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Happy birthday, NRCA!

NRCA celebrates 140 years of supporting the roofing industry

by Ambika Puniani Reid

In 1886, Moses Powell, a leading roofing contractor in Chicago, and Samuel Barrett, head of Chicago's largest roofing manufacturer, founded the Gravel Roofers Protective Association, the forerunner to NRCA. That group morphed into the National Association of Master Gravel and Slag Roofers in 1890, which eventually faced competition when the Associated Roofers in America was founded in 1916. In 1921, the two groups merged and formed the United Roofing Contractors Association of North America; the organization was renamed the National Roofing Contractors Association in 1948.

NRCA spent nine years floundering before it found strong association management and leadership. In 1957, NRCA's board of directors hired Fred Good to helm the organization. Good built such a strong foundation, NRCA has only had three other CEOs since he retired (William Good, Fred's son; Reid Ribble; and the current CEO, McKay Daniels).

That strong foundation has been the launchpad for countless successful initiatives throughout the years such as:

- Forming a political action committee (ROOFPAC); opening an office in Washington, D.C.; and hosting Roofing Day in D.C. every spring
- Actively attracting younger people to the industry through SkillsUSA® and career and technical education outreach
- Creating The Roofing Alliance, which funds important research and education projects
- Developing a CERTA Train-the-trainer program, which teaches trainers how to teach students proper roof system configuration design and fire-safe application techniques; the class has helped reduce job-site incidents related to torching

For 140 years, NRCA has been serving the roofing industry by providing these and other safety, legal, education, advocacy and technical offerings, and I am proud to have been a part of that legacy for 30(!) of those years. As the years continue to pass and new technologies inevitably change the way we work and live, a few things will remain constant: People will still need shelter; people will still need roofs; and people will still need roofing professionals. On behalf of NRCA, thank you for your continued trust and support.

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







CLOSE-UP

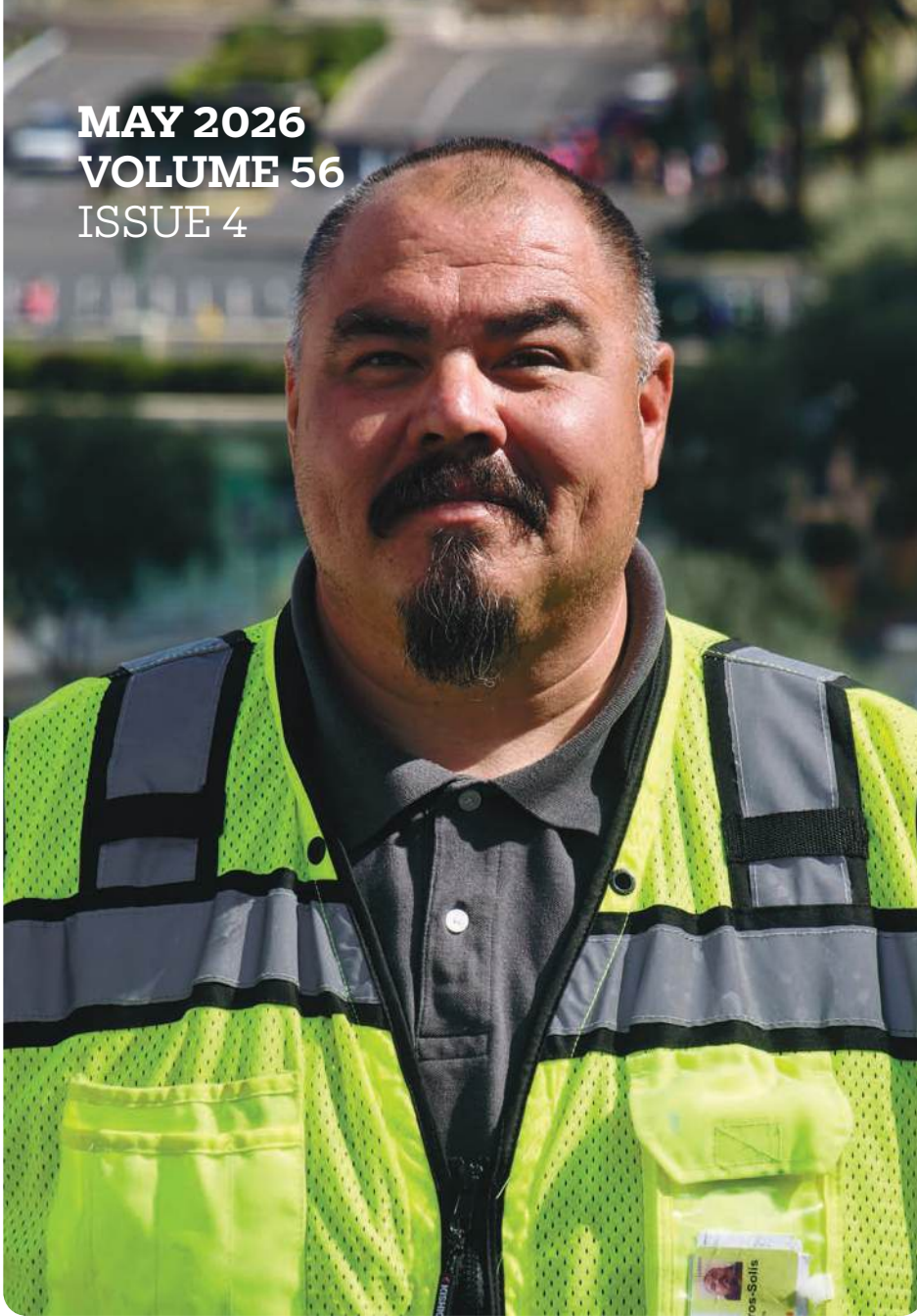
NRCA member VELUX,[®] Fort Mill, S.C., recently partnered with Habitat for Humanity[®] of York County, Rock Hill, S.C., to introduce the VELUX Living Places concept in the U.S.

Launched in Copenhagen in 2023, the initiative aims to build affordable, eco-friendly housing. Working with Habitat for Humanity, VELUX will build multiple homes in York County that demonstrate healthy, energy-efficient, high-quality housing can also be sustainable and affordable.

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



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“Having something that has a manufacturer warranty backing the hail protection is very important. It gives me a lot of confidence as a contractor because I can trust the product and know they’re going to stand behind it.”

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Joplin, MO

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

*Insurance discounts are not guaranteed. If available, discounts vary by state and insurance company. Contact your insurance agent for information before installing a new roof.

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Vaults made easy

Bilco® has designed a new Type PV Precast Vault Door. The door features lift assistance for one-handed operation, automatic hold-open arm locks, corrosion-resistant materials, stainless-steel hardware and a latching mechanism to prevent unauthorized access. The doors are available in standard sizes, and special sizes can be specified to meet unique access requirements.

bilco.com



Slate is lightweight

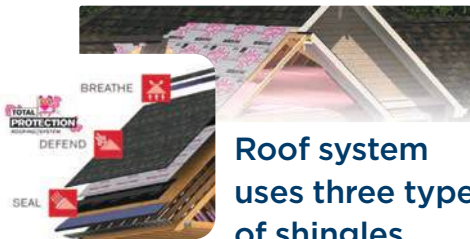
North Country Slate® has teamed up with Slate-Tec™ to provide



a 100% natural slate option to be installed at a reduced weight.

The system allows a 35%-40% reduction in roof weight to accommodate slate roofs at less than 6 pounds per square foot. Suitable for new construction and roof system replacements, the slates are available in various colors, sizes and thicknesses and can be blended to create a unique slate roof.

ncslate.com



Roof system uses three types of shingles

Owens Corning® has designed a new Total Protection Roofing System® engineered to look better and last longer. The system of components were tested to seal, defend and breathe.

A two-part waterproof barrier made with synthetic underlayment blocks ice and water. Three kinds of shingles work together to provide a layer of defense from water and wind. Ventilation provides balanced air flow to attic areas.

owenscorning.com

Combo latch designed for versatility

Central States® has introduced a Sentry self-storage combo latch for secure self-storage applications.

The design enables operators to use padlocks or cylinder locks on the same apparatus or transition to keyed bezel locks without needing to replace the latch.

The combo latch is available in yellow zinc or stainless steel, and the latch tongue is compatible with magnetic locking systems and security technologies and has a 90-degree tongue angle for added protection against forced entry.

centralstatesco.com



Ladder accessories provide convenience

W.Steps has introduced new accessories to make transporting ladders easier: a backpack carrier, top support, tool tray, adjustable safety feet and ground spikes.

The backpack carrier allows for transporting ladders hands-free and features a zippered front storage compartment with 16 pockets for tools, padded back and shoulder straps and two snap-locks to secure the ladder.

Top support features 14-inch top support posts with rubber ends to keep the ladder stabilized against a variety of surfaces and can be folded down against the ladder when not in use.

The tool tray is a click-on attachment that holds tools and equipment that can be mounted on any of the top three rungs and does not need to be removed when folding the ladder after use.

Available on W.Steps PRIME and RESCUE ladders, adjustable safety feet can be individually set to ensure stability.

The ground spikes can be used in dirt, mud or snow.

wsteps.us



Shingles built for hail

TAMKO Building Products Inc. has introduced HailGuard,™ an asphalt shingle system with a hail warranty. Designed with advanced color and ImpactCore™ technologies, the shingles reportedly have a Class 4 impact rating and 160-mph WindGuard® extended wind warranty and can be installed in temperatures as cold as 25 F.

The shingles are available in Arkansas, Colorado, Indiana, Minnesota, Missouri, Nebraska, Oklahoma and Texas.

tamko.com/hailguard



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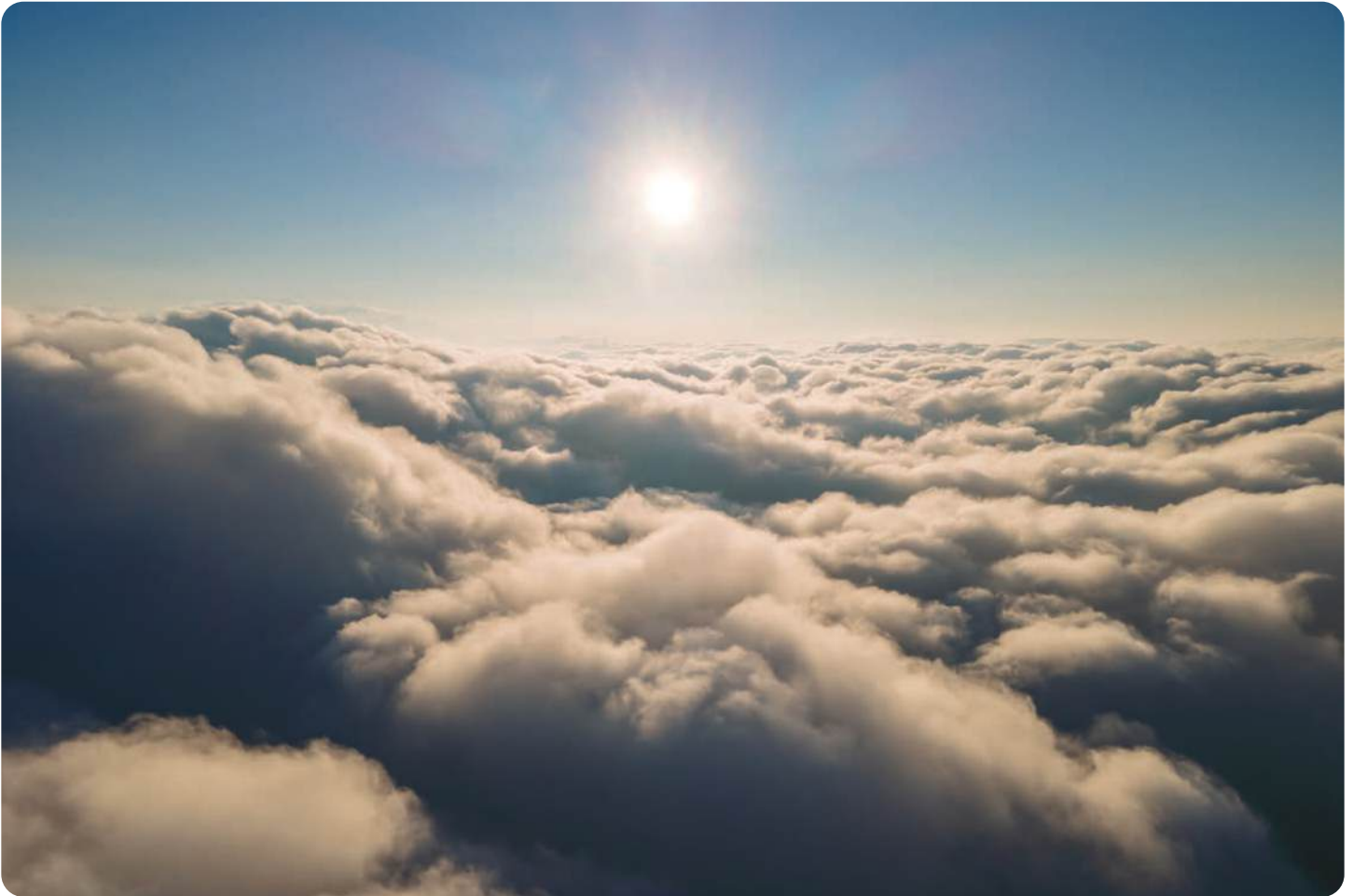
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Distance delivers

Allowing yourself some perspective can help clarify solutions

by McKay Daniels

On a recent flight, I had the window seat and was gazing out as we rose up to (and into) the clouds. Right outside the glass were *little* clouds—the kind that look like they’d fit in the palm of your hand. And then it dawned on me: For being “little,” it was taking 5 to 10 seconds to pass each of them. We weren’t slipping by a cotton ball. We were moving past clouds with depth, distance and massive volume, but my vantage point made them seem much smaller.

A few minutes later, as we continued to climb, the little clouds hung below us, and the view changed. The sun was brighter. The horizon widened. And far below, I could see shadows sliding across the ground—broad, moving shapes that weren’t little at all. Those same clouds were covering entire neighborhoods and, sometimes, towns. They were massive. Sure, the angle from 30,000 feet exaggerates what you see, but the point hit me: The closer you are to something, the more

difficult it can be to appreciate its true size or scope.

That's not just an airplane thought. It's a job-site thought. It's an ownership thought. It's a "Why does this keep happening?" thought. In roofing, especially when you are busy, growing, understaffed and overcommitted, there is a constant temptation to press closer. Get your face right up to the problem. Study it harder. Micro-manage. Push through.

Sometimes, that's exactly what's needed. Craft matters; details matter; and roofing is a trade that punishes wishful thinking. But there is another kind of mistake that shows up when you remain hyper-close to the work: You start looking at the world through a paper towel roll. You become extremely focused but also limited. You can see *something* clearly, but you're missing what that "something" is connected to—what's causing it, what it affects and what else is moving around it.

It's easy to obsess over a leak, change order, late delivery, crew that didn't show, foreman who's frustrated or a customer who's impatient. Each problem feels urgent, close and personal. It is! But the "big cloud" you are moving through might be a process problem, a communication gap, a pricing model that doesn't match your overhead, a training issue, a handoff that's inconsistent or a culture that's quietly teaching people to do the wrong thing fast.

When you step back far enough, you start seeing the interactions: production affects service; service affects reputation; reputation affects sales; sales affects the kind of work you attract; the kind of work you attract affects staffing; staffing affects safety; and safety affects everything—including whether your best people stick around!

We've all heard the phrase "can't see the forest for the trees." That's real, but I think there is another version that hits contractors more often: Sometimes, you are so focused on a single leaf you forget it's attached to a branch, which is attached to a tree, which is part of a forest. The leaf is still worth caring about, but it makes a lot more sense when you understand what it's connected to.

It reminds me of something that happened this past summer with my son Tate. He was standing in front of our house, looking at an arborvitae bush from 15 feet away. He was in the process of earning a few bucks from a bet (a powerful motivator) and proving me wrong (an even more powerful motivator!). He was attempting to turn a boring bush into one of those spiral carved, topiary things. He had to cut close, right next to the bush, but from there he couldn't see whether he was doing it well. He had to back away to make sure the spiral was staying at the proper angle and to keep on course.

Art has been teaching this lesson for a long time. Stand nose-to-canvas in front of "A Sunday on La Grande Jatte," the pointillist painting in the famous "Ferris Bueller's Day Off" scene, and you'll swear it's just a mess of dots, smears and little blocks of color. But step back, and suddenly there is a summer day on a river.

Nothing changed on the canvas. *Your distance did.* So what could taking a step back look like in a roofing company?

- **Zoom out on purpose.** Put a recurring block on your calendar—weekly or biweekly—to review your business like an outsider. What's working? What's repeating? What's getting "explained away" every week?
- **Follow the handoffs.** Most

chronic problems live in the spaces between roles: sales to production, production to service, office to field, field to supplier, foreman to crew. Map those handoffs, and you'll usually find the problem.

- **Look for patterns not stories.** One callback is a story. Five callbacks with the same root cause is a system. Systems don't get fixed with speeches; they get fixed with changes.
- **Walk jobs with fresh eyes.** Ride along with a service crew. Make surprise visits to job sites without making it seem like an inspection. Ask "What makes this hard?" and listen for answers that start with "We always ..."
- **Measure a few things that matter.** You don't need 40 KPIs. Pick a handful that tell the truth: gross margin by job type, labor hours versus estimate, rework/callback rate, safety leading indicators or backlog quality, for example.

Zooming out isn't an excuse to ignore details. The goal is to connect the close-up work to the bigger picture so your effort moves your company forward instead of wearing your team out.

If you are in a moment where everything feels "right in your face," consider you may be standing too close. Take a step back. Look at the context, the interaction and the environment. Because sometimes the issue isn't the tree or even the forest. Sometimes, it's that you have been staring at a leaf (or a cloud) so long you forgot it was part of something bigger, and that something bigger is exactly where the solution lives. 🌀🌱

MCKAY DANIELS is NRCA's CEO.
MDANIELS@NRCA.NET



Don't promote the wrong people

In April 2024, research company Gartner Inc., Stamford, Conn., surveyed human resource leaders and found only 35% are satisfied with midlevel manager effectiveness and 27% are satisfied

with frontline manager performance. Additionally, a July 2024 Gartner survey of 3,529 employees found only 38% of employees reported satisfaction with the quality of their manager and only slightly more than half said they trust their manager.

When managers are not effective, it can affect productivity, performance and morale. Gartner surveys from 2025 show 80% of managers are overwhelmed by increasing responsibilities and one in four managers would prefer not to be a manager at all. Many reluctant managers took on their roles without knowing whether they were a good fit.

Individual performance often is a main factor when companies select managers rather than assessing the management potential of employees. And reluctant managers tend to be less committed and engaged in their role.

One way to prevent reluctant managers is to show candidates the most challenging aspects of the job so they can make an informed decision regarding whether they want to make the move to manager. This could include candid conversations openly discussing workload. It is also crucial candidates be allowed to opt out of managerial roles and consider roles that are a better fit.

If a manager's reluctance has deep roots, try to find a different role where that individual could thrive. If a manager's reluctance is caused by a lack of confidence and feeling overwhelmed, identify skills the manager uses in his or her personal life that can be transferred to management methods at work to build confidence. To address overwhelm, help managers develop techniques such as scheduled email blocks or turning off email notifications to decrease interruptions.

Being proactive about assessing the management potential of employees can help ensure your company has the right people in place.

NYC unions launch mental health initiative

On March 5, the Building & Construction Trades Council of Greater New York joined other industry leaders to address mental health and reduce the construction industry's high suicide rate, according to Construction Dive.

The council, which consists of local affiliates from 15 national and international unions, launched a Building Trades Peer Support Network with a goal of decreasing the negative effects of stress and lower suicide rates among unionized construction workers in the city.

The program seeks to train 1,000 rank-and-file peer supporters throughout the trades, which represent 1% of the total share of 100,000 members.

In 2024, the fatality rate of construction workers dying by suicide was 41.9 per 100,000 workers, according to North America's Building Trades Unions and CPWR—The Center for Construction Research and Training.

This was four times the rate of on-the-job deaths in the industry and puts construction only second to the mining industry for the highest suicide rate among all industries.

The program implemented two training programs: a two-hour session meant to educate members about suicide prevention and awareness, and a seven-hour follow-up class to become a "peer." Trained peers will be able to conduct risk assessments and refer cases to support staff for more assistance.

NRCA is also committed to improving mental health awareness in the roofing industry and offers a range of resources, including a toolbox talk, available at betoughenough.org.





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A field uplift testing update

A new edition of ASTM E907 has been published

by Mark S. Graham

In January, ASTM International reinstated its field uplift test method, ASTM E907-25, “Standard Test Method for Field Testing Uplift Resistance of Adhered Membrane Roofing Systems,” with revisions. The updated edition bears a “-25” designation reflecting its December 2025 approval date. If you manufacture, design or install adhered low-slope membrane roof systems that may be subject to field uplift testing, you should be aware of ASTM E907-25.

Background

ASTM E907 originally was published in 1983 as a consensus method for determining the in-place uplift resistances of built-up roof systems. The test method commonly was used for assessing the extent of damage to BUR systems after wind damage from thunderstorms.

In 1996, the test method was revised and expanded to apply to adhered membrane roof system types other than BUR, including polymer-modified bitumen and single-ply

membranes. By this time, though not specifically indicated in ASTM E907's scope, the test method also was being used to assess the application of newly installed adhered membrane roof systems.

Both the 1983 and 1996 standards provided for the measurement membrane deflection during testing. The standards also indicated sudden increases in membrane deflection indicate suspected problems warranting further investigation.

NRCA has long contended field measurement of membrane deflection is inherently variable. Also, membrane deflection is not measured by laboratory test methods used for wind uplift resistance ratings to provide a basis for comparing field measurements. In 2015, NRCA issued an Industry Issue Update regarding the topic sharing its concerns. NRCA recommended manufacturers and contractors avoid projects where the test is specified and offered specific cautionary language for when field uplift testing is encountered.

In 2013, ASTM International withdrew ASTM E907-96 because attempts to reapprove or revise the standard lacked the organization's necessary consensus.

However, the ASTM E907 Task Force within ASTM Committee D08 on Roofing and Waterproofing continued its work. In late 2022, eight task force members' companies participated in an interlaboratory study where 24 field uplift tests were conducted on identical roof system specimens. The test results varied but showed there is no correlation between field uplift tests' deflection measurements and FM Approvals' laboratory-derived, uplift-resistance approvals.

ASTM E907-25

The newly published ASTM E907-25 contains several significant changes from its previous editions.

ASTM E907-25's scope is limited to assessing adhesion of adhered roof membranes to the surfaces on which they are directly adhered. The modes of failure detected include adhesive failure of bonding adhesive to the underside of the roof membrane, cohesive failure of bonding adhesive, adhesive failure of bonding adhesive to the substrate and cohesive failure of the substrate.



Roofing professionals immediately should use ASTM E907-25 in place of its previous editions



Insulation breakage or separation from the roof deck or fastener backout or breakage are now outside the test method's scope. If these conditions are encountered during a test, the test result can be considered inconclusive, and an additional test may be conducted.

Also, unless otherwise specifically identified in the construction documents, the maximum test pressures should be the roof area's code-prescribed design wind loads based on the allowable stress design method. The code requires the design wind loads be noted in construction documents; these loads should be

used for testing purposes. Interested parties should reach an agreement on test pressures before proceeding with the test.

ASTM E907-25 considers a roof membrane to have failed the test if it exhibits a tear, puncture, fracture or any other form of through-roof membrane opening inside the test chamber.

The presence of visible blistering, ballooning, bowing or upward deflection or separation of the roof membrane layers within the test chamber are not considered failures. A visible blister, ballooning or separation of membrane layers can be considered a suspected failure if it exhibits an increase in diameter by more than 50% between test pressure increments.

In the event of a roof membrane failure or suspected failure, further investigation, such as taking a roof test cut, should be performed.

Measuring roof membrane deflection and having maximum allowable membrane deflection is no longer a part of ASTM E907-25.

Recommendations

Although a revised and updated version of ASTM E907-25 has been published, further work on the test method standard continues. During ASTM Committee D08's balloting process, several committee members suggested further revisions to the standard. These will be balloted and considered during the ASTM E907 task force's future meetings.

The roofing industry should begin using ASTM E907-25. The previous editions of ASTM E907 have been used

You can find ASTM E907-25 at astm.org.



for years, and some roofing professionals may not be aware of the new edition. I recommend roofing professionals immediately use ASTM E907-25 in place of its previous editions.

I also recommend ASTM E907-25 be used in place of FM 1-52, “Field Verification of Roof Wind Uplift Resistance.” FM 1-52 is not a consensus test method and, as the ASTM interlaboratory study has shown, the

deflection-based criteria used in FM 1-52 does not correlate to FM Approvals’ laboratory-derived, uplift-resistance approvals. FM should either withdraw FM 1-52 or update it incorporating ASTM E907-25 criteria. 🌱🌿

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

Massachusetts leads in LEED projects



Massachusetts has again topped the U.S. Green Building Council’s annual ranking of states for LEED green building in

2025; the state was also listed as No. 1 in 2024, according to USGBC.

States are ranked based on the number of LEED-certified square feet per capita in the state. Massachusetts certified 121 LEED projects, surpassing 29 million square feet, which translates to 4.24 LEED-certified square feet per person.

The top 10 states certified 1,262

projects and more than 335 million gross square feet under LEED. The states following Massachusetts in the top 10 are: California, Colorado, Georgia, Illinois, Maryland, Nevada, New York, Virginia and Washington.

Had it been a state, Washington, D.C., would have had the highest ranking with 49.20 green square feet per capita and 115 green building projects.

Roofing Alliance conducts safety survey

The Roofing Alliance, in conjunction with Texas A&M University, College Station, is asking roofing professionals to participate in the Roofing Industry Safety Practices and Psychological Drivers survey, which aims to study why some roofing employees do not follow safety practices.

The survey results will be used to inform researchers of psychological factors that may influence why some roofing employees do not follow safety procedures or do so unwillingly or inconsistently despite having access to equipment, training and incentives.

“We are committed to investing in research projects that help advance the roofing industry—especially when it comes to safety,” says Alison L. LaValley, CAE,

executive director of the Roofing Alliance. “The findings of this study will result in the development of evidence-based interventions to foster a personal commitment to safety.”

The survey is designed to be completed by safety managers, superintendents, foremen and other professionals with direct experience overseeing safety practices on residential or commercial roofing projects. There are 12 questions that

will take 10-15 minutes to complete. All responses are anonymous, and no individual names or companies will be published in the results.

All participants will receive a summary of research findings after the study is complete. To take the survey, visit tamu.qualtrics.com.



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OSHA Safety Champions

OSHA's new suite of offerings aims to make compliance easier

by Adrienne Anglin, CSP

The Occupational Safety and Health Administration's new Safety Champions Program is an important voluntary initiative for employers seeking to strengthen their safety and health programs before an inspection, incident or enforcement action.

For roofing contractors, who operate in one of the highest-risk sectors in construction, the program offers a structured, practical roadmap to build a stronger safety culture, improve regulatory alignment, and reduce preventable injuries and fatalities. Unlike some regulatory initiatives, the program is designed to support the development and implementation of effective safety and health practices rather than offering enforcement exemptions or formal certifications.

Launched this year, the Safety Champions Program is built directly on OSHA's Recommended Practices for Safety and Health Programs and organizes them into a three-step, self-guided progression: introductory, intermediate and advanced.

Contractors can move at their own pace and may request a Special Government Employee to assess their progress at any time. This flexibility makes the program especially useful for small- and mid-sized roofing companies that may not have a full-time safety director but still want a structured way to elevate their safety systems.

Seven elements

The Safety Champions Program emphasizes seven core elements OSHA considers essential for a successful safety and health program. The elements are not new, but the program packages them in a way that is accessible, measurable and aligned with real-world job-site needs; they are:

- **Management leadership:** Roofing companies must demonstrate visible commitment, allocate resources and set clear expectations for safety performance. This includes everything from budgeting for fall-protection equipment to ensuring supervisors model safe behavior.
- **Worker participation:** Companies must be involved in hazard identification, reporting and solution-building. This is especially important in roofing because workers often spot risks, such as unstable decking or hidden skylights, before management sees them.
- **Hazard identification and assessment:** Systematic inspections, job-hazard analyses and task-specific assessments are central to prevention.
- **Hazard prevention and control:** Roofing companies establishing effective safety and health

programs are part of this element, which includes hazard elimination and control methods.

- **Education and training:** Workers must understand hazards and the safety program itself. This aligns with OSHA's longstanding training requirements for topics such as fall protection, ladders, scaffolds, hazard communication and more.
- **Program evaluation and improvement:** Contractors must periodically review incident trends, near misses and inspection findings to strengthen controls.
- **Communication and coordination:** Roofing contractors frequently work on multi-employer sites. This element involves coordinating host employers, subcontractors and staffing agencies to share safety responsibilities and ensure consistent protection for all workers.

New OSHA resources

OSHA also released new communication tools this year that align with and support the Safety Champions Program initiative, including the "OSHA Cares" poster, which is designed to reinforce the message that safety is a shared responsibility and OSHA's mission is prevention not punishment. The poster emphasizes worker rights and the importance of reporting hazards without fear of retaliation. It is intended for breakrooms, job trailers and training spaces and pairs well with the Safety Champions Program's focus on communication and worker participation.

OSHA also aligned its communication tools, Safe + Sound Week challenges and program-building materials with the



The Safety Champions Program emphasizes seven core elements OSHA considers essential for a successful safety and health program

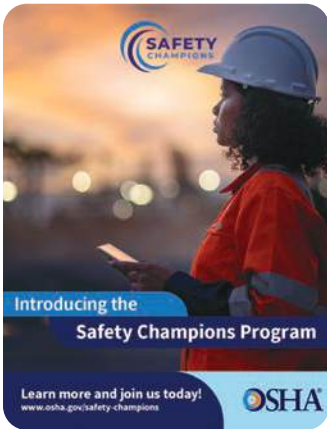


seven core elements of the Safety Champions Program. For roofing contractors, these resources offer practical, ready-to-use ways to strengthen safety culture; reinforce compliance; and engage crews in meaningful, hands-on activities.

Safe + Sound week, scheduled for Aug. 10-16, continues to be one of OSHA's most robust campaigns. OSHA's challenge library encourages employers to take on short, focused activities such as hazard scavenger hunts, emergency simulations and communication exercises designed to improve safety conversations. These challenges are intentionally simple, low-cost and highly adaptable to roofing environments.

OSHA's Wall of Fame Activities Guide helps companies document and showcase their participation in Safe + Sound Week. The guide includes templates for posting achievements, photos and worker-led initiatives, reinforcing the Safety Champions' emphasis on worker participation and continuous improvement. It also provides examples of how other contractors have implemented

RULES + REGS



Want to learn more? Visit [osha.gov/safety-champions](https://www.osha.gov/safety-champions).

the seven core elements, giving roofing companies a benchmark for progress.

In addition, OSHA has expanded its library of resource kits, each aligned with a specific pillar of the Safety Champions Program.

Together, these 2026 resources give roofing contractors a comprehensive set of tools to operationalize the Safety Champions Program framework. They transform the seven core elements from abstract concepts to daily practices.

How to use it

You can download OSHA's Recommended Practices and review the Safety Champions Program's three steps. From there:

- Conduct a gap analysis using the seven core elements.
- Prioritize the areas with the highest risks, such as fall protection and prevention. Incorporate worker feedback into toolbox talks and pre-task planning.
- Document improvements and track progress.
- Use the other 2026 OSHA-provided communication tools to help reinforce safety culture.

Although voluntary, the Safety Champions Program offers roofing contractors a practical, proactive path to safer job sites and stronger compliance. 🌟🔧

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

OSHA publishes safety bulletin

The Occupational Safety and Health Administration has released a new Safety and Health Information Bulletin titled Hearing Protector Fit Testing: Ensuring Appropriate Noise Protection at Work.

The bulletin addresses what workplace noise exposure is considered hazardous, health issues associated with excessive noise, the benefits of noise reduction, the unique ear canal sizes and shapes of each worker, and the role of hearing protector fit testing for providing a measure of how well an earplug fits a worker.

The new guidance explains how hearing protector fit testing can be used to reduce noise for workers with hearing protectors at work without interfering with their ability to hear important sounds around them, such as warning signals.

Hearing protector fit testing is not required under OSHA's Occupational Noise Exposure standard (29 CFR 1910.95) but can be a valuable training tool for workers. OSHA has adopted hearing protector fit testing as part of its Field Safety and Health Management System and encourages employers that have employees exposed to noise to add this to their hearing conservation programs.



CPWR conducts heat illness prevention survey

CPWR—The Center for Construction Research and Training—is conducting a research study to improve heat illness prevention and better protect construction workers.

The study includes a short survey for roofing professionals. To participate, visit cpwr.azl.qualtrics.com.



CPWR is also looking for companies to invite CPWR researchers to worksites to observe the heat illness prevention protections companies already have in place. For more information, contact Gavin West, project director at CPWR, at (301) 495-8522 or gwest@cpwr.com.



DIG INTO THE SOUNDTRACK OF ROOFING!

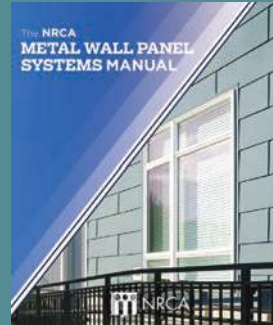
NRCA's technical library is packed with these chart-topping resources:



The NRCA Repair Manual for Asphalt Shingle Roof Systems



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



The NRCA Metal Wall Panel Systems Manual

AND MORE!

From must-have manuals to new releases, these are the greatest hits to guide you through quality roof system design, application, inspection, maintenance and repair.



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Best of the Best

ROOF

Armando Landeros wins the prestigious Best of the Best Award

by Krista Berns

Armando Landeros has had one job in his life: roofing. Since he graduated from high school, he has worked at Commercial Roofers Inc., Las Vegas, building a 26-year career. Starting as an apprentice and working his way up to superintendent, Landeros is a truly dedicated worker.

“Armando bleeds Commercial Roofers blue,” says John McGeary, vice president and COO at Commercial Roofers. “He is always ready, willing and able to learn and teach. Armando is someone we can count on.”

His co-workers at Commercial Roofers also appreciate his positive energy.

“Armando brings a genuine joy to his work that is contagious,” says Lindsay Jacobs, vice president at Commercial Roofers. “His steady optimism sets the tone for those around him. Even in the most stressful moments, he remains positive, encouraging and focused on moving the team forward.”

During NRCA’s 139th Annual Convention and the 2026 International Roofing Expo® in Las Vegas

in January, the Roofing Alliance’s MVP Task Force presented Landeros with the Best of the Best Award, an extension of the Roofing Alliance’s Most Valuable Player Awards. The MVP Awards program celebrates workers who are outstanding employees within their companies and recognizes them for their excellent performance outside the workplace. OMG® Roofing Products Inc., Agawam, Mass., and *Professional Roofing* co-sponsor the honor.

“Armando represents the kind of character that makes this industry stronger,” says Reed Gooding, CEO of GSM Roofing in Ephrata, Pa., and MVP Task Force chairman. “He takes pride in doing quality work and leading by example on the job site, but what really stands out is how he gives back outside of work. Whether it’s mentoring young people entering the trades, supporting charitable causes or helping others in the roofing community, Armando shows that being a professional in this industry also means showing up for the people around you.”

Fixing to succeed

Landeros was born in Guadalajara, Mexico, and spent part of his childhood in Tijuana, Mexico. When he was 8 years old, he, his parents and his two brothers moved to California to pursue the American Dream.

Landeros remembers going to the park to play soccer. His younger brother, Nibardo, also remembers Landeros liking hands-on tasks as a kid.

“He was always so into fixing things,” Nibardo says. “If he could fix it, he wanted to fix it now instead of later.”

His desire to do hands-on work helped Landeros gravitate toward the roofing industry. When he was a teenager, his family moved from California to Las Vegas. After Landeros graduated from high school, his uncle, who worked for Commercial Roofers, encouraged Landeros to apply for a job there.

Landeros was hired as an apprentice at Commercial Roofers in December 2000, starting what would be a lifelong career in roofing.

A go-getter

Charlee Sadahiro, a superintendent at Commercial Roofers, trained Landeros.

“He was pretty young,” Sadahiro says. “He didn’t realize how much common sense he had or how strong he was. But he took everything in and analyzed it and made it his.”

Superintendent Johnny Quintero has worked at Commercial Roofers about as long as Landeros and remembers Landeros’ first days at the company.

“He was a little shy,” Quintero says. “He was young and smart—a hard worker and a fast learner.”

Landeros says he was a “go-getter,” stating: “If I put my mind to something, I’ll do it. I enjoyed what I did, doing my roofing thing.”

Landeros became a journeyman in 2004 and was promoted to foreman in 2008. He became a

superintendent in 2023 and now oversees multiple project teams.

As a superintendent, Landeros gets to the office around 4 a.m. After working on paperwork and attending project meetings, he spends most of his time in the field, visiting job sites.

“I’ll walk the job site, talk to the general contractor and see whether the crew needs help,” Landeros says. “I try to visit at least two jobs per day. There is always something that pops up.”

Daylight hours can be challenging in the Las Vegas heat, so crews try to start work as early as possible.

“During the summer, we start at 5 a.m. and work until 1 p.m., but around 11 a.m. is when it starts getting hot and you really can’t touch anything,” Landeros says. “If you leave a piece of steel in the heat and need to move it later, you can’t touch it. You will feel the heat through your gloves.”

But even in extreme heat, Landeros’ leadership keeps projects on track and crew members engaged.

“Armando’s presence is unmistakable,” Jacobs says. “He leads with quiet authority and earns the respect of every field team member through his reliability, integrity and remarkable ability to inspire while always wearing a smile.”

Nibardo, who works at Commercial Roofers on one of Landeros’ crews, says his brother can be tough but takes care of his crew members.

“He likes to say, ‘If you do it right the first time, you don’t have to do it again,’” Nibardo says. “He communicates with us and makes sure we get what we need for our work.”

Fernando Lozada, a foreman at Commercial Roofers, says Landeros is always there to help.

“I am learning all the time, and he has helped me a lot,” Lozada says. “He is always available. Whenever we have a question and he doesn’t know the answer, he will try to find it.”

Meredith Livermore, production manager for



Landeros receives the Best of the Best Award at NRCA’s 2026 Industry Awards and Reception in Las Vegas.

Commercial Roofers, says Landeros has built an excellent rapport with the crews.

“He started at the company with some of these guys,” Livermore says. “They were all apprentices, and he moved from apprentice to journeyman to foreman to superintendent, so a lot of the guys respect him. He also was involved in the union, so he was at meetings with them and was their sergeant-at-arms. The guys listen to him and are not afraid to ask him for help when they need it.”

Landeros says he wants to help remove obstacles for his crew members.

“I have had struggles in the past, and I don’t want our guys to struggle like I did,” he says. “If nobody is helping you out, it’s hard.”

Taking the time

Landeros believes the most important thing he can teach his crews is how to work safely.

“When I started working in roofing, it was calmer,” Landeros says. “But now, it’s often ‘hurry and get it done,’ which is how accidents happen. But if you manage right and make sure your guys are safe, you can successfully finish a project.”

Landeros says there are some parts of safety that crew members do not always understand.

“There’s the wrong way and the right way,” he says. “For example, when cleaning out a spray polyurethane foam gun, you need to make sure valves are off and you’re wearing safety glasses and gloves. If you get that stuff on your hands, it’s not easy to get it off. But some guys would rather have it on their hands than wear gloves.”

With crews that often speak Spanish, language sometimes can be a barrier when it comes to safety. Landeros conducts harness checks at monthly meetings and teaches safety classes, so he helps translate and ensures Spanish-speaking workers understand.

“I teach at safety fairs, and there is always a guy who doesn’t understand because there is nobody to explain it in Spanish,” Landeros says. “You must take the time to teach them in Spanish, too. Some guys don’t raise their hands to ask you to explain it in Spanish. I say it in English and then translate it



Landeros at the Commercial Roofers Christmas party



Landeros with Project Manager Sean Howard and Production Manager Meredith Livermore at a safety event

to Spanish so they understand better. Then, there are no hiccups down the line with a guy saying, ‘Nobody explained it to me.’”

An iconic project

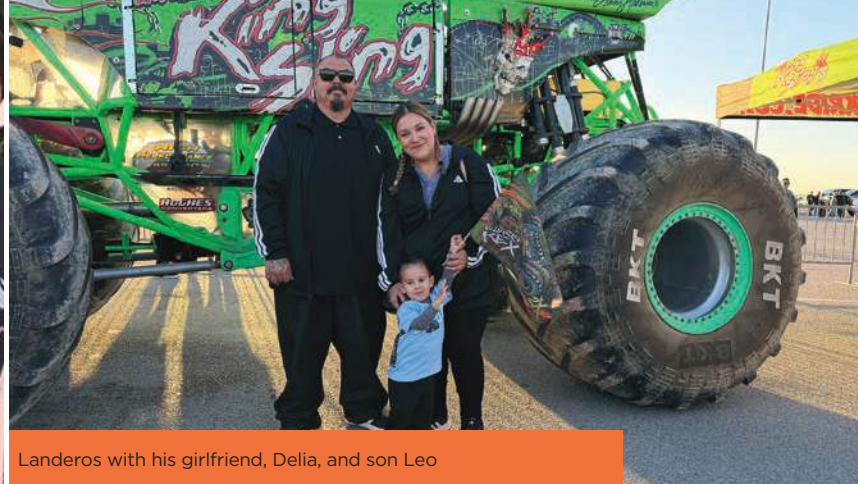
Safety was crucial when Landeros worked on one of his favorite projects, the Sphere in Las Vegas.

The 875,000-square-foot building is 366 feet high and 516 feet wide. The steel geodesic dome reportedly weighs 13,000 tons and was built using large cranes to assemble steel parts and a 170-ton compression ring.

Commercial Roofers’ part of the project involved installing 5 inches of SPF and covering the foam with a coating, and Landeros was the projects’s lead foam and coatings applicator.



Landeros' children when they were younger (left to right: son Daniel; daughter, Elizabeth; son Anthony)



Landeros with his girlfriend, Delia, and son Leo

“The hardest part for us was we had to be tied-off on ropes and spray at the same time,” Landeros says. “I fell a couple of times because the foam is slippery before it sets, so using proper safety equipment was important.”

Landeros says the experience was truly unique.

“When it rained, the water coming down from the top was like a waterfall,” he says. “It was crazy—there was so much water. We also sometimes had to work at night because the iron workers were working on the top half during the day and we couldn’t have them working above us.”

Landeros later was able to go back to the Sphere and check on the finished project.

“We visited recently just to walk around and see how it was,” Landeros says. “It still looks good. The Sphere stands out as one of the most iconic projects I have worked on.”

Always growing

New experiences and challenges are part of what Landeros likes most about his job.

“It’s always a learning experience,” he says. “I learn how to better help my guys and ensure we get the job done in a safe manner. I like to challenge myself.”

As Landeros has moved up in his career, he has learned how to work with customers.

“Armando used to be the one who would stand in the back and hide, but now he’s more comfortable with talking to people and is better with customers,” Livermore says.

Landeros believes communicating and providing information to customers is key.

“I email and call them to let them know how the job is going,” Landeros says. “Providing the information they want is one of the main things that keeps customers happy.”

As Landeros grows in his role, Livermore sees him becoming more comfortable.

“He’s only been a superintendent for a few years now, so I can see him staying in it for a while,” Livermore says. “He likes being in the field, out there with the guys.”

Landeros also is busy outside of work, helping Commercial Roofers distribute turkeys for Thanksgiving, installing roofs for volunteer building projects and helping his church.

In his free time, he likes to work on his cars and spend time with his family. Landeros lives with his girlfriend, Delia, and his children, Leo, 3; Elizabeth, 23; and Daniel, 26. His son, Anthony, 22, lives separately.

“He is a family man first, and I admire and respect him for having his life priorities in order,” McGeary says.

Just outstanding

Livermore says Landeros’ dedication at home and at his job is part of what makes him the best of the best.

“He’s a hardworking family man,” she says. “He cares about his job. He’s detailed and takes the time. He studies and is not afraid to ask questions. He makes sure people know he is there to support them. He’s just outstanding.”

Jacobs says Landeros can seem intimidating at first, but there is a lot more below the surface.

“The moment you speak with him, you quickly discover the depth of his character,” she says. “He is a thoughtful, grounded leader and a genuinely great human being.”

KRISTA BERNIS is an NRCA director of communications.

Want to know more? For additional information about the Best of the Best Award and a list of past winners, go to professionalroofing.net.





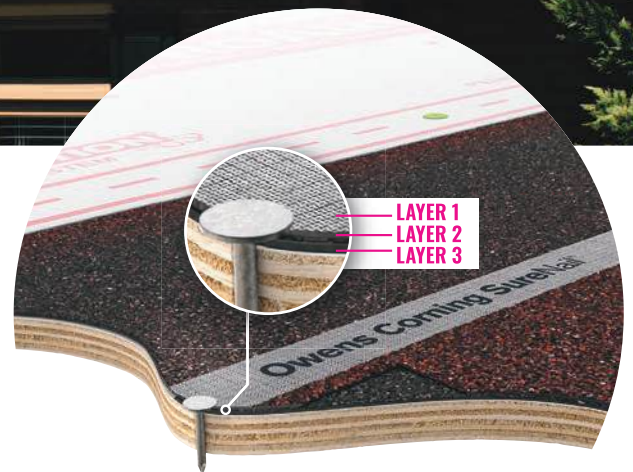
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UNDER THE HARD HAT



TOTAL WORKER WELL-BEING INCLUDES MENTAL HEALTH

BY ADRIANNE ANGLIN, CSP

The roofing industry and broader construction sector carry a disproportionate share of suicides and drug overdoses relative to workforce size.

In 2021, the Centers for Disease Control and Prevention reported male workers in construction had a suicide rate of 56 per 100,000, well above the 32 per 100,000 rate for all men of working age.

CPWR—The Center for Construction Research and Training also reported in 2021 that more than 80,000 people in the U.S. died from opioid overdoses with more than one in six of those deaths being construction workers. In 2022, there were 17,967 overdoses and 1,092 fatal injuries among construction workers.

Recent data from CPWR highlights progress and ongoing challenges when addressing suicide and overdose deaths among construction workers. In 2022, the overdose fatality rate for construction was nearly seven times the all-industry average. Encouragingly, preliminary numbers from 2023 to 2024 show a decrease in suicide and overdose deaths in the construction industry.

Deaths by suicide dropped 1.7% according to CPWR, but that still means 5,000 construction workers were lost to suicide in a single year. Drug-related overdose deaths declined nearly 28.8% from 2023 to 2024, but more than 11,000 workers still died from overdoses—a staggering and unacceptable toll.

Factors like work-related injuries, chronic pain and occupational stress continue to place construction workers at heightened risk.

These numbers, while moving in the right direction, are a stark reminder that far too many lives are being lost. The modest decreases in suicide and overdose rates cannot be seen as a reason to slow efforts. Instead, they should serve

NRCA RESOURCES

NRCA advocates for improved understanding of mental health outcomes and programs nationwide. Its educational offerings address mental health wellness through webinars, leadership modules and materials in English and Spanish.

Free resources include a toolbox talk, suicide prevention fact sheet, break room poster, hard hat stickers, access to Perspectives—an employee assistance program that provides mental health and wellness support—and a video.

NRCA is dedicated to total worker well-being and is continually adding more resources. All resources can be found at betoughenough.org.

For questions regarding recovery-ready workplaces, contact Cheryl Ambrose, CHST, OHST, NRCA's vice president of enterprise risk management, at cambrose@nrca.net, or Adrienne Anglin, CSP, NRCA's director of safety and risk management, at aanglin@nrca.net.

as a call to action for the industry, policymakers and communities alike. Without sustained and expanded prevention, support and intervention initiatives, thousands of preventable deaths will continue each year.

Now is the time to double down on commitments to worker safety, mental health resources and substance use support in construction—every life saved is a step toward a healthier, more resilient workforce.

TOTAL WORKER WELL-BEING

More than half of construction workers who died from an overdose suffered a work-related injury, possibly leading to opioid dependency, according to peer-reviewed research published in the *American Journal of Industrial Medicine* in 2013.

The construction industry overall has the highest drug overdose death rate of any sector averaging 131 to 163 deaths per 100,000 workers. In the roofing industry, the rate is even higher: 177 per 100,000 workers, according to data published by the CDC in 2023.

Stressors like job insecurity, long hours, injury risk and a poor psychosocial climate have been strongly linked to depression, drug misuse and death by suicide. The total worker well-being approach integrates everything that shapes our work from the physical environment to workplace

culture to enhance safety, health and well-being for everyone.

The National Institute for Occupational Safety and Health found organizations that foster total worker well-being not only see their employees thrive, they also realize stronger recruitment, better retention and a more engaged workforce. It's a practical, evidence-based approach that combines protection from workplace hazards with programs that promote physical and mental health.

NIOSH and CDC materials summarize multiple employer examples showing integrated well-being programs can reduce turnover and improve retention.

For example, retail company L.L. Bean reported a positive return on investment for a comprehensive worker well-being program with savings ranging from \$1.70-\$5.70 for every dollar invested. Employers in other sectors have documented improved loyalty and reduced absenteeism after introducing flexible work policies and supervisor support.

Total worker well-being may sound terrific, but how do you implement it?

GETTING STARTED

NIOSH's workbook "Fundamentals of Total Worker Health Approaches" and ready-to-use employee surveys such as the Worker Well-Being Questionnaire can be great ways to start a total worker well-being initiative at your company.

The Worker Well-Being Questionnaire survey is designed to ask workers questions to establish a baseline across work experience, workplace policies and culture, physical environment, safety climate, health status, and home and community factors.

Getting started doesn't require a lot of effort—sometimes the smallest steps are the most effective. Introducing simple changes a roofing crew can implement this week can make well-being a part of daily life. For example, add a two-minute well-being check to your regular safety briefing that addresses sleep, pain and stress alongside fall

protection and tool checks. The answers you receive may lead to rotating rest days with crew members to give them opportunities to schedule family time or medical appointments in advance to alleviate stress and sleep issues.

Another approach is to clearly define non-negotiables for your company culture, such as making water breaks and shaded rest areas essential for everyone, which can help reduce heat stress and keep tempers even. Standardizing injury-recovery plans with early outreach, a straightforward return-to-work process and having one point of administrative contact helps keep injured workers from getting lost in paperwork. Consider updating your rules for attendance to make sure people can seek care without worrying about punishment.

Company leaders who model healthy behaviors can significantly affect your company's culture. Leaders who take breaks, use available resources and openly talk about recovery demonstrate that seeking help is encouraged, making it easier for others to follow their lead. Total worker well-being is more about intention than huge investments.

Once the basics of worker well-being are in place—visible resources, routine discussions and accessible information—the next steps involve scaling practices into systemic change. Advanced total worker well-being strategies move beyond basic supports to reshape the working environment, policies and business systems so worker health is considered when making decisions.

Advanced total worker well-being may include adopting targeted programs that meet your workplace needs such as recovery-ready and financial health practices.

RECOVERY-READY PRACTICES

Recovery-ready practices are especially important in the roofing industry because musculoskeletal injuries and post-injury opioid exposure are common. A recovery-ready workplace establishes early contact after injury, nonpunitive policies for substance use recovery, graduated duty assignments, and coordinated return-to-work plans with

IMPORTANT DATES

- ***Mental Health Awareness Month:*** Every May, with ongoing campaigns to reduce stigma and increase support
For more information, visit samhsa.org.
- ***International Overdose Awareness Day:*** Aug. 31
For more information, visit overdoseday.com.
- ***National Recovery Month:*** Every September
For more information, visit samhsa.gov.
- ***National Suicide Prevention Week:*** Sunday, Sept. 6 through Saturday, Sept. 12, aligning with ***World Suicide Prevention Day*** Sept. 10
For more information, visit afsp.org.
- ***Construction Suicide Prevention Week:*** Monday, Sept. 14 through Friday, Sept. 16
For more information, visit constructionsuicideprevention.com.
- ***World Mental Health Day:*** Oct. 10, aligning with ***Mental Illness Awareness Week*** Oct. 4-10 supported by the National Alliance on Mental Illness (nami.org)
For more information, visit who.int/campaigns/world-mental-health-day.
- ***National Prescription Drug Take Back Day:*** Oct. 24
For more information, visit dea.gov/takebackday.

If you or someone you know is struggling, call or text 988, the Suicide and Crisis Lifeline, for confidential support 24/7. If you or someone you know needs help with substance abuse, please call the Substance Abuse and Mental Health Services Administration helpline at 1-800-662-HELP.

medical providers to reduce long absences and the risk of substance misuse. These practices reduce long-term disability and help workers stay connected to employment during recovery.

Recovery-ready workplace policies deliver human and business benefits by addressing workplace drivers of substance use and removing barriers to treatment and sustained employment. Employers that adopt recovery-ready practices report lower absenteeism and turnover. Workers with substance use disorders take nearly 50% more unscheduled leave while employees in recovery typically take about 10% fewer unscheduled days and have a 12% lower turnover rate than the overall workforce, according to the Department of Labor.

Recovery-ready programs also have been shown to reduce overall healthcare and productivity losses. Addressing substance use and related conditions can lower employer liability by decreasing substance-related incidents on the job, according to the Department of Labor.

NIOSH and affiliated research organizations emphasize workplaces that operationalize recovery support experience shorter disability

durations, fewer lost-time days and a higher likelihood of sustained employment, all of which reduce turnover drivers in physically demanding trades like roofing. Employers that formalize recovery pathways also report fewer repeat absences and improved retention among workers returning from injury or treatment.

FINANCIAL HEALTH PRACTICES

In the 2024 Columbia University article, “The Link Between Health and Financial Well-Being,” Oscar Jimenez-Solomon, a researcher for the New York State Psychiatric Institute, said “... indebtedness creates two experiences that can be fairly lethal. One is a sense of uninterrupted hopelessness, a feeling that there’s no way out and feeling trapped. The other is the shame, which is very isolating.”

Financial stability is a core component of well-being, and roofing employers can make a significant difference by ensuring easy access to financial counseling and related services, typically offered through Employee Assistance Programs. EAPs often provide short-term confidential financial coaching for budgeting, debt management and credit repair, help with tax preparation and benefits navigation, as well as referrals to legal or housing assistance—all practical supports that reduce the day-to-day money worries that can drive stress and risky coping behaviors.

Employers can enhance the reach of EAP services by publicizing them in crew huddles or toolbox talks. Equally important for alleviating financial worries is an understanding of opportunities for advancement. Formalizing pathways from the field to supervision, middle management and beyond can help reduce stress with transparency.

For more than 10 years, The Work Institute has shown a lack of career development is the number one reason employees cite for quitting their jobs. A well-defined career track gives a roadmap for skill development and promotion, which can increase commitment while reducing the impulse to leave for marginally better pay elsewhere.

OVERDOSE PREVENTION

Roofing workers are at increased risk for overdose with physically demanding jobs, increased risk of injuries, and high rates of prescription pain medication and substance use.

Creating a job-site culture that supports prevention, early intervention and recovery can save lives. Workers and supervisors should know the signs of overdose, which can include slowed breathing, unresponsiveness or blue lips, and how to respond quickly.

In March 2023, the Food and Drug Administration approved a nasal spray form of naloxone (a medication to quickly reverse an opioid overdose) for sale as an over-the-counter medication. Keeping naloxone on-site where permitted and training crews how to use it can make a difference in an emergency. Reducing stigma around seeking help and expanding access to resources are key steps every company can take.



OTHER HELPFUL PRACTICES

Pilot programs in construction settings show trained peer supporters elevate opportunities for those seeking help by normalizing conversations about stress, pain and substance use while providing immediate, trusted referrals to clinical care or EAPs.

Naloxone, a medication that rapidly reverses an opioid overdose, can be used in training including demonstrations on mannequins if supported by local guidelines and protocols. This could involve the use of non-active or water-filled nasal spray devices for hands-on practice, which increases readiness and confidence when responding to opioid overdoses. Framing these practices as part of a company's safety program allows employees to see recovery support is a standard operating procedure.

CPWR recommends recruiting respected crew members as peer champions, providing them with training in active listening and crisis referral to resources such as an EAP or supervisor.

Supervisors who receive training in mental health recognition, supportive communication and reasonable suspicion protocols are more likely to identify distressed workers and facilitate timely referrals to care. The CDC and NIOSH emphasize integrating these skills into existing supervisor safety training so mental health checks become routine rather than optional.

In addition, simple, low-cost visibility tools such as hardhat stickers, high-visibility jacket patches, decals

and laminated wallet cards that display the national suicide and crisis lifeline numbers signal who on a crew is trained to listen and where to turn in a crisis. NRCA has many of these employer resources available (see "NRCA resources" on page 32).

Placing QR codes on job-site signs and foreman clipboards that link directly to crisis lines, EAP intake forms and bilingual information means help is one scan away.

Toolbox talks and crew huddles can be used to point out markers and remind crews that asking for help is a sign of strength not weakness. Visible cues combined with clear pathways to care can catch people in their weakest moments and make it more likely they will reach out for help before a crisis becomes a tragedy.

Mental health awareness and reducing stigma require consistent, visible messaging. Toolbox talks, bilingual posters and short crew huddles that include real stories and clear instructions about how to get help increase familiarity with resources such as 988 and local EAPs, making it easier for workers to seek care without fear of job loss.

NO MORE TRAGEDIES

For roofing firms, the benefits of a total worker well-being approach are worth the time and can save lives. This method provides measurable improvements in employee well-being while increasing productivity. It is more than a dashboard of turnover rates, productivity gains or engagement scores; it is a holistic commitment to fixing the underlying causes that have allowed the current suicide crisis and opioid epidemic to foster.

Total worker well-being seeks recovery from mental and physical pain, anxiety and depression rather than merely patching visible damage. When you combine safety, physical health and mental health into daily work routines, crews stay healthier and employers gain the type of resilience that prevents small problems from becoming tragedies. 🌟🌟🌟

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

For more resources addressing worker health and well-being and recovery-ready workplaces, go to professionalroofing.net



ROOFING BEHIND BARS

Korellis helps rebuild Indiana's
Westville Correctional Facility

by Chrystine Elle Hanus



New roof system in progress



New TPO membrane



Crew members assess roof areas

Photos courtesy of Korellis, Hammond, Ind.



Project Build Westville encompassed more than 500,000 square feet of roof area.

Project name: Westville Correctional Facility
Project location: Westville, Ind.
Project duration: July 2024-April 2026
Roofing contractor: Korellis, Hammond, Ind.
Roof system type: TPO membrane
Roofing manufacturers: Elevate,[™] Nashville, Tenn.; Carlisle[®] Construction Materials, Carlisle, Pa.; Georgia-Pacific Gypsum LLC, Atlanta
General contractors: F.A. Wilhelm Construction, Indianapolis; Garmong Construction, Terre Haute, Ind.; Granger Construction Co., Lansing, Mich.

Westville Correctional Facility, Westville, Ind., is a medium- to maximum-security prison for adult male offenders. Originally built as Beatty Memorial Hospital in 1951, it was converted to a correctional facility in 1979.

The facility currently is undergoing a \$1.2 billion renovation project called Build Westville that includes the construction of a new state-of-the-art prison on the same grounds as the existing, outdated facility. The joint venture project for general contractors F.A. Wilhelm Construction, Indianapolis, Garmong Construction, Terre Haute, Ind., and Granger Construction Co., Lansing, Mich., is expected to be completed in 2027. The new 4,200-bed prison will include 700 more beds, enhance capacity and modernize infrastructure.

Korellis, Hammond, Ind., was selected as the roofing contractor for the project.

“We had recently done a project on the old Westville prison, so we were the preferred contractor for the Indiana Department of Corrections,” says Cody Junge, project manager at Korellis.

Logistics and safety

In July 2024, the Korellis team began work on Westville Correctional Facility. For this new construction project, there were as many as 50 contractors from other trades working at the same time, making logistical coordination essential. Material procurement was another hurdle.

“Material shortages, delivery delays and tariffs were a key focus point to

control, requiring Korellis to secure materials at least a month in advance,” Junge says. “This proactive approach ensured timely installation and kept the project on schedule despite market constraints.”

Twelve Korellis crews contributed to the project. To ensure safety for all workers, a guardrail system was maintained throughout the project’s duration.

“Korellis’ culture of safety is deeply ingrained in everything they do,” says Carson Thomas, regional business manager—midwest division at Elevate,[™] Nashville, Tenn. “In addition to monthly safety meetings for all employees, they host an annual Safety Fest that covers a wide range of topics from fall protection and firefighting to material handling and hazard awareness.”

Installation

Korellis' work was divided into four roof areas.

The largest roof area was 191,000 square feet. For this section, the team placed Elevate ISOGARD™ GL flat and tapered polyisocyanurate insulation and Georgia-Pacific DensDeck® Prime Roof Boards in low-rise polyurethane foam adhesive over precast concrete.

“The precast concrete deck was an uncommon feature with limited industry data available,” Junge says. “We engaged directly with NRCA to confirm best practices and ensure the highest level of quality.”

Next, team members adhered Elevate UltraPly™ 60-mil TPO membrane in grey.

On the second-largest roof area covering 189,478 square feet, team members placed Elevate ISOGARD GL flat and tapered polyisocyanurate insulation, Georgia-Pacific DensDeck Prime Roof Boards in low-rise polyurethane foam adhesive over precast concrete and UltraPly 60-mil TPO membrane in grey.

“The tapered roof system reached 26 inches at its highest point, requiring precise layout and skilled installation,” Gellert says.

On a third area covering 107,295 square feet, team members placed Elevate ISOGARD GL flat and tapered polyisocyanurate insulation and Georgia-Pacific DensDeck Prime Roof Boards in low-rise polyurethane foam adhesive over precast concrete followed by UltraPly 60-mil TPO membrane in grey.

“Korellis has been an Elevate Master Contractor and a member of our prestigious Hall of Fame, which is given out to our top contractors around the country,” Thomas says. “They bring a deep level of expertise to every job site.”

A fourth 26,990-square-foot roof area had a metal deck. For this section, team members mechanically fastened Carlisle® Syntec Systems InsulBase® Polyiso insulation followed by adhering Carlisle Sure-Weld® 60-mil TPO reinforced membrane in grey.

In addition, the Korellis team installed 8,000 linear feet of fabricated sheet metal flashings, 261 skylights and high-security roof hatches across all roof areas.

“Every element demanded meticulous planning and execution to meet performance, security and Korellis quality standards,” Junge says.

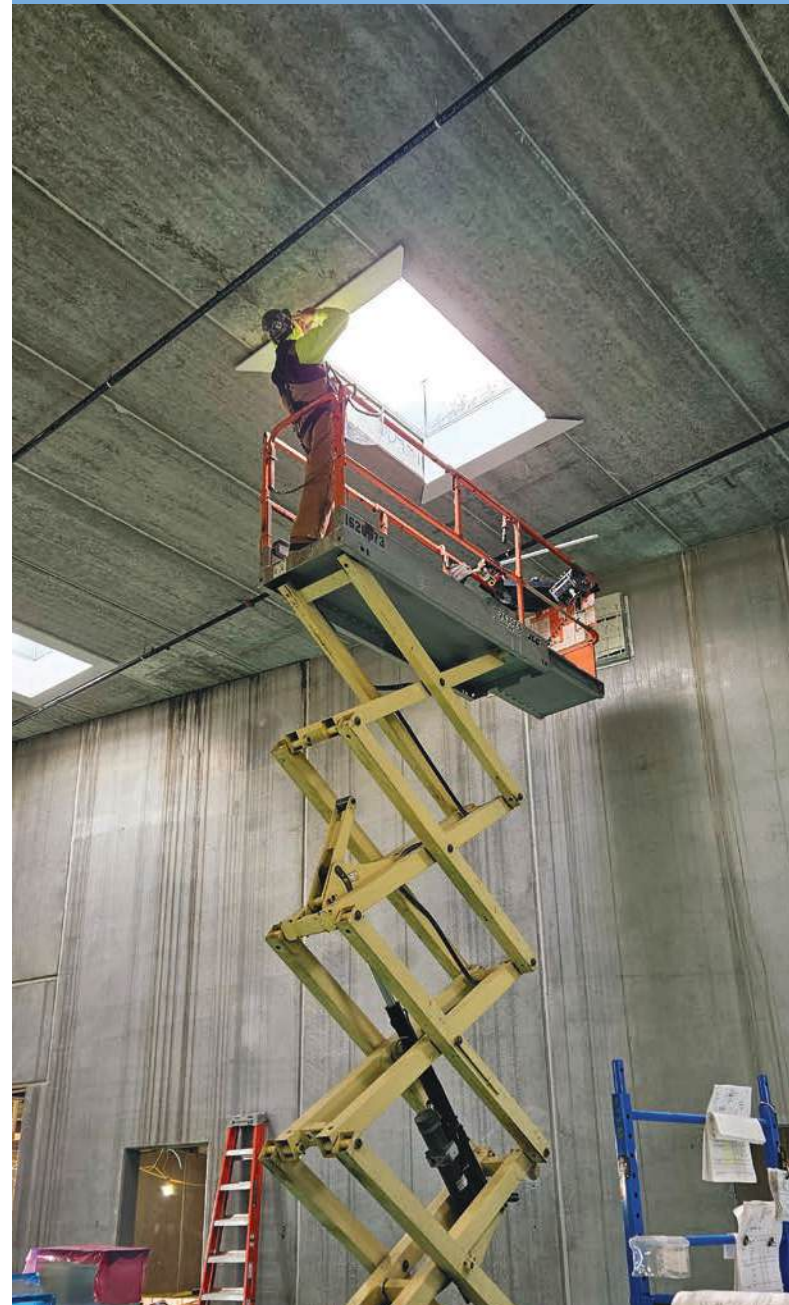
The project encompassed about 27,000 man-hours and involved all Korellis tradespeople. In addition to roofing and sheet metal, the masonry team cut reglets into the precast concrete walls for counterflashing.

“The Westville Correctional Facility was a monumental

BUILD WESTVILLE

The Build Westville project features:

- 18,000 square feet of classroom space
- Vocational training program space
- 400 beds for mental health and addiction recovery
- Administration and offender services
- Housing and dormitory wings
- Two gymnasiums



The Korellis team installed 261 skylights on Westville Correctional Facility.





Top: High-security roof hatches were installed across all roof areas.
Bottom: Crew members install polyisocyanurate insulation

roofing project defined by its massive scale, precision requirements and unwavering emphasis on safety and craftsmanship,” Junge says.

Ready to serve

In April 2026, the Korellis team completed work on the Westville Correctional Facility on time.

“The scale and complexity of the roofing work on this project was extraordinary,” Junge says. “From installing a fully tapered Elevate TPO roof system and a Carlisle roof with metal decking to integrating hundreds of skylights with precision safety measures, Korellis showcased unmatched roofing expertise and precision. Every seam, slope and penetration was executed with accuracy and care, resulting in watertight, high-performance roof systems that meet the toughest performance and security requirements.”

For its work on Westville Correctional Facility, Korellis was selected as a 2026 NRCA Gold Circle Awards finalist in the Outstanding Workmanship: Low-slope category.

“This project is a lasting example of the team’s skill, coordination and dedication,” says Tony Sagrati, commercial estimator at Korellis. “It is built to the highest standards and ready to serve its critical role for decades to come.” 🌟🔧

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



A PESKY PROVISION



The growing use of labor restrictions in roofing specifications can complicate contracts

by Trent Cotney

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

Many roofing contractors are encountering specification language in bid documents that limits or prohibits the use of subcontracted labor. Although this type of restriction is not entirely new, it appears to be gaining traction, particularly on larger commercial projects where owners seek control over workforce composition, safety and quality control.

As this language becomes more prevalent, you need to recognize where it most often appears in project documents and evaluate the legal and operational risks that arise when it is not identified and addressed early in the procurement process.



THE PROVISIONS

Traditionally, a contract's General Conditions section has been the primary location for provisions governing workforce composition and subcontracting rights. However, recent bid packages exhibit a growing tendency for owners and design professionals to incorporate labor restrictions into roofing specifications or related technical sections of a project manual.

Because you probably focus specification review on performance requirements, warranty provisions and manufacturer installation criteria, workforce limitations buried within technical specifications may not receive the same level of scrutiny. Once incorporated by reference into a contract, these provisions can materially alter how you are permitted to staff a project even if subcontracted labor is a customary and necessary component of your business model.

Owners and design professionals commonly defend these provisions as necessary measures to address quality control, safety concerns and overall risk management. Some owners assume self-performed work leads to greater accountability and consistency while others cite concerns with safety performance, workforce misclassification or regulatory compliance. In certain cases, these restrictions are driven by project-specific risk assessments or insurance considerations.

Although these motivations may be understandable, they frequently fail to reflect how modern roofing operations function, particularly on large projects where subcontracted labor



is integral to meeting schedule and manpower demands.

Many roofing contractors regularly operate under a hybrid model in which they directly employ core supervisory personnel and foremen that are supported by specialized crews or subcontractors to manage peak labor demand. A specification that assumes a fully self-performed workforce may fail to align with industry reality.

LEGAL CONCERNS

From a legal and contractual standpoint, labor-restriction language raises several important issues. One recurring problem is ambiguity. Specifications may prohibit “subcontracted labor” without defining the term or may allow subcontractors but prohibit labor brokers, staffing agencies or independent crews.

In the absence of clear definitions, you may unknowingly violate specifications by using lawful, industry-standard labor arrangements. These provisions also may conflict with other contract terms that expressly allow subcontracting with owner approval or impose schedule obligations that require workforce flexibility. When inconsistencies occur, they increase the possibility of disputes when delays, manpower shortages or performance issues arise.

Contract hierarchy becomes especially important in this context. Many construction agreements establish an order of precedence among the contract documents. If General Conditions permit subcontracting but technical specifications prohibit it, determining which provision takes precedence may depend on the hierarchy clause.

If no clear hierarchy exists, courts may attempt to harmonize the documents or construe ambiguities against the drafter. But that process is unpredictable and expensive. The better approach is to eliminate ambiguity before contract execution rather than litigate it later.

By way of example, contractors are beginning to encounter specification language similar to the following: *“All roofing work associated with the roofing membrane system shall be self-performed by the Prime Roofing Contractor. The use of subcontractors, labor brokers, temporary staffing agencies, or third-party labor providers for the installation of the roof membrane or related components is expressly prohibited unless prior written approval from the Owner is obtained.”*

When incorporated into a technical specification, language of this nature may be treated as a performance requirement even though it significantly changes staffing rights and risk allocation. It effectively conditions performance of the work on a contractor’s internal labor structure rather than on the quality of the finished product.

There also is a practical risk that labor-restriction clauses may shift unintended liability onto the roofing contractor. By limiting workforce options, an owner may constrain your ability to scale labor when necessary. If delays result, you still may be held responsible despite having complied with the restrictive labor requirements imposed by the specifications.

In such a scenario, you face a difficult evidentiary burden: demonstrating the owner-imposed restriction, rather than your own inefficiency, caused the delay. Without contemporaneous

documentation linking labor limitations to schedule impact, recovery may be challenging.

Additionally, increased self-performance may expand exposure under the Occupational Safety and Health Administration's multi-employer worksite doctrine by placing you in a more direct supervisory role over all on-site labor and its safety compliance.

If you cannot delegate portions of the work to qualified subcontractors, you may assume broader responsibility for fall protection, site logistics and coordination. That expanded role can increase citation exposure and potentially elevate your company's status as a "controlling employer" depending on the project's structure.

Downstream implications should not be disregarded. Restrictions on subcontracting may limit your ability to delegate discrete scopes such as tear-off, material handling, crane operations or temporary dry-in. This can change pricing, insurance coverage, bonding and risk allocation.

For example, your commercial general liability policy and workers' compensation program may be structured around a combination of self-performed and subcontracted work. An immediate shift toward full self-performance may alter experience modification ratings, payroll exposure and premium calculations. Sureties also may evaluate staffing models when assessing bonding capacity and project risk.

In some jurisdictions, attempts to recharacterize subcontracted labor to comply with restrictive specifications may raise licensing or worker-classification concerns if not handled carefully. If you attempt to bring crews "in-house" for a single project to comply with a self-performance requirement, ensure classification, payroll practices, tax withholding and benefits administration comply with federal and state laws. Missteps can create exposure unrelated to the roofing work itself.

Labor-restriction clauses also can implicate prevailing wage requirements and apprenticeship ratios on public projects. If a specification effectively forces self-performance, you may be required to ensure you have sufficient qualified

apprentices and journeymen to meet statutory ratios. Failure to do so can result in wage violations or debarment risks. What may appear as a simple staffing limitation can cascade into regulatory compliance issues that extend well beyond contract performance.

Another problem arises in the context of manufacturer warranties. Many roof systems require installation by authorized applicators or certified crews. If you typically use manufacturer-certified subcontractors but are required to self-perform under the specification, you must confirm warranty eligibility remains intact. A conflict between the specification's labor restriction and manufacturer's certification requirements could jeopardize long-term warranty protection, likely exposing the contractor to post-completion claims.

From a pricing perspective, labor restrictions can materially affect bid strategy. Self-performance may increase direct payroll costs, supervisory staffing, equipment ownership burdens and overhead allocation. It also may reduce flexibility in responding to compressed schedules. If you fail to treat labor-restriction language as a material term during bid review, you may end up underpricing the work by assuming a staffing model the contract ultimately prohibits. Once a contract is executed, arguments that the restriction was "buried" in the specifications are unlikely to excuse noncompliance.

You also should consider the effect on indemnification and risk transfer. Many subcontracts contain indemnity provisions and insurance





requirements that provide downstream protection to the prime contractor.

If subcontracting is prohibited, those risk-transfer mechanisms disappear. The prime contractor retains direct exposure for workmanship, safety compliance and third-party claims. That shift may warrant corresponding adjustments in contract price and contingency planning.

SOME OPTIONS

In some cases, labor-restriction provisions may be negotiable. Owners may be willing to accept qualified subcontractors subject to pre-approval, safety documentation or demonstrated certification. If you raise the issue during the pre-bid phase, you may experience more flexibility than if you wait until after the bid is awarded. Pre-bid requests for information should clearly identify the operational effect of the restriction and recommend alternative language that preserves quality control while allowing practical staffing flexibility.

For example, alternative language might permit subcontracting provided that all subcontractors are properly licensed, insured and approved by the owner and the prime contractor maintains direct supervision and quality control. This approach tackles owner concerns while preserving functional viability. It also reduces the likelihood of later disputes over whether a particular crew arrangement violated the specification.

Documentation is equally important. If you proceed under a contract containing labor restrictions, you must keep accurate records demonstrating compliance and any resulting impacts. If workforce limitations affect productivity or scheduling, those should be documented contemporaneously. Change order requests or delay notices must reference the specific specification language that constrained staffing options. Courts

and arbitrators often focus on whether a contractor provided timely notice linking cause and effect.

A GROWING TREND

The inclusion of labor-restriction language also indicates broader business trends. Owners are increasingly attentive to workforce transparency, supply-chain traceability and meeting regulatory requirements. Public scrutiny of labor practices has increased sensitivity to classification issues and safety performance. As a result, contractual mechanisms that attempt to control workforce structure may continue to proliferate.

You should anticipate these provisions will not be isolated anomalies but part of a greater movement toward contractual oversight of your workforce.

At the same time, owners must recognize roofing is a weather-dependent, labor-intensive trade requiring flexibility. Overly rigid staffing mandates can damage efficiency and increase project costs. A collaborative approach that reconciles accountability with operational reality is more likely to achieve the owner's objectives without creating unnecessary legal friction.

Ultimately, the key is awareness. Labor-restriction language is no longer confined to boilerplate General Conditions. It may appear in technical sections, performance criteria or warranty requirements. Consider expanding your specification review procedures to include a focused assessment of workforce limitations. Estimators and project managers should coordinate during the bid phase to ensure staffing assumptions match contractual obligations. Proactive review and a calculated response during procurement remain the most effective tools for managing this developing contractual trend. 🌀🌟

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

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DISTRIBUTOR NEWS

ABC Supply receives Gallup® award

ABC Supply Co. Inc., Beloit, Wis., has won the Gallup Exceptional Workplace Award for employee engagement for the 20th consecutive year. The award recognizes the most engaged workplace cultures in the world.

“Reaching this milestone for the 20th year in a row reflects the outstanding work, commitment and character of our more than 20,000 associates,” says Mike Jost, president and COO of ABC Supply. “By living our core values, treating people with respect and giving back, they make ABC Supply a great place to work and a company our customers trust.”

In addition, the company received a 2025 Distributors Deliver Award from the National Association of Wholesaler-Distributors. The award recognizes companies for industry leadership, community engagement and commitment to innovation.



Sika builds new plant

Sika, Canton, Mass., has announced it is expanding manufacturing operations and building a new single-ply thermoplastic roof membrane production plant in Sealy, Texas.



The plant will manufacture Sika’s Sarnafil® and Sikaplan® thermoplastic roof membranes and create 40 jobs in Austin County, Texas. The new plant is expected to begin operations in spring 2027 and will further expand Sika’s existing roof take-back program that has reclaimed millions of pounds of used membranes for reuse in new products.

MANUFACTURER NEWS

Elevate™ receives IRE award

Nashville, Tenn.-based **Elevate’s** MAX PVC was named the People’s Choice Winner in the Roofing Products category at the Innovative Product Showcase and Awards held during the 2026 International Roofing Expo® in January. Professionals across the industry voted for the MAX PVC membrane designed to resist punctures, tears, fires, chemicals and grease.



BITEC® celebrates 40th anniversary

BITEC Inc., Morrilton, Ark., is celebrating its 40th anniversary. The company was



founded in Italy in 1986 by Bruce Shealey, who recently retired after 60 years of service at the company. Shaeley’s son, Joel, currently serves as BITEC’s president after joining the team in 2019.

CertainTeed® partners with Scanify

CertainTeed LLC, Malvern, Pa., has partnered with Scanify, a software platform designed for solar projects, to make Scanify the official design platform for CertainTeed’s SunStyle® Solar Roofing. SunStyle Solar Roofing will allow contractors to create SunStyle systems more easily with access to Scanify’s remote and drone-based design environments.

The platform will feature a simplified design process; install-ready documentation; automated, adjustable shingle placement; real-time production calculations; thorough reports for layouts; and specific hardware lists that reflect real-life conditions for roofs.



GAF expands contractor program

GAF, Parsippany, N.J., has expanded its Community Contractor Program to include enhanced warranty coverage for all qualifying residential roofs the company donates through the program, giving families and community organizations added long-term protection.

Through the program, GAF-certified contractors nominate nonprofit or community-based projects in their areas, and GAF donates a complete roof system. Since launching in 2022, the GAF Community Contractor Program has partnered with more than 600 nonprofits nationwide and donated more than 1,700 roofs.

CONTRACTOR NEWS

Greenwood Industries® named Patriots' partner

Greenwood Industries Inc., Worcester, Mass., has been recognized as the official commercial roofing company for the New England Patriots and Gillette Stadium in Foxborough, Mass.



Greenwood Industries has worked on many projects for the New England Patriots and Gillette Stadium, including roof system installations at Gillette Stadium and the Patriots Training Center. The partnership officially recognizes Greenwood Industries' commitment to high levels of execution, quality of work and reliability.

Tecta America acquires Roofing Standards

Tecta America, Rosemont, Ill., has announced the acquisition of Roofing Standards, Placentia, Calif. This is Tecta America's first acquisition of 2026.

The business will now operate as Roofing Standards, a Tecta America Company LLC. Mike Lee will continue to lead the company alongside the existing Roofing Standards leadership team. All Roofing Standards employees will remain at the company to ensure continuity for customers and preserve the company's culture and identity.

"For 30 years, our success has been built on our people," Lee says. "If we were ever going to take this step, it had to be with a partner who valued our employees, our customers and the culture we've created. From the beginning, Tecta America made it clear that they take a long-term view of the roofing industry and that they are committed to protecting what we've built. That alignment made this decision the right one for our team and our future."

OTHER NEWS

Roofing Alliance welcomes new members

Valcourt Group, The Woodlands,



Texas, has joined the **Roofing Alliance** at the Governor level, and Capital City Roofing, Alpharetta, Ga., has joined as a Guarantor member. The Roofing Alliance now has 208 members.

The two companies will bring new and innovative ideas to propel the industry through advancements in education, research and workforce development.

HCR Group acquires Warren RoofCare

The HCR Group, Baldwin Park, Calif., has announced the acquisition of Warren RoofCare Services Inc., Santa Rosa, Calif.

The acquisition will strengthen The HCR Group's preventive maintenance and roof asset management capabilities across its platform of commercial roofing companies. Warren RoofCare will continue to serve northern California with additional support, tools, investment and resources to focus on creating greater long-term customer success.

UP THE LADDER

MuleHide Products Co. Inc., Beloit, Wis., has promoted Nick Musel to territory manager-Mid-Atlantic.





NRCA NEW MEMBERS

ARCHITECTS/ENGINEERS/CONSULTANTS

ARA, Raleigh, N.C.
Bernhardt Forensic Engineering LLC, Saint Peters, Mo.
Constructiva Realty Inspections, Austin, Texas
DC Roof Consulting LLC, Bluffdale, Utah
Engineering Design & Testing, Columbia, S.C.
GCI Consultants LLC, West Palm Beach, Fla.
Madsen Kneppers & Associates, Longwood, Fla.
Matthei & Colin Associates LLC, Chicago
Paid Fairly for Property Damage Inc., Odenton, Md.
Valdes A&E, Lombard, Ill.
Woods Engineering Inc., Jacksonville, Fla.
YA Group, St. Louis, Mo.

CONTRACTORS

757 Exteriors Inc., North Kingstown, R.I.
Advanced Roofing Solutions LLC, Northport, Ala.
Amigo Roofing and Contracting LLC, Saint Peters, Mo.
Apple Roofing LLC, Rosburg, Wash.
Buildaligned, Austin, Texas
Castillo Roofing, Harlingen, Texas
Complete Exterior, Concord, N.H.
Creekview Roofing, Stafford, Texas
Detroit Comice, Femdale, Mich.
Disaster Services Inc., Downers Grove, Ill.
Edwards Roofing LLC, Nashport, Ohio
Gold Star Roofing LLC, Middlefield, Ohio
Good Day Exteriors, Indianapolis
JAX J CC Inc. d.b.a. AMS Construction, Riverside, Calif.
Northwest Roof Maintenance Inc., Vancouver, Wash.
Nuon Energy LLC d.b.a. McKay Roofing and Solar, Spring Valley, Calif.
O.C Roofing Services, Spartanburg, S.C.
Polaris Roofing Solutions, Jacksonville, Fla.
Preferred Restoration and Remodeling Inc., Fremont, Wis.
Pristine Roofing & Gutters, Colorado Springs, Colo.

RCBM Commercial Roofing, Saint Augustine, Fla.
Revolution Solar, Columbia, Md.
Rex Roof Company LLC, Sugar Land, Texas
Roof It, Lake Helen, Fla.
Roof Time Inc., Lakeville, Minn.
RoofElite LLC, Land O Lakes, Fla.
Royal Renovators Inc., Forest Hills, N.Y.
Serrano Metals, Lake Moor, Ill.
Skyland Roofing, Asheville, N.C.
Stevens Roofing Corp., Norfolk, Va.
Storm Guard Plymouth, Plymouth, Mich.
Terrell Roofing and Exteriors, Scottsboro, Ala.
Three Lions Roofing & Construction, Florissant, Mo.
Trueline Roofing LLC, Stephens City, Va.
TruMax Contracting LLC, Pennsauken, N.J.
Watts Roofing, Brazoria, Texas
Western Montana Roofing, Missoula, Mont.

INDUSTRIAL/INSTITUTIONAL

My Contractor's License, Alpharetta, Ga.

MANUFACTURER/MANUFACTURER REP

Progressive Materials LLC, New Albany, Ind.
Weatherlok Metal Roofing Sales Corp., Haslet, Texas

MEMBER BRANCH

Eagle Rivet Roof Services Corp., Bloomfield, Conn.

SERVICE PROVIDERS

HS Exit Advisors, Orlando, Fla.
Monumental Roof Advisory LLC, Springfield, Va.

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May 4-8 is OSHA's National Safety Stand-Down

Since 2012, OSHA's Stand-Down has been a significant initiative aimed at preventing falls in construction. The annual campaign has involved millions of workers and employers worldwide.

Although making up

76%

of the construction workforce, Spanish-speaking workers only hold about

10%

of management, business and financial positions.

42

Average age of construction workers in the U.S.



The percent of construction workers aged 24 and under in the U.S. workforce.

14%

Source: Bigrentz



64%

The number of construction workers who say they've experienced anxiety or depression during the past year—a 10% increase from 2024.

To learn more about mental health in the construction industry, see page 30.

Source: National Alliance on Mental Illness



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