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Is the tide turning?

More people are switching from white-collar jobs to the trades

by Ambika Puniani Reid



The *Wall Street Journal* isn't known as a publication for the trades, but in early February it published two articles that flipped that script.

In "Why unemployment is rising among young college grads," Allisia Finley explains that despite the prevailing opinion about artificial intelligence, AI is not taking jobs away from college graduates.

She writes: "Government subsidies and public schools have funneled too many young people to credential mills, which churn out grads who lack the skills that employers demand. Many would be better off training in skilled trades for which demand is enormous."

And in "These white-collar workers actually made the switch to a trade," Allison Pohle and Te-Ping Chen cite a FlexJobs study that found more than 60% of white-collar workers would consider pivoting to a skilled trade if it offered more money and stability.

The authors interviewed four adults ranging in age from 27-48 who all gave up white-collar desk jobs for a trade; none of them have regretted the choice:

- "When I'm in the mud and I have filled up my muck boots with mud and water, at no point have I ever thought, 'Man I miss the office,'" says Nick Winters, 27, a software salesman turned electrical apprentice.
- "At 27, Lauren O'Connor was living paycheck to paycheck as a Montessori teacher, making \$29 an hour with no benefits. Today, the 33-year-old earns \$45 an hour—brazing, welding and soldering pipes for a local contractor."
- Candace Robinson, 48, switched from being a commercial loan-servicing associate to a cardiovascular sonographer. Her pay is about the same, but she says she would have taken a pay cut. "It's actually dealing with life and death," she says, "But it is so much less stressful than when I was just dealing with emails."
- Ben Neville, 32, is making less money training to be a pilot than he did as an accountant, but he is not concerned. In his new job, Neville says: "There's always something to learn; it keeps you on your toes."

Ambika

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

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PER
MICH



ATAS International
www.atas.com



CLOSE-UP

NRCA member ATAS International Inc., Allentown, Pa., competed in the 15th Annual Ice Cream Wars at the Da Vinci Science Center at PPL Pavilion, Allentown, and won for Most Unique Flavor Overall.

The company's "Minecraft Creeper Crunch" entry included deconstructed Dubai chocolate cake, candied pistachios, pistachio butter and Kataifi pastry.

ATAS International has actively supported the science center through participation in programs such as Career Connections Days and a Women in Science and Engineering Forum and remains committed to investing in education and supporting its local communities.

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



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by Kevin Kennedy and Joe Bazzano





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

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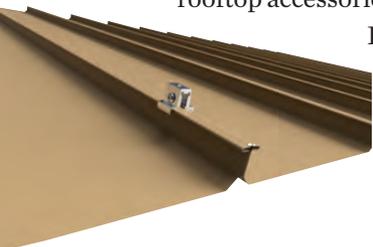


Clamp is nonpenetrating

S-5! has introduced the S-5-TH™ clamp for attaching a range of rooftop accessories to T-shaped metal roof profiles.

Designed specifically for solar PV and lighter-duty attachments, the clamp is nonpenetrating, clipping over a roof's rib and allowing for thermal cycling of roof panels.

s-5.com



Base sheet is tear-resistant

Tarco has released the LeakBarrier® EasyLay® HS Base, a base sheet engineered for multi-ply systems and optimized for steep-slope, high-wind installations. The base sheet features a composite polymeric fabric/scrim structure combined with a modified bituminous compound, reportedly offering tear strength, walkability and nail pull-through resistance.

Ideal for steep-slope installations using metal, shingles or tile, the base sheet is compatible with self-adhering systems and has a 30-mil nominal thickness.

tarcoroofing.com



TPO membrane keeps seams clean

MuleHide has added TPO with Seam Protector to its offering of TPO roof membranes.

Available in 60- and 80-mil thicknesses, the polyester-reinforced standard TPO membrane has a factory-applied film on the top and bottom lap areas. The film reportedly shields the seam areas from dirt, debris and bonding adhesive overspray, keeping the membrane clean during installation.

TPO with Seam Protector can be used in fully adhered, induction-welded and mechanically attached applications and as flexible membrane flashings for walls, curbs and other details. It is available in white, gray and tan. Rolls are 100 feet long and available in 10- and 12-foot widths.

mulehide.com



Ridge vent protects against elements

Owens Corning has made available the VentSure® RidgeProwler™ 30, a rolled ridge vent designed to perform across all seasons.



The vent features curved external baffles that reportedly keep the elements out while supporting optimal airflow through the attic. Baffles are paired with flat side vents to safeguard against debris infiltration. The vent's built-in end plugs and cut lines every 6 inches support precise installations with low waste.

The VentSure RidgeProwler 30 also has a narrow product footprint to contribute to a sleek, unobtrusive roofline.

owenscorning.com

Online platform is available

Hover has launched its visual platform designed to unify the full renovation workflow by bringing marketing, design, measurements and estimates into one end-to-end system.

The new platform features new estimating and proposal tools that let contractors build complete job estimates directly within Hover; upgraded two- and three-dimensional design tools with a unified material library, improved facet selection and direct 2D to 3D design transfer; and modernized proposals with visuals, homeowner-ready options and e-signature support.

hover.to



Shingle color line is expanded

GAF has added a Bold Definition color collection to its line of GAF Timberline HDZ® Shingles. The four new colors are Chestnut Valley, Cliffside, Midnight Mesa and Sierra Sand.

gaf.com





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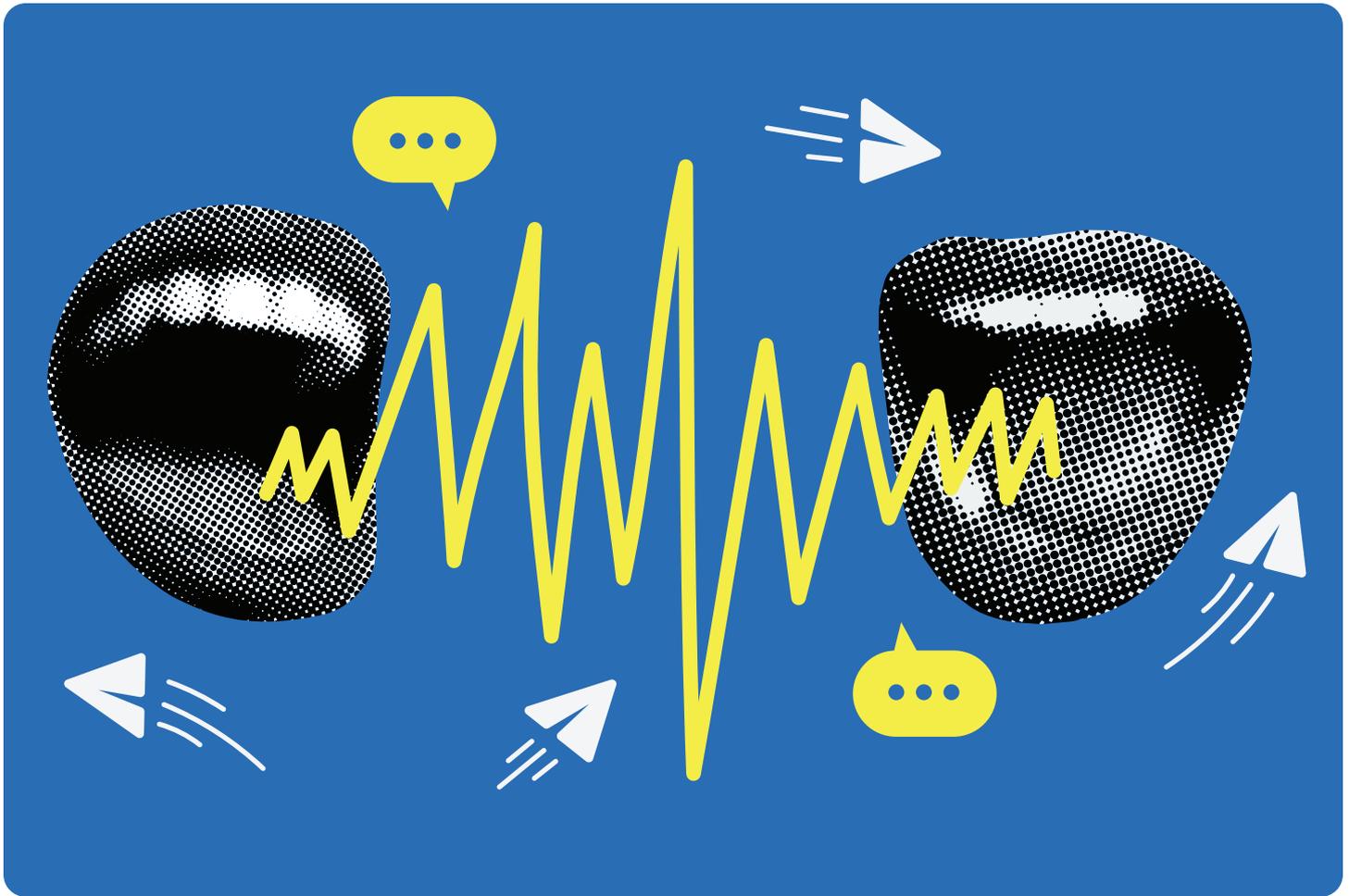
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Opt out

Striving to remove drama from the workplace should be a priority

by McKay Daniels

At an NRCA board of directors meeting earlier this year, members were asked to share their biggest frustration at work. As you might imagine, answers ranged all over the place, but drama was the item most frequently mentioned.

Drama sucks. It sucks energy. Sucks time, morale, trust and money. Drama can suck up a good day and spit out a bad one. And in the worst environments, it can suck up a good team or company and spit out a horrible place to work. Yet drama rarely is addressed directly.

Every workplace has drama. Some have it at a low simmer; others have a full boil. Drama shows up in hushed side conversations, passive-aggressive emails, simmering resentments and sudden emotional explosions.

The tricky thing about workplace drama is almost no one believes they are the source of it. Drama is always something other people bring. But in reality, it's less about personalities and more about patterns.

Workplace drama is not disagreement. It's not healthy debate, constructive feedback or even occasional conflict. A good definition I read characterized it as "the intentional or unintentional creation of unnecessary conflict, emotional volatility and chaos."

The emotions, the theatricality, the needless conflict. Ugh.

Drama emerges when emotions replace responsibility and communication becomes indirect, exaggerated or theatrical (or dramatic!).

Instead of saying, "I'm frustrated because xyz isn't clear," someone complains to co-workers. Instead of asking for feedback, someone assumes bad intent. Instead of addressing a problem early, it festers until it boils over.

In other words, drama often is the result of avoidance disguised as emotion. And humans can be emotional especially at work. Our jobs touch our identity, financial security, status and sense of competence. Add tight deadlines, setbacks, rain days or logistics issues, power dynamics and different communication styles, and you have perfect conditions for misunderstanding. But rather than addressing misunderstandings or questions, avoidance is looked at as easier.

Heck, many workplaces unintentionally reward drama. Loud voices get attention. Emotional reactions get remembered. People who "vent" are seen as authentic while those who stay neutral are sometimes viewed as disengaged. Over time, the team can learn—often subconsciously—that drama is a way to feel seen or regain control.

Texts and emails can add to it. Without tone, context or real-time clarification, people fill gaps with assumptions. A short email becomes "rude." A delayed

response becomes "disrespect." Drama fills the silence where clarity should be.

Teams caught in drama spend less time solving problems and more time managing feelings. Decision-making slows. Trust erodes. Folks disengage or leave not because of the work itself but because the emotional tax becomes too high. We've all heard the phrase "people quit bosses not jobs." Drama can have a root in that.

You're likely thinking: "Got it. I know it sucks, but how do I stop it?" Well, you don't need to change your entire company culture to reduce drama in your own work life. You need boundaries, clarity and intention.

1. Communicate directly and early. Drama grows in the gaps between people. Address issues as close to the source—and as early—as possible. This doesn't mean confrontation; it means clarity. A calm, direct conversation now prevents an emotional one later.
2. Separate facts from stories. Ask yourself: "What do I know for sure versus what am I assuming?" Most drama is fueled by stories we tell ourselves about intent. Stick to observable facts and ask questions before drawing conclusions.
3. Don't be the audience. Drama needs spectators. When co-workers vent, resist the urge to validate emotion without accountability. You can be empathetic without participating. Phrases like "That sounds frustrating. Have you talked to them about it?" gently redirect responsibility without escalating tension.
4. Keep emotions, own reactions.

Feelings are human; emotional dumping is optional. You're allowed to feel frustrated, disappointed or angry, but you also are responsible for how you express it. At a conference I recently attended, a presenter put it as "responding instead of reacting." Responding is one of the fastest ways to opt out of drama.

5. Be boring on purpose. Drama feeds on intensity. Calm, steady, predictable responses drain it. You don't need to match someone's emotional volume to be heard.

Drama is often a signal not a flaw. It often points to unclear roles, inconsistent expectations or unresolved conflict. But you can reduce drama by:

- Making priorities and directions clear
- Giving feedback regularly (not just when something goes wrong)
- Addressing conflict openly and respectfully
- Modeling calm, direct communication

When leaders avoid discomfort, drama fills the vacuum. When leaders model clarity, drama loses its oxygen. Clarity beats intensity. Directness beats gossip. Calm beats chaos.

In a world that often rewards noise, let's bring some filters and focus on what actually matters. 🌟🌟🌟

MCKAY DANIELS is NRCA's CEO.
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Addressing overwhelm can build a healthier workplace

Overwhelm is exhausting and unpredictable. When workers are overwhelmed, they become stressed to the point where they feel they are losing control and unable to handle tasks that once were manageable, which can lead to burnout, according to *Harvard Business Review*.

Overwhelm can be difficult to recognize if your team members are capable people who can hide their overwhelm. Three common symptoms of overwhelm include being alert yet exhausted, with workers needing rest but being unable to shut off; feeling mentally frozen yet wanting to escape; and internally breaking down behind a calm façade.

Overwhelm often can be caused by people feeling powerless to control their situation; crushed by unrealistic expectations; and depleted because of a lack of time, support or energy. *Harvard Business Review* shares the following actions leaders can take to reduce overwhelm and help build healthier workplaces.

- **Spot the silence and the strain.** Overwhelmed employees can be good at appearing calm when they are stressed. Leaders should look for signs of withdrawal or decision paralysis during meetings or frantic working with no breaks. Find out what could be contributing to an employee's overwhelm.
- **Engineer micro-control in a macro-uncertain world.** Unpredictability can trigger overwhelm. People often feel less stressed when leaders provide small doses of predictability, such as knowing priorities and what comes next. Leaders can help employees break large goals into small, clear priorities.
- **Recalibrate standards—starting with your own.** Overwhelm tends to thrive in workplace cultures of perfectionism and invisible expectations. Leaders must provide explicit, shared standards. Reframe expectations to ensure they are realistic.
- **Create psychological permission to say “I’m at capacity.”** Ensure your employees feel comfortable setting boundaries without being afraid of stigma or risk of reprisal. For example, replace “Can you take this on?” with “What would you need to make this manageable?”
- **Design work for recovery, not endurance.** It is important for leaders to normalize regular breaks, mental detachment, exercise and relaxation. Encourage a balance between work and rest.



Elevate announces new president

Elevate™ has announced Nevin Holly has joined the company as president. Holly brings more than 25 years of experience in the building products and commercial roofing industry.



Holly

“I am thrilled to join the Elevate team. This is a trusted brand with deep roots, strong performance and significant opportunities ahead,” Holly says. “We will stay committed to delivering the quality, reliability and partnership our customers expect while driving growth by advancing the innovations that will shape the future of commercial roofing.”

NRCA announces EmpowerAll Scholarship recipients

NRCA has announced the recipients of the EmpowerAll Scholarship program. The scholarship opportunity is offered to roofing company employees who are in management or perform field work. It is designed for a first-time International Roofing Expo® attendee to connect with manufacturers and suppliers, attend numerous educational programs and network with like-minded peers at the roofing industry's largest event of the year.

The EmpowerAll Scholarship recipients who attended the 2026 IRE in Las Vegas Jan. 20-22 were:

- Juan Pablo Romo, Sustainable Living Builders, Sebastopol, Calif.
- Lulu Soto, United Exteriors Group, Columbus, Ohio
- Steve Walden, Hardworking Roofing and Construction, Oklahoma City

The 2026 scholarship package included an IRE 2026 Super Pass; hotel accommodations for two nights; roundtrip airfare; a customized show-site agenda; and an on-site mentor provided by NRCA.



Romo



Soto



Walden

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GAP
San Francisco, CA





Important FM updates

FM updates its roofing-related property loss-prevention data sheets

by Kurt Fester, BECxP, CxA+BE

In October 2025, Factory Mutual updated some of its technical data sheets. If you are involved with roofing projects where FM Global guidelines are specified or required because the building owner is FM Global-insured, you should familiarize yourself with the roofing-related changes to the Property Loss Prevention Data Sheets.

FM Global is the single largest industrial insurer in the world. The loss-prevention data sheets it produces, though not part of a building code, serve as a guide and expectation for buildings it insures to help reduce the chance of property loss from fires and weather conditions, for example. The data sheets are divided into 13 categories, and nearly all the data sheets applicable to roof system installation fall into the category construction, which has the designation “1-.”

FM 1-15, “Roof-Mounted Solar Photovoltaic Panels,” serves as a guide related to fires and natural hazards. An interim revision to this data sheet includes the option of an FM-approved

coating as a way for a roof assembly to meet FM fire exposure and classification criteria when the existing assembly is not replaced. Before this addition, the data sheet limited existing roof assemblies to specific FM-approved Class 1A-rated metal panel and single-ply roof systems.

FM defines a roof PV coating as “an FM-approved product used to minimize fire spread by application to an existing roof cover system in conjunction with PV panels.”

It also now includes a requirement that only noncombustible mounting systems and racking be used.

FM 1-28, “Wind Design,” recommends design wind pressures for roofs and walls based on (but not the same as) ASCE 7, “Minimum Design Loads and Associated Criteria for Buildings and Other Structures.” An October 2025 interim revision to this data sheet provided additional supporting information for designing roof-mounted equipment in tropical cyclone and tornado-prone regions.

A figure (see figure to right) was added showing the annual tornado counts per state between 1994-2024, as well as a couple of pointers to sections on securement of equipment and curbs. The data sheet also clarifies small HVAC equipment belongs on the list of roof-mounted equipment that must “secure appurtenances” in accordance with the section on roof-level equipment.

FM 1-34, “Hail Damage,” New FM 1-28 figure on tornadoes

provides guidelines for minimizing the potential for hail damage to buildings, roof-mounted equipment and other outdoor equipment. In sections addressing severe and very severe hail, the phrase “Install FM Approved roofs according to the manufacturer’s instructions and follow any manufacturer’s geographic limitations, which may exclude certain roof membranes in areas with larger hail” was modified to “Install FM Approved roofs according to the manufacturer’s instructions.”

The data sheet no longer references FM 1-32, “Inspection and Maintenance of Roof Assemblies,” which was folded into data sheets 1-28 and 1-29, “Summary Update for Adhered Roofing Systems.” It also has updated hail report maps in Appendix D.

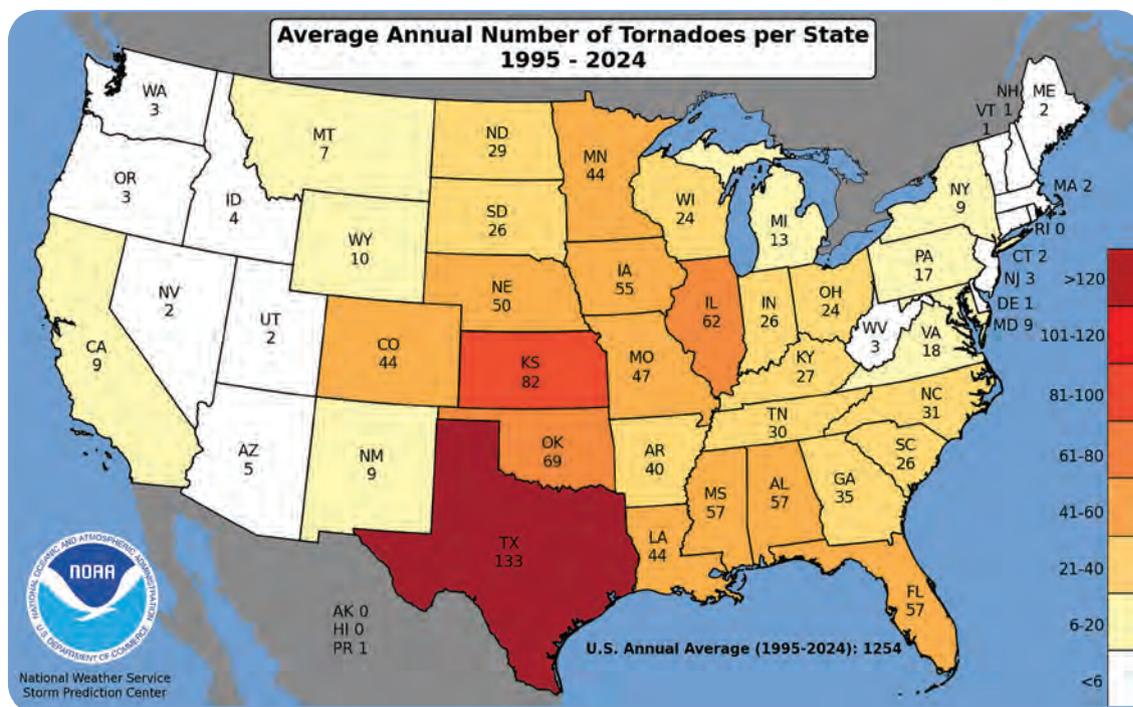
FM 1-40, “Flood,” relates tangentially to roofs, and the section about stormwater runoff and terrain management was rewritten for clarity. The

technical content was not changed, but the words are different.

FM 5-11, “Lightning,” falls in the electrical category. It mostly addresses protecting industrial power distribution systems from things like lightning strikes but can apply to roofs where rooftop lightning-protection systems are installed. An interim update to this data sheet updated Table 1, FM Loss Statistics to Lightning Strikes (2014-2024), with the most recent loss data information. The table lists types of losses, the number and gross total in millions of dollars.

All data sheets are available for free at fm.com/resources/fm-data-sheets. 🌱🌿

KURT FESTER, BECxP, CxA+BE, is an NRCA director of technical services.



NRCA releases latest manual

The NRCA Roofing Manual: Architectural Metal Flashing and Condensation and Air Leakage Control—2026 provides comprehensive information about the design, materials and installation techniques applicable to architectural sheet-metal components and condensation and air leakage control.

The new manual includes 61 construction details and provides background information regarding moisture and air leakage issues in buildings, such as ventilation for steep-slope roof

assemblies and condensation control for low-slope roof systems. The appendixes include information about climatic design, considerations for lightning-protection systems and NRCA's technical directory.

The NRCA Roofing Manual: Architectural Metal Flashing and Condensation and Air Leakage Control—2026 is one of four volumes that compose The NRCA Roofing Manual. The four-volume series also includes *The NRCA Roofing Manual: Membrane Roof Systems—2023*; *The NRCA Roofing Manual: Metal Panel and SPF Roof Systems—2024*; and *The NRCA Roofing Manual: Steep-slope Roof Systems—2025*.

All volumes of The NRCA Roofing Manual can be accessed at shop.nrca.net. The member price for a hard copy of the 2026 volume is \$195, and the nonmember price is \$395. NRCA also offers a digital version of the 2026 volume, which is free for members. The NRCA Roofing Manual also is available as a four-volume box set.



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nrca.net/roofingday



A push for more

NRCA is advocating for increased CTE funding

by Duane L. Musser

As the workforce development needs of the roofing industry become ever more challenging, NRCA continues working to advance policies aimed at strengthening and expanding career and technical education. Substantial progress in this endeavor has been made in recent years, but more efforts are needed to better address the industry’s essential workforce demands.

NRCA’s efforts to expand CTE opportunities for employers have been an increasing focus during the past decade. Beginning in 2015, NRCA helped lead efforts to advance the Strengthening Career and Technical Education for the 21st Century Act, bipartisan legislation to improve and expand CTE programs operating under the federal Carl D. Perkins law. This legislation expanded authorized funding and contained numerous reforms aimed at improving work-based training and career programs. This critical legislation was a key advocacy focus during Roofing Day in D.C. in 2018, and the

bill was enacted into law by Congress later that year.

An early success

Passage of this legislation has contributed significantly to the growth of CTE in recent years as implementation of the law has facilitated more effective collaboration between employers and educational institutions in the development and expansion of workforce programs.

For example, the National Student Clearinghouse, a nonprofit organization that provides data to support the education and workforce communities, indicates there was a 16% increase in trade school enrollment in 2024, a record high since the organization began collecting data in 2018. Given this positive trend, it will be critical for secondary and post-secondary schools to obtain continued support and investment to keep up with growing demand for workforce development programs, especially in an era of rapid technological innovation.

A key component of the 2018 law authorizes increased levels of funding for Perkins State Grants, which are distributed among all 50 states according to population and other factors to be used for programs that provide students with opportunities needed to close the skills gap in today's workforce. Perkins State Grants provide funding for CTE programs that prepare students for careers in growing industries, and employers rely on these programs to develop talent with the technical skills needed in the current workforce. Without well-funded Perkins State Grants, many local training pipelines would shrink or disappear because of lack of support and investment.



NRCA's efforts to expand CTE opportunities for employers have been an increasing focus during the past decade



A call for funding

This increased authorization funding level is important because investment in CTE had not been keeping pace with inflation for many years. Although the law provides the maximum authorization of federal funding for Perkins State Grants on a multiyear basis, the actual funding must be allocated through the congressional appropriations process annually. Lawmakers in Congress must decide each year where to invest limited federal resources in an arena with many competing needs and priorities.

In recent years, NRCA has made it a top priority to support increased funding for Perkins State Grants to maximize CTE opportunities for members, and in working with allied partners organizations, NRCA has been successful in a difficult budgetary environment. During the past six years, Congress has appropriated more than \$300 million in additional funding for Perkins State Grants, bringing total funding to more than \$1.4 billion. This increase is a good start, but to continue developing CTE programs to meet current and future workforce needs, Congress should place a higher priority on funding for Perkins State Grants.

Advocacy efforts needed to support greater investment in CTE are more important than ever because, as the federal government's fiscal imbalances continue to deteriorate, there is growing pressure on lawmakers to cut spending in certain programs in an attempt to reduce budget deficits. The roofing industry needs to continue making the case to Congress for increased investment in CTE over competing requests.

Advocate

Given the importance of this issue to the roofing industry, participants in Roofing Day in D.C. 2026, which will be held April 14 and 15, will again be advocating for robust funding for Perkins State Grants with the message that such funding is now more important than ever. This event is perfectly timed for roofing industry professionals to advocate for increased investment in CTE as the annual appropriations process for fiscal year 2027 begins this spring.

Participants will convey the importance of greater investment in CTE for their companies as educational programs and training systems continually evolve. There also will be additional opportunities for NRCA members to contact their senators and representatives in support of CTE as Congress considers appropriations legislation later this year.

NRCA believes strong investments in Perkins State Grants are critical to the continued success of the CTE reform law passed in 2018. This funding is essential to secondary schools, community colleges, small businesses and the students

To learn more about Roofing Day in D.C., visit nrca.net/roofingday.



who need the training and career support to succeed in the workforce. A positive sign Congress will be receptive to our message occurred during a recent hearing of the House Education and Workforce Committee in which lawmakers from both political parties spoke of their support for expanded CTE to better address workforce needs.

As roofing industry employers continue to struggle to find qualified candidates for well-paying, family-sustaining jobs, NRCA will continue working to increase investments in CTE. 🇺🇸🇨🇦

DUANE L. MUSSER is NRCA's vice president of government relations.

Nebraska man arrested for stealing \$200,000 from roofing company



Court records show Ryan Snyder of Grand Island, Neb., was arrested in January and charged with theft-shoplifting after investigators say he diverted customer payments intended for A2 Siding & Roofing, Grand Island, into a business account he controls, according to KSNB-TV. A probable cause affidavit filed by the Grand Island Police Department shows Snyder was a project manager for A2 Siding & Roofing and, as an independent contractor, collected payments from about 10 clients that should have gone to the roofing company.

Snyder reportedly directed clients to make payments to a business account he manages. Investigators found company records showing those payments were not given to A2 Siding & Roofing. Court records state the total amount of the payments was \$201,644.91.

The affidavit includes text messages showing Snyder apologizing and providing a written breakdown of the clients he collected from and the remaining amount owed to the company.

New tool helps employers identify safety gaps

The National Safety Council has released an assessment tool that aims to help employers prevent serious incidents and fatalities by identifying gaps in their safety practices and culture and offering suggestions for improvement, according to *Safety+Health* magazine.

The Organization Safety Gap Analysis Tool is interactive and focuses on seven elements crucial to the prevention of serious incidents and fatalities: safety and health operating environment; management leadership; worker engagement; hazard identification and prioritization; hazard abatement and control; implementation and operation; and continuous improvement.

During the 10- to 15-minute assessment, users view statements about each element and rate them for their company as fully meeting the criteria, partially meeting the criteria or having little to no evidence the criteria have been met.

Users then will receive a summary that provides strengths and weaknesses across all seven categories; recommendations for improving safety performance; and best practices to help implement improvement.



Study shows California's heat standard revisions led to fewer work deaths

A recent study published in *Health Affairs* by researchers at George Washington University and Middlebury College found increased enforcement and subsequent revisions to California's outdoor heat standard resulted in fewer worker deaths, according to *Safety+Health* magazine.

The California heat standard was introduced as the first of its kind in the U.S. in 2005, but the researchers said it "was not actively enforced" by the state's Division of Occupational Safety and Health until 2010.

Researchers examined county-level data from 1999 to 2020 for California and neighboring states (Arizona, Nevada and Oregon). They estimate that during a period of increased enforcement between 2010 and 2014, California experienced a 33% decrease in heat-related deaths among outdoor workers. Additionally, in 2015, California "closed loopholes" related to the enforcement of water, rest and shade, which led to an estimated 51% decline in heat-related deaths during the six-year period ending in 2020.

"These findings demonstrate the urgent need for effective heat legislation at the national or state level to safeguard more workers against rising temperatures," researchers say.

To access NRCA's heat-illness prevention resources, go to nrca.net/safety/heat-illness-prevention.

Oklahoma AG files motion regarding roofing-related insurance payouts

Oklahoma Attorney General Gentner Drummond filed a motion in December 2025 to intervene in a case against State Farm Fire and Casualty Company; the suit alleges the company operated a coordinated program to limit roofing-related insurance payouts by denying or reducing valid hail and wind claims, according to oklahoma.gov.

In an accompanying petition filed in Oklahoma County District Court, Drummond said State Farm marketed its policies as providing full replacement-cost coverage while pre-determining claim outcomes to meet corporate savings targets instead of honoring policy promises. Drummond is asking the court to award penalties, damages, structural reforms and the recovery of profits State Farm allegedly obtained through its scheme.

The petition alleges State Farm implemented an internal program, the “Hail Focus Initiative,” to drastically reduce roof indemnity payments in Oklahoma.

“Rather than adjust claims according to coverage language in its policies, State Farm secretly substituted restrictive, extra-contractual standards and used those hidden standards to deny or minimize payment of legitimate covered losses,” Drummond said in the petition.

The petition accuses State Farm of violating the Oklahoma Consumer Protection Act, the Oklahoma Racketeer-Influence and Corrupt Organization Act and the Oklahoma Deceptive Trade Practices Act. It also accuses State Farm of civil conspiracy and unjust enrichment.



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DRIVING CHANGE

An effective fleet safety policy can save your business from catastrophe

by Adrienne Anglin

Spring often marks the start of a busy roofing season, but as you ready your warehouse with materials and review rooftop safety with crews, it also is important to discuss the risks crews will face on the road. In the current legal climate, a single auto-related incident can trigger verdicts so severe they threaten the very survival of a business.

The Federal Highway Administration reports rain and wet pavement, which are common in spring, cause more than 46% of all weather-related crashes nationwide. This makes spring one of the most dangerous seasons for commercial drivers. In addition, numerous analyses of the National Highway Traffic Safety Administration's Fatality Reporting System show crash rates rise in spring as traffic volume increases, more pedestrians and cyclists are on the roads, and unpredictable weather creates challenging driving conditions.

To address this, you must plan proactively to ensure fleet safety. Those who fail to do so are vulnerable to not just accidents but also existential crises.

THE EXPANDING RISK LANDSCAPE

Falls, struck-by incidents and equipment hazards dominate Occupational Safety and Health Administration citations and industry training. But fleet-related incidents are among the most expensive and disruptive risks contractors face because work-related vehicle crashes can be catastrophic.

Industry data shows the average cost of a single injury in construction exceeds \$50,000 in medical expenses and lost productivity. When injuries result from vehicle crashes, the ripple effects increase, causing damaged equipment, project delays, liability claims and reputational damage. The National Safety Council reports the average cost of a work-related

motor vehicle crash exceeds \$150,000 when injuries occur, and fatalities can drive costs into the millions. With juries increasingly awarding nuclear verdicts (see “Nuclear verdicts,” page 27) and thermonuclear verdicts in transportation cases, the financial risk for contractors has escalated dramatically.

In recent years, trucking and construction companies have faced jury awards exceeding \$100 million, often related to allegations of negligence, poor training or inadequate fleet oversight. For roofing contractors whose fleets often operate in busy urban areas or residential neighborhoods, the potential liability is enormous.

REGULATORY LANDSCAPE

If your company operates trucks, trailers and other commercial vehicles, it is subject to a network of federal and state regulations that govern how fleets are managed, inspected and documented. Understanding this regulatory landscape is essential for compliance, risk management and avoiding violations as well as the catastrophic consequences of nuclear verdicts.

At the federal level, the Federal Motor Carrier Safety Administration establishes baseline standards for commercial motor vehicles. Roofing contractors who operate vehicles in their fleets exceeding certain weight thresholds or crossing state lines may need to comply with driver qualification rules, medical certification and hours of service limits.

Electronic logging devices in larger vehicles subject to FMCSA requirements play a central role in tracking driving time, and violations of these limits can expose companies to regulatory penalties and liability in court. Vehicle maintenance and inspection requirements are equally critical as brake, tire and lighting violations remain among the most common citations.

Contractors also must maintain drug and alcohol testing programs with random and post-incident testing mandated to ensure driver fitness.

All these elements feed into FMCSA’s

Compliance, Safety and Accountability scoring system, which tracks violations across categories such as unsafe driving, hours of service, driver fitness, controlled substances and vehicle maintenance. Higher scores increase the likelihood of audits and inspections on the road and can raise insurance premiums.

Although OSHA is most often associated with fall protection and job-site hazards, its standards also extend to vehicle use in construction. Contractors must ensure materials, tools and equipment are properly secured during transport; lift gates and hoists are operated safely; and hazard communication protocols are followed when chemicals or roofing materials are moved. OSHA citations for fleet-related violations can reach into six figures, increasing the financial risk of a crash or inspection failure.

Noncompliance can lead to fines from OSHA and FMCSA ranging from hundreds to tens of thousands of dollars per incident. OSHA penalties can reach six figures, and FMCSA may issue shut-down orders that completely halt operations. More importantly, violations found after an accident can increase liability in court, leading to nuclear verdicts that can ruin a company. In this environment, regulatory compliance is not merely about avoiding penalties; it’s about protecting workers and safeguarding assets.

MITIGATIONS

Companies that show proactive fleet safety through driver training, telematics, vehicle maintenance programs and documented compliance can reduce risks, defend against litigation and protect assets.

A fleet safety policy can start with small, inexpensive changes that deliver immediate benefits then gradually expand to more significant investments as resources allow.

Before implementing any technology, training modules or fleet investments, the most effective mitigation you can make is simply choosing who receives the keys. Negligent entrustment, which

refers to allowing an unfit, unlicensed or unsafe driver to operate a company vehicle, is one of the quickest ways a routine incident can turn into a catastrophic claim. That's why reviewing motor vehicle records is the first and most crucial step in any fleet safety program regardless of company size or budget.

Whether a contractor manages three pickup trucks or a multistate fleet, MVRs establish a baseline understanding of driver history, identify red flags early and can serve as proof a company has taken reasonable steps to ensure safe vehicle operation. In an era of rising claim severity and costs, the simple act of verifying who is behind the wheel is fundamental to all other mitigation efforts.

In addition, instituting regular toolbox talks that include fleet safety topics, such as distracted driving, seatbelt use and load securement, cost little but reinforce expectations. You also can implement simple checklists for pre-trip inspections, ensuring drivers verify brakes, tires, lights and load security before leaving the yard. These measures not only can reduce risk but can also demonstrate compliance with FMCSA and OSHA requirements, creating a paper trail that can be invaluable in the event of an inspection or litigation.

Another affordable way to reduce risk is through policy clarity. Many companies have informal rules about vehicle use, but formalizing these into a written fleet safety policy increases accountability. Clear rules regarding personal use of company vehicles, mobile phone restrictions, and reporting procedures for near-misses and minor incidents help build a culture of responsibility. Even small steps, such as requiring drivers to log mileage or fuel stops, can improve oversight and highlight patterns that may indicate risk.

Once you have made these simple adjustments, you can invest in technology-driven solutions. Telematics systems, now widely available at competitive prices, provide real-time data on driver behavior, vehicle location and maintenance needs. These systems can flag speeding, harsh braking or excessive idling, offering managers actionable insights to coach drivers and reduce risk. Dash cameras, another midlevel investment, serve dual purposes: They deter unsafe behavior and provide key evidence in the event of a crash. In the era of nuclear verdicts, video documentation can make the difference in litigation outcomes.

At the higher end of the investment spectrum are fleet modernization and advanced safety systems. Contractors



A nuclear verdict is a jury award exceeding \$10 million, and a thermonuclear verdict can reach hundreds of millions of dollars.

Auto accident cases are one of the top categories for nuclear verdicts, representing 23.2% of all such awards according to the U.S. Chamber of Commerce Institute for Legal Reform.

Third-party litigation funding, where hedge funds, private equity or investors finance lawsuits in exchange for a share of the awarded verdict, has become a major driver of verdict inflation.

According to a Government Accountability Office December 2022 report about Third-Party Litigation Financing and the U.S. Chamber of Commerce Institute for Legal Reform:

- Third-party litigation funding is a multibillion-dollar industry worldwide with an estimated \$15.2 billion in commercial litigation investments in the U.S. alone.
- Third-party litigation funding can result in increased litigation costs, lengthened case durations and increases in settlement demands.

The financial pressure fuels the push for nuclear and thermonuclear verdicts, especially in auto and transportation cases where emotional narratives resonate with juries.

who replace aging vehicles with newer models gain access to built-in safety features such as lane departure warnings, automatic emergency braking and blind-spot monitoring. These technologies reduce crash risks and demonstrate a proactive commitment to safety, which can be persuasive in regulatory inspections and courtroom proceedings.

Larger contractors also may consider centralized fleet management software that integrates compliance tracking, maintenance scheduling and driver training records. Although these systems require upfront investment, they can streamline operations and reduce long-term costs associated with downtime, fines and insurance premiums.

Ultimately, the path to better fleet safety is incremental. What matters most is a commitment to ongoing improvement and understanding every step, whether a checklist or telematics system, reduces exposure and boosts resilience.

ONE SIZE DOES NOT FIT ALL

Although the principles of fleet safety are universal, the strategies for achieving it must be tailored to the realities of each roofing contractor. A small residential roofing company with three pickup trucks faces different risks than a national commercial contractor

managing dozens of vehicles. Attempting to apply a single template across all companies risks inefficiency and missed opportunities.

For smaller contractors, the focus should be on fundamental practices.

Written policies, driver training and regular pre-trip inspections may offer the best return on investment.

Although smaller companies might not have the budget for telematics or fleet management software, they still

can make meaningful improvements

by emphasizing accountability and compliance. In fact, smaller fleets often benefit from their agility, allowing for quick changes, and managers have direct insight into driver behavior.

Larger contractors may face more complex challenges. With multiple crews on the road at the same time, oversight becomes more difficult, and the risk of inconsistent practices rises. For these companies, technology acts as a force multiplier. Telematics, dash cameras and digital inspection tools help managers maintain visibility and enforce standards across dispersed teams. Investments in driver coaching programs and periodic ride-alongs also reinforce a safety culture at scale.

In addition, contractors managing fleets that cross state lines and operate under FMCSA oversight must implement comprehensive fleet safety systems. These companies are most vulnerable to regulatory inspections and litigation risks, making advanced investments a significant concern. Fleet management platforms, dedicated safety managers and the integration of compliance monitoring into broader risk management programs are transformative. For these companies, fleet safety becomes a fundamental element of business continuity.

The type of work also matters. Customizing safety measures for specific risks helps ensure effectiveness and relevance. For example, a company transporting propane torches and adhesives may need to focus on hazardous materials training and proper documentation depending on the quantities involved.

The key takeaway is fleet safety is not a one-size-fits-all endeavor. Each company should assess its fleet size, work style, geographic reach and exposure profile to design a tailored program.

The unifying factor for all organizations is the recognition that fleet safety is a worker safety issue and business continuity concern. By customizing mitigations to your company's unique circumstances, you can protect your crews and safeguard your assets. 🚚🔧

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

Learn more

NRCA resources: nrca.net/safety/driver-and-fleet-safety

Federal Motor Carrier Safety Administration: fmcsa.dot.gov/safety

Occupational Safety and Health Administration: osha.gov/motor-vehicle-safety

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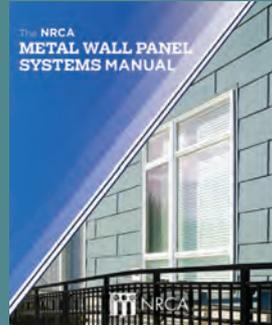
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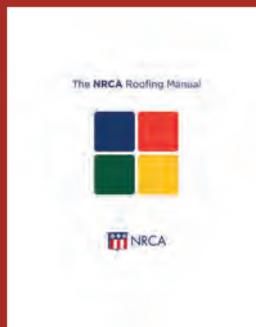
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ROOFING THE ★ ★ ★ BIG TOP

COMMERCIAL ROOFERS REVITALIZES THE ROOF ON CIRCUS CIRCUS IN LAS VEGAS

BY CHRYSTINE ELLE HANUS

During the 1960s when most Las Vegas establishments catered primarily to adults, Jay Sarno conceived Circus Circus for families. Opened in 1968, the landmark hotel is known for its family-friendly atmosphere and the largest permanent circus in the world.

The property has weathered decades of extreme heat, causing the once-vibrant pink and white stripes on the roof tent to fade, crack, peel, blister and deteriorate into holes and other deficiencies throughout the roof. To maintain its symbolic status on the Las Vegas Strip, the hotel's owners wanted to give the property's exterior a fresh new look.

Commercial Roofers Inc., Las Vegas, was selected as the roofing contractor for the iconic roof project.

AERIAL PREP AND SAFETY

In February 2023, the Commercial Roofers team began work on Circus Circus Hotel and Casino. The one-of-a-kind roof shaped as a circus tent presented uniquely complex challenges. The tent sits at the front of the property and is seen by millions of visitors walking along the Las Vegas Strip every year. The roof is a concave, mansard-style roof with a 1:12 sloped base and a gradient that ascends 30 feet high, ending at a 9:12 slope at the peak of the tent.

The 43,500-square-foot tent roof spans multiple interconnected sections and is above an entertainment and gaming venue that is open

every day and never closes. Shutting down or interrupting operations was not an option. This meant the team had to devise a reroofing solution that balanced technical performance, safety and guest experience without compromising daily operations.

The Commercial Roofers team called on GAF, Parsippany, N.J., for help.

“From the outset, we recognized conventional reroofing methods would not be sufficient for this high-profile, high-traffic location,” says Charles Farrington, GAF’s technical sales representative for southern California and Nevada. “We developed and implemented a series of innovative strategies including advanced roofing materials, phased and zero-downtime scheduling, and custom safety and containment systems.”

This included a precise work schedule that allowed roofing work to proceed without disrupting casino operations as well as incorporating protective barriers and overhead containment to safeguard guests, staff and delicate rooftop equipment from construction debris.

GAF’s Kymax™ Coating System was selected because it met the owners’ specific design and warranty requirements. The GAF team customized a color in Exuberant Pink to match Circus Circus’ vivid pink color brand.

Most of the roof tent’s perimeter exposed workers to falls greater than 6 feet with some exposures being up to 45 feet. There also was an active pedestrian walkway directly below the work area with valet operations and a porte cochère where vehicles passed through.

“We had to plan not just for the safety of our own team but also for the safety and experience of hotel guests, employees, pedestrians and vehicles on the property,” says Ashley Jager, CPSM, marketing and business development for Commercial Roofers.

Fencing barricades were erected designating a restricted work area, protecting hotel patrons as well as construction equipment and material. A guardrail system, personal fall-arrest systems and warning lines also were implemented for worker safety.

Seamless project coordination between the Circus Circus Hotel and Casino facilities team and Commercial Roofers was key to the project’s overall success.

“Our crews worked meticulously to not affect operations as any negative impact would create a loss in revenue for the property,” says Matt Lott, project manager for Commercial Roofers. “The hotel and casino were operational throughout the duration of the project.”





Project name: Circus Circus Hotel and Casino
Project location: Las Vegas
Project duration: Feb. 22, 2023-June 30, 2023
Roofing contractor: Commercial Roofers Inc., Las Vegas
Roof system type: Multiple-coating system consisting of reinforced polymer-modified cement, two coats of acrylic coating and two coats of Kynar® PVDF fluoropolymer coating
Roofing manufacturer: GAF®, Parsippany, N.J.



Clockwise from top: Restoration work in progress; aerial view of new roof; the Commercial Roofers crew

››› Circus Circus Hotel and Casino includes an Adventuredome, a 5-acre indoor amusement park located within a large pink glass dome that connects to other venues within the property.

THE MAIN ACT

The first step in preparing the roof for the new coating system was removing the existing lightbulbs that illuminate the stripes that provide a circus tent effect. The bulbs were installed throughout the roof system and up the steep slopes of the roof in multiple lines.

“Circus Circus was purposeful with its goal to save and reuse the lightbulbs,” Lott says. “Reusing the lightbulbs was a positive effort toward sustainability and waste reduction.”

Removing debris from the roof tent’s steep slopes, and operating and handling spray guns, hand and power tools, and hoses successfully was difficult.

“Our team had to be innovative, coming up with a rappel method that would be used for almost all aspects of the project,” Lott explains. “To execute precision in our work, team members had to be able to work with both hands, so our experienced members found a solution that involved walking down the sides of the steep-slope roof and conducting work as they descended.”

The team also incorporated a rope-and-grab system for crew members to use as they walked backward down the sides of the sloped areas. All tools were tethered to workers to ensure tools and equipment did not slide down the roof.

Commercial Roofers team members power-washed the existing coating on lightweight concrete to remove debris before applying GAF BarrierGuard® Surface Coating with HydroStop® PremiumCoat® Fabric to prepare the surface for subsequent coatings.

Two teams were assigned to apply the coatings. One team was assigned to spray the primer and base coat, and a second crew followed with spraying the midcoat. Two coats were required to meet GAF’s specified thickness. Each crew had a team

member assigned with back rolling the coating after each pass, ensuring proper coating adhesion.

Crews then applied GAF’s Kymax Coating System in white and the customized pink color. To mark the lines of the circus tent design, workers used a laser during nighttime hours and masked off adjacent sides to protect the existing finished areas from overspray. Material pumps were staged at ground level with coating hoses running to the rooftop for application. Two pumps were used to ensure color and material preservation.

“We exceeded all safety requirements and are proud we did not have to rely on a safety monitor during the application process,” Lott says.

A MASTERPIECE

In June 2023, the Commercial Roofers team completed work on Circus Circus Hotel and Casino with no safety incidents. The project not only met but exceeded client expectations for performance, safety and minimal operation disruption.

“The Circus Circus Hotel and Casino roof revitalization project stands as a model for what can be achieved when technical expertise is paired with creative innovation,” Farrington says. “It pushed the boundaries of what’s possible in large-scale commercial roofing while upholding the highest standards of craftsmanship and environmental stewardship.”

For its work on Circus Circus Hotel and Casino, Commercial Roofers was selected as a 2026 NRCA Gold Circle Awards finalist in the Outstanding Workmanship: Steep-slope category. 🏆🌟

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



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VIVA VEGAS

THE ROOFING INDUSTRY CAME TOGETHER FOR NRCA'S 139TH ANNUAL CONVENTION AND THE 2026 INTERNATIONAL ROOFING EXPO®

by Avery Timmons

The roofing industry reunited in Las Vegas Jan. 20-22 during NRCA's 139th Annual Convention and Sarasota, Fla.-based Informa's 2026 IRE. In attendance were 15,059 industry professionals who learned about the latest industry news and trends.

"This year's IRE was an amazing success," says NRCA CEO McKay Daniels. "There was plenty of excitement—from the trade show floor to the educational sessions to the side events, IRE had something to offer everyone. I am already looking forward to seeing everyone in Las Vegas next year!"

The tenth annual National Women in Roofing Days, a two-day conference for female roofing professionals, was held Jan. 17-18 in advance of IRE. Participants learned about the latest business strategies and shared their tactics and secrets to success.

The convention kicked off Tuesday, Jan. 20, with NRCA's Executive Committee and board of directors meetings at Resorts World. NRCA's Affiliate Executives meeting was held at the Las Vegas Convention Center the following day.

COMMUNITY SERVICE

On Monday, Jan. 19, Informa partnered with Rebuilding Together® to host the IRE's 17th annual Community Service Day sponsored by Sika® Sarnafil, Canton, Mass. During the event, volunteers renovated and repaired the homes of Las Vegas residents in need.

Primary sponsor Sika Sarnafil donated \$15,000 for the event. Additional sponsors included Atlas Roofing Corp., Atlanta; CentiMark Corp., Canonsburg, Pa.; Farrell Roofing, Dunkirk, N.Y.; GAF, Parsippany, N.J.; Reliable Onsite Services, Akron, Ohio; and Western Elite, Las Vegas.

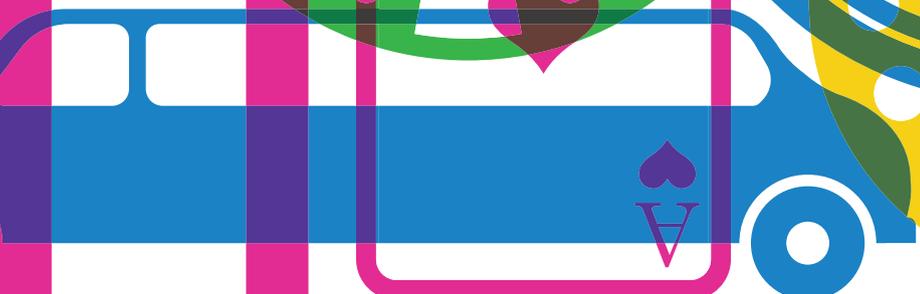




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Nearly 2,000 attendees visited NRCA's booth during the IRE.

AT THE EXPO

On Tuesday, Jan. 20, the IRE kicked off with a panel discussion with industry professionals. The panelists explored key insights, emerging trends, breakthrough products and innovations shaping the industry.

That evening, Informa held a welcome party at the Las Vegas Convention Center. Attendees enjoyed food, drinks and networking with peers.

Nearly 2,000 roofing professionals visited NRCA's booth to learn about the benefits of NRCA membership and speak with NRCA experts about various NRCA offerings and resources.

NRCA's training programs offered during the IRE were well-attended. NRCA held a Safety Leadership Workshop Jan. 20 and a Foreman Leadership Training, Level 1, program Jan. 21 for foremen, superintendents and field managers.

NRCA University's Future Executives Institute—Classes 11 and 12 met separately twice during the week to study leadership theory and develop management and communication skills. FEI-11 students completed their three-year program and graduated Jan. 21.

BENEFITING ROOFPAC

ROOFPAC, NRCA's political action committee, hosted industry professionals during an NRCA/ROOFPAC fundraising event held in conjunction with National Women in Roofing Jan. 19. Attendees enjoyed a cocktail reception

and live auction with opportunities to bid on vacations, artwork and more. The event raised \$36,725.

In addition, ROOFPAC held its annual silent

auction Jan. 20-21. Participants enjoyed an open bar while bidding on jewelry, vacations and electronics. The silent auction raised \$41,280.

NRCA appreciates the support of the sponsors who helped underwrite these successful ROOFPAC events. The funds raised will be used to support NRCA's ongoing efforts to advocate for the roofing industry in Washington, D.C.



Roofing Alliance student competition finalists present their bid packages to judges.

ROOFING ALLIANCE STUDENT COMPETITION

The talent of future industry professionals was on display during the IRE as four finalist teams of college students competed in the Roofing Alliance's 12th annual Construction Management Student Competition. Student teams from the following schools

were tasked with submitting a qualified bid package for the Cannery Casino Hotel in Las Vegas:

- Auburn University, Auburn, Ala.
- Clemson University, Clemson, S.C.
- Colorado State University, Fort Collins
- University of Florida, Gainesville

The team from Auburn University was selected as the first-place winner after the finalists completed oral presentations. The team received a trophy and a \$5,000 L.B. Conway scholarship for its school; team members received individual awards.

The team from University of Florida placed second and received a team trophy, a \$2,500 Fred Good scholarship for its school and individual awards. The team from Clemson University placed third in the competition and received a team trophy, a \$1,000 scholarship for its school as well as individual awards.

In addition, Remi Nguyen from Clemson University was named Best Individual



The team from Auburn University placed first in the student competition.



Top and right: ROOFPAC events raised more than \$78,000 to support ongoing efforts to advocate for the roofing industry in Washington, D.C.

Student Presenter, and Sophia Petrandis from University of Florida received second place for Best Individual Student Presenter.

INDUSTRY AWARDS

Several roofing professionals were honored during NRCA's Industry Awards and Reception Wednesday evening. NRCA's 2026-27 slate of officers and directors was presented (see "NRCA's 2026-27 leadership," page 39), as well as the industry's most prestigious awards: NRCA's J.A. Piper Award; NRCA's John Bradford Volunteer Award; NRCA's Gold Circle Awards; the CNA/NRCA Community Involvement Award; and the Roofing Alliance's Most Valuable Player Awards.

J.A. Piper Award

Lindy Ryan, former vice president of leadership and development at Tecta America, Rosemont, Ill., received NRCA's 79th annual J.A. Piper Award. Named for former NRCA president Joseph A. Piper, whose extraordinary efforts kept NRCA alive during the Great Depression, the J.A. Piper Award is the industry's most prestigious honor. It is presented to an individual who has devoted constant, outstanding service to NRCA and the industry.

Ryan attended University of Central Florida, Orlando, and then opened a small general contracting firm with her husband. When they had trouble finding a roofing contractor, they both obtained their roofing contractor licenses to conduct business in Florida.

They subsequently converted their general contracting company into an exclusively roofing business. Fifteen years later, General Works joined the Tecta America family. At Tecta America, Ryan demonstrated true leadership and rose through the corporate ranks to lead the southeast region.

Ryan developed a national service department and built the teams and infrastructure necessary for long-term success. She also built one of the most robust employee training programs in the roofing industry, graduating hundreds of skilled professionals every year.

In 1996, Ryan joined NRCA. The first committee she served on was NRCA's Health and Safety Committee, and as a result of her contributions, she chaired the committee several years. She has served on many committees since then including workforce development, membership marketing, quality assurance, community service and disaster relief as well as the executive management institute.

Ryan was elected to the board of directors and served multiple terms. In 2007, she was elected to and served as president of the National Roofing Legal Resource Center. She was then elected to NRCA's Executive Committee in 2010.

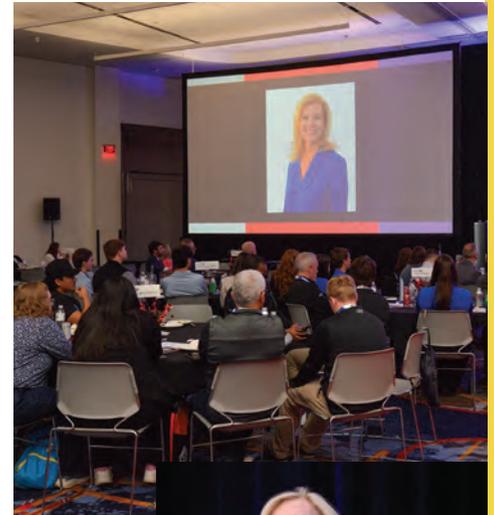
Five years later, Ryan was elected by her peers to become the first woman in 129 years to serve as NRCA president. During her presidential term, Ryan worked to recruit members and believed in encouraging people to be the visionaries of their own career paths. She continued to serve on committees until her retirement in 2021.

Ryan continues to serve her community and is actively involved with Moose International, an organization dedicated to supporting youth and elderly people.

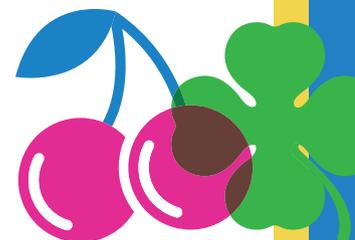
John Bradford Volunteer Award

Dennis Runyan, former owner of Dryspace, Cedar Rapids, Iowa, received the John Bradford Volunteer Award, which is presented to an individual who has consistently demonstrated outstanding acts of volunteerism.

Runyan got his start in construction while attending college. He quit school to join the construction industry full-time at Iowa Falls Roofing Co. in Cedar Rapids as a laborer. Runyan then worked his way up from estimator and project manager to general manager in 1987. Two years later, he purchased the assets of the company and renamed it Dryspace.



Top and bottom: Lindy Ryan, former vice president of leadership and development at Tecta America, Rosemont, Ill., and a former NRCA president, received the 79th annual J.A. Piper Award.





Dennis Runyan, former owner of Dry-space, Cedar Rapids, Iowa, received the John Bradford Volunteer Award.

Runyan also served on several boards and committees. He served on the board of the Iowa Association for several years and was elected its president in 1991. At the Midwest Roofing Contractors Association, Runyan served on the board for 16 years and was elected president in 2005.

In addition to serving on MRCA's Technical and Research Committee for 13 years, he chaired the initial CERTA committee, which was responsible for the program's paperwork. More than 20 years later, Runyan continues to be involved and helped with the most recent revisions.

In recognition of his outstanding service to MRCA and the roofing industry, in 2010, MRCA awarded Dennis its highest honor—the James Q. McCawley Award.

Runyan's skills and talents then were recruited to NRCA, where he has served on several technical committees including the NRCA/MRCA CERTA Task Force. Before retiring in 2020, Runyan spent many years passing on everything he learned to the next generation.

The John Bradford Volunteer Award is named after John Bradford, who served as NRCA's president from 1982-83 and was a past president of the Midwest Roofing Contractors Association. He was instrumental in the development of the Montana Roofing Contractors Association, served on many boards throughout his roofing career and enjoyed civic involvements.

Gold Circle Awards

NRCA's 2026 Gold Circle Awards were presented to NRCA members for their significant contributions to the roofing industry.

The following companies received 2026 Gold Circle Awards:

- Outstanding Workmanship: Steep-slope—Renaissance Roofing, Belvidere, Ill., for Blessed Sacrament Catholic Church, Springfield, Ill., and The Durable Restoration

Company, Columbus, Ohio, for Cathedral of Saint Helena, Helena, Mont.

- Outstanding Workmanship: Low-slope—KPost Company, Dallas, for the National Medal of Honor Museum, Arlington, Texas
- Additionally, three companies were selected as finalists:

- Commercial Roofers Inc., Las Vegas, for Circus Circus, Las Vegas (see "Roofing the big top," page 30)
- Korellis, Hammond, Ind., for Westville Correctional Facility, Westville, Ind.
- The Fick Brothers Roofing Company, Baltimore, for St. Ignacius Catholic Church, Baltimore



CYE Enterprises, Jackson, Fla., received the CNA/NRCA Community Involvement Award.

CNA/NRCA Community Involvement Award

NRCA and CNA,

Chicago, presented the CNA/NRCA Community Involvement Award to CYE Enterprises, Jackson, Fla., for its charitable efforts with Blessing Others All the Time. The award honors charitable works performed by NRCA contractor members between Jan. 1, 2025, and Nov. 24, 2025.

In partnership with Blessing Others All the Time, CYE Enterprises hosted the third annual Back-to-School Community Drive-Up Event in Jacksonville, providing more than 1,300 students with free backpacks filled with essential school supplies. Supported by volunteers, local sponsors and donations, the initiative aimed to reduce financial stress for families and ensure students are prepared for academic success. CNA awarded CYE Enterprises with \$7,500 for its charitable work.

The second-place winner was Brault Roofing, Moncton, New Brunswick, Canada, for its charitable efforts with Youth Impact. Brault Roofing provided a 4,800-square-foot low-slope roof for the



KPost Company, Dallas, won a 2026 NRCA Gold Circle Award for National Medal of Honor Museum, Arlington, Texas.

organization's facility. CNA awarded Brault Roofing with \$5,000 for its charity.

The third-place winner was T&K Roofing and Sheet Metal, Ely, Iowa, for its work with Cedar Valley Humane Society. The company provided the society with a new roof that included 10,750 square feet of asphalt shingles, 10,000 square feet of fully adhered EPDM and 1,200 lineal feet of wall flashings, soffit panels, gutters and other roofing-related metals. T&K Roofing received \$2,500 for its charity.

MVP Awards

The Roofing Alliance announced the winners of its 26th annual MVP Awards during the ceremony. The awards recognize outstanding roofing workers who achieve work-related and personal goals to which others aspire. Award winners are chosen by a panel of roofing industry representatives.

The winner in the outstanding community involvement category was Kenny Rodriguez, warehouse foreman for OMG Building Products, Agawam, Mass.

The winner in the outstanding performance and leadership category was Ariel Lemus, foreman for Wagner Roofing Co., Hyattsville, Md.

The Best of the Best Award winner also was announced. Armando Landeros Solis, superintendent for Commercial Roofers, Las Vegas, won the Best of the Best Award. Solis won the award for his extraordinary contributions to the roofing industry. The Best of the Best Award is sponsored by *Professional Roofing* and OMG Building Products.

SEE YOU NEXT YEAR

Make plans now to attend NRCA's 140th Annual Convention and the 2027 IRE Feb. 16-18 in Las Vegas for plenty of networking, learning and fun. You won't want to miss it! 🎉🌟

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



Top to bottom: Kenny Rodriguez, warehouse foreman for OMG Building Products, Agawam, Mass., won the Roofing Alliance's MVP Award for outstanding community involvement; Ariel Lemus, foreman for Wagner Roofing Co., Hyattsville, Md., won for outstanding performance and leadership; and Armando Landeros Solis, superintendent for Commercial Roofers, Las Vegas, won the Best of the Best Award.

NRCA's 2026-27 leadership

NRCA announced its 2026-27 slate of officers and directors during its 139th Annual Convention Jan. 20-22 in Las Vegas. All 2026-27 officers and directors will assume their roles June 1.

Chad Collins, executive vice president of Roofing Corp of America, Atlanta, was elected chairman of the board, and Sherri Miles, president of J.D. Miles and Sons Inc., Chesapeake, Va., was elected chairman of the board-elect. Michelle Boykin, branch manager of Weather Shield Roofing Systems, Wyoming, Mich.; Scott Kawulok, vice president of B&M Roofing of Colorado LLC, Frederick, Colo.; and Lynn Price, president of Dryspace, Cedar Rapids, Iowa, were elected vice chairmen for two-year terms.

Additionally, the following were elected as new NRCA directors:

- Greg Arnold, president of Nations Roof of New England LLC, West Haven, Conn.
- Matt Atkinson, director of commercial roofing and general manager for Bone Dry Roofing, North Charleston, S.C.
- Alexandra Chacon, division manager of Construction Link Outsourcing, San Jose, Costa Rica
- Eric Dosch, vice president of Schwickert's Tecta America LLC, Mankato, Minn.
- Heidi J. Ellsworth, president of The Coffee Shops, Sisters, Ore.
- Bryson Galloway, vice president and general manager of Barr Roofing Co., Abilene, Texas
- Dave Hesse, executive vice president of Kalkreuth Roofing & Sheet Metal Inc., Frederick, Md.
- Anthony Kahny, president of Deer Park Roofing LLC, Cincinnati
- Josh Kelly, senior vice president of business development for OMG Roofing Products, Agawam, Mass.
- Greg Malcolm, owner of Ironshore Contracting LLC, Baltimore
- Jonathan Reader, manager of R&B Roofing LLC, Garland, Texas
- Tim Stephens, vice president of operations for Architectural Sheet Metal Inc., Orlando, Fla.

YOUR COMPANY, YOUR LEGACY

Choose a succession plan that aligns with
your life goals

by Kevin Kennedy and Joe Bazzano



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

Roofing contractors spend decades building successful businesses, establishing their reputations in the marketplace, supporting employees and their families, and contributing to the community. But at some point, every roofing contractor will exit his or her company.

Many business owners have as much as 70% of their wealth tied up in this illiquid asset. When they retire, they are challenged with converting the illiquid business, cashing it out and achieving a secure retirement while avoiding getting clobbered by taxes.

The question is: Can you do it on your terms?

The roofing industry currently is active with external buyer interest. Private equity firms and major industry consolidators are seeking to acquire strong regional companies. Private equity focus remains on small- and medium-sized contractors as well as larger platform companies. But many contractors prefer to pass the business to their management team, key employees or family members.

Whichever path is chosen, if you're a business owner planning to exit your company when you retire, you only get one opportunity to execute it correctly. The wrong or lack of decision can mean leaving millions of dollars on the table or failing to protect the people you care about most: your family and trusted employees.

What are your goals?

Before engaging potential buyers or assessing valuations, owners must clearly define their business, personal and financial goals. This process aligns the exit strategy with long-term life priorities, not just short-term financial targets.

Ask yourself:

- Do I want to retire completely or stay involved part-time?
- Is keeping the company in the family important to me?
- Do I want my managers or all my employees to have a stake in the company?



- Am I looking for top dollar and the right fit?
- How much income will I need after the sale to maintain my lifestyle?

Bottom line: Your exit strategy should align with your overall life plan—not just your business plan. Once you're clear on what you want, it becomes much easier to pick the right path.

Know your options

Once you have clarified your business, personal and financial goals, the next step is understanding your exit options and how each alternative will affect your overall plan.

Most roofing contractors fall into one of two exit strategy categories:

- Internal exit: management buyout, employee stock ownership plan or gifting to family
- External exit: selling to a private equity firm or strategic buyer

Each path involves tax ramifications and compromises in ownership and valuation. Let's walk through them.

Internal exit

Internal exits are the most common exit strategies in the roofing industry, particularly for owners aiming to safeguard their legacies, support their families and recognize the management teams that contributed to building their companies.

A common internal exit is management buyout, where key individuals gradually acquire the business over five to 10 years. Because the manager(s) typically cannot afford to buy the company, this strategy must be funded through the company's profits. The owner remains involved during the transition, mentoring the next generation and acting as CEO while gradually stepping back from daily responsibilities.

Pros:

- Seasoned managers understand the business and can manage the risk
- Protects the culture, employees and brand
- More flexibility and control of the process

- More flexible tax mitigation strategies can be used

Cons:

- A slower structured payment that takes five to 10 years, depending on profitability
- Requires succession planning and developing internal leadership
- Increases the financial risk or the risk of not getting paid

If you are considering leaving your business to a family member, remember gifting the business involves tax and fairness considerations. A formal sale usually is more financially beneficial for you and your family.

External exit

After the COVID-19 pandemic, private equity groups discovered the roofing industry was essential, profitable and fragmented. They have been actively acquiring roofing contracting companies, and this exit strategy can result in a faster and more lucrative payday.

External buyers typically look for:

- Companies generating more than \$8 million in annual revenue with higher profit margins and strong, repeatable earnings before interest, taxes, depreciation and amortization
- Accurate and defensible financials
- Strong second-tier management that will continue to oversee the business and help maintain continuity
- Proven, measurable operating systems and scalability

Pros:

- Higher valuations, especially from private equity-backed buyers
- Cash at close with potential earnouts
- Shorter exit timeline (typically 12 to 24 months)

Cons:

- Owners' and employees' loss of control
- Potentially challenging cultural fit and integration
- Changes for employees after the sale

Whether internal or external, you must select

the path that aligns with your values, goals and retirement timeline. Without a selling strategy, your future could be at risk in the event of an illness or other life-altering events.

Prepare the company

Most owners say, “I’ll sell when I’m ready.” But companies don’t sell because the owner is ready—they sell when the business is ready.

Key preparation steps to getting your company sale-ready include:

1. **Clean financials:** Buyers—especially external buyers—want transparency. That means having financials compliant with generally accepted accounting principles, clearly separating personal and business expenses, and maintaining consistent profitability year to year. Audited or reviewed financials add value.
2. **Strong management team:** The business must be prepared to operate without your presence. This involves developing and documenting roles, responsibilities and processes as well as ensuring the right people are in place.
3. **Clear systems and processes:** Are your estimating, production, sales and service processes well-documented and standardized? Would a new owner easily understand how work moves from sales to invoices? Clear, documented systems reduce buyer risk and can lead to a higher valuation.
4. **Recurring revenue or service contracts:** Recurring revenue increases your company’s value and predictability. Service departments, maintenance contracts and multiyear customer relationships enhance your quality of earnings and attractiveness to buyers.
5. **No owner dependence:** A smaller company faces challenges when the owner personally manages all estimating, sales and client relationships. Start delegating these tasks now.
6. **Legal and compliant housekeeping:** Update corporate documents, contracts, licenses, leases, insurance and human resources

policies. Resolve any remaining disputes or liabilities. You want a clean legal and compliance record before any due diligence begins.

Understand the valuation process

Buyers value companies based on risk-adjusted returns. The multiple applied to your EBITDA (earnings before interest, taxes, depreciation and amortization) is the risk the buyer perceives in your business and the rate of return an investor would expect to achieve when investing in your business. The greater the risk, the lower the multiple; conversely, the lower the risk, the higher the multiple.

Company characteristics that affect the multiples include the company’s size in terms of revenue and profitability, the sophistication of systems and processes, strong management teams and the quality of earnings. Understanding the types of earnings buyers are looking for should be a key motivator toward increasing your company’s value.

Typically, high-profit service departments and negotiated and reroofing work are more appealing to buyers than bid work and new construction.

Remember, buyers are investing in your company’s future cash flow. What you’ve experienced in the past is just that—the past. Building a company that can repeat success year after year makes it truly valuable.

Common industry benchmarks:

- Smaller companies (\$1 million–\$3 million EBITDA): three- to four-time multiple
- Mid-size companies (\$3 million–\$7 million EBITDA): three- to five-time multiple
- Larger platforms (\$8 million or more EBITDA): six- to nine-time multiple

For example, if your company produces \$4 million in EBITDA and sells for five times that amount, that equates to a \$20 million enterprise value before taxes and deal costs.

Remember the multiple is not guaranteed—it’s earned by reducing perceived risk and increasing operational strength.

Also, valuation is only the starting point. How the

deal is structured, such as how much you receive upfront versus in earnouts or seller financing, is equally important. Two offers with identical multiples may appear quite different once factors such as taxes, timing and payment risks are considered.

Build value

If you plan to exit during the next three to five years, your top priority should be increasing value, not just revenue.

Following are some key drivers that boost value in a roofing company.

1. **Improve profitability:** Buyers pay for profits not just projects. Focus on improving estimating accuracy, job costing, reducing waste and optimizing crews. A 1% increase in net margin can add millions of dollars in value.
2. **Diversify your customer base:** If one or two clients account for 40% or more of your revenue, that is a risk. Develop a more diverse customer mix across sectors, locations or service types.
3. **Build a service department:** Creating a service and maintenance division generates recurring revenue and boosts your valuation. Buyers value steady, predictable cash flow.
4. **Reduce owner involvement:** If the business cannot operate without you, it won't be worth much. Shift key relationships and responsibilities to your management team. Delegate estimating, production oversight and client contact whenever possible.
5. **Invest in technology and systems:** Adopt systems that make managing and scaling the company easier: estimating software, customer relationship management, job costing and service dispatch tools.
6. **Clean up books:** Have your accountant normalize the financials, eliminate personal expenses and demonstrate consistent profitability. Consider reviewed or audited statements if you plan on a private equity or strategic sale.
7. **Retain key employees:** If any of your key

managers leave, it can jeopardize a deal. Keep important people engaged with incentives, stay bonuses or long-term plans so a buyer perceives long-term stability.

You must view your company through a buyer's perspective. Identify what they will value and what they will see as risk.

Address taxes

There is another party involved in the sale: Uncle Sam.

Selling your roofing business without proper planning can result in losing 30% to 55% of your sale proceeds in unnecessary federal and state taxes. This often can be avoided with advanced tax planning strategies.

Following are the types of taxes you may face when selling your business:

1. **Federal capital gains tax:** currently as high as 20%
2. **State income tax:** as high as 13.3% depending on your state
3. **Depreciation recapture:** reclaims before deductions at rates up to 37%
4. **Income tax:** varying graduated rates up to 37%
5. **Net investment income tax:** 3.8%

But it's not just about the sales price. Many contractors do not realize how a deal is structured can increase their tax bill.

Following are strategies contractors can use with proper advisory support:

- **Installment sale:** spreads payments (and tax liability) over several years
- **Employee stock ownership plan:** can allow for a corporate 100% tax-free sale to employees
- **Section 1202 stock (if qualified):** eliminates tax on the sale of certain C corporations
- **Qualified business income rates:** varying rates up to 29.6%

Your strategy must be engineered to meet tax codes and be legally in place before the closing date.

Advisory team

In addition to your internal managerial team, you also will need tax and legal advisers to effectively design and coordinate these strategies. The people buying your business are experienced and know how to negotiate deals in their favor. That's why having the right advisory team is essential.

Who should be on your advisory team?

1. A multidisciplined exit planning adviser:

Exit planning advisers coordinate legal, tax, valuation and succession elements. This ensures your goals stay at the center of the plan.

2. Mergers and acquisitions attorney: You need a specialist who can negotiate business sales and understand the deal's risks, representations and warranties.

3. Tax strategist/advanced certified public accountant: A tax adviser will seek ways to structure your deal to lower or eliminate taxes.

4. Financial planner: A financial planner can help you understand what you need after the sale, how much income you will require and how to preserve your wealth in the long term.

5. Sell-side representative: This is a professional who helps facilitate a competitive sale process, identify multiple buyers and negotiate on your behalf.

Don't try to do it alone. Build the right team to safeguard your harvest, people and peace of mind.

Prepare for succession

Most business owners view succession as simply replacing talent and choosing who will eventually lead the company. However, succession planning is about developing talent and preparing for how the company will operate without the owner.

There is a distinction between ownership succession (who owns the stock) and leadership succession (who leads, makes decisions and runs the business). You need to plan for both.

A smart succession plan entails:

1. Preparing your successor: Who will lead the business after you? Whether it's a

manager, your child or a team, someone needs to be groomed for the future CEO position.

This takes time and coaching not just assigning a job title.

2. Documenting roles and responsibilities:

Your team should have clear accountability. Decision making should be delegated and structured. The goal is to reduce errors, ensure alignment and reduce owner dependence.

3. Transferring key relationships: Gradually transfer customer, vendor, bonding and banking relationships to other team members. These relationships should be delegated before you leave.

4 Planning timeline and transition: You need a roadmap that builds buyer confidence and protects your payout.

5. Continuity of culture and leadership: Your company's culture is one of its most valuable assets. It encompasses leadership style, company values and team expectations. Capture it, protect it and pass it on intentionally.

Without a succession plan, your company's future and your retirement are at risk. Time is your best friend, so begin the process years before you exit.

Start now

Too many roofing contractors wait too long to plan their exit. Often, they wait until their health declines, burnout occurs or a buyer unexpectedly appears with an offer with no competition and a tight deadline.

But that's not a plan—that's a reaction. Exiting your roofing company is a process not an event.

Whether you sell to managers, family, a private equity firm or national roofing consolidator, you have one shot to get it right. Make it count. 🚀

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

MANUFACTURER NEWS

Sika membranes earn platinum certification

Sika, Canton, Mass., has announced its Sarnafil® G 410 and Sarnafil S 327 single-ply PVC roof membranes have earned the NSF/ANSI 347 Platinum Certification.

The NSF/ANSI 347 standard is a benchmark for sustainability in single-ply roof membranes. It evaluates products from five critical categories: product design, product manufacturing, membrane durability, corporate governance and innovative.



GAF partners with buildingWorks

GAF, Parsippany, N.J., has signed with buildingWorks, Parker, Colo., to represent GAF's full line of commercial roofing solutions in Colorado; El Paso, Texas; New Mexico; and southern Wyoming.

"GAF is a trusted brand that stands behind the quality, performance and guarantees of its products," says Ken Flickinger, president of buildingWorks. "It is important for us to be able to bring that trust, quality and performance to our customers, and this relationship allows us to do just that."



Westlake Royal Building Products™ announces award winners



Preferred Exterior installed DaVinci Single-Width Slate on a newly constructed home.

Westlake Royal Building Products, Lenexa, Kan., has honored seven roofing projects with a 2025 DaVinci® Masterpiece Contractor Project of the Year Award. The annual award recognizes projects built with DaVinci Roofscapes composite roofing while demonstrating excellence in installation, visual impact and the ability to transform the look of a home or commercial space.

The winning companies include:

- NRCA member Burns & Scalo, Pittsburgh
- Classic Construction & Consulting, Stillwater, Minn.
- Final Touch Construction & Design, Fontana, Calif.
- Nitro Roofing and Construction, Columbus, Ohio
- NRCA member Preferred Exterior, New Hyde Park, N.Y.
- Washington Roofing & Construction, Washington, Mo.
- Weatherguard Inc. (The Rooferees), Omaha, Neb.

Brava Roof Tile achieves ICC-ES certification

Brava Roof Tile, Washington, Iowa, has announced its BRAVA One Cedar Shake and BRAVA One Slate roofing tiles have earned ICC-ES Evaluation Report ESR-4756, verifying compliance with the 2021 and 2018 International Building Code® and International Residential Code.® The certification confirms both products meet the highest standards for fire, weather and wind resistance in residential and commercial roofing applications.

"Achieving ICC-ES certification is a major milestone for our team and our commitment to offering architecturally authentic, sustainable and code-compliant roofing solutions nationwide," says Adam Brantman, CEO of Brava Roof Tile.

IKO appoints exclusive sales agencies



IKO, Wilmington, Del., has appointed Pillar Building Solutions LLC, Germantown, Tenn., and Weller Associates Inc., Lake Oswego, Ore., as exclusive independent sales agencies.

Pillar Building Solutions will cover Alabama, Arkansas, Louisiana, Mississippi and Tennessee. Weller Associates will serve Alaska, Idaho, Oregon and Washington. Both agencies will offer IKO Innovi™ TPO, IKOTherm™ Polyiso and a full range of roofing accessories.

Amrize expands production capacity

Amrize, Nashville, Tenn., has commissioned the production expansion of its cement plant in St. Genevieve, Mo.

The expansion adds 660,000 short tons of production capacity per year, increasing the plant's total capacity to 5.5 million short tons annually while improving operational efficiency. The project is part of Amrize's \$700 million investment in 2025 across its operations to best serve its customers.

INDUSTRY EXPERTISE

— meets —

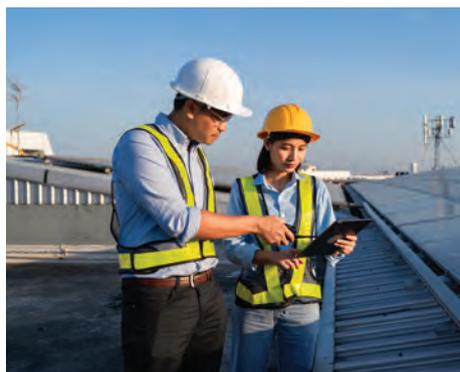
ACADEMIC EXCELLENCE

»»» Whether you're just starting out or ready to advance, the online **Roofing Alliance-Clemson Training Programs** deliver flexible, self-paced courses designed to boost your knowledge, onboard new hires, build stronger teams and grow careers in the roofing industry.



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Lay the groundwork for success. This foundational course addresses materials, installation techniques, safety practices and structural essentials—perfect for onboarding or skill refreshing.



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Step into leadership. Build on your fundamentals with expert training in project planning, crew supervision, quality control and job-site operations.



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Think like an owner. Learn the business behind roofing—from financial strategy and marketing to team leadership and company culture.

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*Roofing Alliance members save \$300 and NRCA members save \$100 per course. Please contact roofingalliance@nrca.net for your exclusive discount code!

CONTRACTOR NEWS

Advanced Roofing makes ownership transition

Advanced Roofing Inc., Fort Lauderdale, Fla., has announced the company is now employee-owned.

Founded in 1983, the Advanced family of businesses operates across seven locations in Florida and employs more than 750 professionals. Under the employee-owned structure, eligible team members participate in an Employee Stock Ownership Plan, receiving an ownership stake in the company in addition to existing retirement benefits.

“This milestone is about securing the future of the company while honoring the people who built it,” says Rob Kornahrens, founder and CEO of the Advanced family of businesses. “Employee ownership allows us to stay true to who we are— independent, client-focused and committed to long-term relationships.”



OTHER NEWS

MBMA announces 2026 board of directors

The **Metal Building Manufacturers Association** has announced the members of its 2026 board of directors.

Christen Funk, president of Butler Manufacturing, Kansas City, Mo., will continue in the second year of her two-year term as board chair.

The 2026 board of directors also includes:

- Vice Chair Rob Mutersbaugh, CEO of Associated Steel Group, Oklahoma City
- Tom Boal, president and CEO of Behlen Building Systems, Columbus, Neb.
- Steve Browning, president and CEO of Vulcan Steel Structures, Adel, Ga.
- Joe Campos, title of Pacific Building Systems, Woodburn, Ore.
- Austin Hess, vice president of sales, Engineered Building Systems, for Cornerstone Building Brands, Toledo, Ohio
- David Koubek, president and general manager of Chief Buildings, Grand Island, Neb.
- Darren McGonigle, business development manager for Konecranes, Burlington, Ontario, Canada
- Frank Rosales, executive vice president of Schulte Building Systems, Hockley, Texas
- Dave Tomchak, director of marketing for Bay Insulation Systems, Green Bay, Wis.
- Mark Van Dyken, general manager for Nucor Building Systems, Waterloo, Ind.



UP THE LADDER

Simpson Gumpertz & Heger has named **Nick Wetzel** project director.

JOIN THE BUILDING ELITE.

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



André Coppin, RRC, RRO
Seattle, WA



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

GCK EXAM:* ? 90 QUESTIONS ⌚ 4 HOURS
RRC EXAM: ? 60 QUESTIONS ⌚ 4 HOURS

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

RRO EXAM: ? 75 QUESTIONS ⌚ 3 HOURS



EVENTS

MARCH

4

Virtual CERTA Train-the-trainer

NRCA

Online

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

18-19

LEGALCon Virtual

NRCA

Online

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

APRIL

9

CERTA Train-the-trainer

NRCA

Elgin, Ill.

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

14-15

Roofing Day in D.C.

NRCA

Washington, D.C.

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

29-May 1

Roofing Alliance Member Meeting

Roofing Alliance

Jekyll Island, Ga.

Contact: Roofing Alliance
roofingalliance@nrca.net
roofingalliance.net

MAY

6

Virtual CERTA Train-the-trainer

NRCA

Online

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

JUNE

2-4

SkillsUSA® National Leadership & Skills Conference

SkillsUSA

Atlanta

Contact: SkillsUSA Customer Care
(844) 875-4557 or customer
service@skillsusa.org
nlsc.skillsusa.org

7-12

National Roofing Week

NRCA

Nationwide

Contact: Madison Mahoney,
NRCA's social media manager
mmahoney@nrca.net
nrca.net

JULY

14-17

NRCA's Midyear Committee Meetings

NRCA

Chicago

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

OCTOBER

28-30

China International Roofing and Waterproofing Expo

China National Building

Waterproof Association

Beijing, China

Contact: Vivian Yan
vivian.yan@cnwb.net
chinaroofexpo.cn

YOU BELONG HERE

INFORMATION

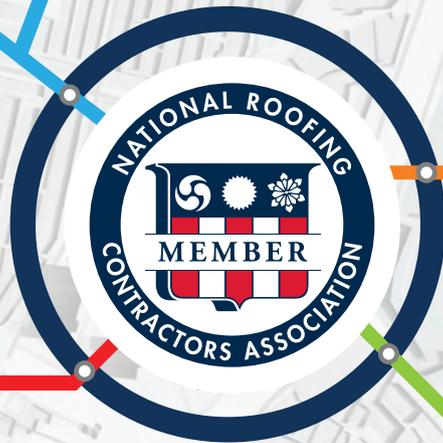
NETWORKING

LEGAL

ADVOCACY

EDUCATION

TECHNICAL RESOURCES



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nrca.net/max-memb



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- MONEY-SAVING BUSINESS RESOURCES
- WORKFORCE RECRUITMENT AND RETENTION TOOLS
- EDUCATIONAL AND TRAINING RESOURCES
- ADVOCACY

Take advantage of all NRCA membership has to offer. Explore your benefits at nrca.net/max-memb or let us guide you through them. Call us at (800) 323-9545.

NRCA NEW MEMBERS

ARCHITECTS/ENGINEERS/ CONSULTANTS

4T Partnership LLC, Celina, Texas
Carroll Consulting Group, Sanford, N.C.
JPM Architecture Inc., Goderich, Ontario, Canada
Krieger Architects, Philadelphia
Roofing Innovations LLC, Glenmont, N.Y.
Skyline Engineering Inc., Salinas, Calif.
Space Architects + Planners, Chicago

CONTRACTORS

Abode Construction Design and Management,
Fresno, Calif.
Acme Roofing LLC, Veneta, Ore.
All American Pressure LLC, Central Point, Ore.
Bruttell Roofing Inc., Oak Park, Mich.
DC Pines Roofing, Houston
DMG Structures, Chattanooga, Tenn.
Endura Roofing and Construction, Aubrey, Texas
Frontline Exteriors & Construction LLC, Madison, Wis.
G2 Roofing & Exteriors, Lombard, Ill.
GD Construction LLC, Gulfport, Miss.
Green Rack Contracting LLC, Pittsburgh
H&H Roofing and Repairs, Melbourne, Fla.
HomeVenture Roofing, Newburgh, Ind.
HRI Roofing & Post Frame LLC, Ponca City, Okla.
Jayhawk Roofing & Sheet Metal Inc., Liberal, Kan.
KNN Construction LLC, Rogers, Minn.
Kstylez Roofing & Construction, Round Rock, Texas
Lengacher Commercial Roofing, New Haven, Ind.
LP Roofing LLC, Manassas, Va.
Marsters Roofing, Gray, Maine
P Cipollini Inc., Dover, N.J.
P&A Roofing & Sheet Metal Inc., Orlando, Fla.
Patriot Home Service, Charlotte, N.C.
PCS Residential, Eagan, Minn.
Premier Pacific Roofing Inc., Milwaukie, Ore.

Prime Roofing, Prospect, Ky.
SC Roofing, Alexandria, Va.
Skagit Roofing LLC, Bow, Wash.
Sound Waterproofers, Lynnwood, Wash.
Spicer Bros Construction Inc., Salisbury, Md.
Storm Pro Solution LLC, Harrisonville, Mo.
Stublen Roofing, Portsmouth, Va.
Top Dog Roofing Co., Grain Valley, Mo.
Tough Roofing LLC, Portland, Ore.

MANUFACTURERS/MANUFACTURER REP

JPrecision Metal Innovations LLC, North Fort Myers,
Fla.
RM Custom Metals, Hays, Kan.
Specbridge Partners Inc., Medfield, Mass.

MEMBER BRANCHES

Christianson Roofing, a Tecta America Company LLC,
Riverside, Calif.
Oklahoma Roofing & Sheet Metal, a Tecta America
Company LLC, Oklahoma City

SERVICE PROVIDERS

JobNimbus, Lehi, Utah
Supplement Experts, Denver

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Metal Roofing



DETAILS



The 2026 International Roofing Expo® in Las Vegas featured more than **700 exhibitors** across more than **230,000 square feet** of space.

Read about the 2026 IRE on page 34. | Source: Informa Markets



NRCA has launched its new podcast, RoofTalk with NRCA.

Episodes will feature expert guests as they break down industry topics such as safety, legislation, workforce and technical issues.

Episodes are available wherever you get your podcasts. Prefer to watch? You can subscribe on YouTube!



In 2023, **5,100** construction workers died by suicide and **15,900** workers died from drug overdoses.

Keep your workers safe with NRCA's mental health resources, available at betoughenough.org.

Source: The Center for Construction Research and Training

349,000

The number of new workers the construction industry will need in 2026 to meet anticipated demand

Source: Associated Builders and Contractors



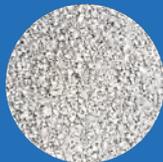
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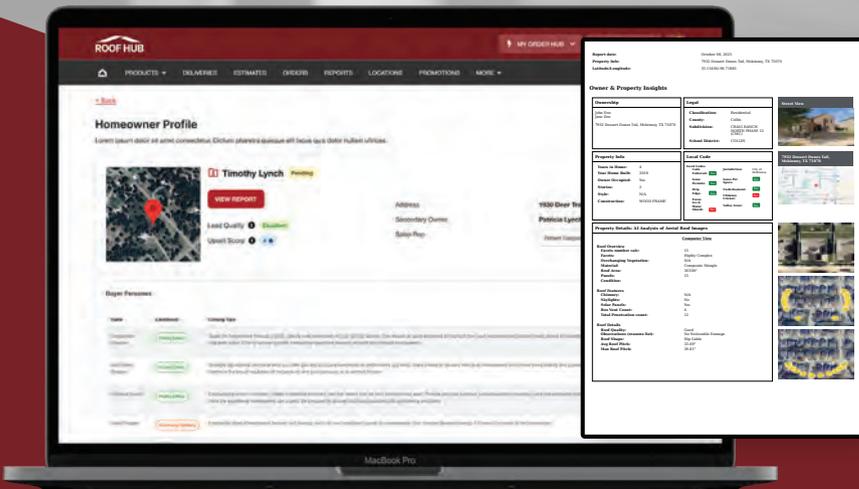


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