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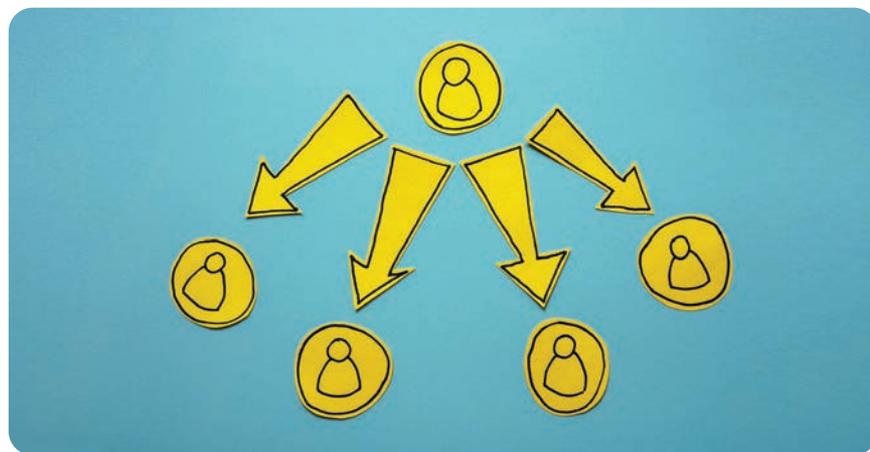
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Should you be doing that?

Delegating is crucial to a company's success

by Ambika Puniani Reid



Elisbeth Johnson, a senior lecturer at MIT's Sloan School of Management, Cambridge, Mass., has a simple question for leaders: Are you the best and cheapest person to get a task done?

If the answer is “no,” that’s a sure sign you need to delegate better.

In her *Harvard Business Review* article “Why aren’t I better at delegating?”, Johnson says leaders “don’t always know how to distinguish between the work they should be doing and the work they should be handing off” and must overcome common challenges to being a better delegator.

1. *Dopamine*. Johnson says the pleasurable rush people get after completing a task or project is difficult to give up. Leaders don’t have as many discrete tasks to do as lower-level employees and

often try to seek that dopamine hit in ways that can be considered micromanaging and counterproductive. Johnson suggests: “Instead of chasing quick dopamine hits, train your focus on longer-term goals.”

2. *Don’t help your team too much*. It’s easy to get sucked back into being hands-on with tasks when asked for help or guidance. Instead, resist the urge to jump into a project and reframe questions back to employees to help them arrive at a decision or path forward themselves. You can offer examples of how you handled similar problems and ask them to check in with you in a few days with an update.

3. *Redefine work*. Just because you are not on roofs installing materials or interfacing with clients doesn’t mean you aren’t doing “real” work. But shifting your mindset from being activity-based to being focused on strategy, networking and people management is crucial for optimal company performance.

Johnson acknowledges becoming an effective delegator is difficult but reminds leaders “if you stick with it, you’ll get so much more out of your team members—and yourself, as a developer of talent and as a big-picture, strategic thinker.”

Ambika

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



CLOSE-UP



NRCA member Tremco CPG Inc., Beachwood, Ohio, recently hosted a Rising Stars construction competition for high school students at its new Façade Fire Lab in Cleveland.

The after-school event was designed to spark Cleveland-area students' interest in construction and homebuilding careers. Dave Marrs, co-host of HGTV's "Fixer to Fabulous" home renovation show, attended the program and spoke about the skills needed for a successful career in the building industry. The students worked in teams to tackle a construction challenge that encouraged them to think like future builders, applying creativity and teamwork to bring their ideas to life.

The Rising Stars Program is a nonprofit that aims to close the skilled labor gap by connecting young adults with career pathways in construction. For more information about the Rising Stars Program, see page 13.

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



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NEW IDEAS

Membranes have been enhanced

BITEC Inc. has introduced a new line of StrongHold™ single-ply roof systems. The membranes include enhanced versions of the company's KEE, PVC and TPO membranes and are designed to provide durability and weather resistance.

bitec.com



Cutters are self-advancing



Malco Tools has released its TurboShear® Rotary Panel Cutters, featuring dual opposing cutting wheels designed to self-advance the tool through metal and vinyl material, eliminating hand fatigue.

The cutter's alloy steel cutting discs are replaceable and reportedly can handle a variety of materials including 22-gauge steel, 26-gauge stainless steel, .04-inch aluminum and .055-inch vinyl siding.

malcotools.com

Adhesives are environmentally conscious

Polyglass U.S.A. Inc. has released two environmentally conscious adhesive solutions: PG 350 LV, a low-VOC asphalt-based adhesive, and PG SFA, a solvent-free hybrid polymer adhesive.

PG 350 LV, a cold-applied adhesive, reportedly eliminates the need for heat or open flames during installation. PG SFA features a single component, moisture-cure formulation engineered for odor-sensitive environments such as hospitals and schools.

polyglass.us



Cover tape reduces leaks

GAF has launched its EverGuard™ Primerless TPO 6-inch Cover Tape, a high-tack, high-adhesion butyl tape with specially formulated resins designed to emulate the role of a primer.

gaf.com



New shingle color is available

IKO has expanded its shingle portfolio with a new color, Olde Style Weatherwood. Inspired by natural, aged wood, the color is offered in IKO's Dynasty® and Nordic™ shingle lines.

iko.com



Waterproofing solutions designed for inverted roofs

Siplast has made available a new line of waterproofing solutions for inverted roofs, TeraPROOF.™

TeraPROOF Pre-Applied V-SBS and H-SBS Membranes are polymer-modified bitumen, heat-weldable membranes. The tops of the membranes are surfaced with fine mineral aggregate, and the bottom surfaces are coated with an SBS polymer-modified bitumen adhesive layer formulated for torch-lap sealing applications with a polyolefin burn-off film.

TeraPROOF STP Liquid Membrane is a liquid-applied, single-component, flexible waterproofing membrane used in post-applied systems. It also can be used in detail flashing applications of pre-applied system applications.

TeraPROOF Protection CS1000 is a composite sheet incorporating a fleece-back and polymeric membrane, designed to protect the waterproofing membrane from punctures.

The TeraPROOF 10-11 Drainage Mat is a two-layer drainage composite that provides a continuous path for water discharge and relieves hydrostatic pressure buildup. It features a dimpled drainage core made of impact- and tear-resistant co-polymer polypropylene, bonded to a high-strength, needle-punched polypropylene Geotextile, allowing water to pass freely while blocking soil particles to prevent clogging.

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Making today great again

Living in the moment can be difficult

by McKay Daniels

realized I have trouble with today. Not today as in “Jan. 5, 2026,” but today as in most any day. Whatever day today is, it’s irrelevant. It’s not that I’m angry, grumpy, disappointed or in any way negative about today. More often than not, today is fine or better than fine. My trouble with today is I’m nearly always focused on tomorrow. Today is just a precursor to tomorrow ... the appetizer for tomorrow’s main course.

My brain tells me: “I have to get X, Y and Z done because tomorrow, I’ll have A, B and C coming up.”

That doesn’t seem right, and I’m not sure I like it or that it is the right balance. Too often, I am onto the next thing, rarely fully savoring the current experience, event or task. I don’t live in the “now”; I live in the “what’s next.” But now should be pretty good. Now often is great! Why can’t I just stay there a bit more?

I think I’ve always had this lens in my adult life. I remember

my college roommate joking with me that I'd be packed up to go home for the summer about three weeks in advance. (It was probably 10 days early. We're still good friends. He's a ridiculous procrastinator, but it doesn't mean he was wrong.)

I am like this with fun things, as well. If I'm looking at logistics for our next family vacation while on our current vacation, I probably have a problem.

In Congress, the next election cycle begins the day after the election. When I worked for congressional candidates, I would enjoy the win for about two hours and then put 729 days on the shot clock. "Got to go win the next one," I said to myself. This underscores a related, but even worse, issue I have with "yesterday"!

The win of yesterday might as well never have even happened. It's in the past. It's done. I've got tomorrow's items to focus on.

An NRCA board member planted this seed of awareness during a conversation a couple months ago following a meeting. She was praising a number of recent initiatives the association had done and was discussing progress made in various

areas for the industry. I don't remember specifically what I said in response, but it was something like: "Thanks. We've got a ways to go though."

At which point the member was having none of it and called me out saying: "You all have done good work. Don't discount it or ignore it. You and the team should be proud."

Fair enough.

But there is still so much to do. So much to do better. So much to do faster. I don't feel my issue with today or yesterday is like a sports coach urging moving beyond a loss or setback.

My issue is the opposite. I put the wins in the past, too, way more quickly and easily than the losses.

I replay the loss of yesterday to avoid it tomorrow. But how can I retain the wins of yesterday or savor the game of today?

I don't know.

Maybe it's because I look at the game as not being over. We scored some points, but it's the first quarter and we haven't won yet. Maybe I'll relish it when it's done?

But "done" doesn't apply to much of what we do. It doesn't apply to safety;

that can always be improved. It doesn't apply to technology improvements where it feels like the association is always at a deficit. It doesn't apply to most things in the roofing industry because the work is never over. NRCA has been around since 1886, and we are continuing the progress made by the generations before us. But it is not done. It never will be, and I don't think I want to wait until I retire to finally clock a win. That seems wrong.

So the issue is with me, the player, not the game. Maybe I'm not alone in this. Perhaps you are dealing with your own version of not appreciating the "now."

I am going to work on it. This is an area where The Smashing Pumpkins beats Fleetwood Mac. "Don't stop thinking about tomorrow" needs to be replaced with "Today is the greatest day I've ever known." I am going to work on enjoying today's win for what it is rather than discounting it as just a step toward some other win tomorrow.

There will be lots of tomorrows, but today only happens once. 🍀🌟

MCKAY DANIELS is NRCA's CEO.
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Rising Stars Program launches Trade Trailblazers internship

The Rising Stars Program, a nonprofit that aims to close the skilled labor gap by connecting young adults with career pathways in construction, recently announced its partnership with the Boys & Girls Clubs of Boston. The organizations are launching Trade Trailblazers, an eight-week internship and career exploration program designed to introduce teenagers to careers in the skilled trades.

The program will begin in summer 2026 and provide students ages 17-18 with the opportunity to explore four to six union trades through hands-on technical training, safety

certifications and career readiness workshops.

"This partnership is all about opening more doors for young people," says David Hutchinson, executive director of the Rising Stars Program. "By teaming up with organizations like BGCB that share our vision, we can provide students with real opportunities to build meaningful careers—and help industries find the skilled workforce they need for the future."



Construction workers increasingly struggle with mental health

Nearly two out of three construction workers in the U.S. have experienced anxiety or depression during the past year, results of a recent annual study from design-build firm Clayco, Chicago, show. More than 2,000 construction workers, industry executives and decision-makers were surveyed regarding mental health.

Findings from the survey include:

- 64% of workers reported experiencing anxiety and depression within the past 12 months—an increase from 54% during 2024
- 45% of workers said they feel ashamed to talk about their mental health issues—up from 39% during 2024
- 37% said they have been discriminated at work for talking about mental health issues

“The data makes it clear that stigma continues to be a barrier to addressing the mental health issues that are pervasive across the construction industry,” says Dan Lester, vice president of field culture and inclusion at Clayco.

Findings also show 44% of workers have used mental health services during the past 12 months and 35% have taken prescription medicine to treat a mental health issue.

Among the executives and decision-makers, 48% said they have experienced

To watch a Power Hour recording regarding how to take care of your mental health during the holiday season, go to professionalroofing.net.

anxiety or depression within the past year.

Twenty-one percent said

that if an employee came forward to seek mental health services or support, that person would be less likely to be assigned important tasks. Further, about 30%

indicated the worker would be “more closely monitored” on the job.

“For an industry that has made huge strides in improving and promoting the physical safety of our workers, it is time that we focus on addressing the mental health and psychological safety issues faced by the entire construction sector,” says Anthony Johnson, CEO of Clayco. “As leaders, we need to use this moment to take responsibility for creating the best possible work and support environments. That means not just treating cases when they arise, but making sure every worker feels valued, supported and able to thrive.”

NRCA’s mental health resources are available at betoughenough.org.



Roofing Alliance launches first university-level roofing minor

The Roofing Alliance has announced the launch of the U.S.’ first minor in roofing at the university level. The initiative was funded, developed and driven by the Roofing Alliance in partnership with Clemson University, Clemson, S.C.

Designed and supported by Roofing Alliance members, the minor consists of four courses—Roofing Fundamentals, Roofing Management, Roofing Business Principles and Leadership, and Sustainable Roofing Practices—totaling 12 credit hours.

Since the program’s inception, more than 250 undergraduates and graduate students have enrolled. The effort also has engaged more than 90 companies as guest lecturers, with more than 50 donating roofing materials.

“Our members recognized the need to integrate roofing education into construction management programs nationwide, and the Roofing Alliance took the lead to make it happen,” says Alison LaValley, the Roofing Alliance’s executive director. “Through our collaboration with Clemson University, we created specialized courses that are already reshaping the educational landscape of our industry.”

To expand the program’s reach beyond Clemson University, the Roofing Alliance also developed roofing-specific manuals aligned with the courses. The manuals—Roofing Fundamentals, Roofing Management, and Roofing Business and Leadership—are now available to all construction management programs accredited by the American Council for Construction Education.



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¹ The 25%–75% reduction in fasteners and plates is based on FM Approved assemblies using #15 fasteners and 3" metal flat bottom plates.

² Compared to 1/2" DensDeck® Prime Roof Board.

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Why training programs fail

In 2024, research from the Association of Talent Development found the average organization spent \$1,283 per employee on workplace learning. But as leaders try to help workers gain skills—whether through university programs, leadership courses or team retreats—much of the investment in training reportedly does not deliver, according to *Fast Company*.

To create a training program that drives lasting change, it is important to understand why training programs fail. *Fast Company* shares the following reasons.

1. There is no strategic anchor.

Training must have a clear connection to strategic objectives. You

should understand and define the skills and knowledge your team needs to achieve crucial outcomes for your business.

2. Leaders are not walking the walk.

If you do not set an example, there is no credibility. Leaders must be active participants in training and be held to the same—or higher—standards.

3. Misdiagnosing the problem.

If there are systemic problems, training won't solve them. Get to the root cause of the problem first and determine whether there is a skills gap or systems gap.

4. Lack of clarity and consistency.

Employees need a consistent

framework they can understand regarding applicability to their on-the-job behaviors. Choose a framework, identify behaviors you can measure and incorporate the framework into daily practices.

5. No ROI on impact.

If you do not know what you are measuring, it is difficult to measure effects and behavior change. Be sure you understand metrics that determine program success so you can track them and get a clear view of your training's return on investment.

NRCA offers several educational resources; they are available at nrca.net/education.

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Wind design for steep-slope roofs

Proper wind design is essential for performance

by Mark S. Graham

Proper wind design of steep-slope roof systems differs from low-slope roof systems. In the October 2025 issue, I provided an overview of the process and requirements for proper wind design of low-slope roof systems. This month, I address wind design for steep-slope roof systems. If you are involved in the sale, design or installation of steep-slope roof systems, it is important to know the requirements and process for proper wind design.

Code compliance

The International Building Code® requires steep-slope roof systems, except tile roof systems, to be designed to resist the code-prescribed design wind speed applicable to a building's specific location. In IBC 2024's Section 1609-Wind Loads, four basic wind speed maps provide ultimate design wind speeds based on a building's risk category. The lowest risk category, Risk Category I, applies to low-hazard, agricultural and storage buildings. The highest risk category, Risk

Category IV, applies to essential facilities, such as hospitals and police and fire stations.

The higher the risk category designation, the higher the code-prescribed ultimate design wind speed. For example, Chicago has an ultimate design wind speed of 100 mph for Risk Category I, 107 mph for Risk Category II, 114 mph for Risk Category III and 119 mph for Risk Category IV.

IBC 2024's Section 1609.3.1-Wind Speed Conversion provides an equation and table for converting the code's ultimate design wind speed (denoted as V) to allowable stress design wind speed (denoted as V_{asd}). V_{asd} is compatible with some code-prescribed resistance test methods and classifications.

IBC 2024's Section 1504.2-Wind Resistance of Asphalt Shingles provides minimum testing and classification requirements for asphalt shingles to resist ultimate design wind speed. Asphalt strip shingles with seal strips are required to be tested and classified according to ASTM D7158, "Standard Test Method for Wind Resistance of Asphalt Shingles (Uplift Force/Uplift Resistance Method)." ASTM D7158's Class D indicates passing ultimate design wind speed up to and including 116 mph. Class G indicates passing ultimate design wind speed up to and including 155 mph. Class H indicates passing ultimate design wind speed up to and including 194 mph.

The standard and code indicate ASTM D7158's classifications are limited to buildings in Exposure Category B or C with mean roof heights not exceeding 60 feet and no topographic wind speed-up effects. For buildings with roofs outside of any of these limitations, additional project-specific

calculations are needed, and the shingle manufacturer should be consulted for the necessary data and further guidance.

For asphalt shingles that fall outside the scope of ASTM D7158, such as asphalt shingles without seal strips, testing and classification according to ASTM D3161, "Standard Test Method for Wind Resistance of Steep Slope Roofing Products (Fan-Induced Method)," is required. ASTM D3161's Class A indicates passing a test velocity of 60 mph. Class D indicates passing a test velocity of 90 mph. Class F indicates passing a test velocity of 110 mph.

IBC 2024's Table 1504.2-Classification of Steep Slope Roof Shingles Tested in Accordance with ASTM D3161 or D7158 provides the required minimum classifications based on the code's ultimate design wind speed or allowable stress design wind speed. The code's minimum ASTM D7158 classifications are consistent with the standard. However, the table allows ASTM D3161's classifications to be used for allowable stress design wind speed or ultimate design wind speed far greater than the test's passing velocities. For example, IBC 2024's table permits ASTM D3161's Class A testing to 60 mph and Class D testing to 90 mph to be used up to a V_{asd} of 100 mph or a V of 129 mph. ASTM D3161's Class F testing to 110 mph is permitted to be used up to a V_{asd} of 150 mph or a V of 194 mph.

The code also requires metal roof shingles, slate shingles and building-integrated photovoltaic shingles wind resistances to be tested using ASTM D3161 and comply with the classifications of Table 1504.2. As an alternative, metal roof shingles are permitted to be tested using ANSI/FM 4474, "American

National Standard for Evaluating the Simulated Wind Uplift Resistance of Roof Assemblies Using Static Positive and/or Negative Differential Pressures"; UL 580, "Standard for Tests for Uplift Resistance of Roof Assemblies"; or UL 1897, "Standard for Safety, Uplift Tests for Roof Covering Systems." These alternative test methods also apply to metal panel roof systems.

IBC 2024 does not provide specific guidance or requirements for determining the wind resistance of wood shake and shingle roof systems or synthetic roofing products. Some suppliers and manufacturers have ASTM D3161 testing available.

For clay or concrete roof tiles, IBC 2024 requires wind and tornado load resistances to be determined by overturning resistance or wind tunnel testing. Section 1609.6.3-Rigid Tile provides the equation and limitations for determining tiles' overturning resistances. Tile manufacturers should be consulted regarding this calculation and their tiles' wind and tornado load resistances.

Closing thoughts

Proper wind design for steep-slope roof systems is a relatively complex undertaking, and you should be aware of the design procedures' and tested resistance classifications' limitations.

Of particular concern is the code's allowance for using ASTM D3161 classifications at code-prescribed design wind speeds well beyond their tested capabilities. The concept of testing a roofing product to, say, 110 mph, and expecting it to perform at a basic wind speed of 194 mph is disingenuous to me.

Also, except for clay and concrete tile roof systems and metal roof shingles tested using FM 4474, UL 580 or UL

1897 testing, asphalt shingles and other steep-slope products lack methodologies and specific data for resisting tornado loads. Because consideration of tornado loads is required by IBC 2024 and ASCE 7-22, “Minimum Design Loads and Associated Criteria for Buildings and Other Structures,” this is of concern for Risk Category III and IV buildings in the tornado-prone region, which generally is east of the Rocky Mountains.

I encourage manufacturers of steep-slope roofing products to make their wind design criteria, including any limitations, more readily available to designers and installers. I also encourage manufacturers to expedite development of credible methodologies and specific data for their products’ resistances to tornado loads to allow designers and contractors to use these products in a code-compliant manner where tornado design prevails.

If you need information regarding proper wind and tornado design for specific steep-slope roofing products, I encourage you to reach out to the specific products’ manufacturers. NRCA members also are welcome to reach out to NRCA’s Technical Services Section at nrca.net/contact or (847) 299-9070 for further assistance. 🌱🌿

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

NRCA offers CEU for architects, engineers and consultants

NRCA will offer Technical Update for A/E/C Members, a Power Hour exclusively for architect, engineer and consultant members, Feb. 18 at noon CST.

During the Power Hour, Mark Graham, NRCA’s vice president of technical operations, will provide a members-only technical update session. The session offers 1 CEU and valuable insights into the latest industry developments.

Stay informed regarding topics such as code updates, ASCE 7 wind design applications and current technical challenges and engage in an interactive Q&A with your peers and NRCA experts.

Register for the Power Hour at nrca.net/events.

How companies can use AI

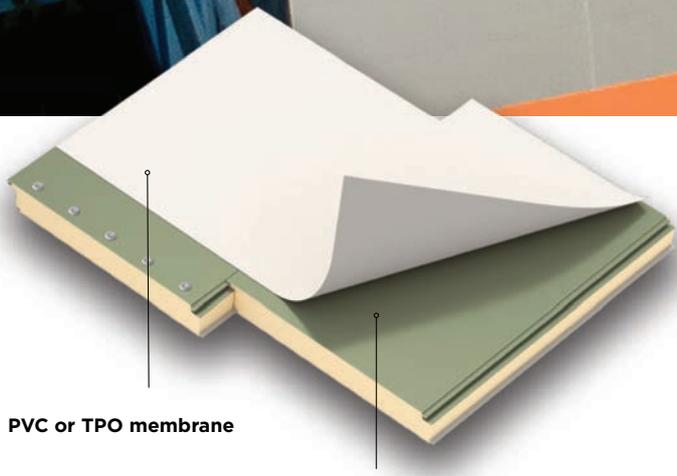
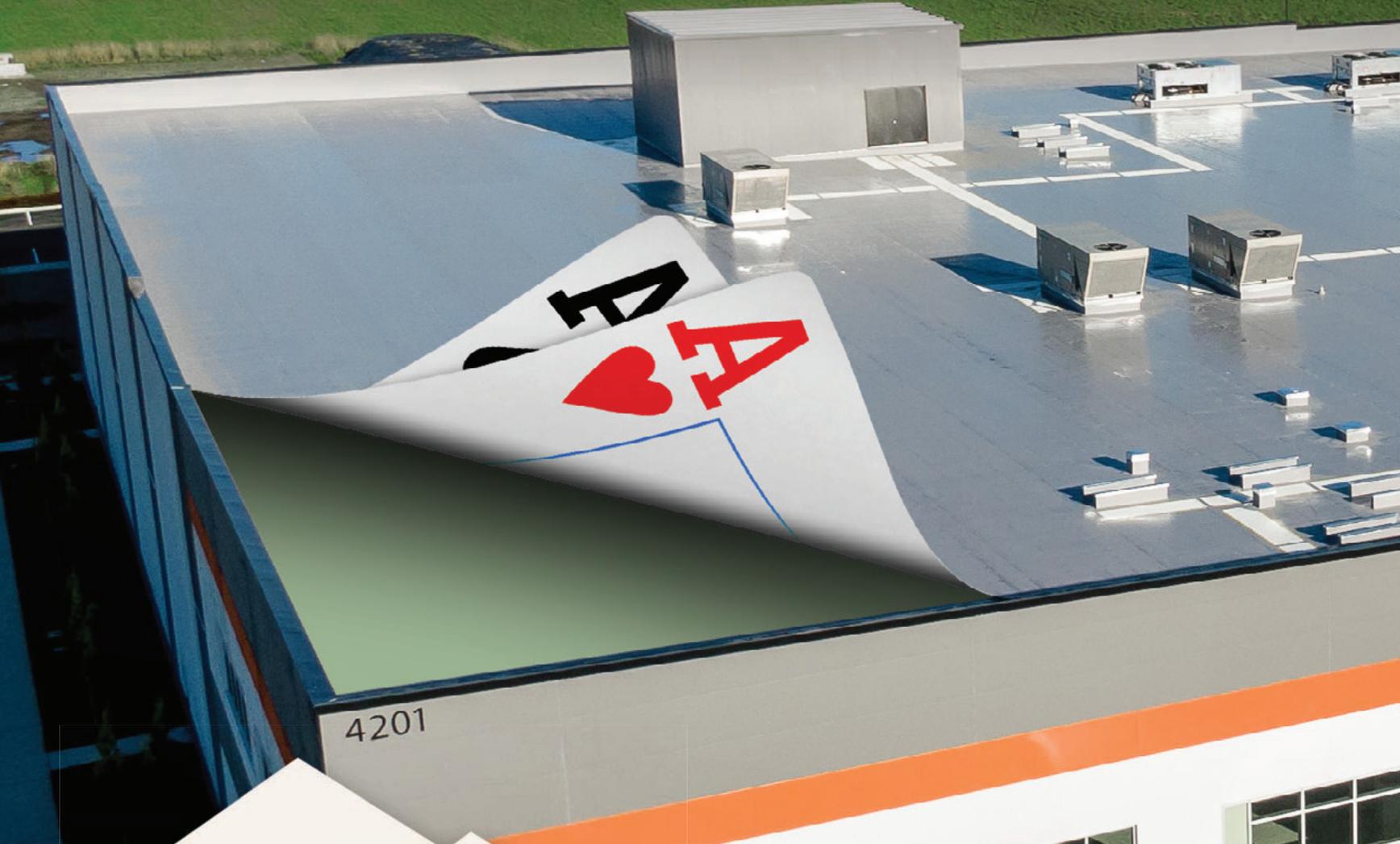
As more construction companies use artificial intelligence, it can be difficult to identify which tools will be most beneficial without costly programming, according to Construction Executive.



Automating back-office administrative and business development tasks can be a good place to start. Construction Executive shares the following examples for how construction companies can implement AI.

1. **Quotes.** The traditional quoting process can be time-consuming and limit the number of bids a company can realistically pursue and win. Using past project data and a company’s historical performance, AI quoting agents can read blueprints, identify specifications, quantify materials and generate cost estimations. This can increase bid volume and give estimators more time to focus on strategic pricing and client relationships.
2. **Data management.** Data often is spread across various IT systems, laptops and physical files, which makes it difficult to quickly access information. AI-driven data management centralizes and organizes all historical project data and can use advanced AI search capabilities to find the necessary information.
3. **Bids and requests for proposal.** Winning a large project requires a deep understanding of the project, client and market. It is time-consuming to manually research public bids and analyze a project’s location. A bid and RFP AI agent can access and monitor all available public and private bids, gather additional data points about a project and analyze the local market, building history and regulatory environment. This can help a company produce a highly customized bid.
4. **Accounts payable and receivable.** These processes often are manual and can drain resources. AI can extract and verify data from invoices, cross-reference against purchase orders, flag discrepancies for review and send out automated payment reminders.
5. **Administrative automation.** In construction, administrative tasks can keep staff from crucial duties. AI now can handle tasks such as drafting routine safety updates, checking inventory levels and sending reminders about deadlines. This can help eliminate busy work and boost productivity.

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Cybersecurity is a priority for contractors

The 2025 Travelers Risk Index, a survey of more than 1,200 business decision-makers, found three out of four respondents in construction say cybersecurity is a priority supported by senior management, according to For Construction Pros.

With more construction companies moving portions

of their operations online, they face an increased risk of cyberattacks, such as ransomware or breaches that access sensitive information.

The survey shows concern about cyber incidents has decreased; 56% of survey respondents say they worry a great deal or some about cyber threats, which is down from 62% in 2024. Among large companies, 62% of leaders view an attack as inevitable compared with 70% in 2024.

Although concern has declined, cyber incidents have increased. Twenty-five percent of respondents say their company has experienced a data breach or cyber-attack during the past year, which is the ninth increase in 10 years. Additionally, more than 20% of companies say they had not taken basic protective steps, such as installing firewalls, backing up data, enforcing regular password changes or updating software.

To help contractors address cyber liability risk, NRCA has partnered with BPM Insurance Services and Acrisure to offer NRCA's Cyber Liability Insurance Program, available at nrca.net/insurance.

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Helping the industry be heard

ROOFPAC amplifies your voice in Washington, D.C.

by Teri Dorn

The roofing industry is full of amazing companies that work hard every day to keep families safe and dry, provide purposeful careers and give back to their communities. And those stories need to be heard in Washington, D.C.

But to make these stories heard, roofing professionals need to build relationships with policymakers, educate them about the roofing industry and ensure they understand the real-world effects of proposed laws and regulations.

ROOFPAC, the only political action committee dedicated solely to the roofing industry, can help.

ROOFPAC successes

Through ROOFPAC, NRCA has been successful on several policy fronts that benefit the roofing industry in recent years.

The association has made support for pro-growth tax policy a priority, and recent legislation provides lasting stability for many small and family-owned businesses by making the 199A

Qualified Business Income deduction permanent, restoring 100% bonus depreciation, increasing Section 179 expensing limits for nonresidential real property (including roofs) and increasing the estate-tax exemption.

Another area of success involves workforce policy issues. NRCA helped expand funding for career and technical education programs and achieved the inclusion of accredited workforce training programs under federal Pell Grants and Section 529 education savings plans—major steps forward for skilled-trade careers.

These policy outcomes underscore how important it is for NRCA to stay engaged and visible in Washington, D.C. ROOFPAC makes that possible by supporting candidates who understand and support the policies that allow roofing businesses to thrive.

How you can help

ROOFPAC is funded entirely through personal, voluntary contributions from NRCA members. Every contribution—whether \$25 or \$5,000 (the maximum allowed by federal law per year)—helps ensure the roofing industry’s stories continue to be heard on Capitol Hill.

NRCA recognizes contributors and provides benefits through three donor clubs:

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

Although these donor clubs provide benefits such as complimentary attendance at ROOFPAC events, ROOFPAC swag and more, any contribution amount is welcome and greatly appreciated. If just one individual from each NRCA member company contributed \$50 annually, ROOFPAC would add

more than \$350,000 every election cycle, boosting the industry’s presence in Washington, D.C.

NRCA members also can support ROOFPAC while enjoying several exciting fundraising events during the 2026 International Roofing Expo® and NRCA’s 139th annual convention in Las Vegas.



ROOFPAC helps NRCA stay engaged and visible in Washington, D.C., by supporting candidates who understand and support the policies that allow roofing businesses to thrive



To kick off the week’s festivities, NRCA is partnering with National Women in Roofing to present “An Evening in Las Vegas,” a cocktail reception and live auction, held Monday, Jan. 19, from 4:30-6:30 p.m. at Zouk Nightclub. Industry leaders will join their colleagues and friends in enjoying a lively auction of incredible items from trips to exclusively tailored designs and more. Previous fun-filled events have seen generous bidders win Pappy Van Winkle whiskey, trips to travel destinations, Broadway tickets and even fresh lobsters for a year.

In addition, ROOFPAC will host a silent auction that will run Jan. 20-21

during IRE. Jewelry, trips, experiences, electronics and more will be available for bidding. Participants can view silent auction items at NRCA Booth No. 2345 and place bids electronically by visiting roofpac26.givesmart.com. The silent auction will close at 4 p.m. on Wednesday, Jan. 21. Attendance at the convention and trade show is not required to place bids.

NRCA thanks our highly generous sponsors who help underwrite the costs of these events so all proceeds can directly benefit ROOFPAC.

Thank you!

NRCA is grateful to continue working on behalf of an industry that builds, serves and shows up when it matters most. However you choose to support ROOFPAC—by contributing personally, attending an event or simply sharing your story—NRCA appreciates your help ensuring the roofing industry continues to have a strong voice in our nation’s capital. 🍷🌟

TERI DORN is NRCA’s director of political affairs.

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

To learn more about ROOFPAC, including how to donate, visit nrca.net/roofpac.

For information about how to register for ROOFPAC events at the 2026 International Roofing Expo,® go to nrca.net/roofpac-ire-event.



Roofing contractor faces \$752,846 in proposed penalties

The Department of Labor has cited Elo Restoration LLC, Jacksonville, Fla., for exposing workers to dangerous fall hazards after a worker fell through a skylight on a residential roof, according to the Occupational Safety and Health Administration. The contractor is not an NRCA member.

On March 18, OSHA began investigating a Jacksonville site where Elo Restoration was working; the company operates as Elo Roofing. Two weeks later, OSHA began another investigation at the company's job site in St. Johns, Fla., after learning a worker required hospitalization from falling through a residential roof while removing skylight fixtures.

OSHA determined the company did not install guardrails, safety nets or personal fall-arrest systems at the worksite and did not provide employees with alternative fall-protection measures.

Elo Restoration was cited with four willful, three repeat, a serious and two other-than-serious citations, totaling \$752,846 in proposed penalties.

Falls are the leading cause of death in the construction industry. Learn how to reduce roofing-related injuries and deaths with NRCA's safety resources available at nrca.net/safety.

Virginia Tech releases rating system for hard hats and helmets



Virginia Tech's Helmet Lab has released a rating system for construction hard hats and helmets similar to the system used for sport helmets, according to Construction Dive.

The findings indicate Type II helmets, which have interior energy-absorbing materials and protection for the top and sides of the head, better protect workers from severe injury, reportedly reducing risk by 34% on average for fall-related concussion and by 65% for skull fracture.

The research began in 2024 and simulated real-world collisions to assess how a helmet or hard hat protects a worker. The team attempted to recreate 14- to 25-foot falls.

"You do everything you can to avoid hitting your head first," says Barry Miller, director of outreach for Virginia Tech's Helmet Lab. "That meant 14- to 25-foot falls create impacts similar to plunging from 5 to 7.5 feet. That's a lot higher than the industry standard of testing 2-foot drops."

The lab created a one- to five-star ranking for 17 helmets, Type I and Type II. The scale includes ratings for predicted incidence of skull fractures and concussions compared with the average Type I helmet. Of the nine Type II helmets on the list, two have three stars, but the remaining seven have five stars. The highest-ranked Type I helmet has four stars, but most have one or two stars.

According to the Helmet Lab website, four- and five-star-rated helmets are recommended for workers exposed to fall hazards.

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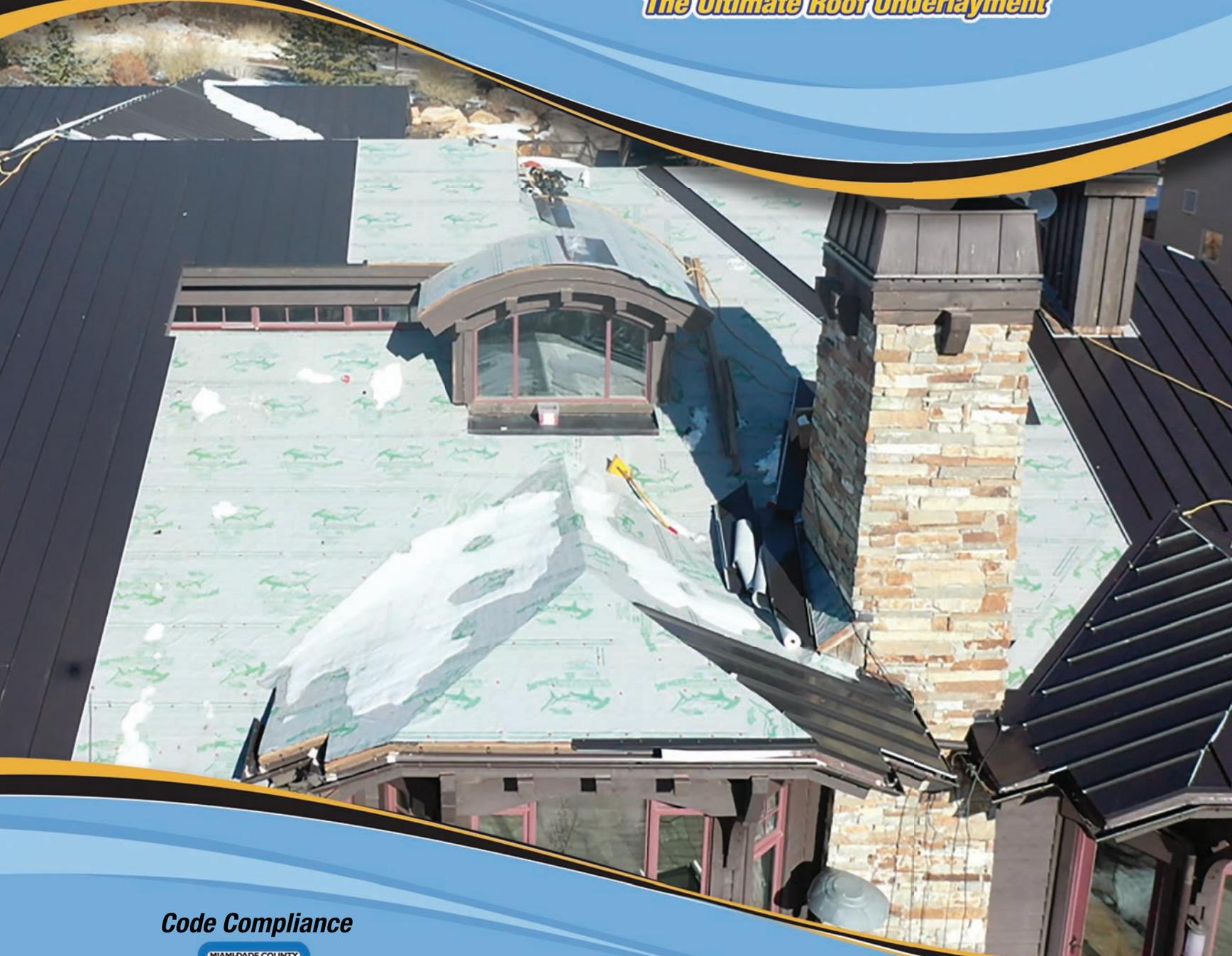
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Study shows how overuse injuries affect workers

Overuse injuries on the job can lead to elevated inflammation levels, mood changes and chronic pain, results of a recent study at Temple University, Philadelphia, show.

A team led by researchers trained a group of rats to reach and pull a lever for a food reward until they reached 55% of their maximum voluntary pulling force. The rats were then placed into two groups. One performed high-repetition, low-force tasks for six weeks with a goal of four reaches per minute at 15% of maximum pull while the other group rested.

Findings show certain cytokines, a type of signaling protein, increased 200% to 500% in the flexor muscles, forearm bones and median nerves of the repetitive reach group. Those tasks “triggered a multilevel inflammatory cascade” that matched lasting pain-like and sickness behaviors.



By week six, the rest group had partially recovered from losing about 20% of baseline grip force, but grip weakness remained. The task group remained 25% weaker than the rest group.

The researchers see the rise in inflammation as the link to weakness, hypersensitivity, fatigue and social withdrawal that workers often report after overuse injuries. They recommend therapies, which can accelerate the rehabilitation process, limit sick leave and lower the costs of work-related musculo-skeletal disorders.

The study was published in the journal *Frontiers in Physiology*.

Bill would require commercial drivers to read and speak English

Under legislation recently introduced in the Senate, commercial driver’s license holders would be placed out of service for an inability to “read and speak the English language sufficiently,” according to *Safety+Health* magazine.

Language skills included in the legislation, sponsored by Sen. Cynthia Lummis (R-Wyo.), match those listed as a general qualification for drivers under 49 CFR 391.11(b)(2):

- Converse with the general public
- Understand highway traffic signs and signals in English
- Respond to official inquiries
- Make entries on reports and records

Rep. Dave Taylor (R-Ohio) introduced a similar bill in the House of Representatives in May. The legislation would codify President Trump’s executive order mandating drivers be placed out of service for failing an English proficiency test involving a driver interview and an assessment of highway traffic sign recognition.

A recent study by researchers from the University of Tennessee, Knoxville, shows motor carriers with English proficiency violations had an average safety rating of 6.23 on the Federal Motor Carrier Safety Administration’s Safety Measurement System. Carriers without such violations had an average score of 1.32.

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WALK DON'T RUN

Planning your exit should be deliberate
and thoughtful

by Dena Jalbert



As a roofing contractor, chances are you are a planner. You plan for weather. You plan for materials, including short-term and long-term backup plans in case of supply chain bottlenecks. You plan for permits, schedules, supply delays, crew availability, change orders and last-minute inspections. Every job you take on demands foresight and structure because you can't improvise when it comes to something a customer will rely on for decades to come.

But there's one important plan many roofing contractors and, in fact, many business owners in general put off even as they approach their later career years: their exit plans. It may sound like something you don't need yet or something you'll figure out when the time comes. But here's the truth: Having an exit strategy doesn't mean you're ready to retire immediately. It means you've taken proactive steps so you are leading your business forward, not just working in it day-to-day. And when you structure your exit properly, it's a gift to your team, your family, your financial future and the company you've worked so hard to build.

No matter how large or small your company, you should start thinking about your endgame and how to do it without disrupting what's working for you right now.

EXITING DOESN'T EQUAL SELLING

When people hear the term "exit strategy," they often picture a business being sold off, employees being laid off or an owner walking away into early retirement.

But that's a misunderstanding.

An exit strategy is simply a plan for what happens to the business when you, the owner, want or need to step back. That plan could include:

- A formal sale to a third party
- A transfer to a family member or employee
- A phased leadership transition
- A merger or partnership
- A long-term retention and succession model

The goal of an exit strategy isn't to be able to immediately offload your business; it's to make sure the business can thrive without you whenever that time comes. And in the meantime, building a company that could run without you makes it stronger, more stable and more valuable.

WHY IT MATTERS

Think of it like this: The same things that make a business ready to sell are the things that make a business easier to run and more enjoyable to own. Exit strategy is good business strategy.

For one thing, it gives you options. You don't have to choose an end yet. But building in options puts you in a better position to make the decision

later without being forced into a rush sale because of health issues, burnout or unexpected events.

It also makes running your business less stressful. A company that isn't 100% reliant on its owner is one where you can take a vacation, delegate confidently and focus on growth. Empowering employees means less stress for you in the short and long term.

An exit strategy also protects your team. What happens to your employees, customers and legacy if something happens to you tomorrow? Having a plan in place ensures continuity and stability.

In addition, an exit strategy increases business value. Buyers place a premium on companies with systems, leadership depth and clean financials. So do banks and other partners. A higher valuation can be helpful even if you never exit.

IT'S EMOTIONAL

No one talks enough about this, but it's *difficult* to think about life after running a business. For many contractors, their identity, pride and community status are deeply tied to the companies they built.

You've spent decades climbing roofs, winning bids, training crews, building relationships and handling the thousand daily stressors of ownership. Stepping back, *even just mentally*, can be uncomfortable. But planning your exit isn't about losing that identity. It's about affirming your legacy.

When you start thinking about your retirement, give yourself permission to imagine what's next:

- More time with family
- Mentorship or community involvement
- Taking on selective, meaningful projects
- Investing in others' growth
- Spending more time doing hobbies or learning a new skill

Exit strategy isn't about ending your career. It's about writing the next chapter on your own terms.

WHAT MAKES A STRATEGY STRONG?

Your exit plan doesn't need to be complicated. But there are five core elements you should focus on that will make a big difference in providing guidance whenever the right time comes.

Here are the key elements that matter most:

1. Clean financials

- Your books should be up-to-date, accurate and easy to understand.
- Job costing, backlog, margin tracking and forecasting all help paint a picture of performance.
- Avoid mixing personal and business expenses. It "muddies the waters" for any future transition.
- Third-party financial reviews or tax prep can go a long way toward making things "buyer ready" even if you're not selling.

2. Operational independence

- Can your business run without you for a week? A month? A year?
- If every decision from customer quotes to ladder orders runs through you or if every sales lead comes from you, the business isn't scalable or transferrable.
- Introduce standard operating procedures for core processes like estimating, scheduling, purchasing, billing and job closeout to help any future transition happen smoothly.

3. Leadership bench

- Empower your foremen, salespeople and administrative staff to be experts and leaders in their roles.

- Start identifying a second-in-command who can step up in your absence.
- Cross-train your crews to avoid having "one guy" who's the only one who knows how to do a specific thing.

4. Retention

- Happy crews and recurring customers are your business's real engine, so work hard to keep them happy.
- Build service agreements, inspection plans and maintenance contracts that generate ongoing work.
- Show buyers or future successors that relationships and workflows can continue post-transition.

5. Structure

- Have you documented what happens in the event of your death or disability or whether you have a partner or co-owner dissolution?
- Do you have a will, a succession agreement or buy/sell clauses in place? If not, find an attorney who can help you draft this legal language.
- Are your licenses, insurance policies and employment records current and transferable?

Even if you never leave the business, these structures will protect your family and your legacy.

COMMON PITFALLS

There are several ways to misstep during the formation of an exit strategy. Waiting to create an exit plan until you're "ready" is one of the most common—and expensive—mistakes owners make.

Others include:

- *"I'll just sell it when I'm tired of working."* You may be ready, but if the business isn't, it might not be sellable or worth what you hoped.
- *"My kid will take it over."* Great! But do they want it? Have the two of you talked about it? Is your child being trained for it? An exit can create generational wealth for your heirs, but consider the interest and aptitude of the children or other family members who might take over your business and ensure they are trained in every aspect. The same goes if you

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are considering having your employees take the reins.

- *“I’ll know when it’s time.”* Most transitions are prompted by burnout, health concerns or market pressure—not from a positive “sign” like an offer you can’t refuse. Planning ahead puts you in control.

WHAT A SUCCESSOR LOOKS FOR

When roofing contractors think about stepping away from their businesses, it’s natural to picture who might take the business over whether it’s a private buyer, local competitor, national brand, son or daughter, or a longtime foreman. But no matter who you envision as your successor, they are going to be looking for the same thing: confidence the business can thrive without you.

Let’s break down what that really means.

First, they want predictability. Buyers and heirs alike want to know the business they are taking over won’t be a roller coaster. They want stability, and that means consistent cash flow, a backlog of work, repeat customers who give impeccable word-of-mouth referrals and an understanding of the revenue cycle. If your income swings wildly season to season or you can’t explain how jobs move through your pipeline, that creates uncertainty, and uncertainty kills deals.

Second, they want process not personality. It’s common in the trades for a business to center around its owner. You are the face customers trust, the closer of big bids and the last word on every decision. That’s admirable, but it’s also risky. When a buyer looks at your company, they know you won’t want to stay on forever. They need the confidence that what you have built can stand alone. And if that business can’t run without you because only you know how the estimating spreadsheet works or only you know who the good subs are, that’s a problem. Clear, documented processes for everything from scheduling to job costing to billing show the success the business has shown to date is stable and repeatable.

Third, they want a loyal team. Whether it’s a new

owner or your own kid taking over, they are going to lean heavily on the people who stick around. If your crews turn over frequently or you don’t have a person who knows how things work, your successor is walking into a staffing crisis. On the other hand, a well-trained, steady team with clearly defined roles can make a new owner feel as though they are stepping onboard a smoothly moving train not one that just lost its engine.

Fourth, they want to know risk has been managed. Buyers will always look for red flags: insurance gaps, Occupational Safety and Health Administration violations, unresolved lawsuits, liens, customer disputes and tax trouble, for example. These issues don’t just decrease the value of your business, they also make it more difficult to transfer at all. And they can scare away family successors, too, who may not want to inherit hidden liabilities.

Finally, they want culture. It’s easy to overlook this. Culture isn’t something you can point to on a balance sheet, but it matters. What is it like to work at your company? Are crews respected and retained? Do customers rave about the service? Does your leadership style breed trust or fear? A healthy internal culture helps a buyer or heir feel like they are inheriting something worth preserving rather than a broken organization in need of fixing or one where most of the employees are looking for any reason to jump ship.

If you are not sure whether your business is ready, ask yourself this: If you were buying your business tomorrow at the full price you would like to achieve, what would give you pause? That’s where your planning starts.

NEXT STEPS

Most successful transitions, whether to a buyer, a family member or another contractor, take 12 to 36 months to pull off well. Starting early improves your options and outcome.

Here’s how to take that first step:

1. **Write down your goals.** Exit strategy isn’t just a business conversation; it’s a life

conversation. Before you bring in advisers or start talking to your team, clarify what you want for yourself. Do you want to retire completely at 55? Work part-time into your 70s? Travel more? Mentor young roofing workers? Stay involved but off the job sites? Sell outright or stay on as a consultant? Be honest. It's not about what's expected of you; instead, it's about what you want your life to look like. The sooner you define that, the more focused your planning can be.

2. Assess the transferability of your business.

Set aside your title as owner and ask: "Could someone else run this tomorrow?" Start with a stress test. If you left for 30 days with no ability to be reached by phone or email, what would fall apart? Is there a process for each step of a job? Can your team handle sales, scheduling and customer communication without you? Make a short list of "single points of failure" (the areas of the business that only you control) and start documenting, delegating and building redundancy.

3. Talk to your family and inner circle.

If you assume your spouse, child, sibling or business partner will play a role in the future of the business, talk about it sooner rather than later. Ask them whether they want to be involved and are ready to be involved? Talk about financial expectations, leadership roles and what a transition might look like. These conversations don't have to be formal board meetings. But they do need to happen before assumptions turn into disappointments or disagreements. Many great businesses have unraveled because no one ever asked their children what they wanted.

4. Choose one area per quarter.

Exit planning can be incremental. Pick one operational area that causes you stress or you believe would confuse a buyer.

Some places to start:

- Create a standard operating procedure for your job intake process

- Move from paper quotes to a digital estimating platform
- Train an additional person to handle scheduling or ordering
- Clean up your customer database
- Create a formal job description for your second-in-command

Each improvement you make adds to the business's value and reduces its reliance on you. And over time, these improvements compound.

5. Review and organize legal and financial documents.

It's not glamorous work, but it's necessary. Organize the documents that would be needed if something happened to you tomorrow, such as:

- Operating agreements or bylaws
- Ownership structure and capitalization table
- Licenses, insurance certificates and bonding
- Tax returns and profit and loss statements
- Any buy/sell or succession agreements
- Employment contracts or noncompete agreements

The documents should be accessible, current and understandable to someone other than you.

LEAD WITH THE END IN MIND

The roofing industry is full of resilient, hardworking entrepreneurs who built their businesses from scratch. You've earned the right to plan an exit that works for you. This means you're making sure your business, your people and your future are secure.

The strongest roofs are the roofs that were built to weather any storm and deliver peace of mind. The same goes for the companies that install them. 🏠🔧🌟

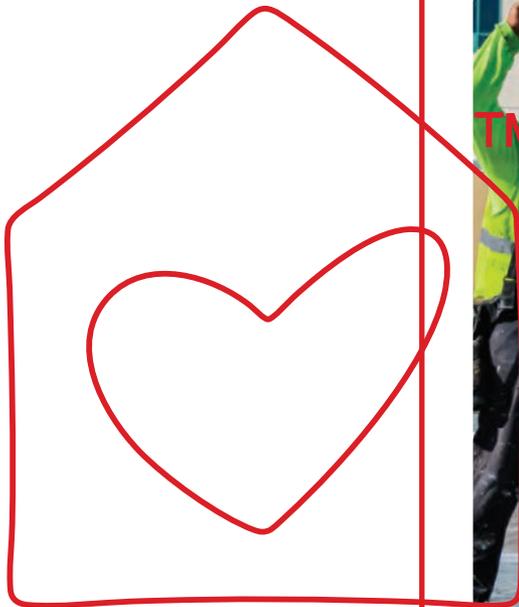
DENA JALBERT is CEO of Align Business Advisory Services, Winter Park, Fla.



Houses of hope

The Roofing Alliance's partnership with Ronald McDonald House® has flourished

by Bill Good





One of the great lessons I learned during my career at NRCA is the impact one person with a great idea and a lot of passion can have on others.

In 2015, Charles Antis—a good friend and member of NRCA and the Roofing Alliance—and I were having regular conversations about the need to improve the roofing industry’s brand. Antis, founder and chief people awakener of Antis Roofing & Waterproofing Inc., Irvine, Calif., suggested a number of things we might do, most of which I politely told him I would think about.

Our conversations continued, and one day, Antis called to tell me he had just completed work on the Ronald McDonald House in Orange County, Calif., where he operates his roofing business. It was, he said, a great experience with a great organization and, as only Antis could do, suggested we “take care of all the Ronald McDonald House roofs in the country.”

In 2015, I was nearing retirement and had a pretty full plate already. But I also thought this could be a great project for NRCA’s foundation, the Roofing Alliance, and so began an amazing journey.

The journey begins

The first step in our proposed partnership was to get a reality check. I was able to arrange a meeting with the director of development for the Ronald McDonald House in Chicago. It turned out there were 165 free-standing Ronald McDonald Houses in the U.S. (there are now 167), and we agreed we would begin slowly, making sure our organizations were comfortable with one another and the Roofing Alliance could deliver value to the houses.

The first project we undertook was a complicated reroofing project for a house in the Chicago area. The roof was leaking; it included steep- and low-slope sections; and it was difficult to access. It was not the routine project we had hoped to have for our pilot project.

But Roofing Alliance members Ridgeworth Roofing, Frankfort, Ill., and Bennett & Brosseau, Romeoville, Ill., came through with the help of several local suppliers and Roofers Union Local 11. The roofing crew was so happy with the outcome they thought Ronald McDonald himself should see the finished project, so they carried the statue of him to the roof to celebrate. The house had a new roof at no cost, and our partnership with RMH was off and running.

The Roofing Alliance agreed to the following arrangement with RMH:

- The Roofing Alliance would identify a roofing contractor to “adopt” each roof of the 165 houses.
- The contractor would conduct an initial inspection of the house’s roof, provide annual maintenance and take care of minor repairs at no cost to the house.
- In the event of major repairs, reroofs or new houses, the Roofing Alliance would do its best to get materials and labor donated and/or discounted.



Shell Roofing Solutions Group at the Long Beach Ronald McDonald House

In early 2017, we announced the partnership arrangement through the RMH network and began the process of asking contractors to adopt the 165 roofs. In the ensuing months, I made a lot of phone calls to roofing contractors asking for their help. And not a single one refused.

I also made a lot of calls to individual Ronald McDonald Houses to explain the partnership and introduce them to their adopting contractor. Some of the house

presidents I spoke with believed our arrangement was some kind of a scam (who offers free roofing help?) until the contractor showed up and did the initial inspection for free.

Philadelphia

After the initial announcement, the first call we received was from the Ronald McDonald House in Philadelphia. This was significant because the idea for Ronald McDonald Houses started in the early 1970s when Philadelphia Eagles football player

Fred Hill learned his daughter had leukemia. Hill and his wife organized a fundraising dinner to support the Leukemia and Lymphoma Society. It was a success, and they drove to New York to deliver a generous check to the society. On the way back, his wife said: “Well, that was nice. What should we do next year?”

With the support of many of his teammates, Hill asked the Eagles owner Leonard Tose to help with a fundraising plan for the local children’s hospital where Hill’s daughter was being treated. To his great credit, Tose suggested they ask the hospital what it needed most. The hospital came back with a list of 10 things, among them a place for the families of sick children to stay while their children were being treated. Tose agreed to help fund all 10 items on the list.

As it happened, the general manager of the Eagles, Jim Murray, was friends with the regional vice president of McDonald’s. When Murray asked his friend for help with the fundraising, he told Murray McDonald’s would help, but the house they were planning had to be named Ronald McDonald House. (A bit of trivia: The initial funding for the house came from 25 cents for every Shamrock Shake sold in that region.)

The first Ronald McDonald House was a five-bedroom house located near the Children’s Hospital of Philadelphia. During the years, a new house was built in Philadelphia, and by 2017, plans were made for a new \$50 million house. When the house president learned of our partnership agreement, she was thrilled. We had hoped for a more modest beginning, but now we faced the challenge of helping the house get its million-dollar roof.

And up stepped a host of roofing industry folks to help. United States Roofing Corp., Norristown, Pa., was the contractor for the project and agreed to make a significant donation of labor, assisted by members of Roofers Local 30, who worked on Saturdays without pay. Materials were donated by Carlisle Construction Materials, Carlisle, Pa., and Amrize (Firestone Building Products at the time), Nashville, Tenn. The house saved more than \$250,000 on its new roof.

A camp in LA

Not long after the Philadelphia house was completed, the Roofing Alliance had the opportunity to do some much-needed repairs on Camp Ronald McDonald for Good Times located in the hills above Los Angeles. The camp hosts children with cancer with no parents allowed (though with plenty of health care professionals) to give them the chance to be kids and be with other kids. The camp consists of several cabins, and at the time, all were old and had leaking roofs.

What transpired there was an amazing collaboration of big-hearted roofing professionals. Antis Roofing & Waterproofing; Shell Roofing Solutions Group, Chino, Calif.; and CI Services, Anaheim, Calif., donated the necessary labor for the project. GAF, Parsippany, N.J., and QXO (formerly Beacon Roofing Supply), Herndon, Va., donated all the materials.

It wasn't long before word started to spread through the RMH community that our partnership was working. A number of houses got new roofs, including the following:

- Macon, Ga.: Donors L.E. Schwartz & Son Inc., Macon, and GAF
- Norfolk, Va.: Donors J.D. Miles & Sons Inc., Chesapeake, Va., and GAF
- Richmond, Va.: Donors Whitley/Service Roofing & Sheet Metal Group, Richmond, and Carlisle Construction Materials
- Minneapolis: Donors Garlock-French Roofing Corp., Minneapolis, and GAF
- Atlanta: Donor Carlisle Construction Materials
- St. Louis: Donors Amrize and Georgia-Pacific Gypsum, Atlanta
- Orange County, Calif.: Donors Antis Roofing & Waterproofing; IB Roof Systems, Grapevine, Texas; Georgia-Pacific Gypsum; and QXO
- San Diego: Donors Antis Roofing & Waterproofing, Shell Roofing Solutions Group, IB Roof Systems, Georgia-Pacific Gypsum and QXO

- Marshfield, Wis.: Donor GAF
- Springfield, Mass.: Donor The Melanson Co., a Tecta America Company, Keene, N.H.; GAF; and ABC Supply, Beloit, Wis.
- Cincinnati: Donor Johns Manville Roofing Systems, Denver

Although several companies have donated to RMH, three have been truly amazing. GAF has donated materials to 14 houses; IB Roof Systems has donated its PVC membranes to three large projects and has committed to two more in Oklahoma City and Charleston, S.C. And Georgia-Pacific Gypsum's DensDeck® is on several houses now and will be on the houses in Oklahoma City and Charleston.

The biggest project

Not long after the expanded Cincinnati house was completed, we got a call from the house in Columbus, Ohio, which is adjacent to a new pediatric hospital. The house, we were told, was planning to undertake a significant \$50 million expansion comprising three new buildings. It would become the largest Ronald McDonald House in the world with 205 bedrooms.

The project included significant donations from Kalkreuth Roofing & Sheet Metal Inc., Wheeling, W.V.; IB Roof Systems; Georgia-Pacific Gypsum; GAF; and Hunter Panels, Franklin Park, Ill.

Increased involvement

The Roofing Alliance team has heard dozens of stories about how much the roofing crews value



Bennett & Brosseau, Ridgeworth Roofing, GAF and Bone Roofing Supply donated to the Ronald McDonald House at Loyola University Medical Center, Hines, Ill.

the opportunity to be involved with the RMH. The employees of some companies have volunteered to prepare meals; others provide handyman services; others help with fundraising.

IB Roof Systems took it a step further. In April 2025, the company hosted a golf tournament to benefit the two houses in the greater Dallas-Fort Worth area. The tournament drew 90 players from all over the U.S., and IB Roof Systems has plans for the second annual tournament this April.



The Melanson Co. and Adam Quenneville Roofing and Siding sent crews to work on the Ronald McDonald House in Springfield, Mass.

Making a difference

Since the partnership between the Roofing Alliance and RMH was established, I have made countless phone calls and sent countless emails to contractors, manufacturers and dis-

tributors asking for help and significant donations. Not a single person has said “no.” Not one. If ever there was a testament to the generosity of the roofing industry, that is it.

The best estimate is we have saved Ronald McDonald Houses in the U.S. more than \$3 million in roofing costs. Those are dollars that are typically earmarked for capital expenditures, so they either allow the houses to put money into making the houses more family-friendly or enable the houses to care for more families of sick children. As Nelson Mandela once said: “Any society which does not care for its children is no nation at all.” 🇺🇸🏠

BILL GOOD is former CEO of NRCA and a senior adviser to the Roofing Alliance.

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How to get involved

There are 387 free-standing Ronald McDonald Houses around the world as well as 270 “family rooms” that are contained within hospitals. The houses are independently owned and operated and licensed through the global organization, which establishes metrics for them to follow. For example, all houses must have open, quiet spaces and all bedrooms must have an attached bathroom.

But what most people don’t realize is little of the funding for these houses is provided by Ronald McDonald Houses or McDonald’s Corp. In fact, more than 90% of the operating expenses for the houses are borne locally.

What’s also important to understand is sick children heal better and faster when their families are around them. The houses not only play a role in providing food and shelter, but they also are integral to the healing process.

Families who stay at a Ronald McDonald House are asked to pay \$25 per day but only if they can afford it. Those who cannot afford to pay stay for free. All families receive three meals per day; access to the nearby hospital; and a warm, comforting environment.

There are several ways for volunteers to help:

- Offer to prepare meals or help serve them
- Volunteer for fundraising events (Many houses hold golf tournaments, dinners and auctions to help with operating expenses.)
- Perform repairs around the house as needed
- Make monthly donations
- Enlist other contractors to the cause (Every house needs electrical, plumbing and HVAC support on a regular basis.)

To learn more about RMH, including how to volunteer, visit ronaldmcdonaldhouse.org. To learn more about the Roofing Alliance, go to roofingalliance.net.

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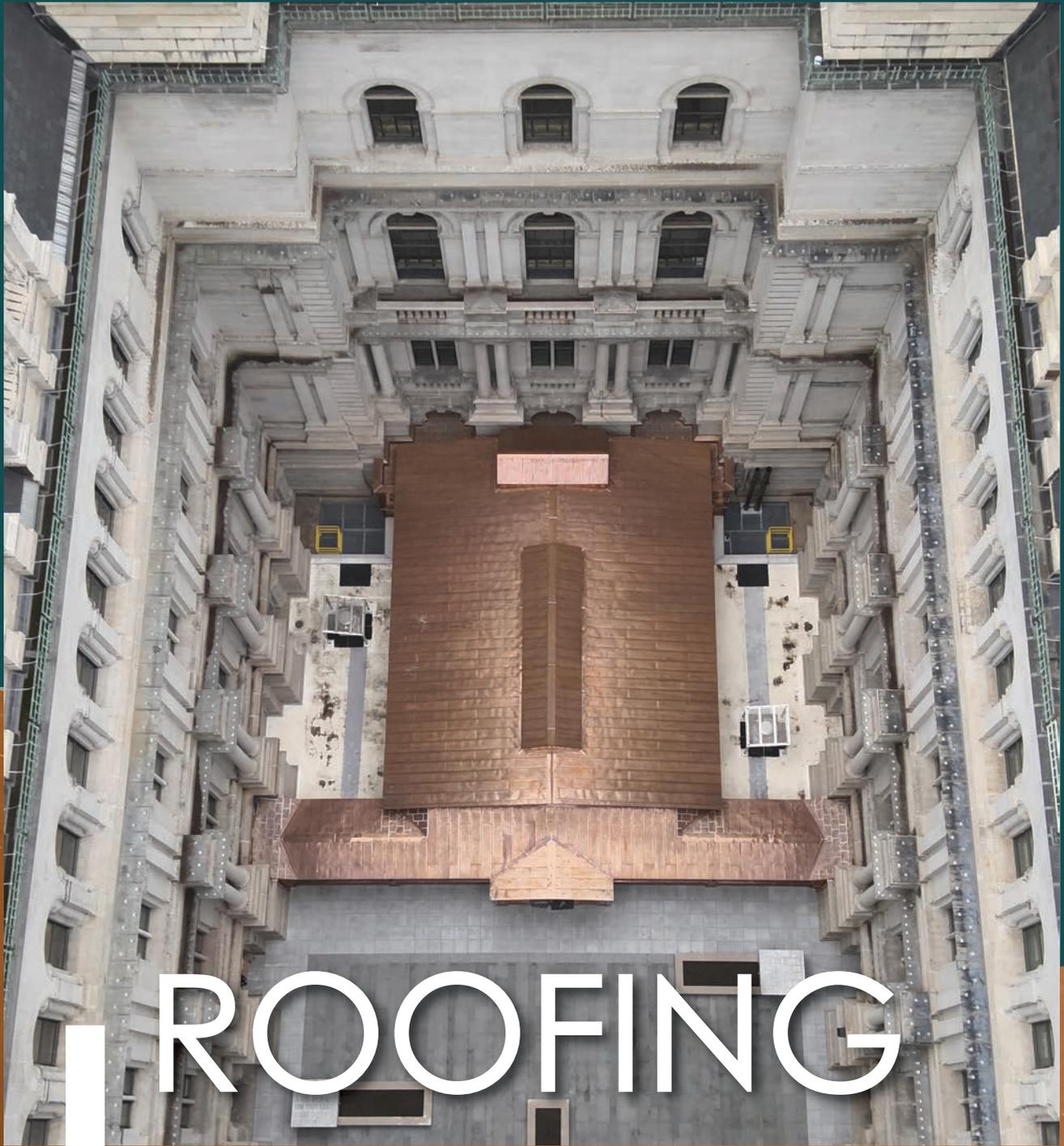
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“We’re selling so many more upgrade options automatically. So our average ticket has gone up 32%.” Dean Mainardi, Munz Roofing



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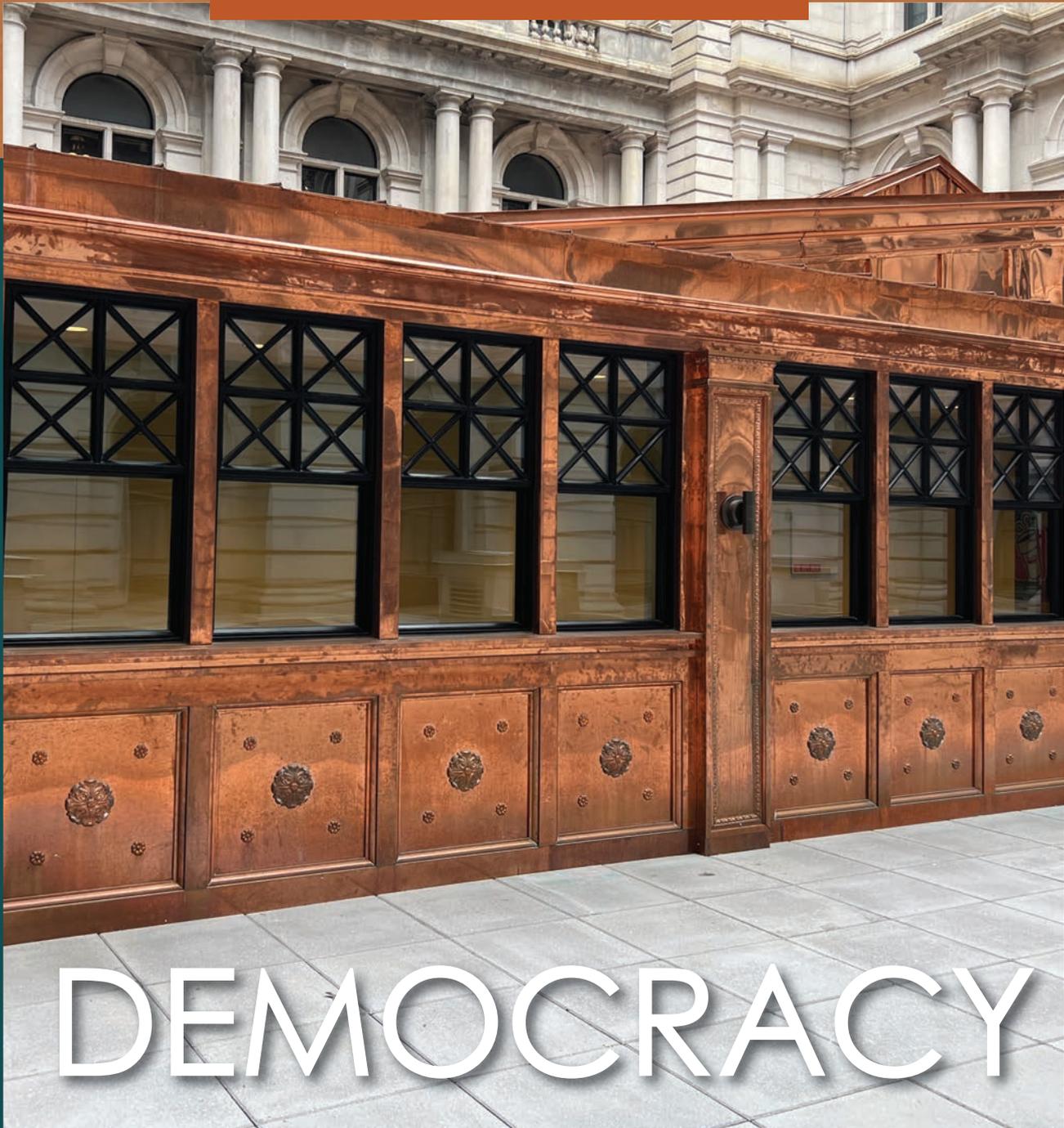


ROOFING

Greenwood Industries helps renovate New York State Capitol
by Chrystine Elle Hanus

Aerial view of renovated courtyard

Project name: New York State Capitol Courtyard
Project location: Albany, N.Y.
Project duration: July 2022-March 2024
Roofing contractor: Greenwood Industries, Worcester, N.Y.
General contractor: VMJR Companies, Glens Falls, N.Y.
Waterproofing and roof system types: Liquid monolithic membrane and copper
Waterproofing and roofing manufacturers: Carlisle® Construction Materials, Carlisle, Pa.; Siplast,® Dallas
Roofing distributor: Revere Copper Products Inc., Rome, N.Y.



DEMOCRACY

Built between 1867-1899, the New York State Capitol is a significant U.S. architectural landmark recognized for its masonry construction that blends Renaissance, Romanesque and French Renaissance Revival architecture. The view of the eastern staircase from State Street is iconic for New York residents and tourists. It showcases the seat of state government and has been the setting for many memorable moments at the capitol, including President Richard Nixon's speech while visiting Albany in 1969.

During the past century, water infiltration caused the 77-step staircase to deteriorate to such an extent it has been barricaded from public use for the past 10 years. The New York State Office of General Services initiated a significant \$72 million project to renovate the capitol's Eastern Approach. The massive project currently is underway and includes recon-

structing the staircase and promenades on two sides of the capitol, reconstructing retaining walls, installing storm drainage systems, new window and door fittings, and new weatherproofing systems. The project combines modern and traditional construction techniques while reusing existing materials where possible.

Greenwood Industries, Worcester, Mass., was selected as the roofing contractor for the project to restore New York State Capitol's courtyard roof areas.

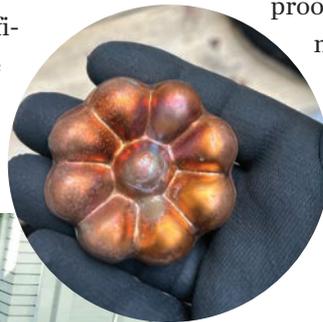
Replacing a century-old roof

New York State Capitol's courtyard deck waterproofing system also serves as the roof over mechanical and electrical equipment that helps keep power, heat and hot water operating in the building. The courtyard includes an attached restaurant infill and a copper-clad covered walkway called Hawk Street Passage that serves as a pedestrian corridor.

Persistent leaks in the waterproofing membrane compromised equipment below, and deterioration of standing-seam copper panels on the passageway roof prompted full replacements of the capitol's open-air courtyard deck waterproofing system and copper panel roof areas.

Greenwood Industries' restoration work began in July 2022. From the 6,600-square-foot plaza deck area over the equipment, the team removed multiple layers (14 inches thick) of waterproofing materials including EPDM membrane down to the existing brick vaults. To access the courtyard, materials were transported through the building and then through an overhead door.

Crew members then poured a base layer of lightweight insulating concrete over the existing brick construction followed by Siplast® Paraflex Liquid Membrane. Malden bluestone and granite pavers were installed over the waterproofing system in the public areas of a newly designated occupied outdoor space, honoring the intent of the original 19th



Inset: One of many intricate ornate rosettes fabricated by Greenwood Industries craftsmen; above: the courtyard before renovations

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century design while receiving an updated look designed by Bell & Spina Architects, Syracuse, N.Y.

Large limestone planters with zinc-tin-coated copper caps containing drought-tolerant native plants also were installed to enhance the courtyard's visual appearance while concealing ventilation components for the basement space.

The Hawk Street Passage and restaurant received structural reinforcing and insulation upgrades, but the original copper reached the end of its service life and no longer could be repaired.

Copper work

Greenwood Industries craftsmen removed and replaced all the original copper on the 4,000-square-foot Hawk Street Passage roof including flat- and standing-seam panels, wall cladding, downspouts, intricate ornate rosettes, egg and dart trim (classic architectural motif), and ornamental scrollwork integrated into the wall panels and new windows. Many pieces were fabricated in the company's off-site facility.

The team matched the original, historical profiles with careful fabrication and detailing of the individual pieces including application of Carlisle® WIP® 300HT self-adhering roof underlayment.

"The original intent was to hand-solder the joinery," says Kristian Hoffman, project manager at Greenwood Industries. "However, after constructing and reworking a 1:1 scale mockup of a typical wall panel and window, we developed alternative attachment details using hidden clips, rivets and bolts to avoid visible fasteners. This meant every piece would fit together meticulously like a puzzle, giving the structure a beautiful, seamless look."

More than 6 tons of copper were used for the roof and wall cladding and ornamentation installed on the passageway and restaurant.

Beautifully executed

In March 2024, the Greenwood Industries team completed work on the New York State Capitol with no safety incidents or injuries. The Eastern Approach is expected to be renovated by May 2029.

Greenwood Industries' meticulous attention to detail and craftsmanship transformed New York State Capitol's courtyard from an inaccessible space to an attractive, functional area while maintaining the building's original design.

"As the architect of record, our firm worked with Greenwood Industries' talented and skilled carpenters, roofing workers and sheet-metal craftsmen to restore and upgrade the ornamental copper wall paneling, moldings and trim, standing-seam and soldered flat-seam copper paneling, and waterproofing over the roof of the courtyard," says Douglas Arena, AIA, RRC, principal for Bell & Spina Architects. "We were impressed with their attention to detail and commitment to the restoration process, including working with our team to develop innovative copper fabrication details. The completed work is beautifully executed and will endure for decades."

From waterproofing system and paver installation to restoring ornamental copper elements on Hawk Street Passage, the Greenwood Industries team's dedication to excellence shows. For its work on the New York State Capitol, Greenwood Industries received a 2025 NRCA Gold Circle Awards honorable mention in the steep-slope category. The renovation project also won an *Engineering News-Record* Merit Award and a North American Copper in Architecture Award

"What made this project truly rewarding was watching hard work turn into something real and lasting," Hoffman says. "The best part was stepping back at the end and knowing Greenwood Industries played a major role in shaping every detail. Bringing together teams from New York, Connecticut, Massachusetts and Rhode Island to work toward a shared goal—and achieve it efficiently—was incredible." 🌟🌟

New York State Capitol's monumental staircase was completed in 1897 and is one of the capitol's most famous features, renowned for its elaborate carvings and design. To reconstruct the steps, the entire staircase was disassembled, each piece catalogued and then put back together. To watch a video, go to professionalroofing.net.

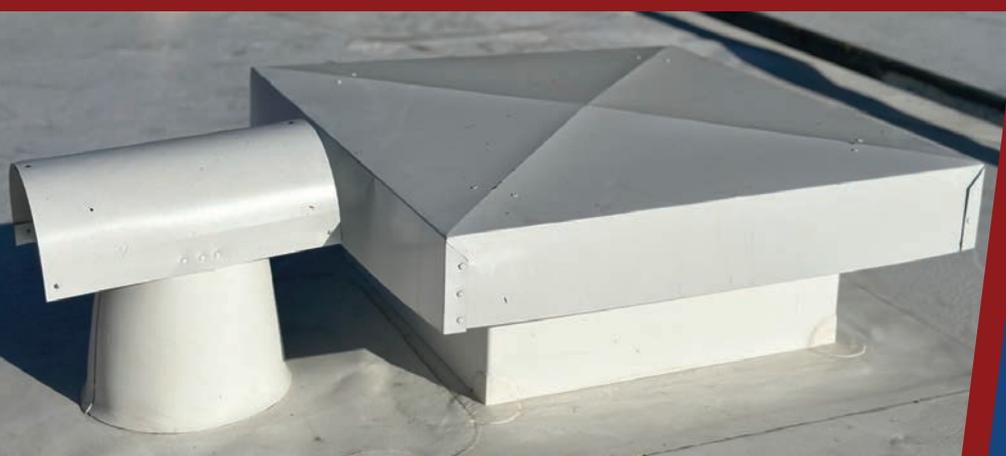


When construction began on the New York State Capitol in 1867, electric lighting did not exist. By the 1880s, it was one of the first buildings in the U.S. to have electricity. Thousands of stones were used to construct the building, and they were all hand-cut and hand-carved. Hundreds of stone cutters and carvers were employed, most of them coming from England, Ireland, Scotland and Wales.

The building's exterior is constructed from white granite, which was difficult to carve because it was harder than the steel tools used by the carvers. Nevertheless, the capitol stone carvers managed to carve 77 famous faces onto the exterior, including Abraham Lincoln, Walt Whitman and Susan B. Anthony. The New York State Capitol was listed on the National Register of Historic Places in 1971 and was designated a National Historic Landmark in 1979.

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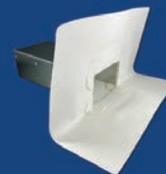
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SURVEYING ROOF MOISTURE

Follow standards closely to
prevent errors in assessments

by Michael T. Williams

There are many reasons to conduct roof moisture surveys. Moisture meters such as infrared thermal imaging, nuclear gauges, electrical impedance (capacitance) and resistance-pin-type moisture meters are necessary tools for such forensic work. However, using the technology without following appropriate standards can result in false positives.

For example, ASTM D7954, “Standard Practice for Moisture Surveying of Roofing and Waterproofing Systems Using Non-Destructive Electrical Impedance Scanners,” states pin moisture meters can be used for a quick assessment, but the pin moisture meter reading needs to be correlated to a gravimetric analysis for an accurate, reliable reading.

False positives and inaccurate readings can lead to unnecessarily removing roofing materials, a costly mistake for building owners, roofing contractors and insurance companies. If you or your consultant use moisture meters, be sure to follow the appropriate standards to provide accurate measurements.

BACKGROUND

In addition to ASTM D7954, the standards for roof moisture surveys include ASTM C1153, “Standard Practice for Location of Wet Insulation in Roofing Systems Using Infrared Imaging”; ANSI/SPRI/IIBEC NT-1 2017 (R2022), “Detection and Location of Latent Moisture in Building Roofing Systems by Nuclear Radioisotopic Thermalization”; and ASTM D7438, “Standard Practice for Field Calibration and Application of Hand-Held Moisture Meters.”

All materials used to construct a roof system contain hydrogen or moisture. According to *The NRCA Roofing Manual: Architectural Metal Flashing and Condensation and Air Leakage Control—2022*, roofs have a “normal ambient moisture” content range. This range increases and decreases, reflecting the current relative humidity surrounding roofing materials.

All roof system components, such as insulation, underlayment and cover boards, also have their own range of acceptable moisture. Equilibrium moisture content and moisture capacity varies for select roof insulation and deck materials.

Another issue affecting moisture content is vapor drive. During winter months, the dew point (condensation) is near the top of a roof at the membrane and top facer bond, but during summer months, it reverses and is at the bottom near the roof deck. For example, this condensation is usually a thin layer of moisture that can cause the pin moisture meter to read wet when the paper facer is not actually fully saturated.

These issues can affect most methods for assessing moisture in a roof system and, if not taken into consideration, can lead to errors when interpreting the readings provided by a moisture analysis method. This can create false positives and costly mistakes.

BASICS OF ROOF MOISTURE SURVEYS

There are a number of tools that measure moisture in a roof system.

Infrared gauges

During the day, the sun radiates energy onto a roof. During the night, areas of the roof that are wet retain the heat longer than the dry areas. Infrared tools can detect this heat and “see” the warmer, potentially wet areas during periods of uneven heat dissipation. It is important to note infrared imagers do not see moisture; they see temperature differences.

The photo shows a nighttime infrared scan. The

lighter-colored areas show high-moisture content. Figure 1 shows noninvasive moisture meters—a Tramex impedance gauge and a Troxler® nuclear gauge to confirm moisture using a 5- by 5-foot grid. The infrared standard, ASTM C1153, requires verification of anomalies to confirm areas of moisture.

According to ASTM C1153, verification of infrared data must be carried out by one of the following invasive test methods: cores (cutting out small sections of the roof) or a combination of cores and moisture meter probes. Noninvasive testing equipment such as nuclear and capacitance meters may be used to complement but not replace invasive verification.

When an anomaly is identified as potential moisture, an effort to verify the moisture should be made using either noninvasive nuclear gauges (Troxler) or impedance gauges (Tramex) followed by invasive verification using moisture meter probes and core tests.

Nuclear gauges

ANSI/SPRI/IIBEC NT-1 2017 (R2022) provides a minimum set of procedures for conducting surveys of moisture in membrane roof systems and analyzing the data obtained. According to Section 3.6.1 in Moisture Detection, “Fast neutrons from the radioactive source



Moisture survey using a drone nighttime infrared scan

enter the material being surveyed and are both scattered and slowed down by collision with the nuclei of the atoms composing the material.”

Typically, the roof area to be surveyed is laid out with a grid based upon X and Y coordinates that are 5 to 10 feet apart. A baseline low reading is found and then higher readings are identified for core locations. Typically, cores are taken at low, middle and high readings but not the highest readings.

In Section 6.0—Verification and Quantification, the standard states the field data (nuclear readings) is only “relative” and “shall” be quantified by core cuts. These cores would then be analyzed for moisture content by weight or gravimetric analysis.

Gravimetrics is determined by moisture content by weight and is calculated using the following formula:

$$\left[\frac{\text{wet weight} - \text{dry weight}}{\text{dry weight}} \right] \times 100.$$

There is no way to use the Equilibrium Moisture Content Tables on pages 10 and 11 of ANSI/SPRI/IIBEC NT-1 2017 (R2022) without conducting gravimetric analysis. To correctly follow the standard

for accurate results, quantification of moisture by gravimetric moisture analysis must be conducted when using nuclear gauges for roof moisture surveys. The same is true for impedance gauges.

Impedance gauges

Impedance gauges use nondestructive electrical scanners to locate moisture and evaluate the comparative moisture content within insulated low-slope roof systems. ASTM D7954 discusses the

DID YOU KNOW?

Appendix 2 in *The NRCA Roofing Manual: Architectural Metal Flashing and Condensation and Air Leakage Control—2022* contains information regarding moisture readings, which require gravimetric analysis. The manual is available at shop.nrca.net.

method to verify the data and the scanning techniques, which involved a grid system on an X-Y axis, similar to the nuclear standard, and a continuous systematic scanning system. The impedance scanner must be calibrated to the area of the roof being scanned.

This is the area where errors in moisture assessment can occur; following the standard closely will help minimize errors.

First, it is important to properly calibrate the scanner. According to ASTM D7954, Section 9.2.2-Preparation, “Cores taken shall be retained for gravimetric analysis for the verification stage.” It is important to note readings obtained by a resistance-pin-type moisture meter to evaluate moisture conditions of core samples are “relative” and, typically, need to be “correlated” with the moisture content value at the verification stage.

In Section 11.3.7-Other Moisture, testing equipment such as nuclear meters, infrared equipment, handheld nondestructive impedance meters or pin-type resistance meters are useful to complement impedance readings, but they “shall not replace” core sampling for quantitative verification of results. It is permitted to check the insulation material of each core specimen immediately after extraction from the roof system to provide a quick indication of its moisture condition with a pin-type resistance moisture meter. The pin-type resistance meter readings should be recorded so they can be correlated with moisture content measurements obtained by gravimetric analysis at the verification stage of the procedure.

As mentioned in Annex A1-Impedance Test Method, A1.4.11, nondestructive impedance readings are “qualitative”; they “shall be

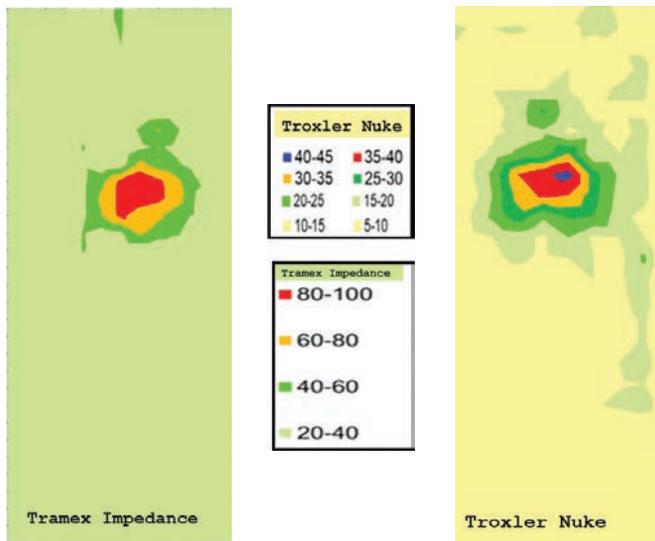


Figure 1: Moisture survey using noninvasive moisture meters

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Moisture Content Gravimetrics

Cores 2"	MOD BIT	Membrane	Densdeck	Polviso
#1 Nk 6 Impd 8 %	South roof	0.09%	0.25%	1.60%
#2 Nk 8 Impd 90%	South roof	0.22%	0.26%	1.05% * facer only 0.30%
#3 Nk 3 Impd 4%	North black	N/A	0.26%	1.35%
#4 Nk 5 Impd 85%	North black	0.17%	0.37 %	10.54% * facer only 7.21%

#	Moisture	Time	Material
19	6	11:10 AM	Reference - Bdx
18	12	11:10 AM	Reference - Bdx
17	2	11:10 AM	Reference - Bdx
16	<2	11:10 AM	Reference - Bdx
15	14	11:10 AM	Reference - Bdx
14	7.2 %MC	11:10 AM	Douglas Fir
13	7.6 %MC	11:10 AM	Douglas Fir
12	7.3 %MC	11:10 AM	Douglas Fir
11	7.8 %MC	11:10 AM	Douglas Fir
10	7.3 %MC	11:10 AM	Douglas Fir
9	7.7 %MC	11:10 AM	Douglas Fir
8	6.3 %MC	11:10 AM	Douglas Fir
7	<6.3 %MC	11:10 AM	Douglas Fir
6	0.2 %MC	11:10 AM	Drywall
5	8	11:10 AM	Reference - Bdx
4	<2	11:10 AM	Reference - Bdx
3	23	11:10 AM	Reference - Bdx
2	23	11:10 AM	Reference - Bdx
1	6	11:10 AM	Reference - Bdx

#	Moisture	Time	Material
23	70	1:10 PM	Reference - Bdx
22	<2	1:10 PM	Reference - Bdx
21	47.4 %MC	1:10 PM	Douglas Fir
20	24.3 %MC	1:10 PM	Douglas Fir
19	4	1:10 PM	Reference - Bdx
18	7	1:10 PM	Reference - Bdx
17	22.7 %MC	1:10 PM	Douglas Fir
16	16.0 %MC	1:10 PM	Douglas Fir
15	17.5 %MC	1:10 PM	Douglas Fir
14	20.4 %MC	1:10 PM	Douglas Fir
13	20.8 %MC	1:10 PM	Douglas Fir
12	6	1:10 PM	Reference - Bdx
11	5	1:10 PM	Reference - Bdx
10	5	1:10 PM	Reference - Bdx
9	10	1:10 PM	Reference - Bdx
8	7	1:10 PM	Reference - Bdx
7	10.1 %MC	1:10 PM	Douglas Fir
6	10.8 %MC	1:10 PM	Douglas Fir
5	11.3 %MC	1:10 PM	Douglas Fir
4	0.1 %MC	1:10 PM	Drywall
3	18	1:10 PM	Reference - Bdx
2	10	1:10 PM	Reference - Bdx
1	10	1:10 PM	Reference - Bdx

Notice that on core #4 the last readings or the bottom readings were high on both the ISO at 70% and the paper at 47%/24.3% Douglas fir scale.

#	Moisture	Time	Material
23	70	1:10 PM	Reference - Bdx
22	<2	1:10 PM	Reference - Bdx
21	47.4 %MC	1:10 PM	Douglas Fir
20	24.3 %MC	1:10 PM	Douglas Fir
19	4	1:10 PM	Reference - Bdx
18	7	1:10 PM	Reference - Bdx

HANDHELD PIN MOISTURE METERS

There is no standard for using pin moisture meters on roofing materials. ASTM D7438 was designed for industrial use in the wood industry but also is used for roof moisture investigations by some individuals who may not understand their limitations. This leads to misdiagnoses in roof moisture meter readings.

ASTM D7438 states there are a number of issues affecting the accuracy of handheld meter readings, including use and interpretation of meters for conditions

Figure 2: Core test moisture samples

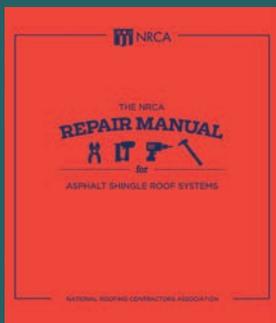
correlated” with the moisture content of test samples extracted before producing the moisture profile section analysis.

The standard states pin moisture meters are relative, and the readings obtained should be recorded and correlated to the gravimetric analysis.

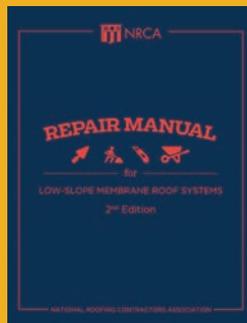
that relate to wood product characteristics, such as nonuniform grain, growth ring orientation and end-use process conditions. The standard also states calibration can be “impractical” or “invalid.” Because it is not a standard for pin moisture meters used for roofing materials, there is not a way to calibrate them for different roofing materials.

DIG INTO THE SOUNDTRACK OF ROOFING!

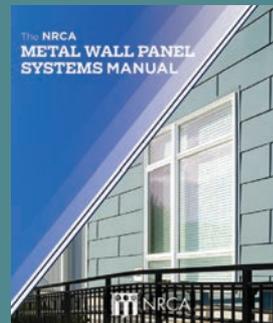
NRCA's technical library is packed with these chart-topping resources:



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Repair Manual for Low-Slope Membrane Roof Systems, 2nd Edition



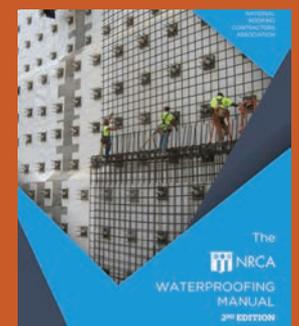
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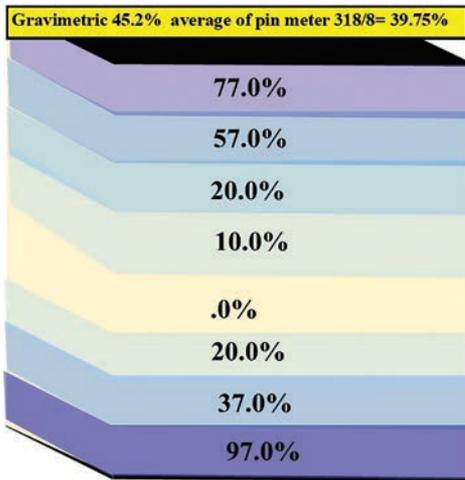


Figure 3: An illustration of eight readings on polyisocyanurate insulation

In the wood industry, gravimetric analysis (a method to determine the amount of a substance by measuring its mass) is used to calibrate the moisture meter. ASTM D7438 also discusses the need to be aware of temperature correction and moisture gradients, as well as drift. If you follow this standard using a handheld pin moisture meter, take the time to become familiar with all terms and instructions in the standard.

There often are three scales used for measuring moisture: gypsum, paper and relative scale from 0-100%. Care must be taken to use the proper scales. The new fiberglass facers are not the same as paper facers and are not calibrated. Note that different adhesives can affect the pin moisture meter reading and be interpreted improperly.

From numerous cores tests when I have used pin moisture meters and gravimetric analysis, I have found pin moisture meters are fairly close to the paper facers using the Douglas Fir scale and gypsum scale for Georgia-Pacific DensDeck® cover boards with gravimetric analysis. The meter readings do not accurately follow the gravimetrics in roof insulation like EPS and polyisocyanurate. Pin moisture meters only sample extremely tiny areas between the pins. This is called the “electrode sensing region,” and many things affect the meter, including the temperature of the material and the moisture gradient of the material being tested.

In Figure 2 on page 52, my team took cores, nuclear gauge readings, Tramex impedance and pin moisture meter readings on a roof in Portland, Ore., this year. We took about 20 readings with the pin moisture meter as we removed the core for a quick reference to correlate with the gravimetrics. We started at the top and worked to the bottom of the core with the back of the membrane, both sides of a fiberglass-faced DensDeck cover board on reference scale, another layer of DensDeck (gypsum), two layers of paper-faced polyisocyanurate insulation on the Douglas Fir scale and finally polyisocyanurate insulation (reference) of at least two or three readings.

It is interesting to note on core 2 that both the

nuclear gauge reading of 8 and the impedance of 90% did not match the gravimetrics, but the pin moisture meter did. On core 4, the impedance and the pin moisture meter aligned. We found the moisture was at the bottom of the deck as shown by the pin moisture meter readings of 47.4% paper facer and 70% polyisocyanurate.

Cover boards and insulation can have unevenly distributed moisture. For example, if there is a membrane breach and moisture is coming from the top of the polyisocyanurate or EPS insulation, the insulated pin meter will show a wetter area near the top. If moisture is coming from the bottom of the deck, the lower section of the core will be wetter. I recommend checking both facers and the top, bottom and center of the polyisocyanurate insulation. The accuracy of the readings depends on how representative the samples are of the entire core.

Figure 3 illustrates eight readings on a piece of polyisocyanurate insulation. When our team conducted a gravimetric analysis, it was closer to the total readings averaged. If we had taken a reading only in one location, it would not have been representative of the core as a whole. By taking multiple readings, we get a closer representation of the overall moisture content. If the readings are within close range to each other, it’s apparent the moisture distribution is fairly uniform.

FOLLOW THE STANDARDS

There are times when it is quite obvious roofing materials are wet or saturated. Yet there also are times when the moisture is only elevated. The question is whether it is normal ambient moisture or in the equilibrium moisture content range.

Infrared thermography, nuclear gauges and impedance gauges can find locations of possible moisture. These locations need verification as they are only relative or qualitative moisture measurement techniques.

Following the standards closely will help prevent errors when conducting moisture assessments. 🧰🔧

MICHAEL T. WILLIAMS is owner of White Glove Building Maintenance, Salem, Ore.

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MANUFACTURER NEWS



Bus (center) receives the Forty Under 40 Award.

ATAS International employee is honored

Mark Bus, national sales manager of **ATAS International Inc.**, has received the Forty Under 40 Award, an award recognizing future leaders of the Lehigh Valley, Pa., area who are younger than 40 years old. Honorees are selected by a panel of judges made up of former Forty Under 40 honorees and the Lehigh Valley Business leadership team.

Bus serves on the national Metal Roofing Alliance board and the board of St. Joseph the Worker School in Orefield, Pa. He also is an Eagle Scout and a member of the Lehigh Career and Technical Institute's occupational advisory council for pre-engineering.

"I've worked with Mark for many years now and have witnessed his career progression within ATAS International," says Jim Bus, the company's vice president of sales and marketing. "With his volunteerism and strong community commitment, along with his dedication to the growth of the company, Mark is more than qualified to receive the Forty Under 40 Award."

Polyglass U.S.A. featured in business guide

Polyglass U.S.A. Inc., Deerfield Beach, Fla., was recently featured in Guida Paese Smart, a business guide created to support Italian companies seeking to expand their operations to the U.S. The guide highlights Polyglass U.S.A.'s successful journey to the U.S. from its start as a family-founded Italian manufacturer.

Guida Paese Smart is available at octagona.com.

Owens Corning announces Shingle Color of the Year

Owens Corning, Toledo, Ohio, has announced Evergreen Mist, a shingle color from the company's TruDefinition® Duration® shingle line, is its 2026 Shingle Color of the Year. Owens Corning's Shingle Color of the Year is an annual roofing color initiative intended to highlight the roof as a design element that can express a homeowner's style and contribute to a home's curb appeal.

Additionally, the company has announced it has selected Prattville, Ala., as the location for its new shingle plant. This investment will expand the company's roofing manufacturing network.

Construction of the 250,000-square-foot plant is expected to start in early 2026 with production beginning in 2027. Following the completion of the facility, the company will operate 17 asphalt roofing and components plants in the U.S.



GAF holds Latinos in Roofing Summit & Expo

GAF, Parsippany, N.J., recently held a Latinos in Roofing Summit & Expo. More than 775 roofing professionals attended the two-day event, which provided essential training, resources and networking opportunities to help them grow their businesses.

"This is a truly special event that brings people together to share, learn and feel empowered to take their business and skills to the next level," says Alan Lopez, director of CARE External Learning and Development for GAF Latinos in Roofing. "At GAF, we are committed to supporting our contractors and roofing professionals. Coming together at an event like this is how we all grow, personally and professionally."

In addition, employees from GAF's Baltimore plant recently volunteered with Habitat for Humanity of the Chesapeake on a project at Orchard Ridge in Baltimore. GAF employees worked on painting, flooring and trim for five houses within the 27-unit home-build project. GAF also is donating roofs for all 27 homes.

The project 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.





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DISTRIBUTOR NEWS

ABC Supply opens new locations

ABC Supply Co. Inc., Beloit, Wis., has opened two new locations in Lancaster, Calif., and San Antonio.

The company currently has more than 700 locations in the U.S.

CONTRACTOR NEWS

Tecta America acquires Skyline Roofing

Tecta America, Rosemont, Ill., has acquired NRCA member Skyline Roofing, a Rockingham, Va.-based commercial roofing contractor. It is Tecta America's fifth acquisition in 2025 and 35th during the past decade.

Founded in 2006, Skyline Roofing is a full-service commercial roofing company serving southwestern Virginia.

Kevin Weaver will continue as president and will lead Skyline Roofing and the company's entire leadership team. The business will operate as Skyline Roofing, a Tecta America Company LLC, and all employees will remain with the company.

"We are extremely pleased to welcome Skyline Roofing to the Tecta America family," says Dave Reginelli, CEO of Tecta America. "The entire Skyline team has built an outstanding organization that aligns perfectly with Tecta America's culture and values. We're excited to support their continued growth and look forward to seeing their employees thrive for years to come."

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West Coast Roofing partners with GAF

West Coast Roofing, Los Angeles, recently partnered with GAF, Parsippany, N.J., to provide a new roof for The University of Southern California's Hillel Foundation's campus building in Los Angeles. The campus building is a center for Jewish student life.

West Coast Roofing installed the new roof with a portion of materials donated by GAF.

"It was rewarding to be part of improving this campus space," says Scott Lippman, CEO of West Coast Roofing. "At West Coast Roofing, we want to go the extra mile for our clients and working with GAF to bring the right expertise and products to the job was important to us."



Champion Contractors & Services acquired by Platform Partners

Champion Contractors & Services, Round Rock, Texas, has been acquired by Platform Partners LLC, a Houston-based private investment firm.

"This is a defining moment for Champion Contractors & Services, and we are thrilled to begin this new chapter with Platform Partners," says Kirby Vogler, CEO of Champion Contractors & Services. "Their experience, capital strength and long-term investment philosophy make them an ideal partner."

Roofing Corp of America acquires Springer-Peterson Roofing & Sheet Metal

Roofing Corp of America, Atlanta, has acquired Springer-Peterson Roofing & Sheet Metal, Lakeland, Fla. The acquisition is Roofing Corp of America's 15th since its inception.

Springer-Peterson Roofing & Sheet Metal will operate as a stand-alone entity within Roofing Corp of America, partnering closely with its other businesses across Florida.

NRCA NEWS



NRCA to launch new podcast

NRCA has announced it is launching a new podcast, RoofTalk with NRCA.

Releasing a new episode monthly, the podcast host and guests will address important industry topics—such as safety, legislation, workforce and technical issues—to keep listeners informed and help them grow their roofing businesses. Episodes also will be available on YouTube.

UP THE LADDER

Dan Gaddini has been promoted to vice president of national accounts for ABC Supply Co. Inc. **Lloyd Hamilton** has been promoted to the company's vice president of the Southeast region.

Gulfeagle Supply has made **Andrew Eckhard** director of fleet and safety west; **Chris Kaminski** real estate manager; **Brad Powers** chief revenue and operations officer; **Ryan Stratton** in-house legal counsel; **Sameer Tyagi** artificial intelligence and process improvement manager; and **Mike Werpy** director of inventory and procurement.

OTHER NEWS

Metal Roofing Alliance announces competition winners

The Metal Roofing Alliance has announced the winners of its Best Residential Metal Roofing Project competition for the third quarter of 2025. The competition recognizes outstanding projects that demonstrate the benefits of metal roofing.

This quarter's winners are:

- Blue Vision Roofing Inc., Bradenton, Fla., for a residential reroofing project in Anna Maria, Fla.
- Mountaintop Metal Roofing, Portland, Ore., for a residential reroofing project in Maple Valley, Wash.

Information about the competition is available at metalcoffeeshop.com.





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Roswell Risk Services LLC, Jacksonville, Fla.

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4 Seasons Construction & Roofing Inc., Chardon, Ohio
Advantage Exteriors LLC, Clinton Township, Mich.
All American Exteriors Specialists Inc., Irving, Texas
Apollo Roofing Co., Walnut Creek, Calif.
Arkansas Roofing Kompany, Conway, Ark.
Armando's Roofing Inc., San Fernando, Calif.
Arrowhead Roofing & Exteriors, Wentzville, Mo.
Asset Protection Advisors LLC, Jenison, Mich.
Atacama Roofing LLC, Brunswick, Ga.
Beck Family Roofing, Levittown, Pa.
Bird Construction, Bixby, Okla.
Canton Roofing Co., Canton, Ohio
Commercial Flat Roof Co., Clayton, Mo.
Design Roof Services LLC, Carlsbad, N.M.
Eagle River Roofing LLC, Eagle River, Wis.
Evans Roofing, Oakland Park, Fla.
Flat Roof Restoration, Dallas
Hartman Roofing, Midland, Texas
Hilton Kennedy Company Cincinnati d.b.a. HKC
Roofing and Sheet Metal, Cincinnati
Hodge Roofing LLC, Shreveport, La.
Home Rooferz LLC, Mount Dora, Fla.
Hornbuckle Heating & A.C., Davenport, Iowa
Integrated Construction Services, Agoura Hills, Calif.
Joules Roofing Service, Winchester, Calif.
JT Brothers Construction Inc., Orange Park, Fla.
KFX Roofing, Lewis Center, Ohio
Mid-America Roofing & Construction Inc.,
Oklahoma City
Midwest Roofing & Insulation Co. Inc.,
Evansville, Ind.
Natural Construction LLC, Bentonville, Ark.

Nexa Roofing, Fort Worth, Texas
Next Dimension Construction Inc.,
Summerfield, Fla.
Next Level Roofing, Bixby, Okla.
Paragon Roofing Services LLC d.b.a. A&E Brothers
Roofing, Miami
Peterson Roofing Co. Inc., Modesto, Calif.
Premier Roofing and Drywall, Helotes, Texas
R3NG LLC, Denver
Rlynt Roofing, Katy, Texas
Rushing Roofing & Contracting LLC, Richardson,
Texas
SCR Contracting LLC, Texas City, Texas
Streamlined Roofing and Construction, Mustang,
Okla.
Summit Construction & Roofing, Federal Way, Wash.
SyG Cubiertas y Cerramientos, Ochozogo, Cartago,
Costa Rica
Texas Tough Exteriors LLC, Robinson, Texas
Trade Roofing LLC, Seattle
West Side Roofing Co. LLC, Safety Harbor, Fla.
Wyatt Roofing LLC, Orlando, Fla.

MANUFACTURER

Techno Rubber Co., Dammam, Saudi Arabia

MEMBER BRANCHES

Commercial Flat Roof Co., Elk Grove, Ill.
Noexiste Numero Tres, Chicago
Springer-Peterson Roofing & Sheet Metal Inc.,
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20-22

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24-27

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DACH+HOLZ

Cologne, Germany

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besucher@dach-holz.com

25-26

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MARCH

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APRIL

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14-15

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The amount of money families have saved in meal and lodging expenses by using Ronald McDonald House programs

Source: Ronald McDonald House Charities

Learn about the Roofing Alliance's partnership with Ronald McDonald House Charities on page 36.



During a recent NRCA Power Hour, Peter Holton, managing director for Caber Hill Advisors, Chicago, discussed how business owners can

successfully complete the sale of their roofing companies.

Go to the Power Hour recording at nrca.net/education and read about how to plan your exit from your business on page 30.



Small-business employees' top safety and health concerns include:

- Mental health
- Physical injury
- Environmental hazards
- Equipment safety

Source: Pie Insurance

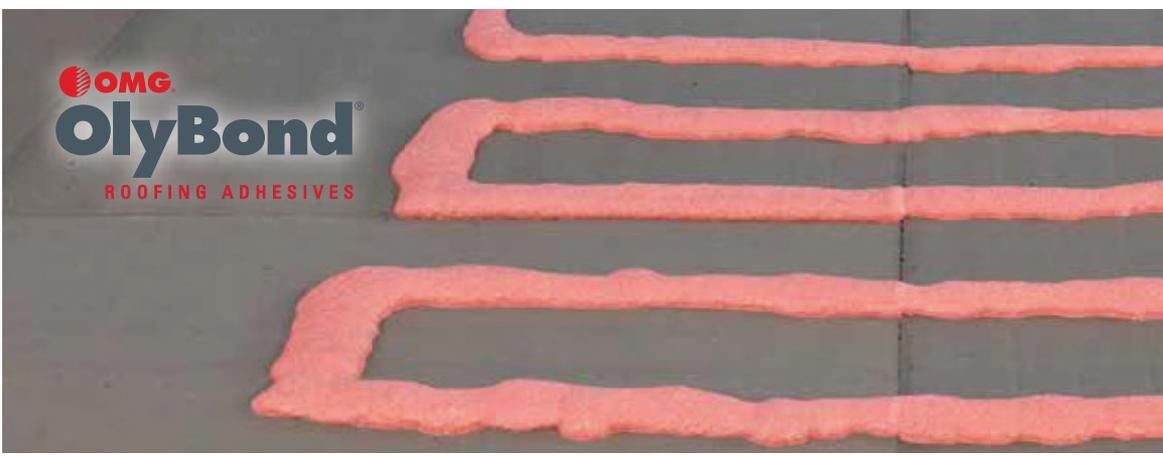
View NRCA's mental health resources at betoughenough.org.



During 2024, the percentage of U.S. workers who tested positive for fentanyl in random on-the-job drug tests was **70% higher** than the percentage of people whose preemployment tests were positive.

Source: Quest Diagnostics

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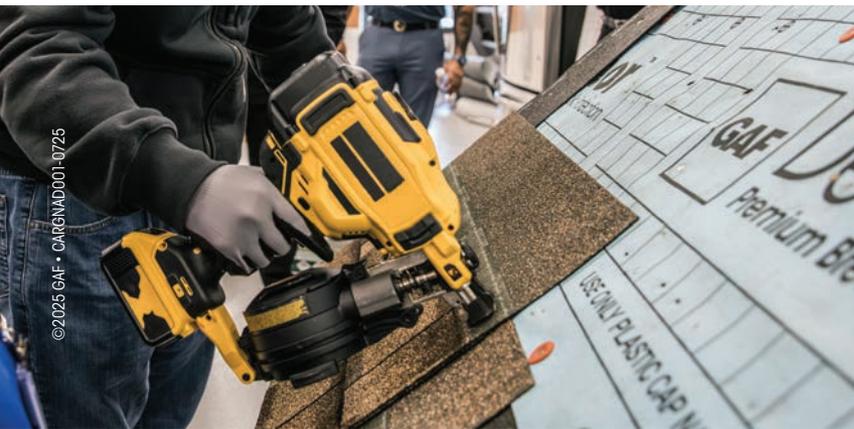
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