent breaks are necessary for employees' health. The Centers for Disease Control and Prevention offers a heat stress break schedule companies can use to determine how often their workers should rest. The CDC recommends a 15-minute break for every 45 minutes of heavy work once the temperature reaches 95 F. Break periods become more frequent as the temperature increases.

To view The Centers for Disease Control and Prevention's heat stress work and rest schedules, go to [professionalroofing.net](http://professionalroofing.net).



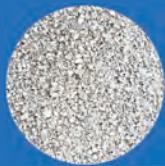
# SOPREMA

## Protecting Your Building, Preserving Your World.



### ECO<sub>3</sub> TECHNOLOGY

Now Available in White!



Every 200 squares of 3M™ granule-surfaced membrane can offset the approximate emissions generated by driving 8,000 miles per year.



[SOPREMA.US](http://SOPREMA.US)



## SOPREMA

Building for Life

## Schedule compression can lead to problems

Although construction projects may start with what seems like realistic schedules, that is not always the case. Sometimes, a schedule does not account for potential delays, resource constraints or the collaboration that must happen among the trades involved. This can lead to schedule compression—when companies try to do all the work in a shorter period than anticipated, which can be costly and dangerous.

For Construction Pros shares the following perils of schedule compression:

- **Increased risk of accidents.** Rushing tasks and cutting corners lead to a higher likelihood of safety incidents, putting worker safety at risk and potentially resulting in significant costs and reputational damage.
- **Diminished quality.** When workers are focused on getting a job done rather than getting it done right, workmanship quality suffers. This can lead to costly rework, long-term maintenance issues and unhappy clients.
- **Heightened materials waste.** Hasty procurement and handling of materials can result in damage, loss and inefficient use, which can increase project costs.
- **Falling further behind schedule.** Problems caused by schedule compression often can lead to new problems and more delays.

- **Increased costs.** Schedule compression often results in higher costs because of overtime pay, expedited shipping, rework and potential penalties for late completion.

- **Damaged relationships.**

Trying to rush through a project can strain relationships between the general contractor, subcontractors and customer and can sometimes lead to legal battles.

- **Decreased team morale.** Schedule compression can lead to a stressed, overworked team that is less productive and engaged. As a result, companies can experience high turnover and difficulty attracting new employees.

For Construction Pros recommends creating a more realistic project schedule. This can be done by including a more diverse range of people in the scheduling process, such as project managers, superintendents, foremen and key subcontractors who understand the tasks and potential challenges involved.



## Survey shows effects of work on mental health

Almost three out of five workers have considered quitting their jobs for mental health-related reasons, according to a recent survey conducted by Headspace, a provider of mental health services.

For its seventh annual Workforce State of Mind report, the company surveyed more than 2,000 workers

and about 250 human resources leaders in the U.S. and U.K.

Results show 58% of workers have thought about quitting their jobs out of concern for

their mental health, and 40% have taken a leave of absence for that reason.

Other findings include:

- 71% reported they work beyond their usual number of hours at least once per week.
- 75% said they have had to be available for work while on vacation.
- 57% of workers—and 75% of those working remotely—have cried at work, “signaling how isolating work stress can be.”
- 92% indicated their sleep has been negatively affected by work “at least occasionally.”

As employees navigate their lives, they’re looking to their employers for mental health support, according to Headspace.

“Our research shows 95% of employees report feeling better after using employer-provided mental health benefits,” says Lisa Mulrooney Gross, Headspace’s chief people officer. “And we know that when employees feel better, they’re more engaged, productive and invested in their work.”

NRCA is committed to improving mental health awareness in the roofing industry. Its mental health resources are available at [betoughenough.org](http://betoughenough.org).

**95%**

of employees report feeling better after using employer-provided mental health benefits



# 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







## Taking out the trash

Regulations for construction waste removal have become more complex

by Glen Clapper, AIA, LEED AP

**A**s the roofing industry moves toward more sustainable practices, dealing with construction waste is becoming more than placing discarded materials in a bin to be hauled off to a landfill. Regulatory agencies, building owners and designers are requiring minimization of new construction waste along with recycling demolition waste. Many times, this requires contractors to develop a construction and demolition waste management plan.

ASTM E3073, “Standard Guide for Development of Waste Management Plan for Construction, Deconstruction, or Demolition Projects,” is available to assist in this task. Roofing contractors should know what is required for a project and the options available to them.

### IgCC

Jurisdictions that have adopted the International Green Construction Code® or ASHRAE 189.1, “Standard for the Design of High-Performance Green Buildings Except



Low-Rise Residential Buildings,” enforce requirements for handling construction waste.

IgCC Section 901.6–Construction and Demolition Waste Management details the requirements for handling the disposal of building materials on a project.

Section 906.6.1–Diversion states a minimum of 50% of nonhazardous construction, demolition or deconstruction waste must be diverted from landfills and incinerators by recycling, reuse, repurposing and/or composting. Diversion of material waste to waste-to-energy incineration is not permitted to be included in the 50%. The calculation of 50% is based on material weight.

Section 906.6.2–Total Waste pertains to new construction only and requires the total amount of construction waste generated on a project must not exceed 20 lbs/ft<sup>2</sup> of the new building floor area before issuance of the certificate of occupancy. This requirement applies to all waste whether hauled to a landfill, incinerated, diverted or disposed. However, any demolition waste is not permitted to be included in the 20 lbs/ft<sup>2</sup> calculation. In addition, the waste must be tracked throughout the construction process following a project’s waste management plan.

IgCC’s Section 906.6.3–Construction and Demolition Waste Management Plan requires a construction and waste management plan to be made available to the building owner and authority having jurisdiction before the start of construction, demolition or deconstruction. The plan must include the following:

- Identification of construction and demolition waste expected to be diverted
- Any materials or building elements to be deconstructed

- An explanation of whether the waste is to be source-separated or comingled
- Identification of service providers and designation of the destination facilities for construction and demolition waste that is generated
- The average diversion rate for the facility(ies) that accepts or processes comingled construction and demolition debris. This must include separate percentages for construction and demolition waste that is used as alternative daily cover and incineration
- The method of waste tracking that will be used
- How all items will be reported to the building owner and authority having jurisdiction

### Other programs

Points are available toward attaining a specific level of achievement for projects performed under LEED® requirements. For new buildings and major renovations, the current version is LEED V4.1, BD+C. For a building to be certified to a specific level, a minimum number of points must be attained. Certified requires 40 points, Silver 50, Gold 60 and Platinum 80. The LEED program awards one to two points under Construction and Demolition Waste Management. The intent of the credit is to reduce construction and demolition waste hauled to landfills or incineration facilities.

To achieve the credit point(s), a construction and waste management plan must be developed that identifies the strategies to reduce waste generation during a project. The plan also must identify the materials to be diverted

and where those materials will be taken including the anticipated diversion rate for each material.

The diversion rate may be calculated either by weight or volume. One point is awarded for diverting a minimum of 50% of the total construction and demolition waste. A second point may be achieved by generating less than 10 lbs/ft<sup>2</sup> of waste from all new construction activities in addition to meeting the 50% diversion criteria.

Several LEED plan requirements mimic IgCC requirements. The construction and waste management plan must have a method for tracking waste and recyclable material generated during any demolition activity. For new construction projects, waste and recyclable materials must be tracked separately. Facilities that accept materials for recycling must be regulated by a local or state authority. In addition, third-party verification for recycling facilities must be noted.

For construction waste diversion, collection containers should be located on-site. If the waste management plan specifies certain materials destined for specific facilities, separate bins are recommended. If the facility accepts comingled waste materials, separate bins are not necessary.

Note LEED considers manufacturers’ take-back programs as project waste diversion rather than waste prevention. An additional strategy that can contribute to waste prevention on LEED projects is using products with minimal packaging material.

For U.S. projects, LEED does not consider converting waste to energy as an acceptable method for diverting construction and demolition waste. However, this may be permitted for projects

outside the U.S. where waste-to-energy conversion is more common.

LEED, V5 BD+C, ID+C and O+M contains a few revisions to the construction waste management criteria. To achieve one point, a project still must divert 50% of construction and demolition waste. However, for LEED V5, in addition to the 50% diversion, a minimum of 10% of diverted materials must be salvaged or source-separated and delivered to a single-material recycler(s). To achieve two points, 75% diversion is required, an increase from 50% from LEED V4.1, and a minimum of 25% of diverted materials must be salvaged or source-separated and delivered to a single-material recycler(s).

Similar to LEED, the Green Building Initiative's Green Globes® rating program awards points toward achieving a specific level of certification for construction waste management.

### Local requirements

Although a project may not have been specified to meet the requirements of voluntary certification programs such as LEED or Green Globes or be in a jurisdiction that has adopted IgCC, a local jurisdiction may have its own criteria for addressing construction and demolition waste.

For additional specific requirements for LEED or Green Globes, go to [professionalroofing.net](http://professionalroofing.net).

For example, Orange County, Calif., has a Construction and Demolition Program that requires 65% waste diversion for non-hazardous materials. The program applies to new

buildings and demolition projects that require a permit, all permitted additions or alterations for nonresidential buildings, and a few other project types.

The Orange County program offers three options for compliance: tracking the material diverted, method of diversion and material otherwise disposed; use of an approved waste management facility; or waste reduction, which is not allowed for demolition-only projects. All

options require a final report and a paper trail (receipts, tickets, etc.). Failure to comply with the Orange County diversion policy could result in a fine up to \$1,000 per day.

In addition to state or county construction waste disposal requirements, local municipalities may have their own construction waste disposal criteria. Irvine, Calif., which lies within Orange County, has an ordinance similar to the county's construction waste program but also requires a waste diversion fee deposit equal to \$1/ft<sup>2</sup> of the building area for the project not to exceed \$50,000 for a single project.

### Discarded policy

The days of disposing tear-off materials at a local landfill may be on the way out. So you should familiarize yourself with state and local laws or ordinances regarding the proper disposal of roofing materials. 🌱🌱🌱

---

**GLEN CLAPPER, AIA, LEED AP** is an NRCA director of technical services.



## Study of safety data sheets finds inaccuracies

When it comes to accurately listing engineered nanomaterial composition, a majority of safety data sheets for construction materials need improvement, according to a study conducted by CPWR—The Center for Construction Research and Training.

A team led by researchers studied 33 safety data sheets and product data from “a public database of nano-enabled construction products.” The researchers then sought to confirm the composition of nanoparticles—which are potentially hazardous to human health—in construction materials using an electron microscope.

Their analysis “revealed several discrepancies

between the actual product composition and what was listed in the safety data sheets.” Seventy percent of the safety data sheets were deemed “in need of significant improvement,” and another 12% “were in need of improvement.”

Currently, more than 50 kinds of engineered nanomaterials are used in construction products.

“There has been significant progress investigating risks to construction workers posed by engineered nanomaterials, but safety data sheets need major improvements,” the researchers say.

The study was published in the *American Journal of Industrial Medicine*.



# Another Premium Roof Installation

with

  
**SHARKSKIN**<sup>®</sup>  
*The Ultimate Roof Underlayment*



## Code Compliance

MIAMI-DADE COUNTY  
APPROVED



Florida Building Code



ICC-ES

- No VOC's
- LEEDS
- Green
- Recyclable

TEXAS DEPARTMENT OF INSURANCE  
APPROVED



  
**SHARKSKIN**<sup>®</sup>  
*The Ultimate Roof Underlayment*



877.742.7507  
[www.sharkskinroof.com](http://www.sharkskinroof.com)





### Study about construction worker overdoses is released

Physically demanding jobs such as those in the construction industry have higher proportions of synthetic opioid overdose deaths involving psychostimulants such as methamphetamines or cocaine, according to a National Institutes of Health study.

Researchers looked at 2022 mortality data for U.S. residents ages 15-64 in the National Vital Statistics System. Of the nearly 70,000 fatal synthetic opioid overdoses identified, 53.6% involved stimulants. Workers in construction and extraction jobs made up more than 11,800 of the deaths, and more than 55% of the deaths involved psychostimulants.

“One potential explanation for these patterns is that psychostimulants are better suited for counteracting opioid-involved lethargy in physically demanding occupations,” the researchers say. “Previous studies have observed that people who use opioids report intentional co-use of methamphetamine to improve functioning in their fast-paced, manual occupations. Similarly, workers in construction and landscaping jobs report using methamphetamine to reduce pain associated with working in these labor-intensive jobs.”

The study was published in the Centers for Disease Control and Prevention’s Morbidity and Mortality Weekly Report.

### Researchers develop guidelines for pre-task planning

Researchers from CPWR–The Center for Construction Research and Training have developed comprehensive guidelines intended to make pre-task planning more effective and consistent, according to *Safety+Health* magazine.

To address the lack of guidance for the design and implementation of pre-task planning in the construction industry, the researchers interviewed 28 safety and health professionals and 104 workers. They also observed seven on-site pre-task planning sessions.

The team identified inconsistent terminology and implementation practices, which can result in worker confusion, unaddressed hazards and conflicts between trades.

The researchers then developed what they say is a practical, easy-to-use checklist tool to help contractors assess and consistently approve pre-task planning processes. They note regular updates and continuous improvement—including a feedback loop—can help accurately reflect job-site conditions.

Other recommendations include:

- Implementing visual aids; discussing real-life incidents; and providing information about tools, materials and schedules to enhance pre-task planning quality and prevent worker complacency.
- Actively soliciting and incorporating worker feedback, allowing employees to lead pre-task planning meetings, and involving workers in the development and implementation phases.
- Including a crew’s immediate tasks in addition to other trades’ scopes, potential clashes and hazards their activities pose.
- Ensuring proper completion, assessing whether controls functioned as expected, discussing changes and hazards that emerged during a shift, and conducting post-task debriefing sessions.

The study was published in the *American Journal of Industrial Medicine*.







**ACE SCREWS**

# YOUR LABEL. INCREASED MARGINS

## FM & MIAMI-DADE APPROVED FASTENERS & PLATES TERMINATION BARS

Offer the same performance and approvals as the big brands—without paying for their name.

Ace Screws helps wholesalers sell under their own label and win with better margins.



### WHAT'S STOPPING YOU?

Call Now, Make More Money!

✉ [sales@roofscrew.com](mailto:sales@roofscrew.com)

☎ 855-707-4700



**SALES REPS: WANT TO ADD FM & MIAMI-DADE APPROVED  
FASTENERS, PLATES, AND TERMINATION BARS TO YOUR LINE?**

**JOIN THE REPS ALREADY WINNING WITH ACE**

✉ [repsupport@roofscrew.com](mailto:repsupport@roofscrew.com)

☎ 855-925-5138





## Making our voice heard

The roofing industry's efforts resulted in another successful Roofing Day in D.C.

by Deborah Mazol

**O**n April 8-9, the roofing industry gathered in Washington, D.C., for Roofing Day in D.C. 2025, the premier industry advocacy event of the year that allows lawmakers to hear the industry's collective voice regarding key government policy issues.

Roofing Day in D.C. continues to be one of the largest advocacy events in Washington, D.C. This year, 260 registered participants from 38 states engaged with more than 180 congressional offices to advocate on behalf of solutions to workforce challenges and pro-growth tax legislation.

The event is a collaboration among NRCA members, industry stakeholders, and numerous regional, state and local associations.

### Training and education

Roofing Day in D.C. provides participants with specialized advocacy training, in-depth issue briefings, and numerous educational and networking experiences.



## Roofing Day in D.C. continues to be one of the largest advocacy events in Washington, D.C.

On Tuesday, April 8, at the Grand Hyatt Washington, NRCA staff provided advocacy training and briefed participants regarding key policy issues with guidance about how to tailor messages to individual members of Congress. Participants met to plan for congressional meetings, research their representatives and develop the best pitch for the industry's collective message.

On Wednesday, April 9, participants heard from two congressional keynote speakers. The first speaker, Rep. Lloyd Smucker (R-Pa.), leads two legislative initiatives that are key Roofing Day in D.C. priorities. He is the lead sponsor of the Main Street Tax Certainty Act, which makes the 199A qualified business income deduction for pass-through entities permanent. He also leads the Essential Workers for Economic Advancement Act, a bill to create a market-based visa system that would address the roofing industry's unique workforce needs.

Rep. Lou Correa (D-Calif.) spoke about the values of common sense workforce policies such as bipartisan immigration reform and robust workforce development programs.

Participants also heard analyses and statuses of key advocacy issues from senior congressional staff including representatives from the offices of Speaker Mike Johnson (R-La.); Rep. Glenn Thompson (R-Pa.), head of the House Career and Technical Education Caucus; and an immigration expert from Rep. Maria Salazar's (R-Fla.) team.

One of the highlights of the event was the annual awards for the states, companies and associations that had the most attendees. This year's winners included Antis Roofing and Waterproofing Inc., Irvine, Calif.; Carlisle Construction Materials, Carlisle, Pa.; Green Ladder Roofing Inc., Pasadena, Calif.; SPRI; and the state of Texas. The winners were provided with more than 160 pieces of congressional swag.

Participants then met with Secretary of Labor Lori Chavez-DeRemer, senators, representatives and congressional staff to convey the roofing industry's message. To enhance attendees' experiences, all meetings were scheduled by NRCA and its partner Advocacy Associates, a Washington, D.C.-based consulting firm specializing in managing large advocacy events. Participants then gathered at the Grand Hyatt Washington for refreshing drinks, great food and amazing stories.

Many optional opportunities also were provided to attendees this year. Participants were assisted by NRCA staff with securing White House and Capitol Dome tours in addition to curating restaurant recommendations and historical tours. Julie Butler, preservation director for the Durable Restoration Co., Columbus, Ohio, led a historical architectural tour of Capitol Hill for about two dozen attendees.

### Key issues

This year, Roofing Day in D.C. focused on two main advocacy pillars: solutions to workforce challenges and supporting pro-growth tax legislation.

Solutions to address workforce challenges included increased funding for Perkins Career and Technical Education State Grants, reform of the Workforce Innovation and Opportunity Act to enable more employers to access training resources, and immigration reform to meet workforce needs.

NRCA advocated for a new market-orientated visa category under the Essential Workers for Economic Advancement Act and a permanent solution for qualified individuals currently working under Temporary Protected Status or the Deferred Action for Childhood Arrivals program.

To support legislation promoting pro-growth tax policy, the industry advocated for the bipartisan Main Street Tax Certainty Act and American Innovation and R&D Competitiveness Act. The Main Street Tax Certainty Act (H.R. 703, S. 213) makes permanent the 199A qualified business income deduction for pass-through entities. This deduction is set to expire at the end of 2025 if Congress does not act, disadvantaging many roofing industry employers. The American Innovation and R&D



Secretary of Labor Lori Chavez-DeRemer (center) meets with NRCA members.

To view a photo gallery and advocacy issues discussed at Roofing Day in D.C. 2025, go to [professionalroofing.net](https://professionalroofing.net).

Thank you to our diamond tier sponsors who helped make Roofing Day in D.C. 2025 possible:

- ABC Supply Co. Inc., Beloit, Wis.
- Asphalt Roofing Manufacturers Association
- Chemical Fabrics and Film Association
- Polyisocyanurate Insulation Manufacturers Association
- QXO, Herndon, Va.
- SPRI
- SRS Distribution Inc., McKinney, Texas
- Tile Roofing Industry Alliance



Roofing professionals gather in Washington, D.C.

Competitiveness Act restores the ability for businesses to immediately deduct their research and development expenses that currently must be amortized over five years for domestic companies. Advocates also ensured Congress knew the importance of maintaining the 179D commercial buildings energy-efficiency tax deduction and 45L new energy-efficient home tax credit.

### Past successes

Thanks to past participants and sponsors of Roofing Day in D.C. events, much progress and success has been realized regarding most issues presented to Congress, but continued engagement is key.

Since Roofing Day in D.C. began in 2018, Congress has increased funding for Perkins Career and Technical Education State Grants to nearly \$1.5 billion. This funding is critical to helping employers meet workforce development needs.

Participants also helped secure passage of the bipartisan Infrastructure Investment and Jobs Act, which included a strong buildings component, into law. The House of Representatives passed A Stronger Workforce for America Act, which included reforms to the Workforce Innovation and Opportunity Act, a long-standing Roofing Day in D.C. top issue.

In addition, since 2018, Roofing Day in D.C. attendees have supported enactment of the Strengthening Career and Technical Education for the 21st Century Act to ensure workforce development programs work well for the roofing industry and helped pass important provisions of the Energy Savings and Industrial Competitiveness Act, legislation to promote energy efficiency in residential, commercial and industrial buildings.

Progress also continues on workforce visas through the Essential Workers for an Expanding Economy Act, immigration reform that has been a long-standing priority for the roofing industry. On the tax reform side, Roofing Day in D.C. advocacy has been successful with adding 230 members as co-sponsors of the Main Street Tax Certainty Act.

### See you next year!

The primary goal of Roofing Day in D.C. is to establish long-term relationships with lawmakers in Congress that ultimately will help achieve important policy goals for the roofing industry's future.

On behalf of NRCA's leadership and staff, we look forward to seeing you at Roofing Day in D.C. 2026 April 14-15 in Washington, D.C. 🌟🔧🏠

**DEBORAH MAZOL** is NRCA's director of federal affairs in Washington, D.C.

## Roofing contractor faces \$262,174 in proposed penalties

The Department of Labor has cited roofing contractor Bacilio Rios Almanza for exposing workers to dangerous fall hazards on a residential roof in Appleton, Wis., in September 2024, according to the Occupational Safety and Health Administration. The contractor is not an NRCA member.

After its investigation, OSHA cited Almanza for two willful violations and one serious violation for failing to provide fall-protection equipment, not training workers regarding fall protection and not ensuring workers wore hard hats. OSHA proposed \$262,174 in penalties. The agency has inspected Almanza's job sites 10 times and cited the contractor for similar violations.

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





## Nevada enforces new heat rule

The Nevada Occupational Safety and Health Administration is now enforcing its regulation aimed at protecting indoor and outdoor workers from excessive heat.

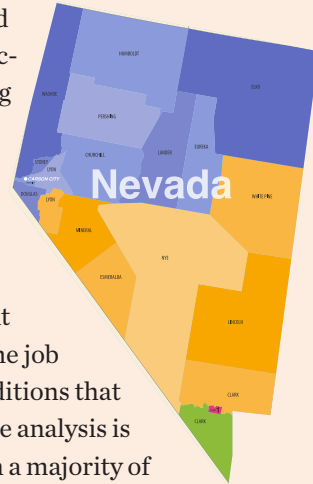
Adopted in November 2024 by the state's Division of Industrial Relations and effective April 29, the regulation requires employers with at least 10 workers to conduct a one-time job hazard analysis to identify work conditions that could cause a heat-related illness. The analysis is limited to job classifications in which a majority of workers are exposed to excessive heat for more than 30 minutes of any 60-minute work period.

If conditions that could cause a heat-related illness are identified, a written safety plan must be developed and include provisions for:

- Potable water
- A rest break when an employee shows signs or symptoms of a heat-related illness
- Means of cooling for workers
- Monitoring (by an employer-appointed person) for working conditions that could cause a heat-related illness
- Worker training
- Emergency response procedures
- Identification and mitigation of work that generates additional heat or humidity

Worker training must address how to recognize heat hazards and understand procedures to minimize heat-related illnesses. Covered employers also must designate a person to contact emergency medical services should an employee experience symptoms.

Nevada OSHA operates under federal OSHA's State Plan program.



## NSC awards grants for developing heat stress solutions

The National Safety Council recently awarded more than \$140,000 in grants to seven organizations to help employers mitigate the risks of heat stress on job sites.

Data from the Bureau of Labor Statistics shows that since 2011, almost 500 people have died from heat-related incidents at work.

"These fatalities are preventable through planning, training and tools that provide early warning signs of heat stress," the council says.

Using funding distributed via NSC's Work to Zero Heat Stress Pilot Grant, recipients will collaborate with winners of the council's Safety

Innovation Challenge, testing recently developed technologies to address heat stress among workers.

Examples of solutions include:

- Handheld cooling and sensor technology
- Drone-based precision mapping at high-heat construction sites
- Rapid body cooling systems
- Cooling footwear that enhances worker comfort in the heat

"Employers must take meaningful steps to combat the increasing risk of heat-related illnesses and fatalities on the job," says Katherine Mendoza, senior director of workplace safety programs at NSC. "This pilot grant program shows how technology can be used to save lives. By enabling organizations to test innovative solutions in real-world settings, we're creating a pathway to scalable safety practices that can prevent heat-related tragedies before they happen."



# What gets measured, gets done

Turn workforce development expenses into profit-driving investments

by Jared Ribble



**F**or many roofing contractors, labor is the largest cost of doing business. Payroll, benefits and training often seem like unavoidable expenses that cut into profit margins. As a result, contractors tend to focus on controlling labor costs and wages and maximizing time on job sites.

But what if the script was flipped? Instead of viewing labor as an expense to be minimized, what if it were viewed as an investment with the potential for a significant return? The truth is your workforce isn't just a cost; it's the engine that drives your revenue. And like any investment, the more you optimize it, the greater the return.



By measuring workforce performance in key areas such as revenue per crew, efficiency and project quality, you can unlock hidden profit potential and may find new ways to improve productivity, reduce waste and increase overall profitability.

## Traditional view

Payroll, insurance, training and employee turnover add up, making labor seem like a liability rather than an asset. To control costs, many companies take a short-term approach—hiring the cheapest labor available, minimizing training investments and focusing on reducing expenses.

But this mindset can be costly in the long run. A workforce seen primarily as an expense often leads to:

- *Lower productivity:* Untrained or underpaid workers take longer to complete jobs.
- *More rework and call-backs:* Lack of training leads to costly fixes, damaging customer trust and profit margins.
- *Higher turnover:* If employees don't believe they are valued, they leave, creating a cycle of hiring and training replacements.

Companies stuck in the “labor is a cost” mindset often struggle to scale because they're focused on minimizing expenses instead of maximizing the workforce's potential to generate revenue.

## A shift in mindset

Successful roofing companies look at their workforces as opportunities to measure and refine the ability to generate income. They track productivity, efficiency and quality and identify opportunities for improvement and investment.

For example, instead of asking “How can we cut labor costs?” they ask:

- How much revenue does each crew generate per week or per job?
- What is the average revenue per installer?
- How can we increase the efficiency of each worker?

By shifting the focus from reducing costs to increasing productivity and revenue, companies start making decisions that improve profitability. They invest in training, provide better tools and create incentive programs—all of which can drive greater returns.

Measuring workforce performance leads to better business decisions. If you know which crews are the most efficient, which workers need more training and which areas have the greatest profit leaks, you can take action. And when you take action, you turn labor from a cost into a competitive advantage.



## Key metrics to measure

To fully understand the revenue potential of your workforce, you need to measure the right numbers. There are many key performance indicators roofing contractors can track, such as labor efficiency ratio, project completion time, customer callbacks and employee retention. Each of these metrics plays a role in improving overall efficiency and profitability.

But the two numbers every roofing company owner should focus on are revenue per crew and revenue per installer. These two metrics reveal the true income potential of your workforce and help shift a company's mindset from seeing labor as an expense to recognizing it as a revenue-generating asset.

### Revenue per crew

This metric helps you understand how much revenue each crew is producing. By comparing



NRCA works with contractors and other roofing professionals to create a viable commercial roofing contest held at SkillsUSA.<sup>®</sup> This helps contractors build relationships with students interested in roofing and helps schools to realize the value in developing roofing programs to populate the workforce with skilled labor.

To learn more, visit [nrca.net/workforce-development/cte-skillsusa](http://nrca.net/workforce-development/cte-skillsusa).

different crews, you can identify top performers, spot inefficiencies and implement best practices across all teams.

**Formula:**

*Total revenue ÷ number of crews = average revenue per crew*

Knowing this number allows you to make comparisons and, ultimately, better decisions about scheduling, crew sizes and job efficiency.

**Revenue per installer**

Most roofing contractors are shocked when they realize how much revenue each installer generates. During NRCA workshops when roofing business owners calculate this number, they typically find each installer is responsible for generating \$230,000 to \$300,000 per year.

**Formula:**

*Total revenue ÷ number of installers = average revenue per installer*

Although \$230,000 per installer is a solid industry benchmark, not every installer is trained to handle the full scope of production details that make him or her truly valuable.

When NRCA workshop participants were asked how effective untrained installers were, contractors estimated only 10% were effective—reducing the installer’s revenue contribution to \$23,000 per year. This means for every year an installer’s talent goes undeveloped, your company could be losing \$207,000 of potential income (\$796 per day).

When business owners understand these numbers, they begin to view training and workforce

development as a high-return investment. The sooner you upskill an installer, the sooner the installer reaches his or her full revenue potential, increasing earnings and your bottom line.

By focusing on revenue per crew and revenue per installer, roofing contractors can make smarter, data-driven decisions that lead to higher profitability. Once you begin tracking these numbers, you’ll start seeing your workforce not as a cost but as your company’s most valuable asset.

**Turn measurements into action**

Once you understand the income potential of your workforce, the next logical step is to take action. If an untrained installer is resulting in lost revenue, the solution is clear: Invest in training, certification and structured career pathways to unlock full productivity.

**PROCertification<sup>®</sup> benchmarks**

One of the most effective ways to track and improve installer performance is to use NRCA PROCertification tools, such as the Job Task Analysis that provides clear, measurable benchmarks for evaluating an installer’s skill level. By tracking progress against these industry-recognized standards, you can ensure your workforce is trained, efficient and meeting professional installation standards.

With a structured approach to skills development, you can:

- Identify gaps in installer skills and provide targeted training
- Set measurable goals for workforce improvement
- Ensure higher-quality installations, reducing callbacks and rework
- Increase workforce efficiency, allowing crews to take on more jobs

**Partner with local CTE schools**

Another strategy is to develop relationships with career and technical education programs in your area. These schools are full of students eager to



enter the trades but who may not know about roofing as a career option.

A great way to bridge this gap is to reach out to your local CTE school and offer to integrate a roofing curriculum alongside existing programs, such as carpentry. The National Center for Construction Education Research and NRCA have developed comprehensive curriculum options ready for hands-on roofing training.

By collaborating with a CTE school and incorporating roofing into the curriculum, you can:

- Expose students to roofing as a viable, high-earning career path
- Teach essential skills before employees step onto a job site
- Identify top-performing students and funnel them directly into your company
- Reduce hiring risks by bringing in pre-trained talent

## Create career pathways

Once you've trained your team, the next step is to keep them engaged. Skilled workers are in high demand, and without a clear career pathway, they often look elsewhere for better opportunities.

A structured career pathway includes:

- Apprentice to certified installer: Establish milestones for skill progression; you can use PROCertification as a roadmap.
- Crew leader development: Train high-performing installers to take on leadership roles as foreman or superintendents.
- Production management training: Provide a path for experienced roofing workers to move into operations and management.

By investing in training, certification and career development, you will stop losing income potential and start creating a stronger, more profitable and more loyal workforce.

## Proof in the numbers

The effect of training and workforce development isn't theoretical—it's happening now, and it's transforming roofing businesses.

Consider the following real-world example of a roofing contractor who was awarded a large government contract.

It was a massive opportunity for his business, but there was one problem: The contractor didn't have enough skilled labor to fulfill the job. Instead of turning down the project or scrambling to find untrained workers, he took a proactive approach that paid huge dividends.

He reached out to his local CTE school and proposed a partnership. Using NRCA's Training for Roof Application Careers program, he introduced students to roofing and brought 10 of them onto the job site to help complete the project.

By the end of the project, three of the students proved to be highly capable, and he hired them full-time. Unlike brand-new hires with no experience, these students already had developed essential roofing skills, making them productive from day one.

Now, let's work the numbers:

- The industry average for revenue per installer is between \$230,000 and \$300,000 per year.
- By funneling three skilled students into his workforce, the roofing contractor effectively added \$690,000 to \$900,000 of income potential to his company—without the steep learning curve of untrained hires.

These employees will continue to increase in value as they receive further training and certification, maximizing their revenue-generating potential.

## Nothing to lose

Roofing businesses that embrace training, certification and structured career pathways will be the ones that win more jobs, retain skilled workers and significantly increase their profitability.

The question is no longer whether you can afford to invest in training—it's whether you can afford not to? 🧠💡🔧

---

**JARED RIBBLE** is executive director of NRCA's Future Executives Institute and PROCertification.®

**“W**e’re changing the date of our training.”  
“Great! When?”

“Thursday; it’s supposed to be stormy all day.”

This sample exchange reflects the roofing industry’s desire to schedule training sessions on inclement weather days.

In an industry that relies on good weather to move production forward, it makes sense to leverage every available day on the job. But Mother Nature does not always schedule inclement days according to training timetables.

Fortunately, if your company is practicing intentional training, it doesn’t need a rainy day.

### **Rain-day training**

According to weather-and-climate.com, Colorado experiences 93 rainy days per year. Las Vegas experiences 26 days, and Chicago has 133 days. Florida boasts daily deluges but has few all-day rains.

The problem with relying on a rain-day training approach is rain days are irregular and, depending on your geographic location, infrequent. Many contractors do not have training plans that promote maximum effectiveness when rain does come, and rain days can never allow for a full, intentional training plan.

It also is challenging to quantify what comprises a rain day. If it will probably only rain for two hours or there will be mist but not actual rain, are these days to come to the office for training?

With so many variables, it is difficult to count on productive periods of time during which training is possible. If you only train on rain days, it is possible for training to get punted continuously. And without a specific training requirement, such as a certification exam, it is possible training might not occur at all when days are adequate for roofing work.

When you do determine inclement weather meets the bar for a training day, are you prepared? Or are you asking a foreman or safety director to cobble something together at the last minute?

It is possible to have an effective plan if the training has been prepared ahead of time and can be set up on short notice. This means someone needs to invest in advance preparation: mockups and props need to be ready, tools and materials have to be collected, handouts must be printed and videos should be downloaded. Not all training sessions require these items, but preparation is critical to good training.

In my introduction, a trainer is changing the day of a class to a rain day. If the training was a CERTA class, which is a daylong class to certify installers regarding propane torch safety, shifting the prepared course to a day that works better for the company is an appropriate use of a rain day.

But without preparation and intention, training sessions may devolve into a room full of bored employees staring at a video screen, listening to someone read from a PowerPoint presentation or watching someone demonstrate a skill





# A NEW WAY TO TRAIN

Intentional training  
can help you make  
the most of your  
time and strengthen  
your workforce

by Amy Staska

because there aren't enough materials for hands-on practice.

## Intentional training

Intentional training avoids such drudgery and aims for good training. Intentional training is a deliberate approach to outcome-directed learning for a specific purpose.

There are several reasons why a company must conduct training, including the following:

- To meet compliance requirements from the Occupational Safety and Health Administration, equipment manufacturers, insurance carriers or certification bodies
- Company tradition, such as holding a training event every year in conjunction with a company outing
- To make sure everyone is “on the same page”
- Bid documents that include verbiage about regular training
- Customer requirements

These are legitimate reasons to train, but the singular purpose of training is to change behavior by empowering people with knowledge and skills. Ideally, training is the solution to identified behavior deficiencies of otherwise capable and willing people.

Before training, three things should be established:

1. *Skills gap or behavior deficiency.* In roofing, this means an installer may not be installing one or more aspects of a roof system correctly, working according to company safety standards or communicating effectively with members of the crew or company.
2. *Capability.* This does not mean an employee needs to be a superstar, but there is reason to believe teaching him or her a skill will be successful. Sometimes an employer cannot know whether a person is capable until he or she is trained, but if it becomes evident an employee is incapable of learning the new skill, there is no point in training.
3. *Willingness to learn.* Employers can identify

unwillingness in their middle- and long-term employees, and many contractors have allowed these employees to bow out of learning new skills. Employers need to decide what skills are required of their employees, and it must be understood unwillingness is a discipline issue not a training issue. Forcing an unwilling employee into training will diminish the effectiveness of the experience for everyone involved.



The singular purpose of training is to change behavior by empowering people with knowledge and skills.

## Closing skills gaps

Intentional training means foremen or other leaders who observe employees with an eye toward training needs. Ideally, ongoing contact will inform a foreman or another observer whether an employee's skills can benefit from training assuming the employee is willing and able to learn.

Foremen and employers also need to be prepared to address employees with distinct skills gaps—the solution to which usually requires intentional, personalized training and not one-size-fits-all sessions.

Next, a skilled employee with good communication skills and patience to work with employees one-on-one or in small groups should be designated a trainer. Roofing companies are full of employees with excellent skills, but the number of people who also have the temperament of a trainer is fewer.



**NRCA'S QUALIFIED TRAINER CONFERENCE** is a two-day virtual event during which individuals with any level of roofing industry experience are welcome. New trainers will gain a strong foundation of critical training skills, and seasoned trainers will learn new training methods and advance their knowledge of industry best practices. Participants will learn relevant coaching practices and teach presentation skills to enhance participants' abilities to conduct effective training sessions.

More information is available at [nrca.net/training](http://nrca.net/training).

Trainers need to be resourced with mockups, materials, tools and equipment, and time. Intentional training does not need to take a long time, but it does need to be resourced and focused.

## Intentional trainers

Identifying and resourcing a trainer is important. An ideal trainer is patient, personable and capable in the skills he or she will need to teach.

Each training session should have identifiable outcomes—actions trainees will be able to demonstrate by the conclusion of the session. The person may feel confident creating his or her own training plans but likely would benefit from existing resources.

NRCA has created training plans for several roof systems:

- Architectural metal
- Asphalt shingle
- Clay and concrete tile
- Single-ply: EPDM and thermoplastic

Each system contains about 30 hands-on training plans including specific objectives; a list of tools, materials and equipment necessary for each lesson; and detailed instructions for the trainer and participants.

The plans follow the same format, encouraging trainers to build rapport, provide thorough explanations, allow plenty of time and space for participants to practice and make mistakes, and review efforts encouragingly.

One training session alone may not close a skills gap, but there should be identifiable improvements in employee behavior. If improvements are not noticed, it is important to assess a trainer's approach along with trainees' skills.

When this practice is normalized and employees learn meeting with a trainer is an opportunity not

a punishment, they realize there is a system available to them that allows them to improve. This can feed directly into a career path tool employees can voluntarily take advantage of to learn new skills to help them advance.

One of the first instructions included in NRCA's hands-on training plans is to build rapport with trainees. For intentional training to take hold, a good trainer sets the stage for trainees to willingly expose their shortcomings.

Intentional trainers leverage mistakes as training tools; they don't shame trainees for making mistakes but lean into them. Trainers who are not connecting with their trainees will have a difficult time doing this in an empowering manner.

## Companywide training

Individualized, intentional training sessions will result in the best behavior changes, but large-group and companywide training sessions also offer excellent opportunities to be intentional with training. For example, when all employees need to hear consistent messaging such as introducing a new system or technology, discussing policies or company practices, a large-group setting works well.

When you end up with a large group of employees in the shop for training as a result of a rain day, you are paying dividends on your company's retention efforts if the day is planned ahead of time—a valuable component of your company's intentional training efforts.

## It's no accident

Intentional learning means having a purpose behind what is being taught. In a learning environment, it is outcome-directed and deliberate training for improvement. No matter the subject or skills being taught, an intentional training approach is crucial for personal and professional growth and a skilled workforce. 🧠💡🔧

**AMY STASKA** is NRCA's vice president of workforce development.



# Prescribed ROOFING

Kalkreuth Roofing helps build a new college of medicine at Duquesne University in Pittsburgh

by Chrystine Elle Hanus

**F**ounded in 1878 by a group of missionaries, Duquesne University in Pittsburgh consistently is ranked among the top U.S. Catholic universities. With nearly 8,200 graduate and undergraduate students, Duquesne University prepares students by having them work alongside faculty to discover and reach their goals. The university's academic programs, community service, and commitment to equity and opportunity in the Pittsburgh area have earned the school national acclaim.

In 2019, the university announced a bold plan to build a college of medicine, the school's first new college in more than 20 years and the largest initiative undertaken by Duquesne University. The state-of-the-art, 80,000-square-foot College of Osteopathic Medicine broke ground in 2022.

Kalkreuth Roofing and Sheet Metal Inc., Wheeling, W.Va., was invited by the general contractor, Rycon Construction Inc., Pittsburgh, to bid on the project and subsequently was selected as the contractor to install the building's EPDM membrane roof and exterior metal wall panels.





Photos courtesy of Rycon Construction Inc., Pittsburgh, and Duquesne University, Pittsburgh.





## Prep work

In November 2022, the Kalkreuth Roofing and Sheet Metal team began work on Duquesne University's College of Osteopathic Medicine. The crew's scope of work consisted of installing a 17,500-square-foot EPDM membrane roof system and a metal wall panel system on the building's exterior.

"Rycon Construction started working with the Kalkreuth Roofing team right away to manufacture the metal wall panels for the project," says Phil Marraway, project executive for Rycon Construction. "Having worked closely with Kalkreuth Roofing, I believe its client service, project execution and craftsmanship were exceptional on this project."

Getting materials to the site was a standard procedure, but storing them was tricky.

"The location made the site tight, so we couldn't store anything on the ground," says Chase Harvey, project manager for Kalkreuth Roofing and Sheet Metal. "We used a crane to transport all materials to the roof."

To prepare for roofing work, the crew set up warning lines along the roof perimeter and tied-off workers to Raptor mobile fall-protection carts while working near the roof's edge.

## Installation

The eight-person roofing crew fastened 1/2-inch Georgia-Pacific DensDeck® Roof Boards to the steel roof deck using heavy-duty fasteners followed by Johns Manville self-adhering, fiberglass-reinforced JM Vapor Barrier SAR.

Next, the team adhered Johns Manville ENRGY 3® tapered polyisocyanurate insulation with low-rise polyurethane foam adhesive followed by another layer of 1/2-inch Georgia-Pacific DensDeck® Roof Boards also adhered with low-rise polyurethane foam adhesive.

To complete the roof system, workers applied self-adhering Johns Manville EPDM FIT SA 90-mil black membrane on top of the roof boards.

For the building's exterior metal panel system, the six-person team installed 14,200 square feet of CENTRIA® Formawall Dimension Series® insulated metal panels in bronze gold, chromium gray and metallic copper.

"Some of the unique features of this project included making the insulation boards around the roof edge all the same height to ensure a flush installation at the top of the metal panel system," Harvey says.

In addition, roofing crew members installed 7,400 square feet of CENTRIA Intercept+™ rainscreen metal panels, 3,400 square feet of CENTRIA Versawall® commercial wall panels and CENTRIA CS screen wall louvers.

## Challenges

Most of the challenges on the project were encountered during the metal wall panel installation.

"The horizontal joints had to line up with the window headers, so precision and planning were needed to ensure they were installed correctly," Harvey says. "Also, an expansion joint had to be installed at every floor line in the foam panels because expansion was not accounted for in the

### STATE-OF-THE-ART MEDICAL TRAINING

Some features of Duquesne University's College of Osteopathic Medicine include:

- Advanced technology and hands-on medical training simulation rooms
- Virtual anatomy training suite
- Collaborative curriculum rooms
- Lecture hall
- Public lobby for events
- An upper floor with areas for student social and study areas





**PROJECT NAME:** Duquesne University  
College of Osteopathic Medicine  
**PROJECT LOCATION:** Pittsburgh  
**PROJECT DURATION:** November 2022-  
July 2023

**ROOFING CONTRACTOR:** Kalkreuth  
Roofing and Sheet Metal Inc.,  
Wheeling, W.Va.  
**ROOF SYSTEM TYPE:** EPDM membrane  
with metal wall panels

**ROOFING AND WALL MANUFACTURERS:**  
CENTRIA,® a NUCOR® company,  
Lewisville, Texas; Georgia-Pacific  
Gypsum, Atlanta; Johns Manville  
Roofing Systems, Denver

framing system. Fortunately, CENTRIA provided a custom detail for this building; that detail is now part of their product line.”

As with most new construction projects, more challenges popped up.

The college is located in an urban area that required phased-in logistical planning and deliveries; the project also depended on coordination with city public works and the university to safely construct the facility while minimizing disruptions to faculty, students, and vehicular and pedestrian traffic.

“With these concerns in mind, the Kalkreuth Roofing team delivered on time and with excellent attention to detail,” Marraway says. “Specifically, the metal wall panels fabricated and installed by the Kalkreuth Roofing team passed inspection with no punch list.”

## A successful operation

In July 2023, the Kalkreuth Roofing and Sheet Metal team completed work on Duquesne University’s College of Osteopathic Medicine. Although the roofing portion took longer than anticipated

because of unforeseen schedule constraints, the project was successfully completed on time.

“The most rewarding part of working on the college of medicine is knowing our contribution supports the advancement of medical education and helps shape the future of healthcare professionals,” Harvey says.

During the college of medicine’s first fall semester, Duquesne University enrolled an inaugural class of more than 80 medical students. The following July, the college enrolled 85 students, with the plan to grow annual enrollment to 170 students per year beginning in 2026.

“Rycon Construction is grateful to Kalkreuth Roofing for its outstanding workmanship on this roof and overall project management,” Marraway says. “The team provided exceptional client service when executing the construction of the roof and a stellar metal wall panel project.” 🌟🌟🌟

To view a virtual tour of Duquesne University’s College of Osteopathic Medicine, go to [professionalroofing.net](https://professionalroofing.net).




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



# AN EXCITING TASTE







## The Roofing Alliance and Clemson University have made a strategic investment in the industry's future

by Alison L. LaValley, CAE, and Dhaval Gajjar, Ph. D., FMP, SFP

**T**he roofing industry is always evolving, and workforce development, innovation and leadership are key to its future. The new Center for Roofing Innovation and Leadership is leading the way by driving sustainability and collaboration between academia and industry.

Founded by the Roofing Alliance in partnership with Clemson University's Nieri Department of Construction and Real Estate Development, Clemson, S.C., the center's focus is to develop and train the next generation of roofing professionals. Through research and education, the center will create workforce development programs and career pathways starting as early as middle school and extending to high schools, community colleges, technical schools and trade programs. A steering committee of Roofing Alliance leaders, Clemson University faculty, and senior staff from the Roofing Alliance and NRCA guide its mission.

Through this partnership, the center is combining industry and academic expertise, resources and networks and will focus on workforce readiness and leadership development through initiatives such as:

- Creating a multilevel approach to workforce development and advancing the roofing profession by showcasing its critical role in the built environment.

- Establishing a dedicated roofing education, training and research facility featuring classrooms, hands-on learning spaces and a roof deck for applied research and product testing, benefiting students and industry professionals.
- Pursuing grants and funding from federal and state agencies, as well as private sector partners, to support program growth and operations.
- Offering biennial faculty retreats for full-time university faculty members interested in the role of roofing in construction management.
- Developing and training the next generation of educators and researchers to advance roofing education and innovation.
- Creating a roofing minor that can be integrated into construction management programs at universities nationwide. Four roofing-specific courses (Roofing Fundamentals, Roofing Management, Roofing Business and Leadership, and Roofing Sustainability and Resiliency) will be included in the minor.
- Expanding the Roofing Alliance–Clemson Certificate Training Program, designed for students and professionals to build essential roofing knowledge, management skills and business expertise.

The center's research efforts also will tackle key issues such as sustainability and technology, providing the groundwork for industrywide advancements.

"Our research will pave the way for groundbreaking innovations that will shape the future of roofing across all sectors," says Reed Gooding, CEO of GSM Roofing,



## AN ONGOING PARTNERSHIP

The Roofing Alliance partnered with Clemson University's Nieri Department of Construction and Real Estate Development, Clemson, S.C., in 2019 with a clear goal: to educate and introduce the next generation of roofing professionals to the industry. This collaboration led to the creation of the first-ever four-year roofing college course, Roofing Fundamentals. Its success paved the way for two additional courses—Roofing Management and Roofing Business and Leadership—forming the first university-level Roofing Certificate Program.

Developed with input from Roofing Alliance members and Clemson University faculty, the program has since expanded to 10 universities nationwide. To date, more than 200 undergraduate and graduate students have completed at least one roofing course at Clemson University, and 125

roofing professionals have contributed materials and guest lectures.

Beyond coursework, the partnership has focused on defining career paths within the roofing industry. Industrywide surveys and roundtable discussions have provided insights into salaries, benefits, career growth and workforce perceptions.

Recognizing the industry's need for high-quality training, the three courses are available to all roofing professionals as a self-paced, eight-hour online program. The training addresses roofing materials, estimating, safety, building codes, logistics, quality control, technology, system assembly, as well as effective leadership strategies and fostering a robust organizational culture for upper-management employees. Participants who complete all modules and pass the final exam earn a joint

CLEMSON  
UNIVERSITY

ROOFING  
**ALLIANCE**  
THE FOUNDATION OF NRCA

certificate from Clemson University and the Roofing Alliance. Since late 2023, more than 300 industry professionals have earned a certificate.

Looking ahead, a new three-year study is underway that examines sustainability and resiliency in roofing. This research will shape a fourth course, Roofing Sustainability and Resiliency, and establish industrywide definitions and training modules to educate current and future professionals.

For information about how to engage with the Roofing Alliance or Center for Roofing Innovation and Leadership, contact Alison L. LaValley, CAE, executive director of the Roofing Alliance, at [alavalley@nrca.net](mailto:alavalley@nrca.net).



Ephrata, Pa., and 2024-25 Roofing Alliance president.

The center already has secured its first grant from BLACK+DECKER™ to host a high school roofing boot camp in collaboration with Clemson University and the Carolinas Associated General Contractors. Working with local guidance counselors in the Southeast, the center will recruit 50 students to attend the full-day event. The camp will provide industry exposure, hands-on roofing training and career opportunities from local Roofing Alliance members. Participants will receive certificates of completion from the Roofing Alliance.

“We believe the center’s work will be a game changer for addressing the industry’s workforce challenges,” says Greg Bloom, 2024-25 president of the Center for

Roofing Innovation and Leadership.

“Through focused initiatives, we aim to attract, train and retain the next generation of professionals.”

“The center is the culmination of years of vision and effort, and it has the potential to become a model for industry-academic partnerships we hope will pave the way for innovation in the industry,” adds Bill Good, the Roofing Alliance’s senior adviser.

With a steadfast commitment to excellence, the center is shaping a resilient, future-ready roofing industry. 🌟🔧

**ALISON L. LAVALLEY, CAE**, is executive director of the Roofing Alliance and NRCA’s vice president of strategic partnerships and **DHA-VAL GAJJAR, PH. D., FMP, SFP**, is interim chair endowed associate professor at Clemson University’s Nieri Department of Construction and Real Estate Development, Clemson, S.C.



Great things came  
from the 70's.  
Including Us.

Check us out.

We've been experts in PVC roofing membranes since the last millennia. Allow us to bring our knowledge to your next project. Give us a call today.

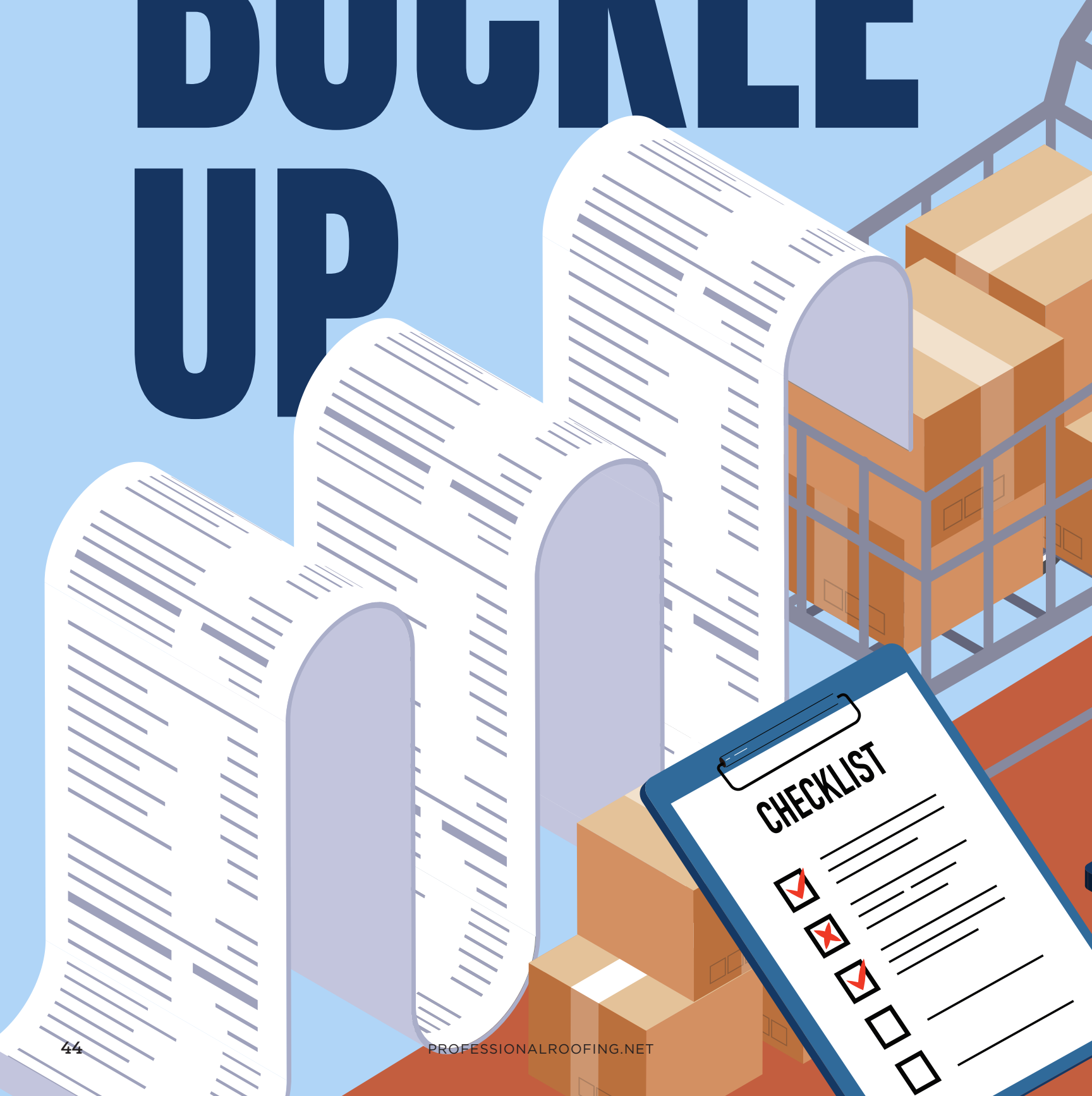
IB Roof Systems | Grapevine, TX  
(800) 426-1626

For the digital folks



**IB**roof.com

# BUCKLE UP







## LEARN HOW TO PROTECT YOUR BUSINESS FROM THE POTENTIAL VOLATILE EFFECTS OF TARIFFS

by Trent Cotney

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

In 2025, significant changes to U.S. trade policy sent ripples throughout the construction industry. With tariffs now firmly in place and more potentially on the horizon, roofing contractors need to be strategic, informed and proactive to protect their margins and business stability.

What follows is a full breakdown of how we got here, what the current situation looks like and, most importantly, what you should be doing to navigate the marketplace.

### HOW DID THE PLAN ORIGINATE?

The current tariff structure began with the America First Trade Policy memo, which was issued on President Trump’s Inauguration Day, Jan. 20. This memo revived the idea of a baseline tariff on all imports unless trading partners offered what the administration deems “true reciprocity.”

Following that, on Feb. 13, another memo tasked the Department of Commerce and the Office of the United States Trade Representative to rank surplus trade partners and create sliding tariff bands based on trade surplus amounts. In other words, the bigger the trade imbalance, the higher the tariff. The strategic goal was clear: to reshore critical supply chains (such as those involving steel, aluminum and minerals) and pressure high-surplus partners to negotiate better trade deals.

Since the policy announcement, the following developments have unfolded:

- Feb. 10–11: Section 232 duties were expanded to 25% on all steel and aluminum imports, ending previous country exemptions. (Section 232 of the Trade Expansion Act of 1962 permits the U.S. president to restrict imports, including by use of tariffs, if they are perceived to be a threat to national security.)
- March 4: Broad 25% tariffs were imposed on most Canadian and Mexican goods and 10% on most Chinese goods. However, goods compliant with the United States-Mexico-Canada Agreement were paused temporarily.
- March 12: The 25% worldwide steel and aluminum duty was formalized.
- April 2: Executive Order 14257 created a 10% baseline tariff on all imports with nonreciprocal trading partners facing tariffs between 25% and 50% effective April 5.

- April 13–23: Some carve-outs were negotiated (mainly in electronics), and preliminary talks with China began about reducing rates though significant relief isn’t expected until late 2025.
- May 12: China and the U.S. agreed to a 90-day pause scaling back a large portion of the increased tariffs. For the 90-day negotiating window, the White House has reset duties on

Chinese imports to a single 30% rate. That figure combines the Trump administration’s two-stage 20% “fentanyl tariff” with its 10% baseline reciprocal tariff applied to many nations. The new rate scales back the 34% reciprocal tariff unveiled April 2 and the subsequent hike to 125% both of which were suspended.

“With tariffs now firmly in place and more on the horizon, roofing contractors need to be strategic, informed and proactive to protect their margins and business stability”

### WHERE WE ARE NOW

The events have been fast-moving with changes occurring weekly and sometimes daily. What follows is the current situation as of press time:

- There is a 10% baseline tariff on nearly all imports.
- The 25% Section 232 duty remains on all steel and aluminum globally.
- For Canada and Mexico, USMCA-compliant goods are duty-free. Noncompliant goods face the full 25% duty.
- Most Chinese imports now face a 30% tariff.
- Allied nations are experiencing a temporary 90-day pause. Only the 10% baseline tariff applies through early July.

For those working with Canadian or Mexican suppliers, USMCA stipulations still apply. Goods that meet the agreement’s content and value-add requirements enter the U.S. duty-free. However, items that fail origin tests will be subject to the new 25% tariff.



The new reciprocal tariff regime does not override USMCA, but contractors must carefully verify the origin documentation on all materials coming from these countries.

## HOW ROOFING IS AFFECTED

The roofing industry is feeling the effects. Metals used in roofing (such as coated steel and aluminum coil) generally have increased as a result of tariffs.

An Associated Builders and Contractors industrywide survey showed average contractor margins are down 2.4 points, and a Plant-Tours survey found more than 50% of the construction sector has reported delays or cancelation of at least one project.

In addition, most material quotes from suppliers are now valid for only seven to 10 days and often include tariff contingency clauses to cover sudden cost spikes.

## WHAT SUPPLIERS ARE DOING

Manufacturers and distributors are not standing still. They are adopting the following strategies:

- **Dual-sourcing and near-shoring:** Many original equipment manufacturers are shifting light-gauge roll-forming operations back to U.S. or Mexican facilities.
- **Tariff surcharges:** Monthly surcharges appear on more invoices as manufacturers pass increased costs down the chain.
- **Inventory smoothing:** Distributors are holding higher safety stocks on tariff-sensitive products until the 90-day allied pause expires in early July.
- **Stocking up:** Suppliers are using free trade zones and bonded warehouses for temporary storage.

## WHAT TO EXPECT

You should be prepared for ongoing turbulence, including these possibilities:

- **Metal premiums:** The 25% steel and aluminum tariffs have become standard in pricing models, so they are likely to remain in place for the foreseeable future.
- **Material substitution:** To control costs, the

industry can expect more design shifts to account for tariff effects.

- **Longer lead times:** Specialty metal roofing products could require increased lead times.
- **Contract changes:** Contracts will increasingly feature escalation clauses and shorter bid validity periods.

The situation with China remains particularly volatile. The 90-day pause did not eliminate all steel and aluminum tariffs. Chinese steel and aluminum now carry the long-standing 25% Section 232 duty and an additional 20% fentanyl surcharge, bringing the aggregate tariff burden to roughly 45%. Supply chain risks are growing, and Chinese mills are signaling production cuts and longer delivery timelines, which could affect roofing materials sourced from China.

Although negotiations have brought some relief as of press time, do not assume these negotiations will eliminate the tariffs. If you rely heavily on Chinese metal products, immediately explore alternate sourcing strategies.

## WHAT YOU CAN DO

Here are six essential actions to implement right away:

1. **Audit your materials.** Identify any products in your supply chain with at least 25% import content. Pay special attention to metal roofing components, including fasteners and panels, as well as insulation. Track your inventory through software that provides you with real-time data.
2. **Shorten your bid validity.** Shrink your quote validity periods to 15 days or less. Use “accepted when ordered” language to protect yourself from sudden price hikes.
3. **Diversify and pre-buy.** Widen your supplier network to include multiple vendors, preferably domestic or USMCA-compliant ones. When cash flow permits, pre-buy critical materials to lock in pricing.
4. **Educate customers.** Proactively explain to owners how tariffs affect material costs.

Clear communication now will help ensure change-order approvals go smoothly later.

5. **Monitor federal notices.** Changes can happen fast, often with as little as 10 days' notice. Keep an eye on *Federal Register* notices and work with an industry association or construction attorney to stay informed. You can access the notices on [federalregister.gov](https://www.federalregister.gov) and set up email alerts to receive prompt updates.
6. **Update your contracts.** Renegotiate escalation clauses tied to published indices for construction materials. Also, include provisions allowing you to pause work if materials become unavailable or costs spike unexpectedly.

The following price acceleration provision may prove valuable in the current climate:

"If there is an increase in the actual costs of the labor or materials charged to the Contractor in excess of 5% subsequent to making this Agreement, the price set forth in this Agreement shall be increased without the need for a written change order or amendment to the contract to reflect the price increase and additional direct cost to the Contractor. Contractor will submit written documentation of the increased charges to the Prime Contractor/Owner upon request. As an additional remedy, if the actual cost of any line item increases by more than 10% subsequent to the making of the Agreement, Contractor, at its sole discretion, may terminate the contract for convenience."

For commercial projects, you may consider a tariff-specific clause that provides a mechanism to resolve potential project disputes related to material price increases, such as:



"The Contract Sum includes Import Costs (tariffs, anti-dumping duties, customs fees) in effect as of \_\_\_\_\_, 2025. If aggregate Import Costs on any shipment increase by more than 5% of the Equipment/Material invoice value, Contractor shall notify Owner in writing within 7 days and may add the excess amount to the next payment application, supported by U.S. Customs entry summaries. Owner may elect

to (a) pay the surcharge; (b) furnish tariff free substitute materials meeting specifications; or (c) terminate the affected work for convenience with payment for completed work pursuant to the Contract Documents. Import cost decreases in excess of 5% shall be credited to Owner on the next payment application following the decrease."

Force majeure clauses also may be useful but are less clearcut when determining the foreseeability of tariff-based price increases. Force majeure or acts of God often depend on whether an event was unforeseeable.

## STAY CALM

The 2025 tariff environment likely will not improve anytime soon, and it is changing the roofing business landscape. Although the challenges are real, roofing contractors who stay flexible, sharpen their contracts and strengthen their supply chains will be best positioned to navigate this turbulent time.

As you approach projects, do not panic. Instead, adapt early, stay informed and treat material management like a core business strategy and not just a back-office function. Your profitability may depend on it. 🌀🔍🛠️

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





A Tradition of Excellence

# 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](https://nrca.net/goldcircle)

## MANUFACTURER NEWS

### Atlas Roofing acquires Groupe Expan

**Atlas Roofing Corp.**, Atlanta, has announced its acquisition of Groupe Expan and its subsidiaries Groupe Isofoam, Le Groupe Légerlite and Foam Concept 2000. Groupe Expan is one of the three largest manufacturers of expanded polystyrene in Canada.

“We are proud to welcome Groupe Expan to Atlas Roofing,” says Ken Roberts, president of Atlas Roofing. “This acquisition allows us to expand our geographic footprint, enrich our product portfolio aligned with our strategic vision and strengthen our position as one of the largest molded polystyrene manufacturers in North America.”

### SOPREMA launches mobile app translator

**SOPREMA U.S.**, Wadsworth, Ohio, has launched the latest installment to its mobile app, Sop'Direct: a translation tool that can translate product resources and critical documents into 30 languages, including technical data sheets, product data sheets and safety data sheets.

“Our goal is to make it easier for our customers to do business with us,” says Jen Grisez, the company’s director of marketing. “This translation feature

represents a big step forward in making sure that important product information always is available and understandable.”

More information about Sop'Direct is available at [soprema.us](http://soprema.us).



### GAF receives naming rights

**GAF**, Parsippany, N.J., has received the naming rights to a new community splash pad (waterpark) in Burgaw, N.C., by the Parks Foundation of Burgaw Inc. In addition to monetary donations from GAF, which has operated in the Burgaw community for more than 30 years, the company also is donating its Street-Bond solar reflective coatings for the splash pad. This collaboration is part of GAF’s social impact initiative, GAF Community Matters, which is focused on making a positive difference as neighbors and partners in the community by leveraging roofing expertise, resources and products to help build resilient communities.

Construction of the GAF Community Splash Pad is expected to take place between 2026 and 2028.

In addition, GAF, in partnership with the city of Valdosta, Ga., recently celebrated the opening of its new GAF Valdosta TPO commercial roofing plant.

“Our community was greatly affected by Hurricane Idalia, but we saw this neighborhood rally together and help one another,” says Daniel Duston, GAF-Valdosta plant manager. “We were proud to support this city during that time and look forward to continuing to do so as members of the community.”



GAF employees helped make donations to a Burgaw, N.C., splash pad.

## DISTRIBUTOR NEWS

### ABC Supply presents Ken Hendricks awards

**ABC Supply Co. Inc.**, Beloit, Wis., presented Ken Hendricks Awards to Matt Cooper, vice president of ABC Supply’s West Region, and Jeff Lee, managing partner of ABC Supply’s North Little Rock, Ark., location. The award is presented annually to associates who demonstrate commitment to ABC Supply’s character and seven core values in honor of the company’s late co-founder.

Cooper began his career with ABC Supply in 1991 as a warehouse roof stocker in California. He has since held various roles with the company, including inside sales representative to inventory and purchasing and branch manager. In 2001, he was inducted into the President’s Club.

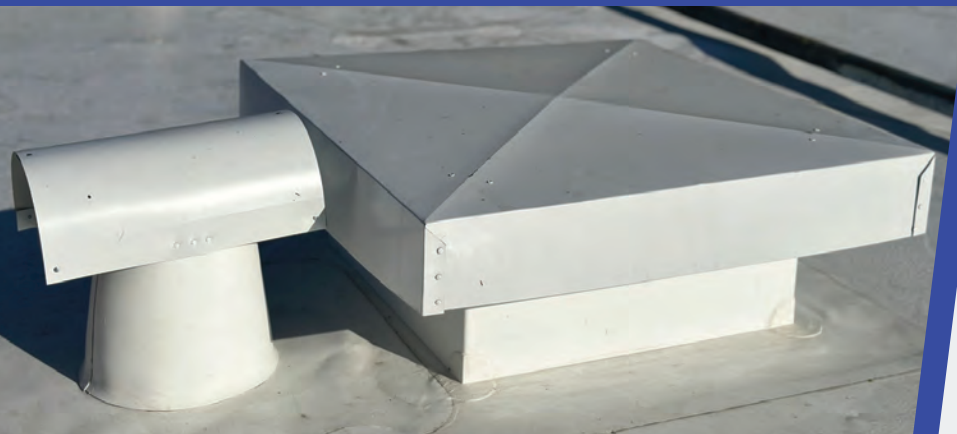
Lee started his career as branch manager of the Bradco Supply North Little Rock location in 2002 and joined ABC Supply when it acquired the company in 2010. In 2015, he was inducted into the President’s Club and became a managing partner in 2016.

Cooper and Lee will be recognized at the annual Founders’ Celebration at ABC Supply’s National Support Center in Beloit, Wis., in August.

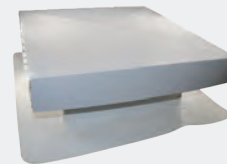


# Save Time & Labor Costs

with FlashCo Prefabricated Accessories



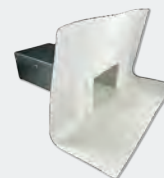
**FLASHINGS**



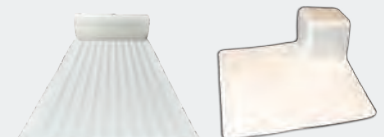
**VENTS**



**EDGE METAL**



**DRAINS**



**ACCESSORIES**

**FlashCo®**

**FlashCo.com**



LEARN MORE ON OUR  
NEW WEBSITE





Clockwise from top left: T.J. Coombs, Brett Burns, David Brush, Ann Burns and Caroline Burns Richmond serve on CRS' board of directors.

## CRS expands board of directors

**Commercial Roofing Specialties Inc.**, Atlanta, has expanded its board of directors. The initiative to expand the board and add outside directors began in 2024 and was led by the company's founder, Larry Dale Burns, who passed away in December 2024 while serving as CEO.

The board of directors will set the long-range financial and strategic objectives of the business and provide critical counsel to the Burns family as the business transitions management from its founder.

Board members include:

- T.J. Coombs, president of Coombs & Associates LLC, Atlanta, will serve as board chair.
- Caroline Burns Richmond, executive director of strategy and planning for CRS, will serve as board secretary.
- Brett Burns, president of CRS, will serve as a board member.
- Ann Burns, Larry Burns' wife, will serve as a board member.
- David Brush, former key accounts manager—independent distribution for IKO Industries, Wilmington, Del., will serve as a board member.

## OTHER NEWS

### SPRI and MCA to recanvass metal roofing standard

**SPRI** and the **Metal Construction Association** are working together to update and recanvass the ANSI/MCA FT-1 standard, "Test Method for Structural Performance of Flashings Used with Metal Roof Systems."

The standard evaluates the structural performance of flashings associated with metal roof systems by testing the flashing and its attachment to the support material using line loads. The provisions of the test method apply to exposed flashings with a face of 4 inches or greater that are direct-fastened, and hem-and-cleat connections or other attachment methods with a face of 2 inches or greater.

Two methods of testing are provided: face load and face load and top load. The test method provides a standard procedure to demonstrate structural performance under uniform line load and is intended to represent the effects of uniform loading on exposed elements of the building surface.

MCA developed the test method in 2017; it was first approved as an American National Standard Institute standard in 2019.

## CONTRACTOR NEWS

### Tilsen Roofing president retires

Dave Tilsen, president of **Tilsen Roofing Co.**, Madison, Wis., will retire July 31. He served many roles for 36 years with the company, including estimator and project manager.

Tilsen also was active in the roofing industry; he served as past president of the Midwest Roofing Contractors Association, past president of the Wisconsin

Roofing Contractors Association and past vice chairman of NRCA. He was the 2009 recipient of the James Q. McCawley Award, MRCA's highest honor, for outstanding service to the roofing industry.

Tilsen Roofing employees Anson Staver, director of operations, and Graham Schroeder, general manager, will lead the company after Tilsen's retirement.



### Burns and Scalo Roofing opens new headquarters

**Burns and Scalo Roofing Co.**, Pittsburgh, has opened its new headquarters in Gahanna, Ohio. Serving as a regional hub to fuel growth throughout Ohio and neighboring states, the company's new headquarters is a 35,000-square-foot building on 9 acres.

"The new headquarters will allow us to serve our regional clients and partners more efficiently," says John Scalo, the company's senior vice president. "This is a historic time for the company and our legacy brand, as we celebrate our 70th anniversary next year. Our mission is to continue building our generational legacy as the safest, most reputable roofing, solar and wall cladding installer in the region, and this building is a monumental step in that direction."







**NRCA**  
LEGAL



# LEGALCon Live 2025

Oct. 8-10

Immerse yourself in an exclusive  
experience led by leading legal  
minds.

Live at the Omni Chicago Hotel.

Register: \$1,255 (NRCA members) | \$1,575 (nonmembers)  
\$205 (guests)



[nrca.net/legalcon](https://nrca.net/legalcon)

## EVENTS

### JULY

**15-18**

#### **NRCA's Midyear Committee Meetings**

NRCA

Chicago

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

### AUGUST

**7**

#### **CERTA Train-the-trainer**

NRCA

Elgin, Ill.

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

### SEPTEMBER

**10**

#### **Virtual CERTA Train-the-trainer**

NRCA

Online

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

**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**

#### **METALCON**

Las Vegas

Contact: METALCON

(617) 965-0055 or info@metalcon.com  
metalcon.com

**27-30**

#### **NRCA's Fall Committee Meetings/ Roofing Alliance Member Meeting**

NRCA

Scottsdale, Ariz.

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

### NOVEMBER

**4-7**

#### **Greenbuild 2025**

U.S. Green Building Council

Los Angeles

Contact: info@greenbuildexpo.com  
greenbuildexpo.com

**5-7**

#### **China Roofing & Waterproofing Expo**

China National Building Waterproof Association

Shanghai, China

Contact: annazhang@cnwb.net  
chinaroofexpo.cn

**11-12**

#### **Fall-protection Trainer Course for Roofing**

NRCA

Elgin, Ill.

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





## NRCA NEW MEMBERS

ARCHITECTS/ENGINEERS/  
CONSULTANTS

Next Level Roofing Systems,  
Haslet, Texas

NextGen Construction Group,  
Plano, Texas

Nimbus Roofing and Sheet Metal  
LLC, Portland, Ore.

Norsemen Construction Co. LLC,  
Anoka, Minn.

PACC Solutions, Brookfield, Ill.

Pacific Standard Roofing,  
San Antonio

Peak to Peak Roofing & Exteriors  
LLC, Denver

Pink Construction Group, Plano,  
Texas

Restorex Inc., Gilberts, Ill.

Revive Exteriors, Traverse City,  
Mich.

Roof Maintenance Systems,  
Liberty Hills, Texas

Roof Rite Inc., Youngstown, Ohio

RoofWorks Northwest, Lake  
Stevens, Wash.

RTG Solutions, Lock Haven, Pa.

Sentry Roofing Inc., Covington,  
Ind.

Shearman Roofing & Construction,  
Wichita Falls, Texas

Shingle Hut LLC, Cypress, Texas

SQV Construction Services LLC,  
North Richland Hills, Texas

The Restoration Wizards,  
Frederick, Md.

The Right Season Roofing, Cape  
Girardeau, Mo.

Thoroughbred Roofs, Lexington,  
Ky.

Togala Contractor Builder, Parker,  
Colo.

Touchstone Roofing LLC, Frisco,  
Texas

Troyer Commercial Roofing,  
Sarasota, Fla.

United Roofing & Waterproofing  
LLC, Fayetteville, Ark.

Virginia Carolina Buildings Inc.,  
Crewe, Va.

Westgate Roofing, Middletown,  
N.J.

Westmax Roofing Inc., Escondido,  
Calif.

Zenith Roofing, Gainesville, Ga.

## MANUFACTURERS

Building Chemical Range Ltd.,  
London

VILPE, Mustasaari, Finland

## MEMBER BRANCH

Progressive Roofing, Tucson, Ariz.

## SERVICE PROVIDER

Cedar Shake & Shingle Bureau,  
Abbotsford, British Columbia,  
Canada

## Take Airflow Efficiency Through The Roof



**NEW**  
Deep Drawn Model

**The Code  
Compliant Choice**

## Advanced Model 477

Until now, there was no way to use an out-of-the-box roof cap for venting dryers. Code disallows screens and requires a damper. Even when modified, other vents are too airflow restrictive.

## Seamless Galvalume® Hood

The DryerJack® is *the* choice specifically designed to meet the demanding needs of clothes dryers. Visit DryerJack.com to learn how the patented curved damper delivers superior efficiency and helps minimize a very serious fire risk.

**DryerJack®**

**INOVATE**

**888-443-7937**  
**DryerJack.com**

# MEET AMERICA'S ROOFING RECRUITERS



**ROOFING  
TALENT**  
AMERICA



# Why America's leading roofing contractors trust RTA to deliver top talent.



**"At Roofing Talent America, we don't just understand the roofing industry – we live and breathe it."**

**Luke McCormack**  
CEO, Roofing Talent America

## **TRUST**

We're a family-run firm with over a decade of experience recruiting exclusively in commercial roofing.

We speak your language, understand your challenges, and deliver with integrity.

## **SPEED**

We move fast – our average time from search to signed offer is under 30 days.

## **ACCESS**

Our reach is unrivalled, 250,000+ roofing professionals in our private talent network, 30+ trusted industry introducers feeding us referrals, 15 specialist headhunters sourcing passive A-Players daily

## **QUALITY**

All RTA candidates are quality, vetted professionals who have a proven track record from within the american roofing industry

## WHAT OUR CLIENTS SAY



**Steve Little**

**KPost & NRP**

RTA have educated us on how to recruit people and how to keep people, it's been hugely beneficial to KPost.



**Charles Antis**

**Antis Roofing**

If you want to build a team of purposeful people that know why they exist, then call Roofing Talent America!



**Andrew Rogers**

**Progressive Roofing**

RTA have placed multiple candidates with us at Progressive & every one of them has been phenomenal.



**Jon Eskola**

**Eskola Roofing**

RTA achieved amazing results. In 90 days we had 30 placements, we're getting the best. the cream of the crop.

## READY TO ACCESS TOP ROOFING TALENT?

SCAN TO  
BOOK A  
CALL









# SEASONS EXPOSE WHAT YOU'RE MADE OF

## TruDefinition® Duration FLEX® Shingles

Scorching heat. Deep freezes. Wind. Hail. Duration FLEX® protects in all seasons. It's the only shingle featuring the power of resilient SBS polymer modified asphalt and the outstanding hold of SureNail® Technology. This unique pairing of flexibility and grip offers the highest impact ratings possible – UL 2218 and FM 4473 Class 4 – and up to 130-MPH wind resistance\*.

See Duration FLEX® at [OwensCorning.com/flex](https://www.OwensCorning.com/flex)

\* See actual warranty for complete details, limitations, and requirements. SureNail® Technology is not a guarantee of performance in all weather conditions. For patent information, please visit [owenscorning.com/patents](https://www.owenscorning.com/patents).

THE PINK PANTHER™ & © 1964–2025 Metro-Goldwyn-Mayer Studios Inc. All Rights Reserved.  
The color PINK is a registered trademark of Owens Corning. © 2025 Owens Corning. All Rights Reserved.



THE POWER OF

**SBS**

+







# Simplify insurance work

**Grow your business with insurance restoration work** without added time and expense. The GAF ScopeConnect<sup>SM</sup> service offers a complete insurance scope of work for a full roof replacement in an industry-standard format, delivered in under 24 hours.\* Only \$99 per estimate.

**Learn more at [gaf.com/ScopeConnect](https://gaf.com/ScopeConnect)**

A **stañdard** INDUSTRIES COMPANY



Complete  
insurance SOW



Fast  
turnaround



In .ESX or  
.XML file format



Written by  
Xactimate or  
Symblity pros

©2025 GAF • PROSCAD001-0325

\*Terms and restrictions apply. Visit [gaf.com/scopeconnect](https://gaf.com/scopeconnect) for details.

We protect what matters most™

