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- ON DECK: KELLY LEA
- STEEP SLOPE: BACK TO SCHOOL
- PROJECT PROFILE: STEPPING STONES
BY WM. KRAMER & SON, INC
- OSHA UPDATE:
- MEMBER SPOTLIGHT: T&K ROOFING

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PARTICIPATE TODAY

MRCA VIRTUAL AUCTION



Fred Horner, MRCA President

As 2020 comes to an end, I think we can all agree that this year has been truly unique and unforgettable! In this season of thanks, hopefully the impact of the global pandemic has taught us to count our blessings, take nothing for granted, and live life to the fullest. Cheers to 2021!

With peak roofing season coming to a close, I hope that you had a successful and prosperous year while keeping yourselves and your employees safe and healthy.

Make sure you check out the MRCA virtual auction which began at 12:00 am on Black Friday, November 27, and closes at 11:59 pm on Friday, December 11. The auction is an important event because it supports higher education scholarships for the children of members and research/development programs for the betterment of the roofing industry. We have some really great items that have been donated and are up for auction, and we hope to see everyone having fun and participating in this one of a kind event!

From myself and everyone at the MRCA, we hope that you and your loved ones have a blessed Thanksgiving and holiday season.

Stay strong, safe and healthy!

Fred Horner

MRCA President

Advanced Industrial Roofing, Inc.

fred_horner@airoofing.com

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HOW to get the most out of your MRCA Membership



Rachel Pinkus, Managing Director & Midwest Roofer Editor

Not everyone who receives the MR Magazine or who attends the annual MRCA Conference & Expo is a “member” of the Association, but maybe you should be!

The MRCA Board, Committees and Staff are always looking for new ways to bring value to your Membership. In just the last few weeks, MRCA has rolled out a **NEW CERTA Online Applicator Certification Program!** Your employees will be able to get their CERTA Applicator Training right from your office. That means no traveling and no in-person social distancing concerns, saving you both time and money.

Also on the horizon is a new program geared toward roofing contractor safety professionals. The **SHARP Plus Safety Certification Program** will advance the safety culture of your company through roofing specific safety training webinars, educational sessions, and participation in the MRCA Safety Award Program. Upon completion of the program your company will be MRCA SHARP Plus Safety Certified for the entire year.

As a Member of MRCA, you will also receive:

- Access to the **MRCA Legal Services Plan** which includes a **free 30-minute consultation** each month with MRCA Legal Counsel
- Access to the **MRCA Technical Services Plan** that provides answers to your technical questions from our technical experts
- **Discounted pricing** on Expo registrations and Safety Training including the **CERTA Applicator and Train-the-Trainer Certification.**
- Access to free MRCA benefits which include industry specific **Toolbox Talks**, MR Magazine, and a **large library of roofing specific technical documents** that can help you avoid costly mistakes and discover new ways to achieve greater efficiency and profitability.
- Both live and virtual **Educational opportunities** specific to our industry
- Access to **MRCA’s full-time Association Staff** for any business needs

For additional information on Membership in MRCA contact Membership Director, Morgan Arwood, at marwood@MRCA.org or call her at 800-497-6722

MRCA IS THE ROOFING CONTRACTORS ADVOCATE!

Rachel Pinkus

Managing Director & MR Editor

Memorable Metal



“The metal roof really makes this house unforgettable. If it didn’t have the metal roof, the design wouldn’t have the same impact. The roof is one of the elements that catches people’s eyes. The metal roof makes this house very memorable.”

-Brandon Ingram, Architect, C. Brandon Ingram Design

Tallahassee Residence Installing contractor: Tallahassee Roofing Architect: C. Brandon Ingram Design
General contractor: Barton Construction Material distributor: ABC Supply Photo: jeffherrphoto.com

Snap-Clad
Metal Roofing System
Mill finish

CASE STUDY @ [PAC-CLAD.COM/TALLAHASSEE-RES](https://www.pac-clad.com/tallahassee-res)





MINNESOTA

CSI Golf Outing

August 27, Coon Rapids, MN – Many golf outings look different this year due to COVID, but that didn't stop contractors from enjoying a day on the course for the CSI. Thanks again to John Jensen for making sure MRCA was well represented at this event!



TEXAS

North Texas Roofing Contractors Association (NTRCA) Golf Tournament

Sept 16, Dallas, TX – The NTRCA Golf Tournament had so many sign up this year there were eight golfers to start on every hole! Tracey Donels of KPost attended to represent MRCA, "What a long day but we saw tons of people. Everyone was so happy to be out of the house and enjoying each other's company safely. This has possibly become the North Texas event of the year!"



TEXAS

NTRCA Mini Trade Show

August 12, Grapevine, TX – Despite being in the throes of early COVID, it was nice for people to get out safely and see each other. The event was smaller but every conversation was a good conversation. MRCA Director, Tracey Donels of KPost Roofing & Waterproofing and MRCA Vice President, Kelly Lea of Texas Roof Management, were in attendance to represent MRCA. As always, many thanks to NTRCA for their hospitality!





MINNESOTA

Annual SMARCA / TCRCA Fall Sporting Clays Shoot
Sept 16, Hugo, MN – Held at Wild Wings Shooting Preserve. It was a gorgeous day for the event which made the COVID social distancing much easier. About 40 Roofers were in attendance for the event. Bob Poutre of Roof Tech, Inc. passed out MRCA Cooley Cups and MRCA Pens along with information about the upcoming 2021 MRCA Show in Milwaukee. A great time was had by all who attended!



MINNESOTA

Contractors Association of Minnesota (CAM) Golf Classic

August 20, Oakdale, MN – CAM put together a really nice golf outing for a first ever event. Thanks to John Jensen of GAF, who attended to represent MRCA. We are already looking forward to next year's outing.

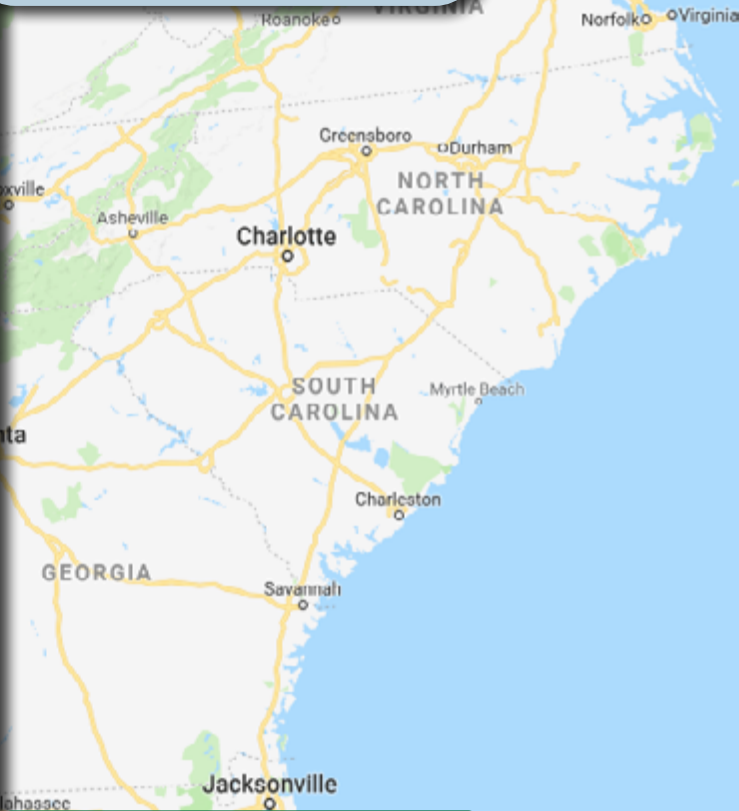


WISCONSIN



WRCA Annual Golf Outing

July 16, Richfield, WI – Annual Golf Outing at Kettle Hills Golf Course. They were blessed with beautiful weather and a large turnout for the event. The MRCA sponsored a hole with MRCA Director, Dan Knickelbein of Langer Roofing & Sheet Metal greeting the golfers and handing out cigars, can koozies and information for the 71st Annual Conference to be held in Milwaukee WI in 2021. Congratulations to Chris Busalacchi, President of MRCA Member M.M. Schranz Roofing Milwaukee WI, for winning the MRCA ORCA cooler. The WRCA was also gracious enough to allow Dan to address the entire group during the dinner and awards ceremony. There was a vibe of true excitement from the Wisconsin contractors and vendors. There was a consensus from all to make the 2021 Annual conference one of the best ever! Thank You to WRCA Director Jeff Beiriger, the WRCA Board of Directors and membership for their supporting the MRCA.



If your local Association is holding an event in the Midwest and would like MRCA's help to promote it, just contact MRCA Staff at 800-497-6722 or info@mrca.org.



ENGINEERED METHODS FOR RE-ROOFING METAL AIRPLANE HANGARS



Figure 1 Ian Brown going up for a roof inspection.

In the 1970s and 1980s, metal became a practical option for constructing commercial and industrial buildings, as well as many types of storage facilities, from simple backyard sheds to large warehouses. Some of those buildings are in need of repair to remain functional.



By: Charlie Smith

Leaking roofs caused by age, damage, or other issues have become a common problem for building owners, creating an opportunity for consultants and roofers alike.

LAFAYETTE REGIONAL AIRPORT

Metal buildings remain a popular choice for airplane hangars, small and large. The Lafayette Regional Airport in Lafayette, LA, is home to nearly three dozen hangars, all of which are inspected either annually or semiannually. The man charged with inspecting the hangars (some more than 40 years old) is Ian Brown, project manager at MBSB Group, in Lafayette (Figure 1). Over the past dozen years,

Ian has witnessed predictable roof failures on quite a few of these structures.

“I’ve been with MBSB for 16 years,” Brown says, “and 12 of those 16 have been dedicated to helping Lafayette Regional Airport inspect and maintain its facilities. Many of these facilities are aging metal buildings with 26-gauge, exposed fastener R-panel roofs.” R-panels, a low-profile 36-inch metal roofing (or wall) panel that can be installed over open framing or a solid substrate, remain the standard option for large metal buildings. They are chosen for their low cost and because the wide panels allow installers to cover the building quicker than with narrower panels. Many times, the older roofs begin to leak at the end

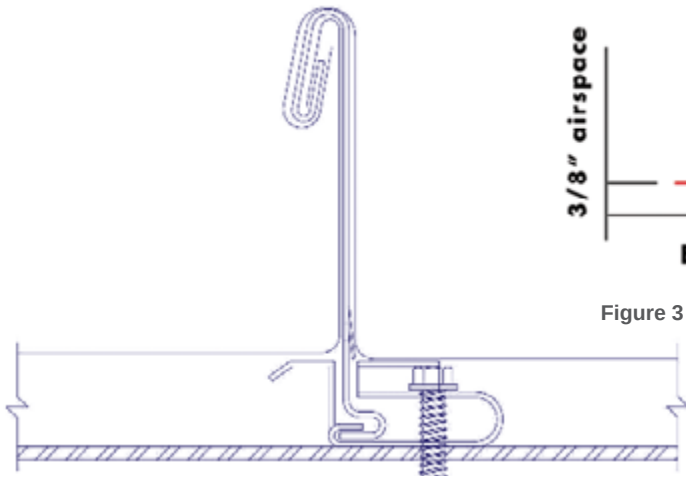


Figure 2 – A standard double-lock, standing-seam metal roofing panel.

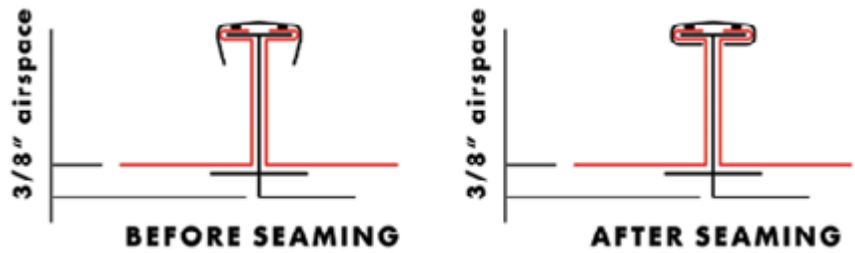


Figure 3 – A symmetrical standing-seam roofing panel.

laps and where fasteners are installed. Thermal movement helps to elongate the holes where the screws penetrate the panels. Louisiana also receives some of the most intense sun and torrential rains in North America, both of which accelerate aging of all roofing materials.

“Structurally, the buildings remain in good shape,” says Brown, “and by employing several different metal retrofit systems, we’ve been able to avoid the expense of tearing down a building and rebuilding a replacement. We’ve re-covered more than a dozen hangars and assorted outbuildings over the past 12 years.”

EVOLUTION OF THE RE-COVER

“Our job here is to provide long-term value to our client, and our client does not want short-term fixes,” Brown says. “Many of these exposed fastener systems have lasted 40 years. If it were not for the end laps and the way these panels were through-fastened to the structure, they would have lasted a lot longer. In our view, coatings or single-ply re-covers are short-term solutions when compared to a metal roof that can last 50-plus years. We re-cover with full-length, structural standing-seam panels that are attached back to the structure.”

During the past 12 years, the systems have evolved as improvements have developed, but the basic idea is the same: leave the old roof in place, use full-length panels to eliminate the end laps, and attach the new roof to the structure.

“When we first started re-covering buildings at the airport, we used a notched sub-purlin attached through the old roof into the purlin below and a continuous-length, 2- or 3-in.-tall, vertical-rib, 180-degree,

double-folded, structural standing-seam panel,” Brown explains. “The two main leak sources in the original roof—exposed fasteners penetrating the roof deck and end laps—are easily over-come by using a free-floating standing-seam system with panels that run full length from top to bottom. This system will have no horizontal lap joints and no exposed fasteners to leak. The 180-degree double-folded standing seams provide the best wind uplift and watertight-ness available.

“Re-cover is the best option for our tenants because it provides the least disruption to their operation and offers an opportunity for us to add insulation between the new and old roof.”

There are other significant advantages to re-covering. While all structures should be inspected by a qualified design professional prior to doing any work of this nature, re-covering over an R-panel does not alter the structural diaphragm, since the exposed fastener panel that remains in place is an integral part of the structure. Also, the system weighs less than 3 pounds per foot, so it falls within the guidelines of the International Building Code (IBC) for existing buildings. The notched sub-purlin provides the most attachment back to the structure; and when used over an R-panel, it will increase the load-carrying capacity of the underlying purlin. In essence, by using a notched sub-purlin, structural enhancement is actually provided while the roof is being re-covered.

“We re-covered 10 to 12 hangars and assorted outbuildings with the notched sub-purlin and double-lock panel and had 100-percent success with the system. We know it will be a watertight solution long into the future,” Brown says. “Coatings are temporary fixes, and single-ply re-covers have a much shorter life expectancy than metal. Both end up being more costly, so we won’t go that route.”

SYMMETRY

About five years ago, Brown was introduced to a two-piece, mechanically seamed, symmetrical

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ARCHITECTURAL SHEET METAL

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metal panel. “It was not hard to see it had significant advantages over the double-lock system we had been using,” he says. (See Figures 2 and 3.) “First, a symmetrical panel can provide better wind uplift capacity over existing frame spacing, and that is very important here in southern Louisiana. Also, the seam design on a symmetrical panel is more watertight than a double lock because there is no interruption of sealant in the seam at the clip locations. Most importantly, a symmetrical panel can be easily fixed if there is ever damage or a reason to pull a panel out of the roof at a later date. In this hurricane-prone area, the idea of being able to replace an individual panel anywhere on the roof after a storm carrying flying debris is a very big plus.”

Symmetrical standing-seam systems do not have male and female seams but are comprised of panels with matching left and right seams. The panels are joined with a mechanically seamed cap. The panels are nondirectional, meaning they can be installed left to right, right to left, or even from the center out.

Around the same time, the Airport Authority switched insurance carriers to Factory Mutual. This required the use of FM-approved systems, along with having a professional engineer design the recover. The most recent re-cover with a sub-purlin installation was topped with an FM-listed 16-in. curved symmetrical panel with 100-percent continuous clips over a 5-in.-tall, notched sub-purlin system. The system met FM 1-195 approval for that construction method.



Figure 4 – Here, a 5-in.-tall Roof Hugger retrofit purlin and a 130-ft.-long curved symmetrical panel with 100% curved continuous clips were used to solve the problems of wind uplift and leaky transition.

Figure 5 – Finished application showing continuous panel, step-down, and welded stainless flashing.

“On this job, we had a couple of challenges,” Brown says. “First was meeting the wind loads on a barrel vault with 5-ft. purlin spacing in a 110-mph wind zone. The corner pressures per ASCE-7 were -78 psf. Second was dealing with a transition between the barrel vault roof and the adjacent shed roof. This transition has been a failure since it was first installed; and over the years, several unsuccessful repair attempts had been made. By using an extra-high-notched purlin, we were able to create a 5-in. drop from the curved roof onto the transition flashing; and by using 100-percent continuous clips with the symmetrical panel, we were able to meet the FM-determined wind loading.” (See Figures 4 and 5.)

Responsible spenders keep an eye on their budgets, and the Lafayette Regional Airport is a responsible spender. On a recent inspection, Brown became aware of leaking issues on three rows of T-hangars. It was a familiar problem: an exposed fastener R-panel that had endured too much Louisiana rain, heat, and sunshine.

“As we had done so many times before, we proposed installing a notched sub-purlin system to re-cover the T-hangar roofs,” Brown says. “Everyone was familiar with the system and knew it worked. We were a little surprised when we were told the budget did not allow for another notched sub-purlin re-cover.”

Discussion came back to removing the original R-panel and replacing it in kind, but that would require the building to be cleared during the installation of another R-panel. This method would not be popular with the tenants, but it would be an affordable solution, and it could be done within the airport’s budget.



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Figure 6 – Installation of the 24-gauge Galvalume symmetrical panels.

Brown recalled the new frameless re-cover system using a symmetrical standing-seam panel. Instead of using a sub-purlin or hat sections, the system uses tall clips that sit down between the ribs of the existing panel and are attached through to the purlin below. The clips hold the new panel above the ribs of the R-panel, eliminating the need for a sub-frame. Like the system used on the barrel roof, this system can be installed with 100-percent continuous clips to meet the wind uplift at 5-ft.-on-center frame spacing. The use of continuous clips offers nearly three times greater uplift resistance than standard clips. The frameless system eliminates the time and expense of installing sub-purlins and would fall within the parameters of the owners' budget.

The Lafayette Regional Airport Commission submitted the new system to FM for approval, explaining that funds were not available to install the already-approved notched sub-purlin system used on other buildings. FM approved the system for use on the T-hangars with the addition of wind clamps in the corner zones.

Each T-hangar measured 58 x 331 ft., or 19,198 sq. ft., for a total of 57,594 sq. ft. Most roofing panels measured about 30 ft. in length. Like all other re-covers at the airport, the 24-gauge Galvalume panels (Figures 6&7) were polyvinylidene difluoride-coated in "Regal White" to take advantage of that color's reflective qualities. Batt insulation was installed between the original roof and the new system in the fields, and a polyiso insulation was added on the perimeter. The rigid insulation provided additional support at the roof edge.

"The new system went up very fast," Brown says. "The panels were 24 in. wide, so the installer could really move. Panels run continuously from the eaves to a double row of vented ridge caps." Crown Architectural

Figure 7 – A 24-in.-wide frameless symmetrical re-cover system with wind clamps in corner zone per FM requirements.



Metal installed the roof panels on the three hangars in less than two months. Project Manager, Jerry Hiltibidal, estimated the project could have taken almost twice as long if they had installed sub purlins and a new standing-seam re-cover system. To execute a complete tear-off and reroof would have been even longer and, again, an inconvenience to tenants.

"This was definitely the quicker and more economical system install," Hiltibidal says. "The continuous clips allowed us to achieve the wind uplift requirements and install the panels without sub-purlins. The clips run alongside the panels and serve as a base for the panels. They attach to the original existing purlins of the metal building.

"The other big advantage to installing this frameless symmetrical panel system is that it provided a safe platform to work on. Tearing off a roof and working on open purlins is definitely a safety challenge."

"This new frameless system made everyone happy," Brown says. "The elimination of the sub-purlins saved time and expense on installation. We kept the occupants and contents of the buildings covered with minimal disturbance, and we came in well under budget."



2021 IRE is rescheduled virtual event added



The International Roofing Expo®, with the full support of NRCA, has rescheduled its in-person event, which was going to be held in April 2021, to Aug. 10-12, 2021, at the Mandalay Bay Convention Center in Las Vegas. It also will be launching a virtual conference and expo, which will be held March 2-4, 2021.

We are thrilled about the addition of a complementary virtual event and being able to provide the industry with more of the education and content they look forward to every year,” said Ray Giovine, group director for the International Roofing Expo/Informa Markets. “By transitioning our live event to August and launching our virtual event in March, we’re able to create an opportunity to connect our audiences across multiple channels throughout the year.”

The IRE 2021 Virtual Conference and Expo will feature live and on-demand educational sessions, a virtual exhibit directory, a product showcase and a networking platform where attendees and exhibitors can engage with each other via chat, video call and more.

The in-person event will continue to include a large exhibition hall featuring the industry’s top manufacturers and suppliers, robust conference program and unparalleled networking events for attendees and exhibitors.

The International Roofing Expo will adapt Informa AllSecure, which is Informa’s approach to ensuring the highest standards of safety, hygiene, cleanliness, and quality for operating events. In addition to AllSecure, the show will follow all local government guidelines, as well as the Mandalay Bay Convention Center guidelines.

For more information, visit theroofingexpo.com.



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Gary Auman, MRCA Legal Counsel

Integrity of Walking/Working Surfaces

Many employers in the construction industry believe that all they have to do is ensure their employees are provided with and are using any of a number of permitted types and methods of fall protection whenever they are working on a surface with an unprotected edge which is more than six feet above the surface below. But, providing fall protection (which includes guardrails and warning lines) may not be enough. The OSHA Fall Protection Standards for Construction and General Industry contain a requirement for determining the integrity of all walking and working surfaces. This requirement is clearly stated in 29 CFR 1926.501(a)(2) and 1910.22(b). While the language in these sections is not exactly the same, they each provide OSHA with the tools it needs require you to determine the integrity of all walking/working surfaces before any of your employees steps onto them to do work.

The interesting point in construction is that the

OSHA Standard requires the employer to determine the integrity of any walking and/or working surface on which its employees will work to support them safely. But the second sentence (one which many employers miss) states: "Employees shall be allowed to work on those surfaces only when the surfaces have the requisite strength and structural integrity." This second sentence comes very close to the requirement set by Washington OSHA (WISHA) that requires the employer guarantee the integrity of any walking or working surface before an employee may work on it. In the state of Washington, the use of fall protection does not satisfy the requirement that the employer guarantee the integrity of the surface. I have a real concern that OSHA compliance officers could interpret 29CFR 1910.22(b) in the same way. However OSHA tries to enforce the second sentence of 1926.501(a)(2), it is clear that at the very least the employer must determine the integrity of the walking and working surface before an employee steps onto that surface. In a recent case OSHA required the employer to inspect both the top and bottom of the surface when determining integrity.

While any employee is inspecting a walking/working surface for its integrity, that employee must use a personal fall arrest system. The fact that you are employing a guardrail or a warning line/safety monitor system as your means of fall protection for employees working on a walking/working surface will not abrogate the requirement that you determine the integrity of the surface before any of your employees begin to work on it. **BE SURE YOU DOCUMENT THE ACTIONS YOU TAKE TO DETERMINE THE INTEGRITY OF THE WALKING/WORKING SURFACE EVERY TIME!** I suggest that you keep all of these records for the duration of the project plus six months. This procedure should also be part of your training program. These inspections should occur at the start of the job and they should be repeated every time any work is done on the surface that might affect its integrity. Remember OSHA's enforcement techniques; if you have an accident in which an employee falls through a walking/working surface OSHA will very likely not accept your argument that it had not been inspected because you did not feel that the work being done did not affect its integrity. OSHA will most likely cite you under this standard and take the position that since the surface failed, something must have been done to it to affect its integrity after your initial inspection. Finally, I recommend that you use a "qualified" individual to perform this audit whenever it is necessary.

Subcontractors and the Multi-Employer Worksite Policy

Whether you usually work as a general contractor or a subcontractor you may find yourself in a situation in which you will contract out part of your work to another contractor, who will then become your subcontractor. The OSHA Multi-Employer worksite policy may create responsibility for the employers on the site for the safety of employees other than their own. This policy has resulted in much litigation at the Occupational Safety and Health Review Commission and the Federal Appellate Courts. Basically, the position I have seen OSHA take is that if you have a management employee on a construction site who observes the employees of one of your subcontractors working unsafely and in violation of an OSHA standard you may well be cited, in addition to the employee's employer, for failure to take corrective action to protect the employee. The only area in which I believe there is an exception to this is for alleged violations of the General Duty Clause.

I have recently seen OSHA cite an employer for not

taking immediate action to correct a safety violation by individual employees of its subcontractor. The point here is that you need to be sure your contract with your subcontractor clearly states the subcontractor's responsibility for the safety compliance and safety of its employees. In this instance the employer did not have specific language in its contract with the subcontractor that spelled out how the general was to ensure that the subcontractor's employees were working safely. My message here is that rather than just reciting in your contract that the subcontractor shall comply with all federal, state, and local laws and rules governing safety on the jobsite you need to be specific.

I suggest that you take a look at the contracts you use with your subcontractors to be sure that your responsibility as to the safety compliance of their employees is clearly spelled out. Also, your contract should specify meaningful penalties against your subcontractor whenever your site supervisor or your safety manager observes the subcontractor's employees violating an OSHA standard, their employer's safety rules or, if you require compliance with your safety rules, your own safety rules. You then need to be sure that your site supervisor is aware of his/her responsibility to take action under the contract for any safety violations of the employees of the subcontractor he/she observes. You should discuss with your OSHA counsel how far your responsibility for the safety of the subcontractor's employees should go so your contract can be drafted appropriately. Everyone's goal is to see that all employees work safely, but you need to ask yourself how much of that goal you wish to take on as a contractual responsibility and a potential OSHA liability. At the end of the day and in light of this new interest being shown by OSHA holding the general contractor (or any level contractor who retains the services of a subcontractor) responsible to OSHA for the safety compliance of the subcontractor's employees, you should have the attorney who you use for OSHA matters take a look at the contracts you are using now and edit them to protect you as much as possible from exposure for the safety violations of your subcontractors. You may be saying to yourself that the more simple approach would be to require your subcontractors indemnify and hold you harmless from any OSHA fines assessed against your company for the safety violations of the subcontractors employees, but I believe that such language would not be enforceable as against public policy. So, get your contracts reviewed and edited to clearly set out the subcontractor's responsibilities and

Continued on page 18

your responsibilities for the actions for the employees of the sub as well as the method by which you will enforce those responsibilities.

PFAS anchor points

How do you anchor your personal fall arrest systems? Many employers/employees take short cuts when anchoring their personal fall arrest systems. Rather than finding an anchor point that complies with the requirements of 1926.502(d)(15) and is capable of supporting a load of at least 5,000 pounds per employee or is designed in compliance with the requirements of 1926.502(d)(15)(i) and (ii), they tie off to anything at hand. These alternatives state that the anchorage must be part of a complete fall arrest system which maintains a safety factor of at least 2 and which is under the supervision of a qualified person. I raise this issue because recently I have become aware of citations being issued for violations of 1926.502(d)(15) because the employer was not using and could not demonstrate that their anchorage point met the 5,000 pounds per employee requirement.

In one case, the employer had its employees loop their safety line through the sheet metal base of an HVAC unit using an aluminum carabiner that had no weight rating. To make matters worse, the “set-up” had not been approved or installed by a qualified person.”

In one case, the employer had its employees loop their safety line through the sheet metal base of an HVAC unit using an aluminum carabiner that had no weight rating. To make matters worse, the “set-up” had not been approved or installed by a qualified person. No effort had been made to determine the load bearing limits of the sheet metal base or the load limits on the carabiner, so OSHA concluded that the employer was in violation of 1926.592(d)(15). The employer failed

to consider any possible alternative and never got to the question of whether its anchorage point was in compliance with 1926.502(d)(15)(i) and (ii). I raise this issue because I find that frequently, employees in the field will use expedient measures to accomplish a task without following the rules. In a situation such as the one I have outlined, employees are likely to tie off to anything that appears to be solid without ever taking any steps to confirm their belief. I believe the subparts I have discussed above can give the employer an alternative to installing a 5,000 pound per employee rated anchorage point, but they will only come into play if a qualified person (under the definition in 1926(32)(m) has made a determination of the safety factor of the proposed anchor point. I must recommend complying with the requirement for an anchorage point with a 5,000 pound load factor per employee. If you choose to rely on the provisions of (i) and (ii), be sure you have involved a qualified person in establishing your anchor point.

State Plan States

I have discussed the requirements of state plan state programs in the past. But some of the differences have become more apparent since COVID-19. If you are going to perform work in a state plan state, remember the rules that govern the work you are going to perform, even though you are based in a state where safety is governed by federal OSHA or you are based in a different state plan state. For example, Virginia has adopted a very detailed Emergency Temporary Standard for employee exposures to COVID-19. Other state plan states have either adopted emergency guidance or are in the process of adopting emergency temporary standards. Be aware that guidance in a state plan state, if more strict than the guidance relied on by federal OSHA to protect employees in light of the COVID-19 pandemic, will govern all employers working in that state no matter what the guidance or rules are in the state in which that employer is based. Also, if you are going to be working in a state plan state, familiarize yourself with that state's safety standards that will govern the work you will be doing as well as the procedures established in that state for challenging any citations you may receive in that state.

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RECESSION READINESS:

VALUE PROTECTION STRATEGIES FOR CONTRACTORS



By Laura Cataldo, Baker Tilly

Construction contractor optimism for 2020 is high, and backlogs are strong, but the question on every contractor's mind seems to be, "When is the next recession?" Former Federal Reserve Chair

Janet Yellen believes "there is always some chance of recession in any year."⁽¹⁾ Based on reports from multiple national construction economists, 2020 is forecasted to be a year of continued, yet slowing, growth.

An outlook of slowing growth is supported by FMI Corp.'s projection⁽²⁾ that U.S. construction spending for all sectors will increase from \$1.35 trillion in 2019 to \$1.46 trillion in 2022. This will be a much more modest growth rate than the national nonresidential increases of 21.1% over the last 5 years, primarily led by strong growth in lodging, office, and amusement

and recreation markets. Private office, education, hospital, and warehouse markets are forecast to lead nonresidential construction growth through 2020.

Protecting Asset Value Is Not Limited to the Balance Sheet

Being prepared for a potential recession is more pertinent now than ever. To ensure stability during different economic cycles, contractors should always be focused on protecting the value of their assets. Value protection is a holistic and enterprise-wide effort to protect your strategic resources/assets and is not limited to your financial balance sheet. Your most valuable asset is your human capital—employees are responsible for your ability to make (or lose) money on every project. With workforce challenges topping the list of every industry's concerns, contractors must formalize their strategies

to recruit and retain human capital to succeed in the rapidly changing marketplace.

This is the first in a series of articles on human capital in Midwest Roofer, beginning from a wide viewpoint to address the critical need to have a well-defined strategy in place. In this article, we answer the questions:

- What is strategy?
- How do you evaluate the potential for success?
- Why does strategy matter in a discussion on human capital?

A Well-defined Strategy Is the Starting Point for All Value Protection

Baker Tilly has developed a performance model that provides a framework for best-in-class business practices (see Figure 1). At the center of the performance model is strategy. In an industry that is rapidly changing due to new technologies, owner demands, tighter project timelines, and workforce shortages, strategy addresses how you will succeed. Having clearly defined strategic initiatives allows your company to be successful in the competitive marketplace. Without defined strategic goals, it is impossible to build an organizational structure and hire or train employees to meet the organization's changing needs.

By looking at new markets and diversifying their portfolios, roofing companies can better prepare themselves for an economic downturn. Growth opportunities are unique to each company and may include any of the following:

- Revenue growth,
- Geographic expansion,
- New service lines,
- Merger or acquisition, and
- Bottom- versus top-line growth.

Economic Indicators and Construction Outlook

Economists monitor many different economic indicators when preparing outlooks (consumer price index, interest rates, unemployment, etc.). All market segments experience a continuous cycle of expansion and retraction, the depth and length of which signal a recession.

Contractors should watch changing trends in the

markets in which they work and strategically diversify into expanding markets to successfully ride the tides of growing markets.

Strategic diversification happens when you redirect your sales and marketing efforts to align with growing markets and move away from those in decline. For example, ITR Economics' ITR Trend Report for November 2019 indicated that both education and hospital spending will experience accelerating growth in 2020, while office and warehouse construction spending is forecasted to significantly slow.⁽³⁾ Companies can take this data and strategically diversify toward education and hospital markets, away from those on a decline. Diversifying your markets can help stabilize your company so that when one market turns, you have others to rely on.

Building a Framework for Strategic Growth

Improving profitability starts with a clear picture of what you want your company to be and answering these key questions:

- Which markets or service line offerings are we pursuing?
- Which customers do we want (or not want)?
- What advantages do we bring to this market?
- Is growth focused on the top line or bottom line?

Answering those questions can give you a better idea

Answering those questions can give you a better idea of what kind of growth you want to see in the future and where you want your company to be before an economic downturn hits"

of what kind of growth you want to see in the future and where you want your company to be before an economic downturn hits. When you think about your company's growth plan, making a strategy framework can be a helpful way to keep your vision, mission, and values at the forefront of your mind while including all

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Business Management

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the different components that go into your plan.

The first step of a diversification decision is looking at the markets that have an accelerated growth on the horizon and deciding which have potential for your company to enter. This process evaluates current competitors and purchasers in that market in order to decide if it is the right fit for your company.

Before you can enter into a new market, it is critical to assess both your internal strengths/weaknesses and external opportunities/threats. This process can give you a better understanding of how your company can compete in the market so you can be more prepared to make decisions about your future growth strategy.

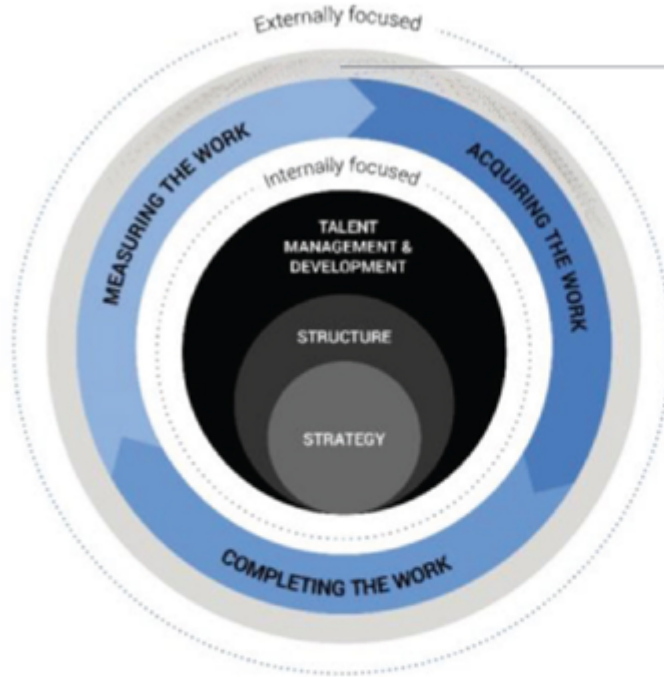
Managing the Risk of Profit Potential

Do you remember the loveable children's cartoon Bob the Builder? His signature yellow hard hat and red toolbox are as recognizable as his famous saying: "Can we build it? YES, WE CAN!" When presented with a project opportunity, many contractors quickly respond with enthusiasm like Bob's before thoroughly considering whether taking on the project makes sense for their business.

Thomas C. Schleifer, Ph.D., former Professor at Arizona State University, wrote, "many construction professionals believe they can design or build anything. The pertinent question is, can we build or design it at a profit. Construction isn't that hard. Construction at a profit is."⁽⁴⁾

Being awarded the project often results in the famous adage, "the good news is, we won the project; and the bad news is, we won the project." Fortunately, there is a better way to evaluate projects that balances the excitement and optimism of a win with the practical need to make a profit.

When in a tough situation like this, many organizations



Leveraging technology to facilitate the acquisition, completion, and measurement of work.

FIGURE 1: Performance Model

The performance model shows how internally and externally areas of focus fit together to create a strong strategic plan.

utilize a go/no-go test to evaluate the viability of a potential project, applying criteria such as:

- Prior experience/relationship with the client,
- Geographic location,
- Payment history, and
- Other likely bidders.

However, this test does not include a risk assessment of profit potential. If profit potential is not already a criterion in your business development efforts, consider incorporating a risk matrix into the discussion before saying yes to the next opportunity.

A classic risk matrix such as that shown in Figure 2 is an effective tool for examining a project's potential success.

Many criteria can impact project profitability; however, the 4 most important parameters relate to how well the project aligns with your previous project success.

- Project size
- Project type

- Geographic area
- Project owner

Consider the following example of how to use the matrix to evaluate the potential risk of a new opportunity. A roofing contractor is asked to bid on a new 60,000 square foot, \$7.5 million shopping complex in a nearby Chicagoland suburb. The majority of the contractor’s project experience is negotiated high-end manufacturing construction (average project size of \$3.5 million) with an area general contractor, who is the driving force behind the new complex. This is a perfect win-win opportunity for both the client and the company. Now is the time for the company to ask itself, can we build it? Before saying yes, it is important to evaluate the risk.

To evaluate the 4 aforementioned critical experience criteria that compare profitability and risk, use the risk matrix. Based on the previously described scenario, project size and type are the 2 key criteria to consider because they differ from the contractor’s experience.

Project size: In volume, this opportunity is almost double the company’s average project size. A standard rule is to consider a project high risk if it is more than 10% larger than past profitable projects. The key word here is profitable. A project twice as large as past profitable experience is high risk.

Project type: This project is not comparable to the

type of work the company has profitably completed in the past.

Without profitable experience with projects of comparable size and kind of work, this project has a high risk of being unsuccessful or highly unprofitable (see Figure 3).

Using the same scenario as above but changing the project size to \$4 million (closer to the 10% acceptable increase) results in a considerably different analysis. With the change in the project size, it is much lower in risk (see Figure 4), and other factors—such as relationship with the owner, project complexity, and available resources (manpower, equipment, etc.)—can be taken into consideration when making the go/no-go decision.

While you should consider many factors when pursuing a project, evaluating the risk of the 4 critical experience criteria should be part of the process. It is always exciting to think about new opportunities for your company, but keep Tom Schleifer’s advice in the back of your mind: Rather than considering whether or not you can build it, consider if you can build it at a profit.

Organizational Structure that Supports Strategy

It is critical to have your strategy mapped out before you determine the best structure for your company.

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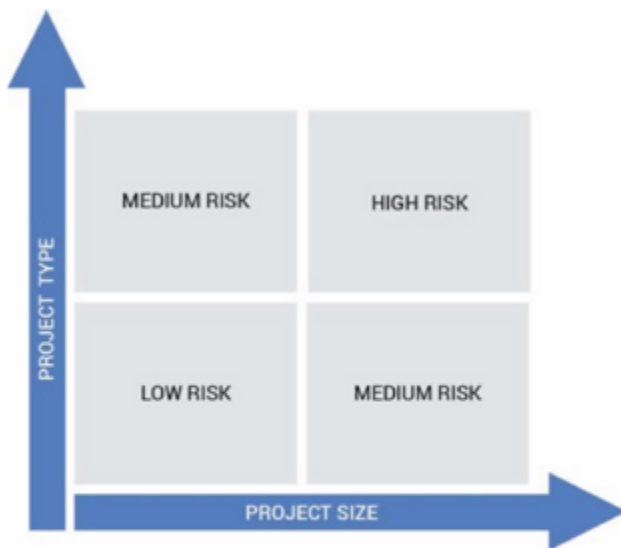


FIGURE 2: Risk Matrix

Using a risk matrix can help you identify success in a potential project.

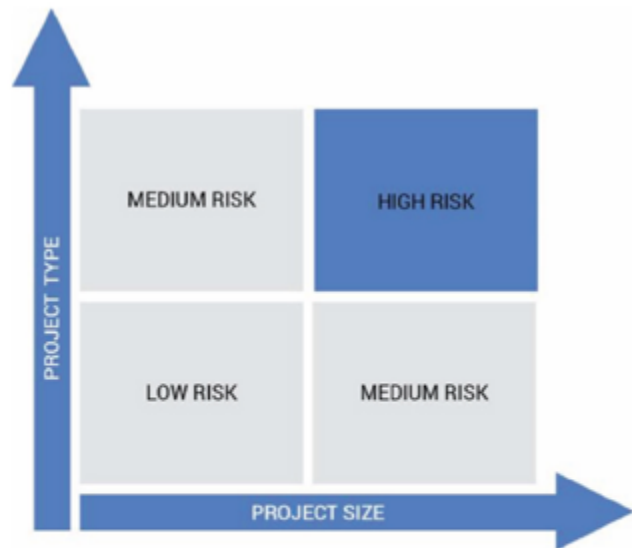


FIGURE 3: Risk Matrix—Example 1

In the \$7.5 million shopping complex example, the project is identified as high risk due to a large project size and unique project type.

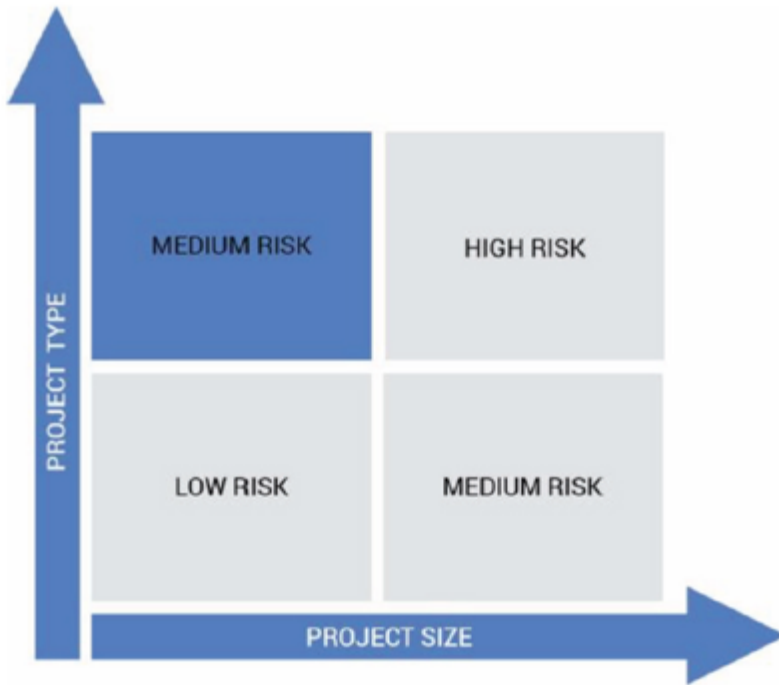


FIGURE 4: Risk Matrix—Example 2

In the same scenario, but changing the project size, the risk of the project decreases to medium risk.

A strategy is successful when supported internally by standardized processes and procedures. Management and employees both need to be on board for the new strategy and understand how the company is going to get there. Components of the organization’s structure to review for alignment with future growth include:

- Value-added business systems and process,
- Predictable project outcomes through standardized execution,
- Measurable outcomes, and
- Incentivizing long-term behavior.

Business processes can either help or hinder an organization’s ability to achieve its goals. By assessing current practices, identifying problem areas, redefining the process, defining new measures, and training your employees, you are supporting strategy with predictable and scalable practices.

Defining measurable outcomes is a critical component of change. Measurements could be the number of new prospects contacted, annual revenue, or profit margin. It is hard to know if you have achieved your goal if you cannot measure, and you cannot

improve what you do not measure. A future article in this series will address compensation trends and the increased use of performance-based compensation. Defining the measurements that evaluate success is important when considering implementing this compensation strategy.

Diversifying your company’s portfolio can help you stay ahead of the game when an inevitable economic downturn occurs. Remember to align your company’s vision, mission, and values with the strategy. Review the plan on a regular basis to ensure it remains pertinent to your changing business and adapt accordingly—in good times and bad.

Now that we have thoroughly explained the reasoning behind a well-defined strategy being at the core of all business decisions, we will further develop this knowledge in future articles, discussing

organizational structures that support strategic goals and the protection and enhancement of human capital.

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8 THINGS ABOUT KELLY LEA OF TEXAS ROOF MANAGEMENT, INC, RICHARDSON, TX

- Kelly Lea grew up in Hereford, Texas, a small town in the panhandle. Hereford is home to about 15,000 Texans and close to a million cattle. He was raised in a loving home with three sisters and a twin brother.
- In high school, Kelly became interested in golf and earned his place on the HHS Golf Team and lettered his Senior year. Throughout the years, he has maintained his love of golf and has played some of the country's greatest courses.
- In 1961, Kelly's father, Lewis Lea, opened Leaway Roofing in Hereford, Texas. At the young age of 13, Kelly began working with his father as a laborer at the roofing company and was able to put himself through college. He earned a BS in Construction Engineering Technology from Texas Tech University in 1979.
- In 1983, Kelly married Tammy Lea and they have been happily married for 37 years. Together they have raised two amazing children, Kelci and Tyler. Kelci is a partner at the law firm Morgan Lewis and Tyler is employed as a Project Manager at Empire Roofing in Fort Worth, TX. Tammy recently retired as a dyslexia therapist and she and Kelly currently live in Highland Village, Texas with their two dogs, Zoey and Asher.
- Kelly is fond of hotrods and currently owns a 1967 GTO convertible that he and Tammy enjoy taking out on the weekends. Kelly hopes to fully restore the GTO in his retirement years.
- As General Manager, Kelly is proud to be a part of Texas Roof Management and the charitable donations they make to improve the quality of life in their community. Texas Roof Management was recognized by the NRCA article Heroes Among Us for providing a new roof for Heavenly Day Care Center, which provides childcare for single parents and families in need. Texas Roof Management also provided PPE for the children and staff to wear throughout this COVID pandemic. If you would like to help Heavenly Care Child Development Center, please send funds to Heavenly Child Care Development C/O Texas Roof Management.
- Kelly has been on the Board for over ten years and continuously strives to support the industry. He values the business relationships and life-long friendships he has made through MRCA. He believes this organization provides growth and advocacy for the roofing industry.
- Kelly feels it is a great honor to move into the role of MRCA President beginning in November 2021. He hopes his passion for roofing and years of experience will make MRCA stronger and bigger than it's ever been. He is looking forward to working with all MRCA members to achieve this goal.



Your Agenda for Preplanning Success



By Brad Humphrey, Pinnacle Development Group. – Granbury, TX

Recently I had the pleasure of working with a contractor who has multiple locations. The focus was primarily on the need for and how to conduct a pre-construction meeting. This wasn't

a large general contractor we're talking about but a contractor who depends on multiple locations to get things right...the first time.

As a rule, the "GC – CM" companies have normally included the pre-construction effort as part of their pre-planning. However, with more contractors of all size and specialty realizing the narrow profit margins to acquire work, the need to insure that "costs of goods sold," or what most of us call our "direct costs," are executed as estimated, the need to prepare has never been greater.

In this article I will provide a short, but powerful agenda that you can adopt to conduct your own

pre-construction meeting. (For more information about pre-construction, check out www.thecontractorsbestfriend.com.)

The Pre-Construction Meeting - Agenda

I. Present a General Scope of Work

Whoever sold the project needs to clearly communicate what the "big picture" looks like before getting into the weeds of the project. Often pictures are worth a thousand words but pictures taken with our smart phones don't always display the needed information. It's always important to take pictures of the more complicated areas, not leaving it to our crews to figure things out when they get arrive to the site.

II. Discuss Client Profile, "Out of the Ordinary" Issues, & Expectations

While your crews may perform similar work from job to job, the one distinguishing difference will be the

customer. Again, whoever has had the relationship with the customer needs to debrief the Crew Leaders on what sort of customer are they, i.e. Are they high maintenance, nit-picky, laid-back, etc. This part of the agenda should also invite any unusual or more difficult item to discuss. It's the "out of the ordinary" issues that most often get discussed so don't forget the more mundane efforts needed. Finally, whatever expectations the customer has or you as an owner have for the project needs to be shared and clearly understood.

III. Discuss Specific "Non-Negotiables" and Documents

What does your company require your crews to comply with and what documents are needed? What does your local city, county, or state require in the form of documentation? Finally, what federal laws are you required to secure and maintain with the appropriate documentation? Sorry for the great reminder but as contractors we cannot allow any one in our company to jeopardize the legitimacy of our business because we were not on the ball and in full compliance with any formal process or law.

IV. Discuss the Project's Building Process

Now we're at the portion of the meeting that too often gets discussed either while the crews are on their way to the site or have just arrived to the site. It's critical that whoever sold the job communicate how they initially processed the job in their head, and transferred it to their estimate. Then, with the crew leaders engaged, the constructibility of the job can be openly discussed, with changes discussed if needed.

If you are a contractor who might complete more than one project a week, then you may wish to move through several projects during this pre-planning effort. No matter your project size, it is critical that the folks who sold the job, estimated the job, and who will execute the job meet to discuss the actual construction process best suited for the project in review.

V. Produce a Final Next Week Look Ahead/Job Schedule

Many contractors use the next week look ahead, or NWLA, in some form or fashion today. All of the

critical discussions addressed in the first four agenda steps should culminate in the best schedule possible that captures what the "brains of the organization" believe to be the best schedule. This schedule needs to capture order, priority, and notation about needed equipment, material deliveries, and communication with inspectors, client contacts, etc.

VI. Final Q&A & One More Run Through

Certainly different members throughout this preconstruction meeting will ask questions. However, just before the team "breaks the huddle" it is important that a formal STOP and allowance for questions be provided. This one more time for a brief Q&A may still allow those who have been quiet up to now a final chance to speak. Once the last question is addressed it's a good idea to briefly run back through what we believe to be the right way to complete our scheduled production. Using the NWLA is easily the best tool to complete this final agenda step.

If your crews take won jobs and execute the estimated work flawlessly, then this article has been of little importance. However, if you are finding that your crews and estimators are not always on the same page, in fact, sometimes they are miles apart, and that jobs are coming in with even less profit than you had planned, then perhaps you need to implement a more aggressive and thorough pre-work discussion. This is most often addressed through a pre-construction meeting.

Remember the old saying...

If you fail to plan...you plan to fail!

Brad Humphrey

Brad is President of Pinnacle Development Group, a management-consulting firm specializing in the construction industry. For more information about Brad and his company go to www.pinnacledg.com. Also, join Brad's weekly column for contractors by going to www.thecontractorsbestfriend.com.





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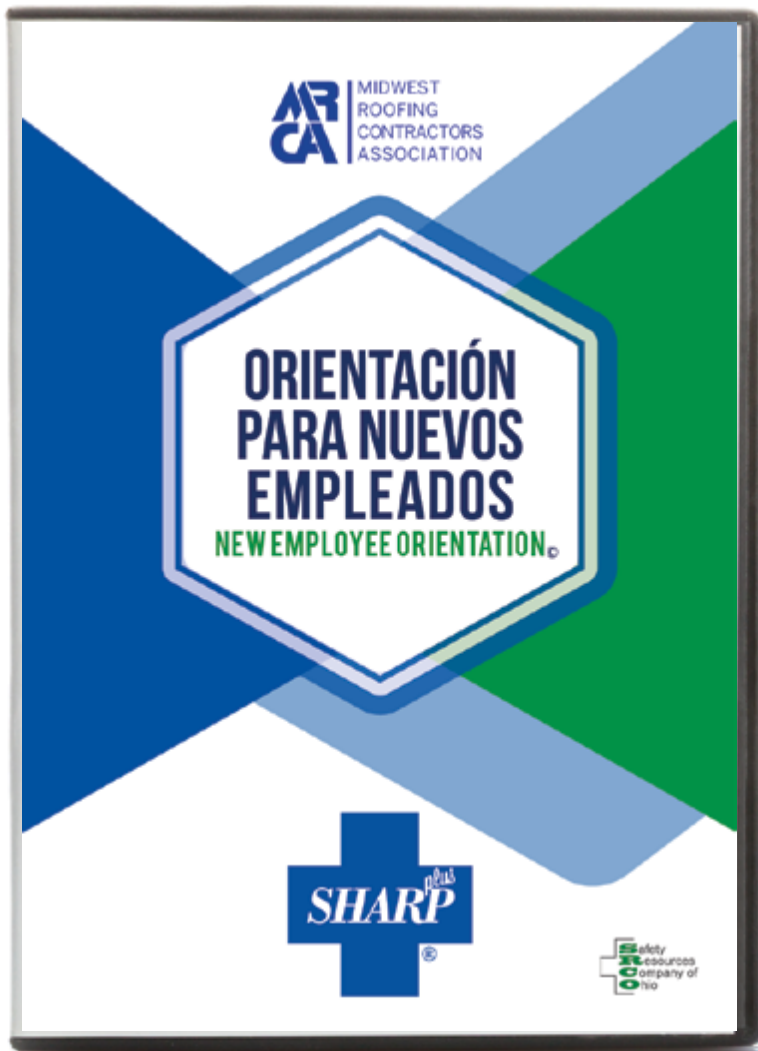


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ROOFING
CONTRACTORS
ASSOCIATION



LEGAL SERVICES PLAN



WHAT IS IT?

The Midwest Roofing Contractors Association has entered into an agreement with the law firm of Auman, Mahan, and Furry to provide the MRCA membership with this unique service.

HOW DO I USE THE PLAN?

Auman, Mahan, and Furry specializes in labor and employment law, discrimination, wage-hour, prevailing wage, workers' compensation, unemployment compensation, construction law, construction claims disputes, government contract disputes, occupational safety and health, pensions, fringe benefits, collective bargaining, litigation, and business law; including taxes and securities. The firm represents numerous business clients and various associations throughout the Midwest, including MRCA.

WHAT IF I NEED ADDITIONAL HELP?

Additional legal services will be offered to members at a preferred hourly basis. Court costs, filing fees, and miscellaneous disbursements would be paid for by the member, and itemized by the firm.

WHAT DOES IT COVER?

The primary purpose of this service is to provide MRCA members the opportunity to discuss and identify legal problems, and to resolve general questions and concerns quickly through convenient access to specialized and qualified legal counsel. Each MRCA member is entitled to one 30 minute consultation per month either by telephone, email, or office conference, at no charge. It is understood that these consultations and conferences will be based on existing knowledge of the attorney without further research and analysis. When calling Auman, Mahan, and Furry, please ask for Gary Auman and identify yourself as a MRCA Member calling under the Legal Services Plan.

HOW DO I CONTACT AUMAN, MAHAN, & FURRY?

**Auman
Mahan + Furry**
ATTORNEYS

Gary Auman

110 North Main Street Suite 1000
Dayton, OH 45402-1738
(937) 223-6003
gwa@amfdayton.com

Midwest Roofing Contractors Association

📍 7250 Poe Ave. Ste. 410
Dayton, OH 45414
🌐 www.mrca.org

☎ 800-497-6722

☎ 937-278-0317

✉ info@mrca.org

📘 facebook.com/mymrca

Introducing...Training Network **NOW!**

Midwest Roofing Contractors Association is pleased to announce our new partnership with Training Network, an industry leader with over 38 years of experience providing Safety & Health video training content. Our members can request access to Training Network NOW, an online Video-On-Demand platform with a comprehensive library of Safety & Health Training Videos. We are excited to be adding this resource as a benefit to our members, and we believe that Training Network NOW will be a useful tool in driving Safety Awareness and instilling a positive Safety Culture!

+ Key Features & Benefits



- + Delivers high-quality Safety & HR training content directly to your computer, tablet, or mobile device.
- + 700+ videos, 450+ in Spanish, making TN NOW! one of the largest Video-On-Demand libraries available.
- + Unlimited, 24/7 access means training content is available whenever & wherever you need it!
- + Access to support materials for every video, including downloadable Leader's Guides, Quizzes, Attendance Logs, & Completion Certificates.
- + Video-on-demand format is perfect for both group/instructor-led training & Individual Training.

For more information on how to access our video-on-demand safety training programs, please visit our [website](#), [email us](#) or call [800-497-6722](tel:800-497-6722) for additional information.

+ Midwest Roofing Contractors Association

7250 Poe Avenue, Suite 410
Dayton, Ohio 45414
800-497-6722
info@mrca.org
www.mrca.org

Training Network
+ 800-397-5215
support@trainingnetwork.com

THE MRCA FOUNDATION AUCTION LIVES ON IN 2020 AS A VIRTUAL FUNDRAISER!

Be a part of the action from any device from the comfort of your home or office!

For a preview of the Auction Website, go to <https://mrcafoundation.givesmart.com/>

The auction will go **LIVE** on

Friday, November 27th at 12:00 am (midnight)

You can bid on items up until Friday, December 11th at 11:59 pm

Thank you to those who have already donated!

Advanced Industrial Roofing, Inc.

Ohio Roofing Contractors Association - ORCA

APOC

Polyglass USA, Inc.

Auman, Mahan & Furry

Roofers Coffee Shop

CentiMark

RST Services Group

FiberTite

SprayWorks Equipment

GAF

Texas Roof Management

IIBEC

TruFast

KARNAK

Wray Roofing, Inc.

L. Marshall Roofing & Sheet Metal, Inc.



The MRCA Foundation qualifies for tax exempt status under section 501(c)(3) of the Internal Revenue Code as a not-for-profit corporation. FID 43-1495286 Donors are encouraged to consult their tax advisor for information about the deductibility of donations.

HOME ITEMS Sign In or Register

11:13:17:19

TIME REMAINING

CATEGORIES

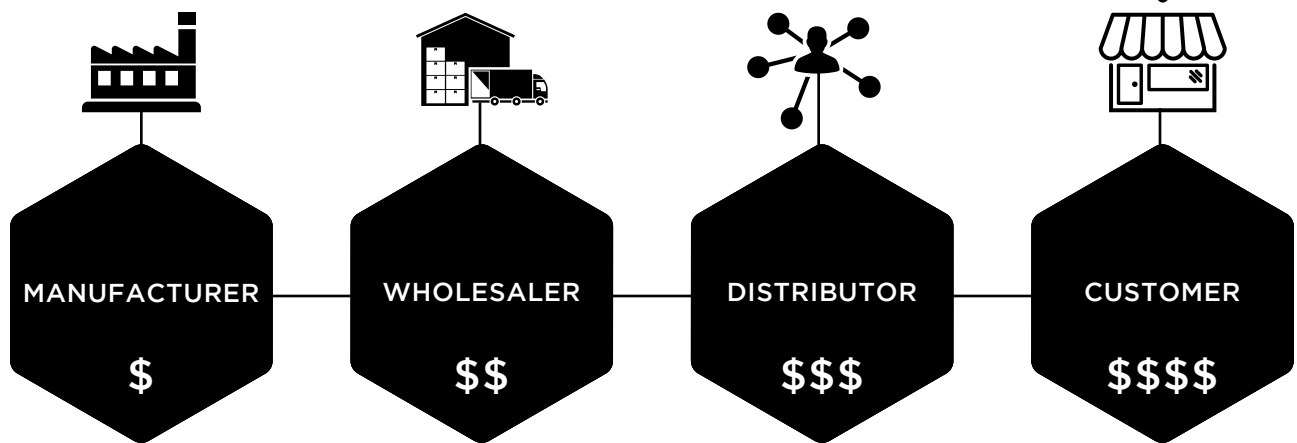
ALL ITEMS

100 Mens Fossil Watch \$50	101 Karna Flex (70 ea. 3... \$3,500	102 1 Free Classified Ad \$5	103 OSHA 10 Safety Traini... \$1,500	104 Bose SoundLink Spea... \$115	105 APOC 585 Armor Flex... \$250	106 IIBEC Manual of Pract... \$200	107 Bose Bluetooth Head... \$200	108 Coach Edge Backpack \$300	109 Coach Ranger Pouch \$150	110 Spray Foam School K... \$800
111 Knorr 4 Piece Chef K... \$80	112 Jarvis Winery Sampl... \$440	113 MRCA FOUNDATION \$100 Donation	114 College World Series ... \$200	115 MRCA FOUNDATION \$200 Donation	116 2 Chicago Blackhawk... \$200	117 MRCA FOUNDATION \$300 Donation	118 20V Max 5-Tool Com... \$300	119 MRCA FOUNDATION \$400 Donation	120 TruFast Adhesive Tan... \$175	121 Kate Spade Collecti... \$275
122 \$500 Matched by Ra... \$500	123 Givenchy Jewelry Set \$60	124 \$500 Matched by Me... \$500	125 Givenchy Jewelry Set... \$40	126 \$500 Matched by Mo... \$500	127 Givenchy Jewelry Set... \$95	128 \$500 Matched by Car... \$500	129 RowBox Bluetooth S... \$60	130 36" Cooking Griddle S... \$180	131 Beer-of-the-Season ... \$90	132 \$100 Cabelas/Bass P... \$50
133 Trip ANYWHERE in th... \$1,500	134 \$100 Cabelas/Bass P... \$50	135 Benchmade Pocket K... \$120	136 \$100 Cabelas/Bass P... \$50	137 Apple Watch Nike SE... \$140	138 \$100 Cabelas/Bass P... \$50	139 Tiffany Bracelet \$175	140 \$100 Cabelas/Bass P... \$50	141 YETI Hopper Flip 8 So... \$100	142 Field & Stream Tree S... \$180	143 Zoom Digital Camera... \$100
144 	145 	146 	147 	148 	149 	150 	151 	152 	153 	154

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You're buying from HERE!



Wouldn't you want to order from HERE?

We specialize in purchasing safety supplies directly from the manufacturer.

Beeline will assist you, the customers, in this **NEW** ordering process which reduces the middleman and provides a cost savings.

Member Benefits

- No Cost to Join/Participate
- Cost Savings 15-30%
- Free **One-on-One** Consultation

Which side of the supply chain do you want to buy from?



By Valerie Pope MRCA Deputy Director

Wondering what to do on those cold, lonely nights this winter? Well wonder no more! It's time for the Winter Semester of **Steep Slope University!** Why not use the winter to build your business, sharpen your management practices

and set the stage for a successful 2021? The semester will kick off with a series on **"Knowing Your Numbers"** which will feature four sessions: **Overview of Financial Management; Interpreting Financial Statements; Aligning Your Financials with Your Business Practices;** and finally, **Internal Financial Controls.**

No chance of falling asleep in these classes! Each session will feature a real contractor and a subject expert specifically experienced in our industry. They will walk you through the key points in a conversational back and forth – no droning speakers or boring slides here! Hear the straight scoop from professionals that understand what you're going through because they've been there themselves. In the 30-40 minute live sessions there will be time for you to ask questions as well. Have even more questions? We'll help you schedule a follow up time with the presenter(s) afterwards for additional support.

The **Overview of Financial Management** course will address: separating personal finances from professional

finances; the importance of understanding overhead to improve job costing; using report cards to hold yourself accountable; why to grow (and why not to); keys to reserves and capital; and the importance of good professional advisors: your Banker, Lawyer, Accountant and Insurance Agent.

The semester begins December 16, 2020 at 5:00 p.m. EST via webinar. Each webinar will be archived at mrca.org so that you can watch them when it's convenient for YOU and you can re-watch them as needed! Check your email for registration information or check the calendar at mrca.org.

Other courses this semester will include: **CRM Pros and Cons; Technology Resources for Tracking Financial Data; Proper Insurance for Steep Slope Contractors; Line Items vs. Lump Sums;** and the semester will wrap up with **Technology Tipping Point – Estimation, Paperless Contracting; and Payments.**

See **YOU** in class!



COVID-19 INFORMATION FOR ROOFING CONTRACTORS

MRCA recognizes this is a time of uncertainty, and we want to be your resource for addressing various issues you may be facing in managing your business through the crisis. Find up-to-date information at

www.mrca.org

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MRCA Membership Update

Welcome
OUR NEW
MEMBERS

WE'RE HERE FOR YOU

- | | |
|---------------------------|----------------------|
| CWCustomExteriors.Com | Wausau, WI |
| Safe Harbor | Overland Park, KS |
| Colossal Roofing, LLC | Livonia, MI |
| Summit Commercial Roofing | Alsip, IL |
| SeibertKeck Insurance | Cleveland, OH |
| Westfield Insurance | Westfield Center, OH |

Welcome

Project Profile

Contractors: Wm. Kramer & Son Inc, Dalton Roofing Company, Imbus Roofing, Kelley & Carpenter Roofing, and A.W. Farrell

Project Name: Stepping Stones - Pathways to Independence for People with Disabilities Cincinnati, Ohio



By Jenna Kramer, Wm Kramer & Son, Inc

After about two years of planning, the Stepping Stones donation project was about to commence. What was a vision two years prior was now becoming a reality as Wm. Kramer & Son Inc. called upon members of the Roofers Local 42 apprenticeship program which is comprised of 5 union contractors in the Cincinnati area: [Wm. Kramer & Son Inc](#), Dalton Roofing Company, [Imbus Roofing](#), Kelley & Carpenter Roofing, and [A.W. Farrell](#). As part of their coursework for the Apprenticeship Program, these local contractors and their apprentices joined forces on-site with one of Kramer Roofing's crews.

The project was led by Erik Kramer of Wm. Kramer & Son, Inc., one of the union's largest local contractors. He worked hand in hand with Stepping Stones, Siplast, and the Apprenticeship Program on what turned out to be a seamless install with lots of moving parts.

With Stepping Stones being a nonprofit organization offering year round programs for people with disabilities in the Cincinnati area, Erik knew this would be a huge

undertaking as one of our largest donation projects. Erik was able to blend the class schedule and curriculum with the customer's demanding schedule and completion date. After all, hands-on removal and installation of a new roof is the best way to learn and train the workforce.

Wm. Kramer & Son management, class instructor and





Kramer Roofing employee, Cameron James, 20 apprentices of Local Union 42, and Siplast's local inspector all worked together to complete the project in just a few days.

Siplast stepped up in a big way by donating materials from their Parasolo PVC Kee 60 mil Rhinobond System. This was a metal retrofit project with Siplast providing the 2" square cut polyisocyanurate and 1/2 High Density polyisocyanurate insulations with all the accessories to install the roof system properly.

The project consisted of 15,000 sq. ft. of roof, a massive box gutter detail, all new retrofit drains, metal coping and gravel stop details to name a few. Erik Kramer of Wm. Kramer & Son, Inc. states, "I was proud to be involved in this project, helping lead such a wide range of different organizations to achieve 1 goal. The goal to come together

to provide a better opportunity for people in our Greater Cincinnati Community."

This project truly is a direct reflection on what we can accomplish when multiple different groups come together as one.

For more information about Stepping Stones - Pathways to Independence for People with Disabilities visit:



<https://steppingstonesohio.org>



HAVE A PROJECT YOU WOULD LIKE TO SHARE?
Visit www.mrca.org/projectprofile or Contact Megan Miller at mmiller@mrca.org

T&K Roofing of Ely, Iowa

Dealing with the Derecho



By Morgan Arwood, MRCA Membership Director



The morning of August 10th seemed like as normal a morning as any during this time of COVID-19. The day's forecast called for light rain with a slight chance of passing thunderstorms for much of Iowa where

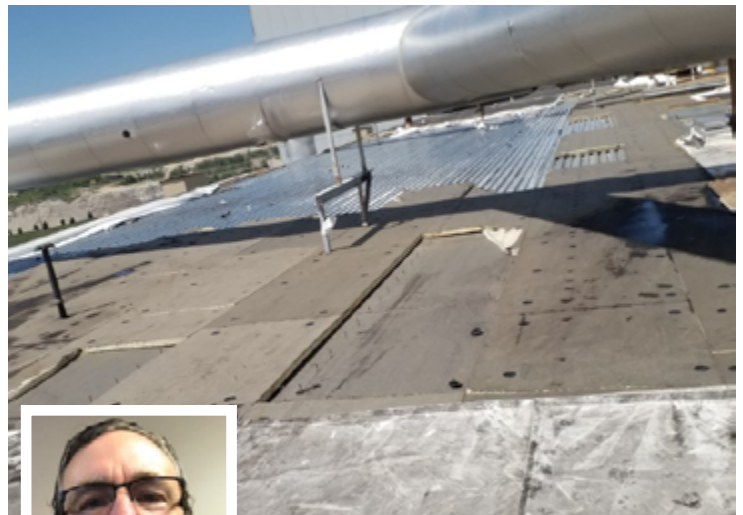
MRCA Member, [T & K Roofing](#), is located in Ely, IA. The president and owner of T & K Roofing, Kurt Tjelmeland, was working at their office around noon, "We started hearing rumors of wind from west of our location but even then, it sounded like a straight-line wind event. We decided to button up jobs to be safe but had no idea of what was about to happen." Just before 12:30 pm the derecho hit. "Winds of 90-100 mph hit us for a full hour."

Kurt and his staff sought shelter in the interior of their offices. They lost power and cell service. "From where we were, we could see what was going on outside, the winds were going across the windows from left to right. Trees and debris flying by. It was something you would never expect. We didn't really understand the amount of destruction until later that day."

The derecho caused notably high winds with estimates as high as 140 mph, and spawned an outbreak of low-class tornados, torrential rains, and large hail. The track of winds wreaked havoc over 770 miles across Iowa, Illinois and Indiana destroying residential and commercial property.

T & K Roofing was very lucky. Their office and warehouse suffered only minor damage and their trucks and equipment were also okay. One van had broken rear windows, but other than that, they were good.

As much of the Midwest was trying to figure out how to move forward, T & K Roofing had to mobilize. They



Kurt Tjelmeland
T & K Roofing
President & Owner

arrived at St. Luke's Hospital by 5 or 6 o'clock that evening to get them dried-in. Nearly every residence in the area had damage. "Our employees ran home to check on their homes and families but then they immediately came back to help. I can't say enough about our employees. A few had some issues they needed to address immediately, but as soon as they could get back, they did."

The next couple of days they continued without power and with all calls being routed to Kurt's phone. T & K Roofing ran all crews, totaling 80 employees, 7 days a week from 5am to 7pm for the next three weeks. "We basically became a service department. The first two to three weeks we were just trying to get everyone dried-in," said Kurt.

The sheer amount of work T & K Roofing did over those three weeks is astounding. They dried-in 90 facilities that



had serious damage (over 1,000 damaged square feet, some had as much as 20,000-30,000 damaged square feet,) 170 facilities with 100-999 square feet damaged, and another 250-300 roofs that needed numerous holes patched. They also tarped over 100 homes in the area. And that was just T & K Roofing.

Iowa had a little luck in that it did not rain again for two and a half weeks. “There was such an urgency to get everyone dried-in. On top of all the damage the derecho caused we had to be concerned about additional damages that could

have occurred if millions of dollars of equipment got wet inside those facilities,” said Kurt, “So many industries like restaurants and bars have already been negatively impacted this year due to COVID-19, you just wanted to take care of your customers.”

Kurt is thankful for having great relationships with his vendors, “We are very thankful to [ABC Supply](#), [McArthur](#), [Allied/Beacon](#), and [Firestone](#), to name a few.



They worked hard to expedite materials like membranes and insulations to the area.”

Kurt was forced to learn a lot through the aftermath of the derecho, “I’ve determined that there are three phases for a roofer after a major event like the derecho. Phase One was getting everyone dried-in. Phase Two was completing the many proposals and estimates to get the insurance claims moving forward. Phase Three, which is where we are now, is getting work completed. Winter is coming. We have about two months to get everyone in good shape. We are giving priority to our customers with the most significant damage but are trying to also focus on hospitals, care facilities, and manufacturing facilities.”

Iowa is still facing many months, even years, of clean up. “We are still trying to help people with their homes. Over a thousand structures have been initially condemned. Many of those were homes of the elderly. So many have been displaced. This is the misery we are dealing with right now,” explained Kurt.

T & K Roofing is supporting three charities through a pay-it-forward option they added to the invoices for the residences they tarped. “Many of our customers took advantage of the option and paid their invoice money to the charities we recommended,” said Kurt. If you would like to contribute the charities are listed below.



Green Square Meals- www.greensquaremeals.org

Olivet Neighborhood Mission- www.olivetmission.org

Linn Community Food Bank-
www.fpccr.org/linn-community-food-bank/

to [ABC Supply](#), [McArthur](#), [Allied/Beacon](#), and [Firestone](#), to name a few.

Midwest Roofing Contractors Association

Contractor Membership Application



Company Name _____

Company Address _____

City _____ State _____ Zip Code _____

Phone _____ Fax _____

Company E-mail _____ Company Website _____

Primary Contact (will also be billing contact) _____ Title _____ E-mail _____

Referred by: Name _____

Safety Manager Contact _____ E-mail _____

Other key personnel (will receive important information from MRCA):

Name _____ Title _____ E-mail _____

Name _____ Title _____ E-mail _____

Name _____ Title _____ E-mail _____

Primary Market

Commercial (low slope) Residential (steep slope) Both

Membership Level

Silver—\$795 \$ _____

Gold—\$1,000 (includes \$100 donation to MRCA Foundation) \$ _____

Platinum—\$1,500 (includes \$300 donation to MRCA Foundation) \$ _____

Branch—\$200 \$ _____

Member company affiliation _____

TOTAL _____

Payment Information (select one)


Check Enclosed Visa MasterCard American Express Discover

Name on Card (please print) _____

Account Number _____ Exp Date _____

Signature _____


Return form with payment to the Midwest Roofing Contractors Association.

 **Mail**
7250 Poe Ave., Suite 410
Dayton, OH. 45414

or

 **Fax**
937.278.0317

or

 **Call**
800.497.6722

or

 **Apply Online**
www.mrca.org

0% of your membership dues are attributable to nondeductible lobbying expenses as described under Internal Revenue Code Section 162(e).
Please consult with your tax advisor regarding deductibility of your membership dues.

DISCOVER THE BENEFITS OF MRCA Membership

The **Midwest Roofing Contractors Association® (MRCA)** is the Contractor's Advocate. With membership spanning 17 states throughout the Midwest, MRCA is dedicated to your needs as a professional contractor. By offering education, safety materials, and business tools, MRCA helps you grow your business, create a safer workplace, and save time and money.

Join MRCA today for exclusive access to:



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Midwest Roofer magazine, a must-read for industry news, trends, and products



Complimentary legal advice on OSHA issues, contracts, and applicator agreements



Member-only educational scholarships for employees and their families from the MRCA Foundation



Ask the Expert: On-demand technical advice regarding roofing projects and materials



The Young Contractors Council, which provides relevant education, mentoring, and networking for contractors younger than 40.

Join your fellow professional roofing contractors and become an MRCA member today.

It's easy! Call 800.497.6722, go online to www.mrca.org, or mail the application on the previous page.





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