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# Help them

Younger workers face unique challenges as they enter the workforce

by Ambika Puniani Reid



Everyone is on the hunt for good workers who will stick around. The most likely source of new hires generally is young adults, but the challenge is these young adults may have some trouble adulting.

In *The Wall Street Journal* article “A New Lost Generation: Why Gen Z Is Unprepared for the Workplace,” Tessa West writes “... 20-somethings have missed opportunities to develop the skills needed to navigate the complex world of work.”

West explains how Gen Z employees have been hamstrung by three things:

- Entering adulthood without having had a romantic relationship. West says this makes it difficult for Gen Z employees to know how to “express emotions, cooperate and forgive and how and when to compete—all skills we use at work.”

- Online education has removed the need to learn “how to collaborate with peers in teams, as well as how to network to form study groups and friendships.”
- Texting and instant messaging “makes them anxious when interactions are unplanned and spontaneous, when they have to participate in high-stakes meetings, and [when they] react to unexpected feedback and demands from the boss.”

All these challenges mean companies must adjust how they onboard Gen Z staff. West suggests companies be as explicit as possible about expectations and organizational norms and processes; create rules about how to communicate and when conflicts arise; and encourage new employees to ask questions.

By acknowledging new hires and established employees may have different comfort levels with different means of communication, creating and insisting on consistent ways to communicate will benefit your entire team.

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



## CLOSE-UP



**N**RCA member Burns and Scalo Roofing Co., Pittsburgh, recently hosted its second annual Roofs for the Red, White and Blue program.

This year, the company provided two free roof system replacements for U.S. military veterans—Army veteran Mary Charles and Marine Corps veteran Richard Kent. After receiving their new roof, the Kent family expressed gratitude.

“We are loving our new roof and feel so honored to have been chosen by Burns and Scalo Roofing for this incredible gift,” the family shared. “Knowing there are so many deserving veterans out there makes this even more meaningful. [They] did a beautiful job.”

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

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‡As of March 2026. See TAMKO’s HailGuard™ Extended Limited System Warranty for complete terms and details.

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NRCA

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# DIG INTO THE SOUNDTRACK OF ROOFING!

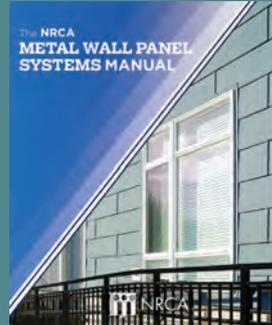
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The NRCA Repair Manual for Asphalt Shingle Roof Systems



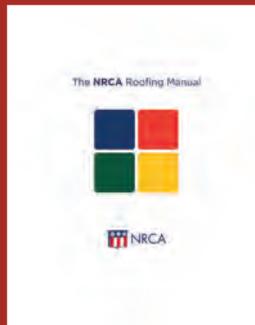
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[nrca.net/shop/technical](http://nrca.net/shop/technical)



### Aluminum available in thicker sheets

**ATAS International Inc.** has expanded its offerings of prepainted aluminum flat sheets and coils to include thicknesses up to .118 of an inch.

Varying thickness availability addresses market demand for heavier-gauge, prefabricated metal materials. Available thicknesses now range from .032 of an inch up to .118 of an inch.

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



### Snow guards are compact

**Rocky Mountain Snow**

**Guards** has released its new CrossGard II Snow Fence, a two-pipe, fence-style snow-retention system for shingle-type roofs.

Available in an aluminum mill or powder-coat finish, the system reportedly is compact and only requires three screws per upright bracket.

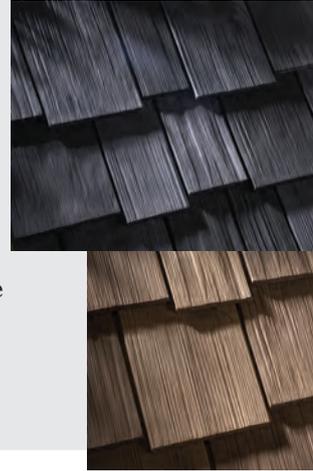
[rockymountainsnowguards.com](http://rockymountainsnowguards.com)

### Shakes available in new colors

**Westlake Royal Building Products™** has launched two new shake colors—Timber Black and Blonde Cedar—under its DaVinci® Roofscapes brand. Timber Black features deep grays and blacks, and Blonde Cedar features distinct grain patterns to replicate sun-kissed cedar.

Both colors are available in Select Shake, Single-Width Shake and Multi-Width Shake and reportedly have a Class A fire rating, Class 4 impact rating and a 110-mph straight-line wind rating.

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



### Roof boards require fewer fasteners

**Georgia-Pacific Building Products** has released DensDeck® ProFast® Prime Roof Board, a lightweight solution designed to reduce fastener use by 30-50%.

The 3/8-inch-thick fiberglass-mat-reinforced gypsum cover board reportedly is 20% lighter than DensDeck Prime.

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



### Work boots designed for comfort



**Georgia Boot** has launched a new DuraBlend Edge 6" BOA® Alloy Toe Work Boot.

The boot features full-grain leather upper stands; a BOA Fit System for comfort; an AMP insole and DuraBlend Midsole for extra cushioning; a heat-, chemical-, abrasion- and slip-resistant Carbo-Tec rubber outsole; and an ergonomic alloy safety toe that meets ASTM International standards.

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

### Drawer system is durable

**Weather Guard** has released a redesigned PACK RAT steel drawer system to replace plastic systems. Ideal for use in vans or trucks, the drawer system locks to keep contents in place during transport.

The PACK RAT system features one-key locking to simplify access, adjustable dividers to configure storage and full-extension drawers for easy access to tools. The drawers reportedly can bear up to 425 pounds with a 2,000-pound top-load bearing.

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





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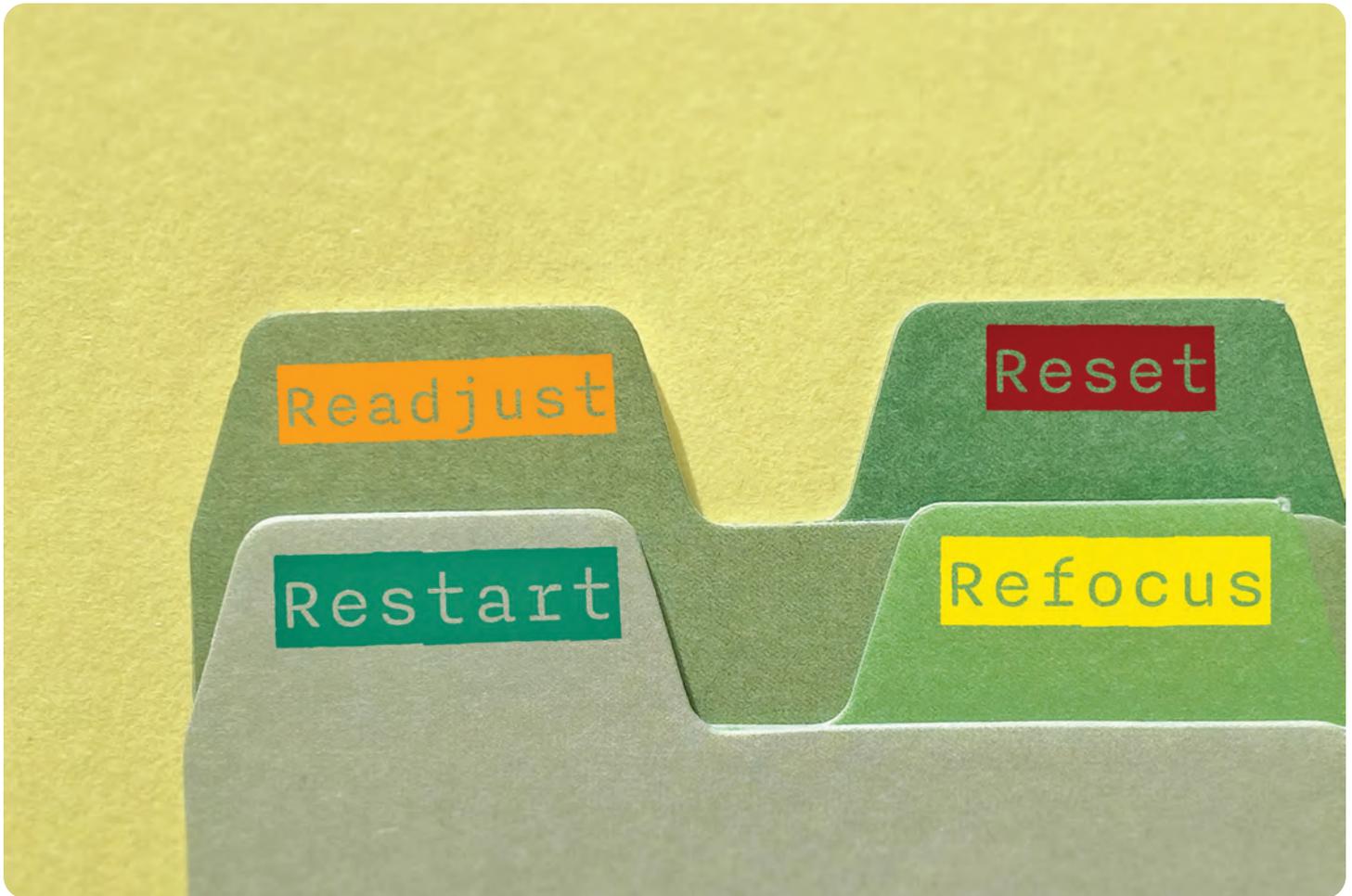


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Every month our expert guests dive into the biggest issues shaping the roofing industry. Find us wherever you get your podcasts.



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## Rules to live by

Words of wisdom can help get to the crux of an issue

by McKay Daniels

I like laws but not most of the ones Congress writes. I like the type of “laws” that are used to explain a complex topic, repetitive issue or human characteristics in a clear, easy to understand way. I like rules of thumb.

Over time, I have come across quite a few and started noting the ones I like because they can be a helpful lens through which to examine things and have helped me many times to get to the heart of an issue.

I thought it may be interesting to share them with you in case you find them helpful, too.

**Occam’s razor: “The simplest explanation is usually the right one”** (or at least the best place to start). We all should begin with fewer assumptions, think on a basic level and build (if needed) from there. This feels like a rule our industry practices daily. You see a problem, identify the issue, fix it and move onto the next problem. If a ceiling shows a small drip, you most likely think it’s a loose flashing or failed

sealant not a mysterious structural failure. Check the simple stuff before tearing off half the roof.

**Sayre's law: "In any dispute, the intensity of feeling is inversely proportional to the value of the issues at stake."** We have the biggest fights over the smallest things. A crew argues for 20 minutes about a menial task while a \$300,000 project schedule is slipping behind. How about we stop doing stuff like this? I heard a brilliant twist on this concept from a standup comedian: "Would you rather be happy or right?" When I ask my wife this question while she's dwelling on something, she always answers "Both." I never reply to that response because I'd rather be happy!

**Hanlon's razor: "Never attribute to malice that which is adequately explained by stupidity."** I find this a shortcut to reducing drama; it brings a less emotional lens on someone's annoying or problematic behavior. It doesn't mean the behavior is OK and should be ignored or tolerated; it means it's not deliberate, which stings less. Inartful phrasing, absentmindedness or lack of attention are far more likely a result of poor behavior than someone deliberately seeking to do harm. The building engineer or new employee didn't pull the drain plug during a flood test because he wanted to sabotage the job. He just didn't know better or forgot. Train first; blame later.

**Murphy's law: "Anything that can go wrong will go wrong."** This is probably the OG rule of thumb—the one that started them all. It's at work the day you tear off a full section without staging tarps and a pop-up thunderstorm hits at 2 p.m.; when guys don't call and don't show on a big job that's already behind; or when half the materials are late and

the half you have is unusable until you get the first.

**A corollary to Murphy's law (we should call this Roofer's law): "Nature always sides with the hidden flaw."** The tiny defect you didn't notice will be the one that causes trouble. Water finds a way. Ninety-nine seams are perfect, but the one pinhole in the corner flashing is exactly where water finds its way in.

**Evans' and Bjorn's law: "No matter what goes wrong, there is always somebody who knew it would."** You know the person who claims to have predicted the whole mess? After a crane delivery is late and the crew stands around idle, someone says: "I told you we should have scheduled it for yesterday." If this person is in a position of leadership, they have a responsibility to lead and not blame. If this person isn't in a position of leadership, they are not helping the team and most of the team probably doesn't like them.

**Law of suspended judgement: "Assumption is the mother of all screw-ups."** You should anticipate the unexpected instead of assuming the obvious. Assuming a roof deck is solid leads to discovering rotten plywood halfway through the job and a costly change order or, worse, a fall and an injured crew member.

**Law of the conservation of filth: "In order for something to become clean, something else must become dirty."** During a tear-off, a roof gets clean, but the yard, driveway and trash area look like a war zone. Asphalt streaks appear all over your dryer tub after washing work clothes, or your shop sink is filthy from rinsing tools clean. The dirt never disappears; it just goes somewhere else!

**Freeman's extension: "But you can get everything dirty without getting anything clean."** This is one of life's ironies.

**Procrastination rule of thumb: "There's no time like the present for postponing what you don't want to do." And its related rule: "Any task worth doing was worth doing yesterday."** Putting off ordering materials until the last minute guarantees you'll be waiting on supplies while jobs sit unfinished. Don't slip into the bad pre-pandemic habits of last-minute orders. Manufacturers have reported contractors doing this, and even if manufacturers can provide great service, why court the risk? Abraham Lincoln wrote to young lawyers saying, "Leave nothing for tomorrow that which can be done today." Amen. Reduce the variables. Get the bird-in-hand. The earlier you do a task, the less likely things get messy. Ordering materials and permits early lowers the risk of panic calls, rushed freight charges or idle crews.

**Brandolini's law: "The amount of energy required to refute BS is an order of magnitude larger than that needed to produce it."** This is a version of "a lie travels halfway around the world while the truth is lacing up its shoes." Humans love gossip. But as a leader, you have an obligation to not start it, not spread it and correct it if you are able. The amount of time and energy spent dispelling false rumors can be exhausting. Don't start them.

**Political law of physics: "For every policy action, there's an equal and opposite reaction."** I made this up during my time working in government and politics. The pendulum always swings back. Clinton→Bush→Obama→Trump→Biden→Trump ... notice anything?

And how does Wisconsin have one of the most conservative senators (Ron Johnson) AND one of the most liberal senators (Tammy Baldwin)? Or how did a Democrat in Texas win a seat by 14 points in a district Trump won by 17 points in 2024? This is the political law of physics at work. It's what I tell myself as I see businesses go under or struggle because of a lack of workers. It is what I think when I read about the economies of fast-growing states slowing because jobs aren't getting done because of poor federal immigration policy. Perhaps this year will be the catalyst to swing the pendulum next year to finally address the larger immigration issues at hand. Time will tell. It seems the pendulum swings are getting larger, but that's a topic for another column.

If you have any rules of thumb or one-liners of wisdom, pass them my way. It's a complicated world, and anything we can do to make it a bit easier to navigate is welcome! 🍀🌟

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## New York City prioritizes mental health

A new law in New York City will require construction workers and supervisors to undergo safety training to address mental health, substance misuse, and suicide risk and prevention, according to *Safety+Health* magazine.

The law was enacted Jan. 3 and will take effect May 3. Anyone seeking job-site safety training or a site safety supervisor card to work on NYC Department of Buildings-permitted job sites must complete two credits focused on these topics as part of existing training requirements—at least 40 hours for workers and 62 hours for supervisors.

The new regulation applies to all card holders, including construction and demolition workers, site supervisors, site safety managers and coordinators. Cards can be renewed for up to one year after the expiration date provided the new training is completed within a year of the card's expiration and no later than the submission of a renewal application.

To access NRCA's mental health resources, visit [betoughenough.org](http://betoughenough.org).

## Roofing contractor banned from doing business

The Sedgwick County District Attorney's Office in Kansas has confirmed a \$510,755.40 default judgment against Flint Hills Roofing Co. LLC, Wichita, Kan., and its owner, Tyler Sims, "for unconscionable and deceptive acts under the Kansas Consumer Protection Act," according to KWCH. The company is not an NRCA member.

The Consumer Protection Division investigated after receiving complaints. Sims and Flint Hills Roofing are accused of committing 28 violations of the Kansas Consumer Protection Act, including failing to pull permits, skipping inspections and failing to finish projects.

The District Attorney's office described various offenses, including roofs that "had to be partially or fully replaced to meet building codes," and the company replacing a metal roof using "water-damaged, moldy plywood and heavy asphalt shingles," which made the structure unsafe to enter.

Also, when an insurance company asked for two additional estimates, Sims provided one from a company he formerly owned that is no longer operating and forged a second estimate using another company's logo without permission.

The court ordered Sims and Flint

Hills Roofing to pay more than \$36,000 in restitution and \$470,000 in civil penalties, along with court costs and investigative fees.

The company and owner are banned from doing business in Kansas until everything is paid in full and the company is properly licensed and has the appropriate permits.



### QXO acquires Kodiak Building Partners

QXO Inc., Greenwich, Conn., has announced it has entered into a definitive agreement to acquire Kodiak Building Partners, Englewood, Colo., from Court Square Capital Partners, for about \$2.25 billion. The transaction is expected to expand QXO’s current addressable market to more than \$200 billion.



The purchase price includes \$2 billion of cash and 13.2 million shares with QXO retaining the right to repurchase the shares at \$40 per share. The transaction is expected to close early during the second quarter of 2026.

Kodiak Building Partners generated about \$2.4 billion of revenues in 2025 as a U.S. distributor of lumber, trusses, windows and doors, construction supplies, waterproofing, roofing and complementary exterior products, as well as assembly, fabrication and installation services. About 40% of the company’s 2025 revenues were generated in Florida and Texas.

### Does it pay to switch jobs?

A recent study from ADP Research, which focuses on labor market and employee performance research, revealed workers in construction landed the biggest pay bumps year-over-year from switching employers compared with any other industry. In January, construction workers who changed employers saw a 6.6% pay premium over those who stayed with their current employer.

Other findings include:

- Employees are working an hour less per week than they did before the pandemic. Although January showed a modest year-over-year increase in hours worked, levels remained near a seven-year low.
- The median base pay for new hires increased from \$18 to \$19 per hour. ADP Research attributes the rise to accelerated hiring in the higher-paying construction and financial sectors.



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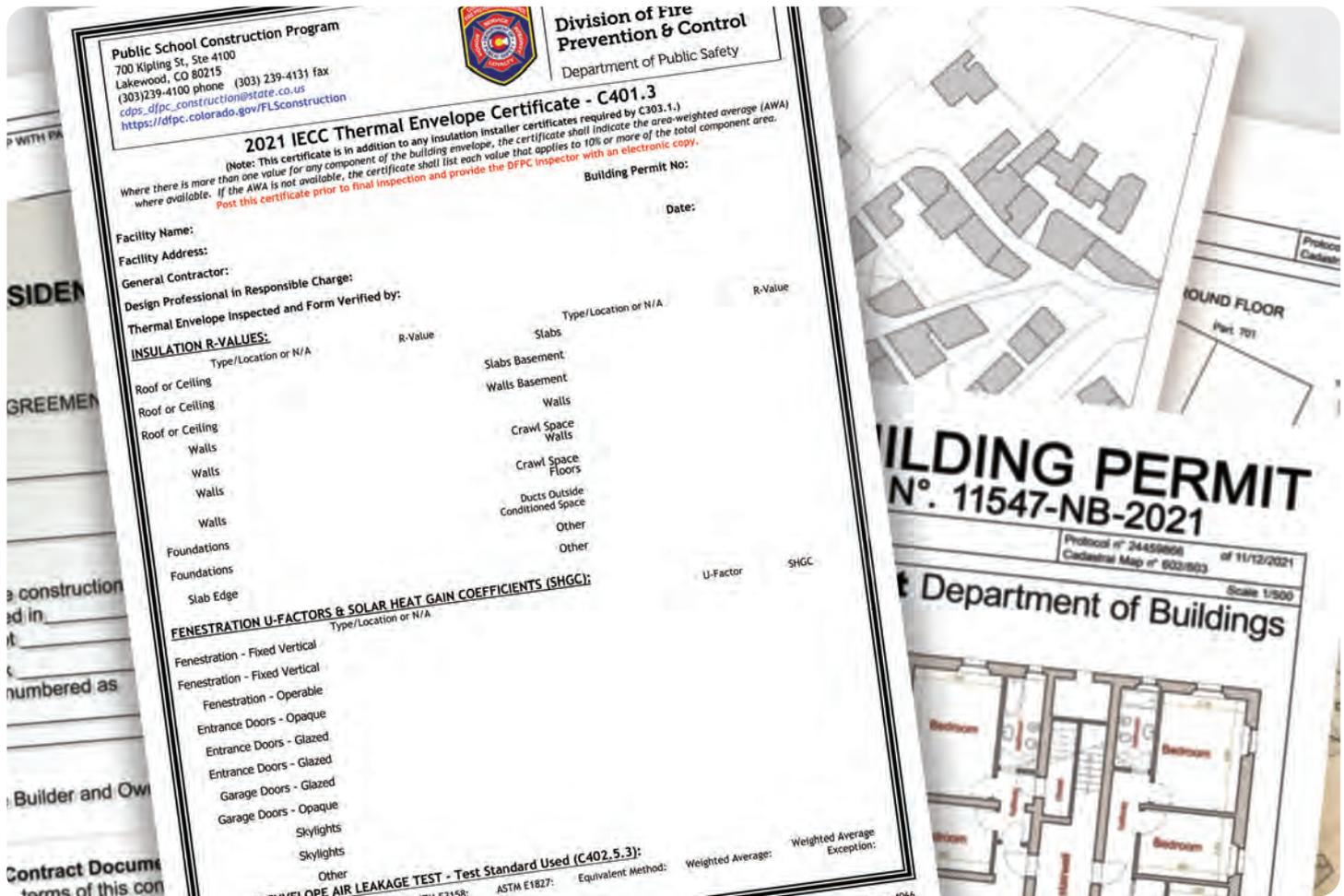
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## Put a label on it

IECC now requires thermal envelope certificates for completed projects

by Glen Clapper, AIA, LEED AP

One thing that can generally be agreed upon is the International Code Council®'s suite of building codes is always changing. The changes occur on a three-year cycle, and some recent changes included updating the International Energy Conservation Code.®

Beginning with the 2021 IECC, ICC approved a new requirement that affects roofs. Section C401.3, “Thermal envelope certificate,” requires a thermal envelope certificate be provided at the completion of a building project. The certificate is to be permanently posted on a wall in the space where the building’s HVAC equipment is housed, a utility room or other approved location. An approved location is one that is acceptable to the local code official.

If a thermal envelope certificate is posted on an electrical panel, it must not cover or obstruct viewing of the circuit directory labels, the main service disconnect label or any other required electrical labels.



Currently, only newly constructed buildings following the 2021 and 2024 editions of IECC require the posting of a thermal envelope certificate.



A copy of the thermal envelope certificate also must be included in the construction files for the project and provided to the building owner upon completion of the work.

To comply with IECC, the thermal envelope certificate must include:

- R-values of insulation installed in or on ceilings, roofs, walls, foundations and slabs, basement walls, crawl space walls, and floors and ducts outside conditioned spaces
- U-factors and solar heat gain coefficients of fenestrations (doors, windows and skylights)
- Results from building envelope air leakage testing performed on the building

If there is more than one value for any building envelope component, the thermal envelope certificate must provide an area weighted average where available. If an area weighted average cannot be provided, the value for each individual area greater than 10% of the total must be listed.

For example, if a building has two or more distinct roof areas with different total R-values of insulation, the area weighted average R-value reported on the thermal envelope certificate would be Roof Area 1 multiplied by R-value 1 plus Roof Area 2 multiplied by R-value 2 all divided by the sum of Roof Area 1 plus Roof Area 2:  $[(RA1 \times R\text{-value}1) + (RA2 \times R\text{-value}2) + \dots] \div (RA1 + RA2 + \dots)$ .

If the area weighted average cannot be calculated, each individual roof area greater than 10% of the total roof area must be listed on the thermal envelope certificate.

The rationale for requiring the posting of a thermal envelope certificate for a new building is to avoid losing the basic information contained on the certificate as a building ages and ownership or building management changes. The required information on the certificate also could be used for calculating replacement HVAC equipment.

A similar requirement has existed in IECC's residential requirements since 2006.

IECC does not provide a standard template for thermal envelope certificates. However, local jurisdictions, such as Colorado, may have a suggested template.

Currently, only newly constructed buildings following the 2021 and 2024 editions of IECC require the posting of a thermal envelope certificate. The roofing-specific portion of the thermal envelope certificate is not currently required to be added or updated for reroofing projects.

The 2027 edition of IECC is being reviewed and updated. A proposal, C503.2.8, "Building thermal envelope certificate alterations," was introduced and has been preliminarily approved. It

will require the building thermal envelope certificate to be updated to reflect a building's altered portion.

IECC's 2024 edition modified the definition of a roof replacement to "an alteration that includes the removal of all existing layers of roof assembly materials down to the roof deck and the installation of replacement materials above the existing roof deck." The key word in the revised definition is "alteration." With IECC 2027, this means a building thermal envelope certificate will be required to be posted and provided to the owner for a roof placement. In addition, the new proposed language will require a building without an existing building thermal envelope certificate to comply only with the requirements for the area of work altered.

In either case, for all buildings only a roof assembly's new R-value would be required to be updated following a roof replacement beginning with IECC 2027.

Additional roof assembly energy code requirements can be found at [codes.iccsafe.org](https://codes.iccsafe.org).

---

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

### AI is not going away

Construction Dive reports construction risk in 2026 will increasingly stem from small operational breakdowns, but artificial intelligence tools can help protect profits, according to a 2026 outlook webinar from Built By Builders, a construction tech company network.

For example, companies can use software on job sites that helps record accurate numbers around labor, equipment and material tracking that can translate to real-time savings for office and finance teams. In addition, for job sites that employ workers who speak different languages, the software provides multiple language options, which can meaningfully speed up adoption among crew members.



“When [companies] look to invest in software, they need to invest in tools that are centering on the worker,” says Anna Berger, CEO of Trayd, a construction back-office operating system based in New York City. “It’s not just about the back-office teams, the finance managers, the end users.”

AI centering on workers means safety training can become more engaging, which is especially important for workers who have a difficult time learning from manuals or forms.

“Safety turned into theater, where all these forms and documents and training got done, and the pendulum swung from protecting a worker to protecting a company,” says Gabe Guetta, founder and CEO of Salus, a construction safety software provider based in Seattle. “Where AI is today, within the next six months to a year, safety will fundamentally change in the way that it’s performed.”

“Any opportunity for technology on process improvement is going to help scale companies as we head into this new era where things are probably going to move even faster,” adds Cameron Page, CEO and founder of Clear-story, a change order management platform in Walnut Creek, Calif.

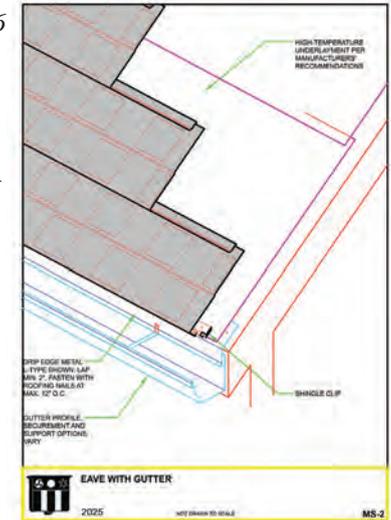
### NRCA construction details available digitally

*The NRCA Construction Details: CAD Files—2026* are available digitally.

The files offer 733 customizable details from all volumes of *The NRCA Roofing Manual*, including *The NRCA Roofing Manual: Architectural Metal Flashing and Condensation and Air Leakage Control—2026*; *The NRCA Roofing Manual: Steep-slope Roof Systems—2025*; *The NRCA Roofing Manual: Metal Panel and SPF Roof Systems—2024*; and *The NRCA Roofing Manual: Membrane Roof Systems—2023*.

The files can be downloaded and used with AutoCAD® software to customize plans to fit specific project needs.

The files are free for members and \$395 for nonmembers; go to [shop.nrca.net](http://shop.nrca.net) to learn more.



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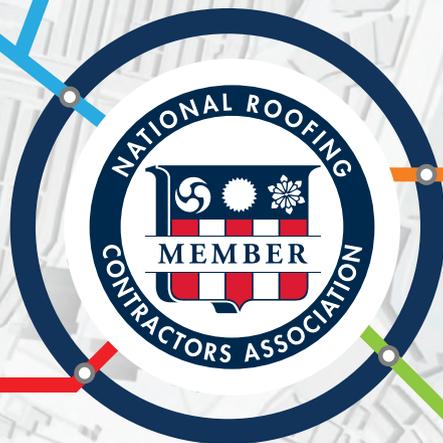
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## A push for change

A call to permanently repeal the Corporate Transparency Act continues

by Brad Stine

In 2021, Congress approved the Corporate Transparency Act as part of an anti-money laundering bill tucked into the National Defense Authorization Act, which is one of the few remaining pieces of legislation Congress views as “must-pass” each year. At the time, proponents of the Corporate Transparency Act aimed to combat illicit activity including tax fraud, money laundering and financing for terrorism by capturing more ownership information for specific U.S. businesses. Since that time, NRCA and its allies in the business community have staunchly opposed the act because it would require millions of small-business owners—who pose no risk to national security—to provide sensitive private data to the Department of Treasury’s Financial Crimes Enforcement Network (FinCEN) under the guise of combatting illicit finance.

During the past few years, coalition efforts have largely been successful with delaying implementation and/or

limiting the overall scope of the Corporate Transparency Act. For example, with NRCA's support, the National Small Business Association filed a legal challenge to the law in 2022, and in March 2024, Alabama Federal District Court Judge Liles Burke agreed and deemed it unconstitutional. Although relief was only provided to the plaintiffs in that case, the decision was critical because it paved the way for additional court challenges. In fact, there are currently a dozen active cases against the act across the U.S.

In late 2023, the House of Representatives also passed bipartisan legislation that would have extended the Corporate Transparency Act reporting deadlines by a vote of 420-1. In addition, more than 80 senators and representatives sent a letter to FinCEN calling for a one-year delay of Corporate Transparency Act reporting requirements. Capitalizing on congressional action, NRCA (along with its coalition partners) sent a letter encouraging Congress to delay Corporate Transparency Act actions for one year at a minimum and another letter to support legislation to fully repeal the act. Although Congress has yet to enact legislation to repeal the act, Republicans and Democrats in both chambers are largely aligned in that domestic small businesses should be exempt from sharing sensitive data via burdensome reporting requirements.

### **Update No. 1**

Following repeated constitutional judicial challenges to the Corporate Transparency Act and strong bipartisan sentiment in Congress to roll back reporting requirements, on March 26, 2025, the Department of Treasury announced formal publication of the

FinCEN interim final rule that removed the requirement for U.S. companies and U.S. persons to report beneficial ownership information under the Corporate Transparency Act and narrowed the rule's scope to foreign reporting companies. The interim final rule took effect immediately. The action followed the Department of Treasury's March 2, 2025, announcement suspending enforcement of the Corporate Transparency Act. Undoubtedly, the interim final rule showcased a huge temporary win for NRCA members and small businesses.

### **Update No. 2**

On Dec. 16, 2025, the Eleventh Circuit Court of Appeals reversed the aforementioned landmark Alabama district court ruling the Corporate Transparency Act was unconstitutional. The Eleventh Circuit's action was a result of the Department of Justice appealing the initial court decision, which, at the time, was still under the Biden administration. Writing for the Eleventh Circuit, Judge Andrew Brasher concluded the Corporate Transparency Act falls within Congress' power under the Commerce Clause and rejected Fourth Amendment challenges, finding the law's reporting requirements are reasonable because they are uniform, limited in scope and subject to privacy protections.

Despite the setback, there is strong belief among legal experts the Corporate Transparency Act is and always was destined for the U.S. Supreme Court. Experts also believe the Eleventh Circuit's treatment of Commerce Clause and Fourth Amendment concerns are likely out of sync with the Supreme Court's current judicial makeup.

In addition, the decision to overturn the Alabama ruling had no bearing on the interim final rule issued by the Department of Treasury to exempt U.S. companies and citizens from the Corporate Transparency Act's reporting requirements. This remains in effect.

### **Update No. 3**

On Jan. 20, 2026, NRCA joined more than 100 other trade associations urging the Department of Treasury to take immediate action to protect small-business owners, including NRCA members, from unnecessary privacy and cybersecurity risks stemming from the Corporate Transparency Act. Specifically, the letter called on Secretary of Treasury Scott Bessent to purge the Corporate Transparency Act database of beneficial ownership information submitted by domestic entities that are no longer required to file.

Although the Trump administration took the important step of narrowing the Corporate Transparency Act's scope to apply to foreign entities only, unfortunately, before the Department of Treasury corrected course, some 16 million domestic entities had complied with the Corporate Transparency Act's reporting requirements deadline. These beneficial owners' sensitive personal information—including their names, addresses, and passport or driver's license numbers—remain in a database managed by FinCEN, exposing them to ongoing cybersecurity and unauthorized disclosure risks. Hence, the call for the government to purge existing sensitive information.

### **What's the next move?**

The January 2026 letter to the Department of Treasury also asked the agency to quickly finalize the interim

rule to permanently exempt U.S. businesses from the reporting requirement once and for all. This is particularly important given the recent activity in the courts where it has been noted that 12 federal cases are currently challenging the validity of the Corporate Transparency Act, yet the constitutional questions surrounding the law are far from certain.

What is certain is NRCA will continue to work diligently to oppose the Corporate Transparency Act's implementation across multiple fronts. The limited scope of FinCEN's current rules combined with continued legislative advocacy and potential Supreme Court review means we have multiple paths forward. NRCA will continue to provide updates as they occur. 🌟🌟🌟

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**BRAD STINE** is NRCA's director of federal affairs.

## Congress introduces bill to combat overdoses

The Workplace Overdose Reversal Kits to Save Lives Act, bipartisan legislation recently reintroduced in the House and Senate, would direct the Occupational Safety and Health Administration to develop employer guidance regarding acquiring opioid overdose-reversal medication and training workers to use it.

Under the bill, OSHA would publish the nonmandatory guidance for private sector employers. However, federal agencies would be required to acquire and maintain opioid overdose-reversal medications and provide voluntary annual training to employees.

The Centers for Disease Control and Prevention reports more than 80,000 people died from drug overdoses in 2024, with a majority involving opioids. According to CPWR—The Center for Construction Research and Training, construction workers overall account for about 17% of overdose deaths among the working population even though they are only about 8% of the U.S. workforce.



construction workers overall account for about 17% of overdose deaths among the working population even though they are only about 8% of the U.S. workforce.

## Roofing contractor fined \$600,000

Roofing contractor DME Construction Associates Inc., Setauket, N.Y., entered into a settlement agreement with the Department of Labor to resolve willful safety violations found after an employee fell 18 feet through an unprotected skylight in August 2021 and suffered fatal injuries, according to the Occupational Safety and Health Administration. The contractor is not an NRCA member.



An OSHA investigation found DME Construction Associates exposed workers to falls of up to 22 feet at unguarded roof openings and roof edges at an Oyster Bay, N.Y., worksite and failed to provide personal fall-protection equipment to employees.

The settlement affirms all citations issued to DME Construction Associates, including nine willful violations, eight of which were egregious per-instance citations for the company's failure to provide fall protection for each of the eight employees who were working on the roof.

The settlement agreement states DME Construction Associates must pay a \$600,000 penalty and implement enhanced measures to improve worker safety, including developing a comprehensive written company safety plan; ensuring and documenting there is enough fall-protection equipment for every worker on every job site; notifying OSHA of all upcoming jobs at least a week in advance; permitting warrantless entry by OSHA at all worksites; and requiring all DME Construction Associates supervisors to complete OSHA's 30-hour construction safety training.

DME Construction Associates and owner Peter Chardon pleaded guilty in November 2025 to a criminal violation of the Occupational Safety and Health Act related to the fatality.

To stay on top of safety regulations, visit [nrca.net/safety](https://nrca.net/safety).

## Bipartisan housing package makes progress

In February, the House overwhelmingly approved legislation (H.R. 6644) that contains a wide range of bipartisan proposals to address a shortage of housing and reduce prices. The measure, which passed the chamber by a vote of 390-9, is part of lawmakers' efforts to address growing concerns about day-to-day affordability leading up to the midterm elections this fall.

Specifically, H.R. 6644 would require the Department of Housing and Urban Development to issue best practices regarding zoning and design for cities and states; expand affordable housing programs currently available to Americans; and ease regulations for development and construction. The legislation also includes changes to community banking.

Passage of H.R. 6644 comes months after a Senate-led housing bill, S. 2651, the ROAD to Housing Act, stalled. However, it is widely expected the House and Senate will negotiate a final agreement during the next few months.

NRCA has made addressing the need for affordable housing an advocacy priority. It will be a featured topic at Roofing Day in D.C., where two complementary pieces of legislation will be highlighted that would incentivize the conversion of vacant or underused commercial property, as well as the construction and/or upgrading of residential homes in certain areas of the U.S.



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# Creating Career Paths

## An invaluable benefit for your employees

by Amy Staska

When you hop into a car, you usually want to go somewhere. You don't sit in idle in the driveway. And when you want to go somewhere, you generally aim for a specific destination. This is analogous to mindlessly treating employees as wanting to come to work and sit idling in the professional driveway, content to do the same things all day every day with no need to move or change and with no destination in mind.

Some employees are content to fill roles that don't change much over time. But many want more.

A career path is like a roadmap: It's a progression of

steps one can take to progress into different or more advanced roles at work. A career path comprises a series of experiences and jobs that help employees reach their career objectives and future goals. It's the GPS for professional growth.

When you know how to direct employees to viable career paths, your employees and your company reap a destination of long-lasting benefits.





## Why should I help?

It may feel like too much work to concern yourself with your employees' abilities to craft satisfying careers for themselves. However, it is advantageous for you to meet their concerns.

Investing resources in your employees' career paths improves retention, builds a more skilled workforce and enhances your talent pipeline.

### Improved retention

When employees feel stagnated at work and aren't sure where new opportunities exist within the company, they are likely to start looking outside the company. Offering career path opportunities will give employees a reason to stay.

Retaining employees is beneficial for many reasons. Turnover costs can be massive. Looking for new employees, onboarding and upskilling them until they're productive for your company is a long, resource-intensive process. Keeping and training current employees requires a fraction of the time and resources.

Retaining employees also boosts the successes of internal mobility. Rather than looking externally because you need someone in a pinch, knowing your employees' career paths helps you know who wants to move into different positions and who has been working toward that purpose. Current employees who know they're "on deck" are likely to wait for opportunities.

### A highly skilled workforce

Having a career path mindset helps organizations identify skill gaps. When you're creating opportunities for people, you pay closer attention to what they are doing currently, which can help them become better at their work.

You may also find skills and talents within your

workforce that you didn't know existed. This can help you identify ways to reorganize your workforce to move people into roles where they can be more effective.

Strategic upskilling and cross-training are fundamentally different than status quo retraining or otherwise trying to push people to improve skills at which they don't excel. Helping employees focus on their strengths and showing them future opportunities will spark a sense of purpose.

### Enhance the talent pipeline

Morale is enhanced when it's obvious you're building a bench of ready-now and ready-soon leaders. It will be important, too, to be able to explain what it takes to be considered for a seat on that bench.

Having new and future leaders at the ready will help reduce risks associated with sudden vacancies. When a valuable employee leaves for a better opportunity or retires, you will have solid options for temporary and permanent replacements.

### The benefits

Developing career paths for employees helps them clarify their career directions, provides opportunities to strengthen engagement and motivation, and encourages skills development.

### Clarity

Researcher and organizational psychologist Tasha Eurich found that though 95% of people believe they are self-aware, only about 10-15% actually are. This is a significant indicator many people don't know themselves or what they want out of their careers. Employee disengagement may be a symptom not only of a company's culture but of individuals feeling stuck because they don't know themselves well enough to imagine their options.

Demonstrating opportunities and offering education and training designed to equip people for unconsidered opportunities allows employees to engage in personal assessment, be honest about their uncertainties and abilities and experience safety in exploration.

#### Did you know?

You can find editable job descriptions on NRCA's website at [nrca.net/workforce-recruitment/job-descriptions](http://nrca.net/workforce-recruitment/job-descriptions).



## Commitment

Employees feel valued when they see long-term opportunities, especially when their company invites them into consideration for specific opportunities. This increases commitment to their companies by turning possibility into probability. A goal that seems achievable creates a heightened sense of intention and energy.

## Skill development

When people identify something they want, in most cases they're willing to pursue steps to obtain it. Whether a company identifies steppingstones or only identifies goals and allows employees to figure out the intermediate steps, the result will be intentional learning and skills development.

This is positive for two reasons. First, employees eager to learn will bring new ideas and energy to their work. And when they're learning to grow into something you've identified you need, you know their efforts are aligning with organizational needs.

## How do we do it?

Part of the reason this level of intentionality doesn't happen is because there isn't a plan. The following are a few simple steps to begin working on career paths with employees.

1. Start with clear role frameworks. Define levels, competencies, skills and behavioral expectations for each role at your company. If you don't already have this in place, the time investment is worth it. It's impossible to fill roles well if you don't know exactly what you need people to know and do.
2. Build individualized development plans. Building a plan is a collaborative process of employees and managers working together

to align goals with organizational objectives. Employees and employers agreeing on goals and next steps results in the best growth.

3. Provide accessible learning and development resources. Equip employees to pursue goals that align with your goals. Training, education, mentorship, stretch roles, coaching and job rotations are all options. Don't rely only on what's available within your walls. Training opportunities are worth their expense in learning and the motivation employees feel when you invest in them.

4. Equip managers to guide career conversations. One of your first professional development needs might be to educate managers on how to have growth conversations with employees. Middle managers are often not equipped or confident in their abilities to guide their direct reports in such conversations.

When all these things are in place and conversations are happening, you may want to track progress regarding training and, eventually, tangible evidence of fulfilling company needs.

There are many useful technological tools you can use to support visibility and tracking, such as career mapping platforms, learning tools and skills inventories.

## Become more resilient

Working with employees to develop career paths is a strategic investment, not an HR extra.

Improving retention, building a more skilled workforce and enhancing your talent pipeline count on engaging with current employees. Organizations that build customized paths based on employee interests and company needs become more people-centered, resilient and competitive. 🌟🌟🌟

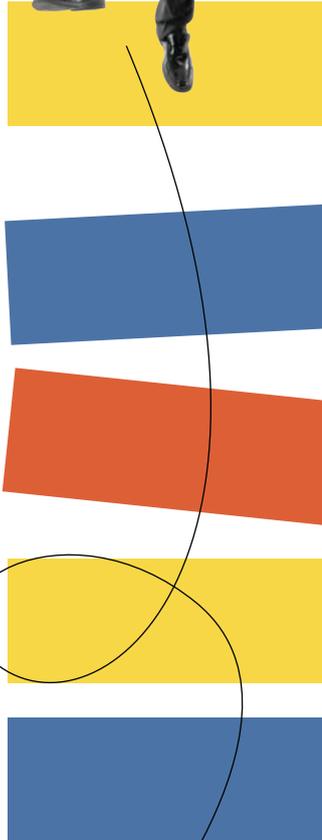
**AMY STASKA** is NRCA's vice president of workforce development.



**DON'T HAVE A DESIGNATED COMPANY TRAINER?**

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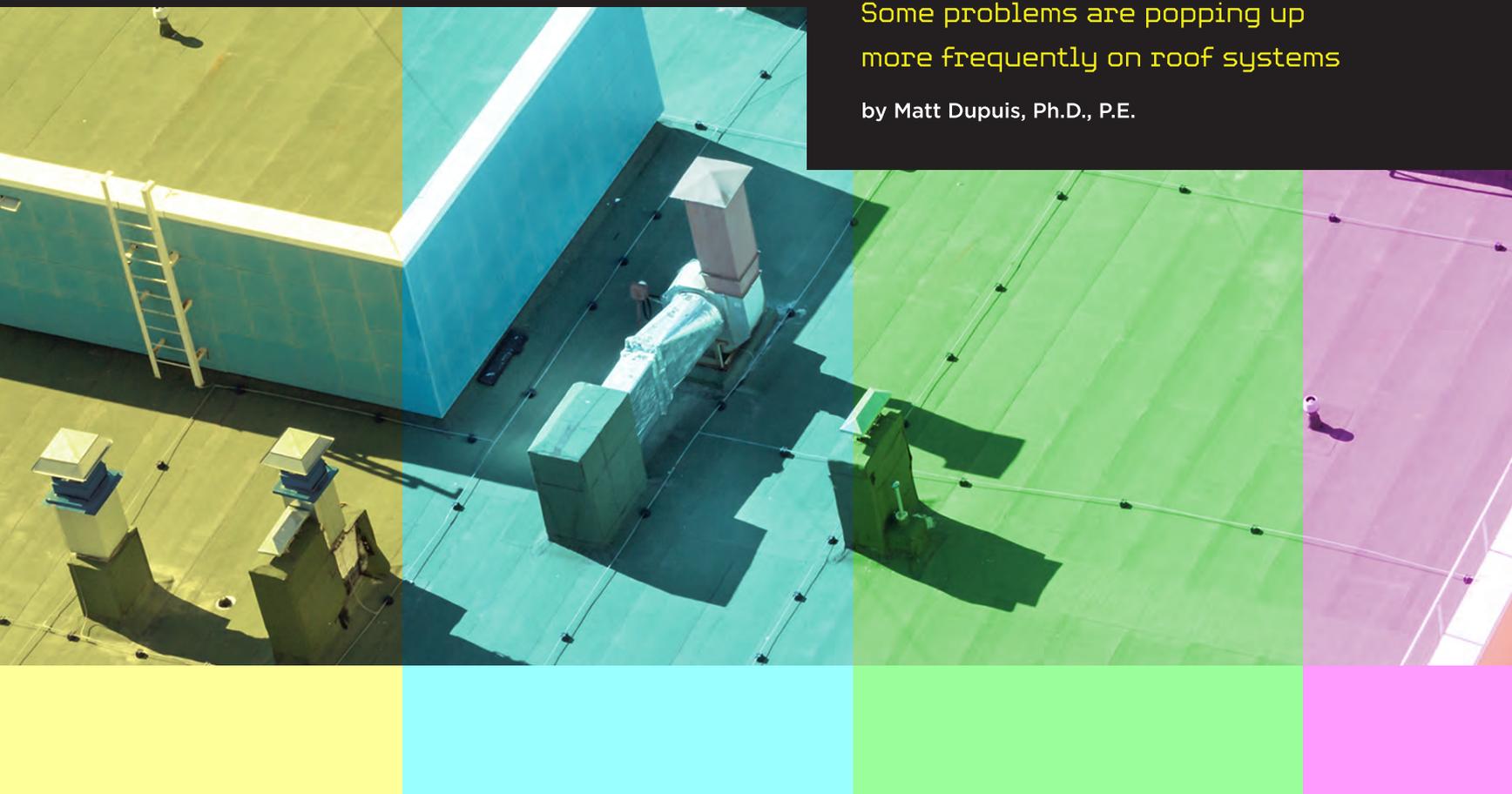




# THE TROUBLE I HAVE SEEN

Some problems are popping up more frequently on roof systems

by Matt Dupuis, Ph.D., P.E.





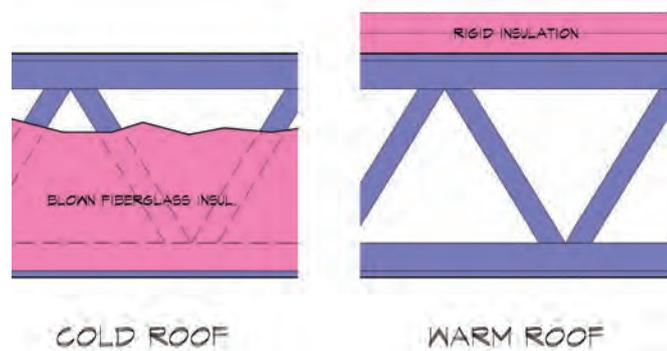
h, the problems with roofs today. Because of the nature of my company's work, we see a fair amount of problems on low-slope roofs; however, some problems are seen far more often, and some are more subtle than others. What follows is a collection of current low-slope roofing issues my company has recently observed most often or are considered subtle enough some roofing contractors might miss them.

## COLD ROOF CONDENSATION

By a large margin, the most repeated and easily avoided problem involves cold roof system design. Roof system designers are intentionally creating a condition where all low-slope roof system insulation is below roof decks. The insulation typically is blown-in fibrous fiberglass or cellulose insulation; both are extremely vapor permeable. Any moisture, regardless of source, can easily migrate upward through the fibrous insulation to the roof deck, which is typically oriented strand board.

An OSB roof deck in this configuration, because of all the insulation below it, is near or even below the outside air temperature during the night. A cold roof deck combined with water vapor lingering below it typically leads to condensation on the bottomside of the OSB. Over time, the moisture level in the OSB will rise and begin to decay the OSB. The time to damage generally depends on the severity of the moisture supply and external weather. There have been cases where a roof system was replaced for suspected roof leaks, and new moisture damage reappeared the next winter. As one could presume, the actual cause of the damage was a cold roof condensation issue. Other roofs have lasted a decade or so before moisture damage has accumulated to where it is apparent. The figure depicts these roof configurations for low-slope roofs.

The corrective action usually involves removing the existing roof, replacing the damaged roof deck and providing a minimal layer of insulation above the roof deck to lower or even remove the condensation risk. How much insulation to install varies by the original design, geographic location and other situational variables. The best way to assess repair options is hygrothermal simulations using



This schematic depicts cold versus warm roof configurations. The source of moisture-laden air under the roof deck is typically the air leakage from a building's interior air and/or HVAC duct leakage.

generally small levels of interior air leakage. Using zero air leakage is not a realistic situation. Conversely, using large amounts of air leakage is not representative as it typically will provide too much internal heat and moisture at the roof deck, which leads to unrealistic results in the simulation. In a vast number of situations, providing the code-required amount of insulation above the roof deck has been sufficient to rectify the design issue.

The first of these cases started more than a decade ago in cold northern states. However, these cases are now numerous and are appearing in Southern states.

A recent new permutation of this issue is applying open-cell spray polyurethane foam to the underside of a wood roof deck in an unvented attic configuration in lieu of blown fibrous insulation. Open-cell spray foam, though distinctly different from blown fibrous insulations, still allows water vapor to pass through. The result is the same: moisture damage to the wood roof deck.

In steep-slope roofing, these same cold roof decks exist; however, in these cases there typically is code-mandated moisture-relief port venting to eject moisture from the space between the roof deck and ceiling (attic). In low-slope roofing, venting the roof system and/or the interstitial space below generally is an atypical approach.

One building owner in southern Wisconsin retrofitted its roof with continuous parapet vents on all parapets. To date, the moisture meter readings and data logs suggest this approach has been successful. However, it should be noted this roof is in a windy corridor and has an ideal shape and air paths for this type of venting. Roofs likely can be vented in the correct conditions and installation, but these efforts should not be considered a certainty of correction.

This issue already has been repeatedly litigated. The source of the problem has always been traced back to the design choice for a cold roof with all insulation below the roof deck. The correction almost always is to add some rigid insulation above the roof deck with fibrous below-deck insulation typically left in place.



Figure and photos courtesy of SRI Consultants, Wauwaukee, Wis.

Photo 1: An example of fish mouths seen with a particular self-adhering EPDM sheet. These fish mouths were severe enough in some locations to cause water entry.

## MEMBRANE ISSUES

### EPDM

The industry has seen some new issues with self-adhering EPDM membranes. To date, the specific issue has been limited to a single manufacturer's product. The problem symptoms involve side laps for the material rolls puckering and making fish mouths over time. Photo 1 shows an example of these fish mouths.

The real problem occurs at the side laps. The fish mouths, in most cases, become big enough to violate the watertight condition of the side lap. Precipitation can then enter the building, and the building owner starts calling the roofing contractor about a leak(s).

To date, the manufacturer has not publicly stated the cause of the issue. I am not aware of any

legal cases where the causation has been divulged, which would make it public knowledge. However, the prevailing belief is the EPDM sheet is experiencing mechanical shrinkage.

This shrinkage is not the same as the historical issue with EPDM membranes from the 1980s when EPDM sheets experienced shrinkage from formulation issues. This is mechanical shrinkage like a spring. Remember, EPDM is rubber, highly elastic and stretchable. It is believed these EPDM membranes are produced and rolled at a main plant or line and then sent to another line, possibly at another location, to apply the adhesive and release film to the EPDM roll.

When the EPDM sheet is unwound and fed into the adhesive application line, the sheet is under tension to advance the EPDM through the second manufacturing step. At the end of the line, the EPDM membrane, now with adhesive and release film, is coiled back onto a core, wrapped and shipped out. The tension imparted by the second line run is alleged to be locked into the now coiled EPDM sheet.

When crews install the sheets by pulling the backing and adhering the EPDM to the substrate, it locks in the tension. Over time, the EPDM wants to return to its original tension-free length. Ultimately, the tensile force inside the EPDM sheet moves (creeps) over time, shortening the sheet. This is when we see slippage at end laps and wrinkles on the side laps.

Of note, the installation instructions for this product directs installers to unroll the sheets and allow them to relax for a period of time before installation. But the shrinking issue has occurred when the sheets were reported to have been left to “relax” and immediately installed.

The general correction has been to apply seam tape to all side and end laps. Applying seam tape on top of the original seams appears to create enough resistance to maintain lap integrity. Most owners have been reassured by the fact that an EPDM system with seam tapes typically is required as a detail to achieve the longest warranties available for the product.

In addition, my company has seen slippage at self-adhering EPDM sheet end laps. This end lap slippage typically is in the range of 1/4 of an inch to 1/2 of an inch. Given a membrane end lap is usually 4-6 inches, this is not a true source of problems or major concern.

## TPO

Although TPO formulations are mature and of minimal concern, production problems during manufacturing can occur. For example, in one case a roofing contractor reported having issues at heat-welded laps. Specifically, he described the surface of the TPO “popping off” adjacent to the heat weld. The issue was confounded by the report that some sheets would experience this issue while others on the same roof would not. Therefore, recreating the issue was problematic.

Under microscopic examination, the problem membrane exhibited slightly more encapsulated bubbles in the top sheet than usually observed. Maybe there had been excess moisture in the base materials used to create TPO. Or maybe magnesium hydroxide, typically used as a fire retardant, may have had slightly too high a moisture content when received at the plant and sent to the line for TPO production. In this scenario, the resulting TPO sheet would likely have had the moisture imparted and trapped inside the sheet.

When the contractor applied the hot-air welder to the laps for welding, the water vaporized and expanded around 1,000 F welding temperature. The resulting vapor pressure ruptured the TPO causing the “popping off” reported.

Although the preferred solution would have been to replace the affected TPO sheets, the building owner accepted a roof coating applied to protect the TPO and provide an equivalent service life.

It is important to understand every material can have random issues with source materials or production errors. Although manufacturers try to minimize them, they still happen on occasion. Making sure field crews report problems early and to the right people is crucial to correcting issues in a timely manner.

## INDUCTION-WELDED PLATES

Historically, induction welding a roof system has been relatively trouble-free. However, two major problems have occurred in recent years with induction-welded membrane plates. The first relates to a membrane weld suddenly disbonding from plates. Contractors have reported using properly calibrated welding units to create welds to the plates. The standard test welds passed. Roofing operations continued as normal.

Then, reportedly, these same plates would release the bond to the membrane anywhere from overnight to several weeks later. Manufacturer technical representatives were called; another round of test welds passed. Yet the welds made by the manufacturer's technical staff reportedly failed, as well. Originally, the reported problems were specifically PVC (black) plates. However, more recent reports now suggest TPO (gold) plates as having sporadic problems.

In an interesting variation of this issue, a PVC roof system with induction-welded plates was designed and installed as a green roof with overburden. There was water entry into the building below. As usual, all parties assumed the roof was the issue before proper forensic investigation showed a nonroof construction issue that allowed water to enter. Investigators discovered the black coating on the induction-welded plates had cleanly disbonded from the base metal plates. The coating was still bonded to the PVC, but the black coating had released cleanly from the metal plate as shown in Photo 2 on page 34.

Another less prevalent issue that has been reported is new plates arriving from the manufacturer with fractures in the metal plates. Fastener installation then widens these cracks. Specifically, there are small fractures on the interior hole for the fastener to be placed in. This appears to be an issue with the metal stamping process during manufacture. Although my company is not aware of any wind losses resulting from this issue, it is never recommended to proceed with a roof system installation in this scenario. Crews should check materials closely before starting installation.

The best advice in the near term is to thoroughly document lot numbers with the plates received and keep test welds with time and date information in the project file.

## LATENT MATERIAL MOISTURE

Using strong vapor retarders with low-slope roof systems installed over concrete roof decks has led to an unanticipated issue. The combination of a vapor retarder on the roof deck and the roof membrane, also a vapor retarder, effectively traps moisture installed between the layers of rigid insulation and cover board.

What my company has observed is the equilibrium moisture content of the insulation and cover board come into play. Specifically, if either or both materials are shipped, stored or installed after exposure to high relative humidity in the atmosphere, the moisture can be trapped between the two roof system layers.

The end result is not catastrophic. But what has been observed and confirmed by hygrothermal simulations is the moisture from the boards is collecting into a thin layer and moving, seasonally, up and down in the roof into a thin layer. This layer will travel up or down in the roof system based on temperature and humidity. At some point, someone will use a moisture meter on the roof and raise the alarm that the roof is "wet" when, in fact, there is just an elevated amount of moisture under the membrane. Typically, upon making an opening in the roof system, the elevated moisture will flash off in minutes and the moisture meter will read as normal.

As for prevention, there is not much that can be done. High ambient humidity is common almost year-round in many geographic areas. That said, tracking and digitally saving weather conditions during the installation of a roof can be priceless data to defend against claims later.

My company encountered a related problem when a roofing contractor received materials from a manufacturer via a flatbed truck. The materials were unloaded and stored on the ground for a time before being lifted by crane to the roof. The

materials were placed simultaneously on a gravel parking lot and grass field and covered in polymer tarps that were almost tight to the ground.

The roofing crew believed it was protecting the materials from precipitation. The problem came from the gravel and grass emitting water vapor into the insulation materials under the tarps combined with high summertime temperatures. The tarps created a greenhouse of high temperatures and humidities. The materials remained under the tarps for weeks before the crew tried to mop hot asphalt over these materials. Blisters and delamination occurred. The manufacturer and roofing contractor fought over moisture content from manufacture and transport of the materials versus storage.

Roofing contractors should follow manufacturer storage instructions as closely as possible and save the instructions for each job. Contractors also must ensure field crews follow manufacturer instructions and document installations with photographs. If questions arise years later regarding how the materials were stored, this documentations can be precious information for a defense.

For their part, manufacturers should provide clear, achievable storage conditions in their printed instructions. Including these instructions on package labeling would be most effective. These instructions should not only contain acceptable moisture contents for installation but also how moisture is to be measured. Too often two parties fight because they are claiming different moisture contents by different measuring methods.

## LOW-RISE ADHESIVE FOAM

The roofing industry has largely replaced rigid board insulation installation using mopping asphalts with low-rise adhesive foams. Currently, the industry mostly uses two-part polyurethane foams to adhere roofs to substrates. The problems related to these foams are subtle and can be expensive. Adhesive foam-related legal cases have been seen in excess of \$10 million for one roof.

What has been observed in the field and in laboratory experimentation is these foams are

packaged as Part A and Part B and are intended to be mixed in a 1:1 ratio. The resultant 1:1 foam is strong. However, when the foam is not mixed to a 1:1 ratio, the resulting foam adhesive can highly vary in strength. Too much of Part A or too much of Part B means the resultant foam strength can be stunningly low. How tolerant foams are off-ratio depends on the manufacturer.

The problem worsens because an off-ratio foam can visually look similar to perfect 1:1 foam. Roofing crews have minimal to no visual indication there is a problem with the foam until there is an issue, such as a wind failure later. There are numerous reasons for the ratio problems. Most of them are field issues. However, manufacturing issues have also been observed.

Materials, training and installation equipment for adhesive foams continue to evolve. One possible solution is to have one worker in charge of the adhesive foams and equipment on a job site. In the past, asphalt temperature used to make or break a job; now, adhesive foam is possibly the most important product on the roof a contractor can control. Crews must keep equipment clean and functional. Contractors should invest in advanced foam pumps that have pressure sensors that will sound an alarm if the foam is off-ratio to alert the crew to a problem.

To read more about cold roof systems, see “**Know the facts,**” March 2022 issue.

To read more about roof blisters, see “**Back to the start,**” September 2024 issue.

## FLEECE-BACKED MEMBRANES

Fleece-backed membrane issues are the most forensically interesting to me. Contractors in the Gulf Coast report fleece-backed roof membranes installed in low-rise foam over concrete roof decks detaching without explanation. Upon investigation, the once fleece-backed membranes are now bare-backed membranes. The fleece was not damaged or disbonded. It was gone. The fleece appeared to have dissolved.

Upon further investigation, the roof decks were



Photo 2: A view of an induction welding plate coating still adhered to a PVC membrane. The base metal plate had cleanly released the coating.

lightweight insulating concrete. More importantly, the roof decks were not vented to industry standards and were relatively high in moisture content years after installation. These roofs had fleece-backed TPO membranes installed in a splatter pattern of low-rise foam. Solutions or repairs for each roof were devised based on how much fleece was missing. But the question remained of how the fleece went missing.

Generally, all fleece backings for roof membranes are polyester fleeces of varying weights, thicknesses and sources. Typically, PVC with fleece backings are chemically adhered and TPO membranes have fleece that is

thermally bonded.

My company hypothesized the high pH of the lightweight insulating concrete deck combined with the excess substrate moisture had caused an alkaline reaction that attacked the fleece. To test this, a sample PVC membrane backed with fleece was cut into strips and submerged in three solutions: distilled water combined with fresh concrete; rinse water run-off from the chute of a concrete delivery truck; and liquid drain cleaner. The strips were heated to 120 F for three weeks.

The result was the fleece visually began to break down from the chemical exposure and released small pieces of fleece into the solutions. The roofs from the field had been in place for years. Therefore, the complete dissolution reaction of the fleece may take months to years to occur.

This is not the first time the industry has seen damage from high pH levels. At the 2002 RCI Building Envelope Symposium, a paper discussed high moisture content and high pH attacking base sheet strength over lightweight insulating concrete decks. History seems to be repeating itself.

The roofing industry has millions of squares of roofing with fleece-backed membranes over

lightweight and structural concrete. The takeaway is lightweight insulating concrete decks need to be vented or have sufficiently low moisture content to ensure alkaline condensates do not form in the fleece and cause it to detach.

## DO NOT PLUG DRAINS

Multiple projects currently in dispute involve plugged roof drains. The details vary, but the common issue is multipiece adjustable roof drain units requiring gaskets in their assembly (both primary and secondary) became plugged either intentionally or unintentionally after roof system installation. These drain styles have repeatedly shown to be unable to withstand static water pressure. Static water pressure from plugged drains allows water into roof systems through the drain assembly components. In these cases, the roofing contractor was blamed for the water in the roof system when it did not come through the roof system or even the roofing contractor's work product.

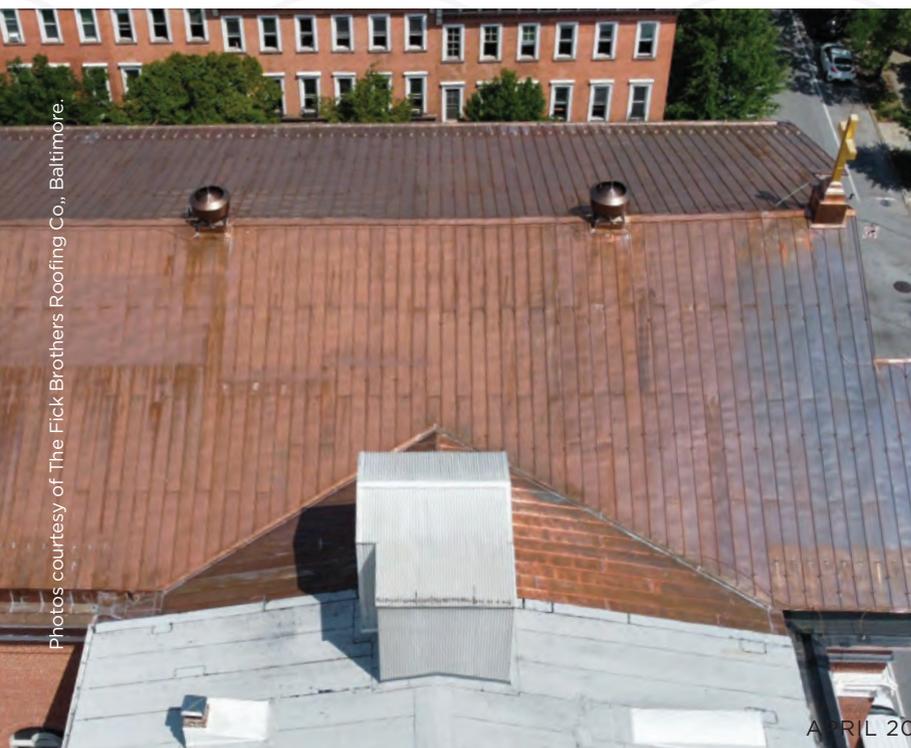
Although it is common practice to temporarily plug a drain while performing roofing work around it, this should be a temporary, strictly short-term situation. Permanent or long-term plugging of roof drains can lead to inadvertent water entry into a roof system or, worse, structural collapse from overloading; both have occurred. Roof drains should never intentionally be plugged or knowingly left plugged with debris unless all parties are aware of it and under direction of a licensed engineer. An example of a licensed engineer approving drain plugging would be a prescribed flood test. Beyond this, plugged roof drains should not be allowed.

## LESSONS LEARNED

My company has observed numerous issues in the field that could be avoided. I am sharing my company's experiences for the benefit of the roofing industry. Being diligent and properly instructing crews can help avoid several common problems. 🧰🔧

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**MATT DUPUIS, PH.D., P.E.**, is president of SRI Consultants, Waunakee, Wis.



Photos courtesy of The Fick Brothers Roofing Co., Baltimore.

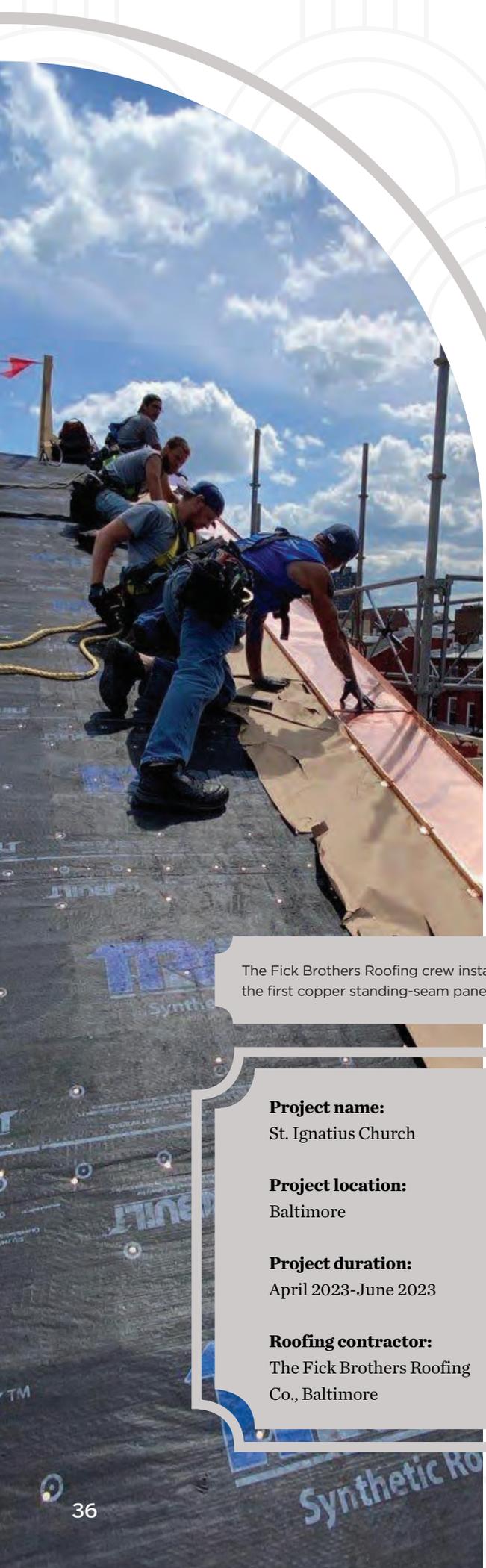
APRIL 2026

# ROOFING for a SAINT

The Fick Brothers renovates  
St. Ignatius Church in Baltimore

by Christine Elle Hanus

**C**onstructed between 1853-56, St. Ignatius Church, Baltimore, is dedicated to Saint Ignatius of Loyola and serves as the chapel for Baltimore's Loyola College. Architect Louis L. Long designed the structure in Italianate-style that features tall, frosted-glass windows with brick arches, heavy-modillioned cornicing and a broken pediment. The building's base is rusticated, and the top is adorned with a golden cross.



The existing painted terne metal roof was deteriorating and near the end of its service life. The Fick Brothers Roofing Co., Baltimore, was selected by administrators to replace the aging roof on the historical building.

### Scope and safety

In April 2023, The Fick Brothers Roofing team began work on the St. Ignatius Church project that included a new 20-ounce copper standing-seam roof system; new 24-ounce copper built-in gutters and downspouts; new 20-ounce copper cornice ledges and capital tops; new ground-level drain components; painting the existing roof vents; painting the main cornice, secondary cornice and rake trims; and installing lightning protection and snow-retention systems.

The roofing team was involved in the early stages of design and worked in conjunction with the project’s architect, Jim Suttner of Suttner Architecture LLC, Ruxton, Md., offering knowledge and input including pricing options and value engineering. Project specifications were developed, submitted and approved by the Commission for Historical and Architectural Preservation and Maryland Historical Trust.

“I worked closely with The Fick Brothers to evaluate various roofing material options,” Suttner says. “Several factors were considered including cost, longevity, durability, appearance and ease of maintenance. With The Fick Brothers help, standing-seam copper roof panels and flat-seam, fully soldered copper built-in gutters were chosen for the project.”

Scaffolding was erected on all sides of the building to provide fall protection and safe worker access. Multiple levels were constructed to reach the built-in gutter system at the roof edge and the cornice areas below the gutter.

The Fick Brothers team worked closely with Baltimore Gas and Electric Co. to safely build scaffolding adjacent to power lines on the property. Erecting the scaffolding in phases saved money while allowing crew members the opportunity to perform repairs and paint the fascia, soffit trim and window trim on the facades.

“The Fick Brothers helped strategize the coordination of working with other trades on the project, inspect the work and phase the scaffolding placement to avoid conflicts with holidays and other scheduled events,” Suttner says.

### Gutter system

Team members removed the existing built-in gutters down to the wood substrate. Rotted wood was replaced with new lumber. To achieve proper drainage on the 14,735-square-foot roof, carpentry teams reconstructed the gutter framing to achieve a positive slope. The gutter’s

The Fick Brothers Roofing crew installs the first copper standing-seam panel.

**Project name:**  
St. Ignatius Church

**Project location:**  
Baltimore

**Project duration:**  
April 2023-June 2023

**Roofing contractor:**  
The Fick Brothers Roofing Co., Baltimore

**Roof system type:**  
Architectural copper standing-seam panels

**Roofing manufacturer:**  
GCP Applied Technologies, Cambridge, Mass.; Owens Corning, Toledo, Ohio

**Copper supplier:**  
Revere Copper Products Inc., Rome, N.Y.

wood substrate then was lined with Grace Ice & Water Shield® HT high-temperature self-adhering underlayment.

The Fick Brothers craftsmen custom-fabricated two new gutter outlets and installed them through the bottom of the gutter and through the cornice. The outlets emptied into new custom-fabricated 20-ounce copper conductor heads. A new 24-ounce copper gutter liner also was custom-fabricated in The Fick Brothers' sheet-metal shop.

The gutter components consisted of four pieces: the gutter liner, a continuous cleat on the outer edge, an outer ledge cover and a transition piece that cleated the gutter to the roof eave. All gutter components were secured with copper nails, and all seams were riveted and soldered. Expansion joints were incorporated into the gutter design and were installed as needed between outlet locations.

“The Fick Brothers’ knowledge and experience was instrumental regarding the introduction, layout and design of proper expansion joints in the built-in gutters and snow guard solution,” Suttner says. “And they helped with technical details related to transitioning to other types of existing roofing materials and conditions.”

New 4-inch, round copper downspouts were installed from the conductor heads to ground-level drainage on a public sidewalk. The roofing team subcontracted with a plumbing contractor to design and install a new cast-iron drain-pipe system under the sidewalk to connect to the city’s storm drains.

## Roof installation

After the gutter system was installed, the roofing crew removed the existing standing-seam panels down to the wood deck. Rotted wood was replaced with new lumber. Workers then placed Grace Ice & Water Shield HT high-temperature self-adhering underlayment along the eaves and rakes and covered the entire roof surface with TRI-BUILT® Synthetic Underlayment followed by red rosin paper to prevent the 20-ounce copper panels from adhering to the underlayment.

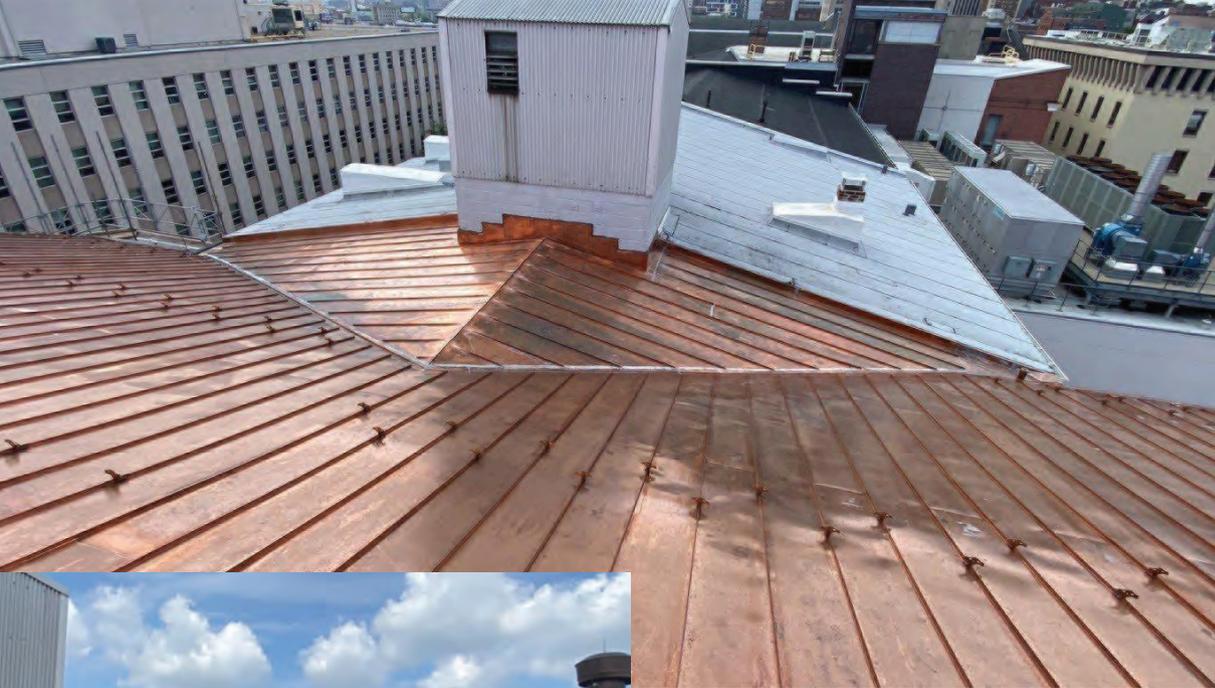
Craftsmen shop-fabricated new 20-ounce copper standing-seam roof panels on a roll-former machine. Custom crates were built to transport the 16-inch-wide panels with a 1 1/2-inch seam to the job site and lift them via crane to the roof.

The panels were installed and secured to the roof with clips spaced every 20 inches. Crew members used loose-lock cross seams for transverse seaming and staggered the end laps every other panel. The vertical seams were completed with a mechanical seamer to form the double-lock, standing-seam system. Copper valleys were attached with clips to the roof deck, and a continuous cleat was incorporated in the valleys so the standing-seam panels could be folded and locked onto the valleys.

To complete the ridge, a new shop-fabricated copper ridge cap was folded and locked to Z-closures placed just downslope from panel ends and fastened to the roof deck. Z-closures also were used for the wall flashings and were counterflashed with separate pieces of copper flashing installed into a reglet at the masonry.



Top to bottom: Aerial view of half the roof completed; workers install flashing on the cross structure; bird deterrents were installed at all ledges.



Top and bottom: Close-ups of the completed roof system

## A blessed ending

In October 2023, The Fick Brothers Roofing team completed work on St. Ignatius Church with no safety incidents. The project not only met but exceeded client expectations.

“The Fick Brothers Roofing team provided excellent service throughout the project,” Suttner says. “We collaborated to find a solution

Plumbing vent pipes were covered with two-piece copper flashing to allow for movement of plumbing pipes independent of the roof deck.

“During construction, the job site was always accessible to me for

inspections, and The Fick Brothers included me in discussions to come up with solutions for field conditions,” Suttner says. “They had a tight urban site to work with and were well-organized.”

The team also installed a snow-retention system consisting of seam-mounted brass snow guards. Each row was staggered; one row was installed at the eave with another row about halfway up the roof. A single row was soldered to the center of each panel to prevent sliding ice.

“As one of the partners on this project, I witnessed firsthand how The Fick Brothers performed the installation with an outstanding level of workmanship and provided the highest quality roof system that will last for many decades,” Suttner says. “Dan Williams, The Fick Brothers’ project manager, was a pleasure to work with. He was knowledgeable, readily available and well-prepared to discuss matters on-site. He had a way of bringing his team together and focused on delivering high-quality results.”

that was perfectly suited to the historical character of the building with many finely tuned details that were period-correct for the building. The standing-seam roof will last for generations, and The Fick Brothers team continues to have a presence with regular site inspections to ensure the roof stays in good shape. The client was happy with the results and are also happy to have a solid ongoing relationship with The Fick Brothers team.”

For its work on St. Ignatius Church, The Fick Brothers Roofing company was selected as a 2026 NRCA Gold Circle Awards finalist in the Outstanding Workmanship: Steep-slope category.

“It was rewarding to watch our team come together on such a large project and perform so well,” says James Fick, vice president of The Fick Brothers Roofing. “Nearly everyone in the company participated in this project on some level. Dan Williams, our project manager, is an expert in sheet metal. His knowledge and skills shined brightly on this project.

“Jim Suttner, the project’s architect, proved to be an excellent partner on this project from start to finish. We are honored St. Ignatius Church trusted The Fick Brothers to take on such a challenging and rewarding project. And thank you to NRCA for recognizing our company’s outstanding workmanship on the project. We look forward to the next opportunity!” 🌟🌟🌟

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

In 1974, St. Ignatius Church was listed on the National Register of Historic Places to recognize its historical significance as the oldest active parish in the Archdiocese of Baltimore.

LEVERAGING MANUFACTURER RESOURCES  
HELPS GROW YOUR BUSINESS

# OPTIMIZING TALENT

BY JESSICA TINNEY



**R**oofing contractors are on the front lines of some interesting shifts. The surge in home improvement brought on by the COVID-19 pandemic has largely normalized; storm activity has been less disruptive in many regions; and interest in retail channel growth is on the rise. As 2026 unfolds, roofing contractors are seeking strategies and resources that can help them navigate headwinds and keep their businesses on course for growth.

The market offers no shortage of programs and technologies designed to help contractors grow and scale their businesses, but roofing contractors aren't always sure where to look for relevant business support that can differentiate their businesses, protect margins, attract and retain talent and generally support the business.

Amid this complex landscape, there often is one valuable resource overlooked: roofing manufacturers.

### **CONTRACTOR PROGRAMS**

Many roofing manufacturers have contractor programs designed to go well beyond products, components and warranties. To be genuinely valuable to a contractor, these programs need to be comprehensive, aiming to address the full spectrum of contractor needs from business operations and education to workforce development and digital transformation.

Some core elements of a contractor program may include access to external expertise, tailored education and training, talent acquisition resources and tools designed to modernize the customer experience. Access to such resources allows contractors to focus on what they do best while gaining support in areas that might otherwise stretch internal teams or require significant financial outlays.

This kind of beyond-the-products approach fosters an active engagement between contractors and manufacturers, creating a relationship that goes beyond the transactional and helping contractors unlock value that sets them up for long-term growth.

### **THE BENEFITS**

Leaning on a manufacturer's contractor program provides numerous benefits. For example, Owens Corning has long recognized the kind of win-win scenario a comprehensive contractor support program can create. Successful contractors not only tend to get more projects but are instrumental with building their company's brand and reputation.

Although all manufacturers have unique approaches for supporting their contractor networks, following are some benefits that contractors in Owens Corning's network speak of favorably.



## Access to specialists

Running a roofing business requires managing a complex set of responsibilities that go beyond estimating and roof system repairs and replacements. Contractors must manage cash flow, evaluate and deploy technology platforms, generate and convert leads, and protect their businesses through code compliance and sound contractual practices. Owens Corning and other manufacturers offer external specialists who can help contractors “build a bigger bench” with nearly any business aspect including digital marketing, lead generation, EOS (Entrepreneurial Operating System) training, sales and even contractual agreements.

Since 2023, Trent Cotney, NRCA’s legal counsel and a partner and construction team leader at the law firm Adams and Reese LLP, Tampa, Fla., has provided more than 1,500 contract reviews to Owens Corning contractors.

## Virtual reality training

Roof system installers want training that’s immersive, flexible and focused on safety. Introduced to Owens Corning Platinum and Preferred contractors during the 2026 International Roofing Expo,<sup>®</sup> VR courses allow contractors to deliver the training employees need at a time and location most convenient.

In a VR environment, seasonality, weather and geography no longer dictate when training can be conducted. VR training also lets workers practice and master real-world installations in a safe setting that builds confidence before they step foot on a roof.

VR learning also helps employee retention. Narendra Kini, M.D., president and CEO of Miami Children’s Hospital, told *Fortune* that using VR in training can result in a retention rate of up to 80% one year after VR training compared with 20% one week after traditional training.

## Advanced education

As contractors’ businesses grow, the demands placed on leadership also tend to increase. Staff moving into management roles may be expected

to understand finance, marketing, data management and human resources—areas where employees may have limited training.

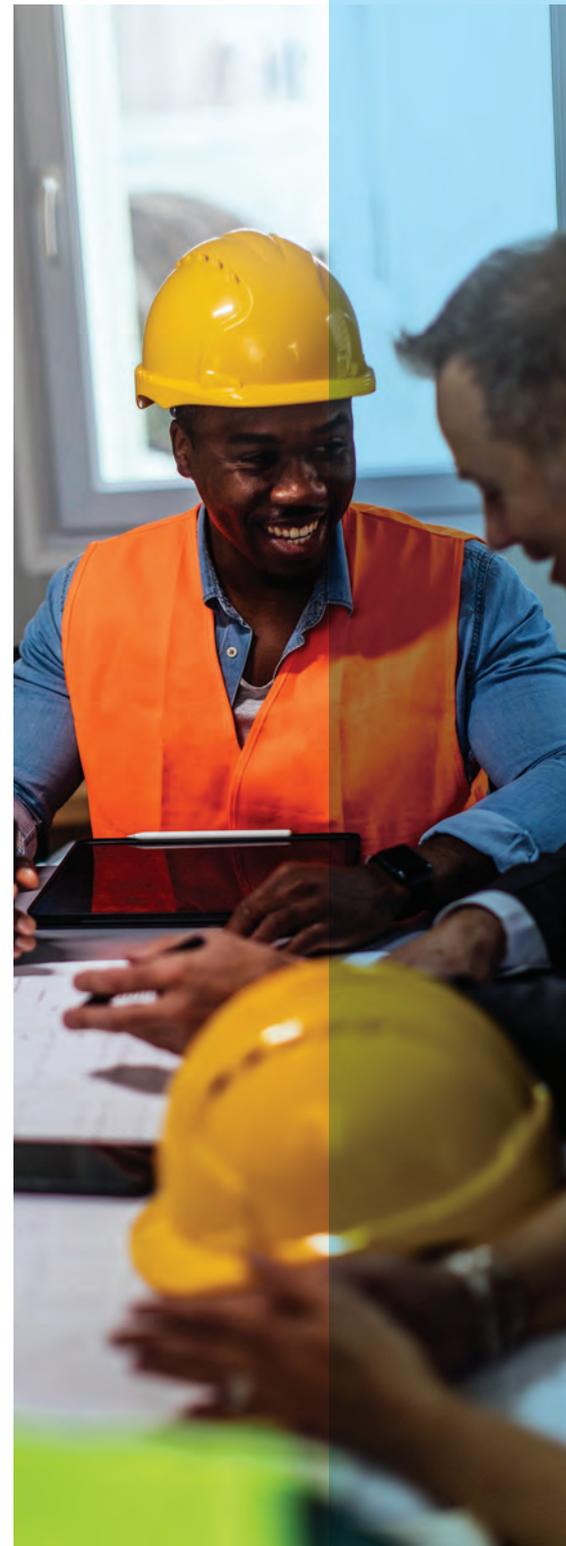
Targeted education helps roofing contractors develop their team members’ skills in key functions. In 2024, Owens Corning worked with Cornell University, Ithaca, N.Y., to curate courses and certificate offerings focused on finance, business management, marketing, sales, human resources, data science and more. Participants who successfully complete a course of study are awarded an e-Cornell certificate and have the opportunity to earn multiple certifications.

Participants also may enroll in individual courses to supplement their knowledge in key areas. The online learning platform is accessible 24/7 through a portal, making it easy for contractors and their team members to schedule learning around the demands of business and life.

To nurture collaborative learning, participants can engage in real-time discussions with co-horts and educators to explore how course content relates to real-world business applications. A support system provides access to enrollment counselors and advisers for one-on-one connectivity.

## Virtual sales support

When it comes to the home improvement buying process, customers value transparency, convenience and speed. RoofScout is an interactive sales enablement tool designed exclusively for Owens Corning Contractor Network members and their customers, combining real-time





pricing and personalized proposals with a fully guided product experience. Understanding customers approach buying differently, Scout, a 3D animated character, learns the homeowner's buying style and tailors the journey accordingly. Homeowners can explore colors and upgrades, consider financing and e-sign proposals at their convenience.

### **Talent acquisition**

Talent acquisition remains a persistent challenge in the roofing industry. The competition for talent is complicated by an aging workforce, short supply of skilled labor and shifting expectations among younger workers. To help address these issues, the industry is investing in talent acquisition platforms designed to connect contractors directly with relevant job seekers interested in construction and roofing careers.

Owens Corning has launched its Roofing Career Network for Platinum Preferred contractors. Currently in a soft-launch phase, Roofing Career Network is designed to streamline the hiring process by connecting contractors with relevant job seekers interested in construction and roofing careers. Contractors upload their hiring needs while candidates enter their details and preferences, and the system does the rest.

Beyond direct recruiting tools, the Roofing Career Network supports longer-term workforce development through partnerships with community colleges and career and technical education programs. Fast-track bootcamps prepare participants for installer, sales and office roles, helping contractors reduce the time to hire.

Owens Corning also is piloting opportunities to extend the Roofing Career Network through military programs, creating potential pathways for service members moving into civilian careers. Together, these efforts help contractors build a sustainable talent pipeline of disciplined workers with diverse and leadership experience.

### **Peer-to-peer learning**

One of the most valuable roles a manufacturer can provide is bringing contractors together. When contractors exchange ideas and best practices, it not only strengthens a contractor business but also provides valuable input that can be used to improve support from the manufacturer.

During a 2025 gathering of Owens Corning Platinum Preferred contractors, participants attended a panel discussion about the challenges of recruiting, educating and retaining talent in a tight labor market. The panel was moderated by Jeff Gunhus, founder and CEO of Home Genius Exteriors, Hyattsville, Md. Gunhus started by referencing a recent report indicating 55% of home company CEOs have problems filling job openings and then opened up a discussion about how other contractors are navigating these challenges as well.

The peer-to-peer session illuminated real-world business challenges and practical talent solutions for contractors.

### **LEVERAGE ALL TOOLS**

A good contractor support program should dovetail with the practices and goals of individual contractors. As a roofing professional, make sure you are leveraging all the support tools manufacturers have to offer.

Explore what's available for every level of your organization from installation to sales management. Ask what kinds of development resources the manufacturer offers that go beyond their products. Inquire about support offered for specific company challenges.

And if there's a particular type of support you need, don't be afraid to suggest it. A manufacturer committed to your success will also be open to new ways to support you and your company even more effectively. 🚀

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**JESSICA TINNEY** is director of downstream market growth at Owens Corning, Toledo, Ohio.

## MANUFACTURER NEWS

### Elevate™ announces Master Contractor recipients

Nashville, Tenn.-based Amrize's **Elevate** brand has announced the 2026 recipients of its Master Contractor program, which honors contractors for excellence in commercial roofing.

All Elevate Red Shield™ licensed contractors are eligible for the program. For 2026, Elevate awarded Master Contractor status to 250 roofing contractors who accumulated the most Master Contractor quality points during the program year. Contractors earned quality points for installing Elevate RubberGard™ EPDM, UltraPly™ TPO, PVC, asphalt and metal roof systems.

The complete list of Elevate's 2026 Master Contractor recipients is available at [elevatecommercialbp.com/us-en/news](http://elevatecommercialbp.com/us-en/news).



### GAF reaches FORTIFIED™ Roof milestone

**GAF**, Parsippany, N.J., has announced it has trained more than 1,000 roofing professionals in FORTIFIED Roof installation since launching its alliance with the Insurance Institute for Business & Home Safety® a year ago.

GAF deployed its Center for the Advancement of Roofing Excellence training program that provides roofing contractors with industry-leading education. As a result, hundreds of individuals from more than 600 GAF Master Elite® roofing companies are now FORTIFIED-certified.

IBHS' Fortified Roof is a voluntary construction and reroofing standard focused on reducing damage from high winds, heavy rain and hail.

In addition, GAF's Timberline UHDZ® (Ultra High Definition) Shingles with UltraMat™ technology are now available nationwide.

### Owens Corning® launches VR training

**Owens Corning**, Toledo, Ohio, has expanded its digital training offerings with the launch of Owens Corning University virtual reality training.

The immersive experience is designed to help team members not only learn critical roofing skills but also apply and retain what they learn. Available in English and Spanish, the VR Headset Bundle enables crew members to learn, practice and master real-world roof system installations anytime, in any weather conditions, before first stepping foot on a roof.

Additional courses automatically will be added to the VR headsets as they become available. Platinum and Preferred Contractors have access to VR training through OConnect. More information is available at [owenscorning.com](http://owenscorning.com).



### IKO spotlights winners

**IKO Industries Inc.**, Wilmington, Del., celebrated winners of its 2025 ROOF-PRO VIP Getaway during a retreat in Mexico in February. Eligible contractors at the Craftsman Premier level were invited to connect with industry leaders to share insights and celebrate their impact on the industry.

Peak Performance Award Winners were recognized for top IKO Dynasty and Nordic shingle purchases. Regional Contractor of the Year Awards were chosen by IKO's sales teams for excellence and leadership. Additionally, Special Photo Awards were presented to contractors that captured visual storytelling. For a list of winners, visit [iko.com](http://iko.com).

In addition, IKO has appointed MPDL Associates, Manlius, N.Y., as its exclusive independent sales agency for the New England region.

Through MPDL Associates, contractors in the region will have access to IKO Commercial's full portfolio, including IKO Innovi™ TPO, IKOTherm™ Polyiso and a full range of roofing accessories.

### TAMKO® announces strategic alignment

**TAMKO Building Products Inc.**, Joplin, Mo., has announced a strategic alignment with the Roofing and Solar Reform Alliance.

Through the partnership, TAMKO and Adam Bensman, founder of the Roofing and Solar Reform Alliance, will collaborate on industry education and contractor outreach; advocate for fair and ethical business practices; increase transparency and accountability; and strengthen efforts to build trust across the roofing and solar industries.



## Westlake Royal Building Products™ names projects of the year

Westlake Royal Building Products, Lenexa, Kan., has honored seven standout 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, outstanding visual impact and the ability to transform the look of a home or commercial space. This year's winners comprise five residential projects and two commercial projects:

- Classic Construction and Consulting, Stillwater, Minn., for replacing an aging, hail-damaged cedar roof on a lakefront home with a DaVinci Multi-Width Shake roof in aged cedar
- Final Touch Construction and Design, Fontana, Calif., for adding DaVinci Multi-Width Slate tiles alongside solar panels on an expansive roof system
- Nitro Roofing and Construction, Columbus, Ohio, for a replacement roof on an 1890 Victorian-style home
- NRCA member Preferred Exterior Corp., New Hyde Park, N.Y., for the roof on a newly constructed showplace home using DaVinci Single-Width Slate in smokey gray
- Washington Roofing and Construction, Washington, Mo., for reroofing a home using DaVinci Select Shake in aged cedar
- NRCA member Burns and Scalo, Pittsburgh, for replacing a deteriorating roof on the administration building at Mount Aloysius College, Cresson, Pa.
- Weatherguard Inc., Omaha, Neb., for reroofing the storm-damaged Peter Kiewit Lodge at Eugene T. Mahoney State Park with DaVinci Single-Width Shake in custom forest green

## Central States receives metal award

Central States Manufacturing, Tontitown, Ark., received a 2026 Metal of Honor Award from Shield Wall Media, publisher of *Metal Roofing*, *Metal Builder* and *Roofing Elements*. The award is driven by nominations and votes from customers and industry peers.

The 2026 award is the fourth time Central States Manufacturing has received a Metal of Honor Award.



## DISTRIBUTOR NEWS

### QXO awards roofs to veterans

QXO, Herndon, Va., has announced 13 grand-prize winners of its annual QXO for Veterans program, an initiative that honors veterans, Gold Star Families and organizations that serve veterans by providing essential home improvements.

Ten veterans and three organizations will each receive new roofs installed by local professionals using TRI-BUILT® products, QXO's private label brand, and materials from GAF, Parsippany, N.J.

## OTHER NEWS

### MRA executive director receives award



Ramey (left) and Haddock

The **Metal Roofing Alliance** has announced Renee Ramey, the organization's executive director, has received the Metal Construction Association's highest honor—the Larry A. Swaney Award.

Ramey was honored with the award for her leadership role working to grow the residential metal roofing market. The honor is bestowed upon an outstanding industry professional for their contributions to the success of the association and the betterment of the metal construction industry.

In addition, MCA also recognized long-time MRA member Rob Haddock, CEO and founder of S-5!, with the Patrick R. Bush Service Award. The award honors the outstanding volunteer contributions of an individual from an MCA member company.

## UP THE LADDER

Mule-Hide Products Co. Inc., Beloit, Wis., has named **Robert Winczner** territory manager for eastern Michigan and **Brian McGrew** territory manager for eastern New England.



Winczner



McGrew



## NRCA NEW MEMBERS

ARCHITECTS/ENGINEERS/  
CONSULTANTS

Aaron A. Buckman Architect LLC,  
Bend, Ore.  
Buddy Webb and Company Inc.,  
Springfield, Mo.  
DeFacto Consulting Inc., Euless, Texas  
Elevar Design Group Inc., Cincinnati  
EwingCole, Philadelphia  
Halliwell, Marietta, Ga.  
Hayes Engineering, Milwaukee  
Moseley, Richmond, Va.  
Mp Design Group, Biloxi, Miss.  
Sam and Co. Consulting, Kihei, Hawaii  
Terracon Consultants Inc., Cincinnati

## CONTRACTORS

Ackerman Construction, Grand Forks,  
N.D.  
All in One Home Improvement, Rancho  
Cucamonga, Calif.  
All Seasons Contractor LLC, Windsor  
Locks, Conn.  
Amarillo Installations Inc., Amarillo,  
Texas  
Anvil Roofing Pro, Ballwin, Mo.  
Apex Roofing and Home Solutions,  
Madison, Miss.  
Blue Collar Exteriors, Bristol, Pa.  
Bluegrass Roofing and Consulting,  
Georgetown, Ky.  
Buildacres Roofing, Morgan, Pa.  
C&R Roof Restoration PLLC, Sycamore,  
Ill.  
Close to Home Construction, Rockford,  
Minn.  
Commercial Roofing and Coating Sys-  
tems, Mantua, Ohio  
Denver Roof Pros LLC, Littleton, Colo.  
DS Squared Interest d.b.a. All Phase  
Roofing and Construction, Birming-  
ham, Ala.  
Eads Roofing LLC, Zionsville, Ind.  
Eskin Construction LLC d.b.a. Tatum's  
Roofing, Holly Springs, Ga.  
Excel Roofing Co., Wilmington, N.C.

First Edge Solar and Contracting,  
Rockford, Ill.  
Florida Quality Roofing, Pompano  
Beach, Fla.  
G&M Roofing Professionals, Fort  
Worth, Texas  
General Sheet Metal, Clackamas, Ore.  
GM Roofing, Stuart, Fla.  
Golden Home Improvements, Morris-  
town, N.J.  
High Definition Home Remodeling Inc.,  
Paramus, N.J.  
Horn Brothers Roofing, Denver  
Hull and Company Roofing, Denver  
Infinity Roofers Inc., Simi Valley, Calif.  
J.O. Roofing Inc., San Francisco  
JJA Roofing and Construction, Lyn-  
wood, Ill.  
JJP Contracting Unlimited Inc., Port  
Chester, N.Y.  
JV Roofing and Construction Solution  
LLC, Burbank, Ill.  
Long Hill Construction, Warren, Maine  
Lux and Ladders Exterior Design LLC,  
Cleveland  
MaxProRoofing, Crestwood, Ky.  
Middle Creek Roofing, Newmanstown,  
Pa.  
Miller Construction, Madisonville, Ky.  
Nailed It Home Solutions LLC, Bloom-  
ington, Ill.  
North Star Contracting LLC, Fargo, N.D.  
Prairie Land Home Improvement,  
Girard, Ill.  
Prime Property Roofing, Albuquerque,  
N.M.  
Rafael Tovar Roofing, Tucson, Ariz.  
RE Contracting LLC, Carrollton, Ga.  
Ritchfield and Co., Nashville, Tenn.  
Roof Pros Storm Division Inc., St. Au-  
gustine, Fla.  
Roof Raiders, Brookland, Ark.  
Roofing Knights, Los Angeles  
Roofing Specialist LLC, Ellenwood, Ga.  
Roofs Etc. Inc., Mamaroneck, N.Y.  
S&B Quality Roofing LLC, Miami

Salinas Exteriors, Toledo, Ohio  
Saul Roofing and Sheet Metal LLC,  
North Lauderdale, Fla.  
Saybe Construction, Mobile, Ala.  
Schultz Roofing and Construction LLC,  
Brevard, N.C.  
Sheridan Sheet Metal Co., New Hope,  
Minn.  
Smart Roofing and Restoration, San  
Diego  
Solid Solutions Construction Services  
Inc., Modesto, Calif.  
Spec7, Forth Worth, Texas  
Stetson Roofing and Construction LLC,  
Ponder, Texas  
Stone Roofing, Clovis, Calif.  
Stout Exteriors, Danville, Ky.  
Strong Contractors Inc., Parker, Colo.  
TexPro Roofing, Conroe, Texas  
The HCR Group, Baldwin Park, Calif.  
Truline General Contracting, Beckley,  
W.Va.  
TruPro Roofing and Renovations, Con-  
roe, Texas  
Trusted Roofing, Riverview, Mich.  
Underdog Roofing, Brentwood, Tenn.  
Upper Peninsula Roofing Co., Iron  
Mountain, Mich.  
Valcourt Group, The Woodlands, Texas  
Vesel Services, Caledonia, Wis.  
Warren Roofing, Twain Harte, Calif.

## SERVICE PROVIDERS

Cooper Belle Enterprises, Fairfield, Mt.  
Mega AI, Brooklyn, N.Y.  
RepCard, Mesa, Ariz.  
Royal Roofing Inc., Mississauga, On-  
tario, Canada  
Safe Wrap LLC, Whitehall, Pa.  
United Consumer Financial Services,  
Westlake, Ohio



**72%**

of contractors use loyalty programs available to them

**52%**

of contractors say loyalty rewards directly influence their supplier selection

*Source: PHCPro*

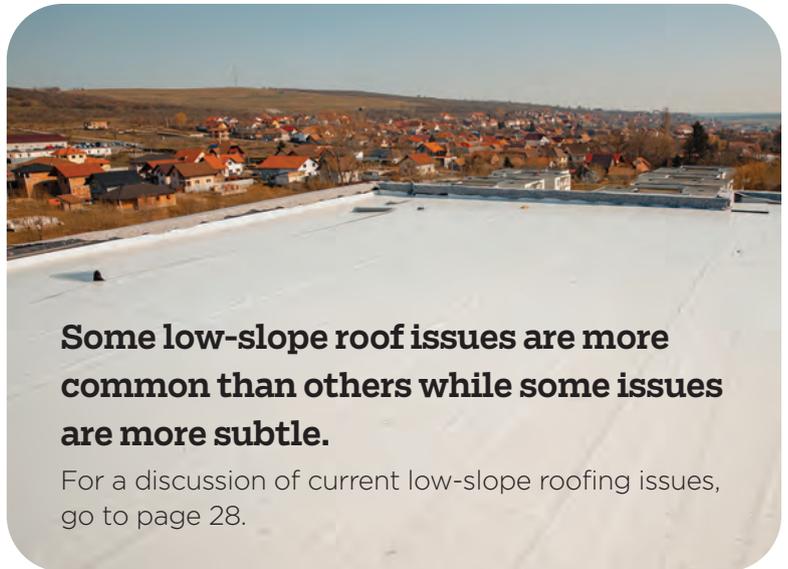


In 2025, women made up about **11%-14%** of the total U.S. construction workforce with **15%-18%** in construction management. This is the highest representative number in more than **20 years**.

*Source: National Association of Home Builders*

**Virtual reality training** is gaining speed among construction training programs. The implementation of VR allows companies to test designs, train employees and more with less material waste and faster outputs.

*Source: CMiC Global*



**Some low-slope roof issues are more common than others while some issues are more subtle.**

For a discussion of current low-slope roofing issues, go to page 28.



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