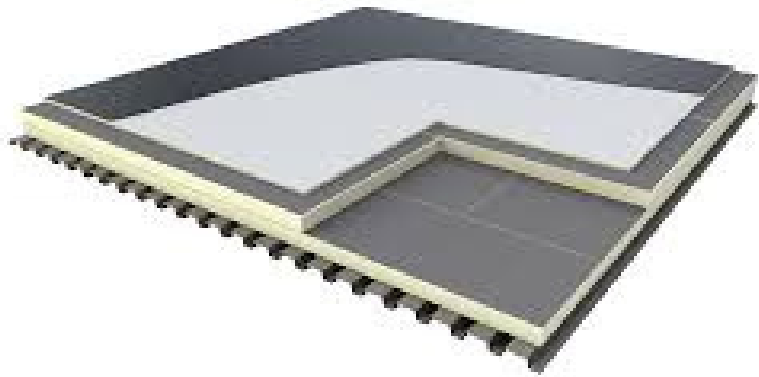
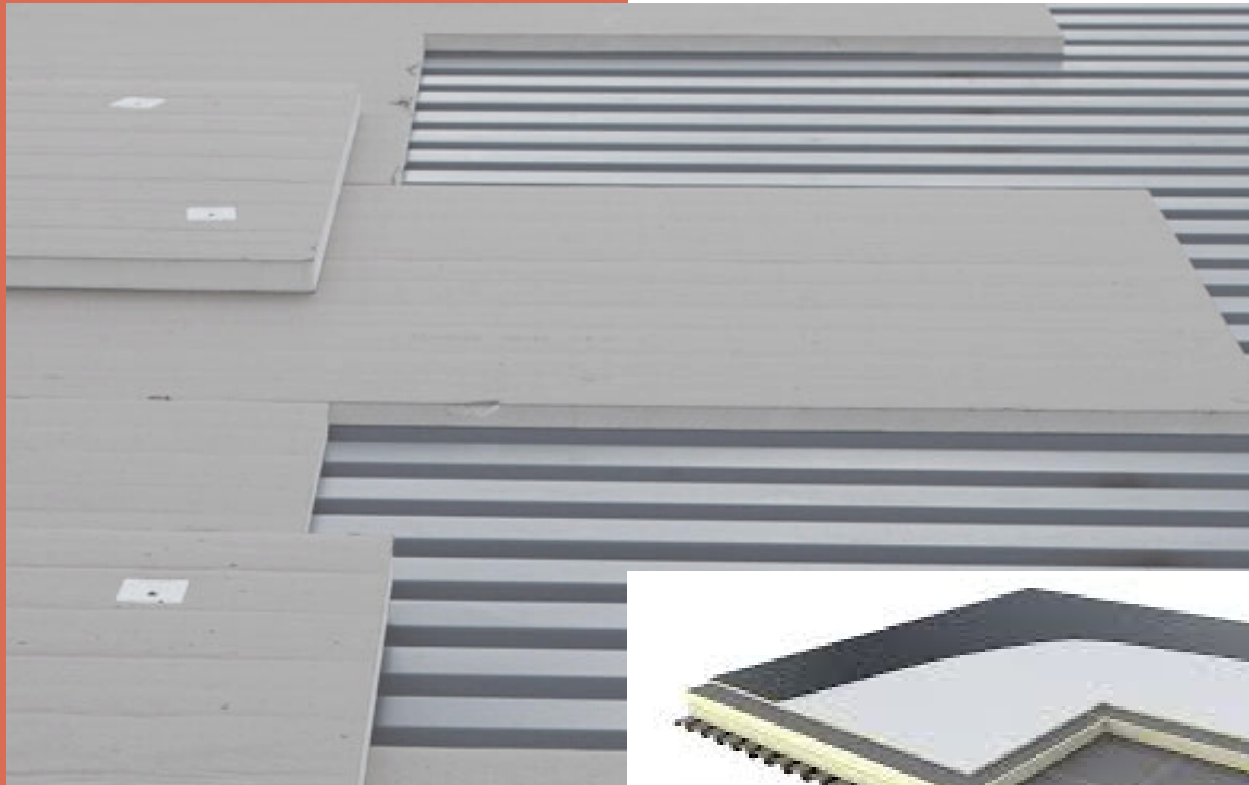


CAROLINAS CONTACTS

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*Merry
Christmas*

NOVEMBER/DECEMBER 2021



INSULATION & COVERBOARDS ISSUE

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Assessing Cover Boards / 21
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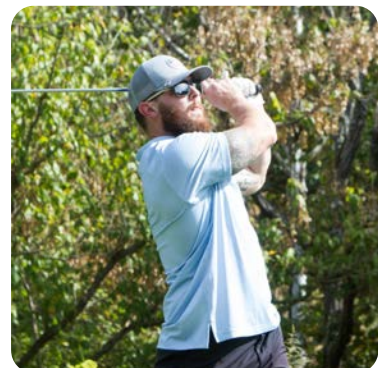


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Carolinas Contacts address issues and concerns of the roofing industry. Technology, test, and building codes are constantly changing, and such changes may not be reflected herein. All information is presented for the benefit of our readers and does not necessarily reflect the views of CRSMCA. Press releases and product information presented do not reflect all available materials. Before purchasing, installing, using, or recommending any product, system, or method, readers should make independent evaluations.

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Message from CRSMCA President, Matt Williams

I would like to say "WOW" to another year that has almost ended! I hope everyone takes time to enjoy your family and friends during this holiday season.

As we say goodbye to this "crazy" year, and all the challenges we have faced, we are also seeing the trend going into the New Year for 2022. All I can say is to take it a day at a time and we will get through this.

Let's start off the New Year with some good news! Please plan to attend our 2022 Carolinas Mid-Winter Roofing Expo in January (18-20) at the Columbia Metropolitan Convention Center in Columbia, South Carolina. My experience for attending these events is not just for socialization, but to connect in a way that we can understand each other's needs that going on in our industry. New products, installation methods, new tools to help the installers gain advantages on I

labor. These changes are designed to help the contractors installation of these new ideas. And I can say, not all ideas are the best, but can be worked on just like all the manufacturers continue to improve their products both for performance and installation. I can also say to companies considering to be an exhibitor, look at the possibilities of gaining additional contractors for your product or service you provide! I have talked to several people and I am pretty sure they are considering coming because of the potential new customers they could get from our Expo! Another reminder is to take a look at the e-Newsletters that is provided on Tuesday's for upcoming information.

I hope everyone has a great finish for 2021 and a great start to 2022! Hope to see you all at the Expo in January!

!-Matt Williams, CityScape Roofing, Inc., CRSMCA 2021-2022 President

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THE CRSMCA MISSION STATEMENT

To promote and safeguard the common business interest of its members and to improve conditions by educating all persons concerning the roofing and sheet metal business and industry. To work for the development and progress of the roofing and sheet metal business industry and to work with individuals' organizations and governmental agencies toward the achievement of a stronger profession of the roofing and sheet metal industry.

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It's difficult to believe we are within a few short weeks of starting a new year. I know many of us are ready to leave 2021 behind, wipe the slate clean, and start fresh in 2022. As difficult as this year has been, we have managed to have a successful year as an Association. June saw the welcome return of our Annual Summer Convention, albeit in a modified format. In October, we sold out our 4th Annual Golf Tournament. Things continue to get back to "normal"!

It's also hard not to reflect on all the many things I am personally thankful for this time of year. 2021 has been rife with difficult decisions, tough conversations and disappointing outcomes. In terms of our industry and

Association, I am most thankful for the hard work, understanding and perseverance shown while we navigate through current supply shortages, extended lead times and price increases.

Moving to 2022, we will have our first opportunity to gather as an Association on January 18 - 20 at the Carolinas Mid-Winter Roofing Expo in Columbia, South Carolina. The Expo will provide a great opportunity to meet with members to:

- Participate in the multiple education events and meetings
- Reflect upon, share and learn ways in which others have handled recent adversity
- Discuss trends and market dynamics for 2022 and beyond
- Strengthen existing relationships and expand your current network
- Thank those that have supported you and find ways you can support others

Lastly, I would like to thank the Board members involved with planning the Carolinas Mid-Winter Roofing Expo, the sponsors and all the exhibitors and attendees that have registered.

I wish everyone a safe and happy holiday season. I look forward to seeing you in January.

--Sean Dougherty, *OMG, Inc., CRSMCA 2021-2022 Associate Group President*



**Message from Associate Group President,
Sean Dougherty**

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**Message from Executive Director,
Carla B. Sims**

To say that 2021 was the year we all expected is truly an understatement... what started off as a pandemic year of unknowns slowly turned into after-effects from the pandemic. Although we are all still experiencing some form of affect from the pandemic albeit pricing, delays, shortages, cancellations there is one thing we do still have... relationships.

Relationships that have kept us together, that have grown stronger and even new relationships that are growing.

This is not just in our work environments, but also in our personal lives. Let's continue to be thankful, grateful and truly see the blessing that has come from all that 2021 has brought to us.

As we move into the year 2022, I am looking forward to CRSMCA's return to Columbia In January for the Carolinas Mid-Winter Roofing Expo. We have sold a little over 50% of the booths ... and I certainly hope we sell out! Be sure to register... whether you are planning to exhibit or attend as a contractor company, consultant, engineer, etc. Your early registration for the event allows the CRSMCA staff to prepare badges ahead of time so you do not have to wait in line to have this completed. Your 5-minute early registration could take up to 20-minutes waiting at the registration desk! I know your time at this event is valuable, let us help you make the most of it! Feel free to check register online at www.crszca.org/meetinginfo.php?id=62&ts=1638371265 or email me for a printable PDF form! Look a little further in this issue for the conference agenda of our great speakers and topics that will be presented! I hope you, your families, and your teams all have a Merry Christmas and wonderful New Year celebration!

--Carla B. Sims, CRSMCA Executive Director

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NEWS FROM THE CAROLINAS

MEMORIAL NOTICE ROBERT GAMBLE, NORTHWESTERN ROOFING Wilkesboro, NC

Robert passed away on December 3, 2021 at Atrium Health Wake Forest Baptist Wilkes Medical Center. Robert was born September 16, 1939 in Wilkes County to Buel Goodwin Gambill, Sr. and Nina Joines Gambill. He was a member of Baptist Home Baptist Church and served on the Board of Directors of the Mulberry-Fairplains Fire Department for many years. Robert was owner of Northwestern Roofing and Construction for more than 45 years. He was a hard worker and treated his employees with respect. He was kindhearted and never refused to help anyone. He loved to joke and laugh and was fun to be around. He loved spending time with his family and friends, especially going fishing with his brother and grandson. He was loved by many and will be greatly missed. In addition to his parents, he was preceded in death by three sisters, Helen Brown, Marie McNeill and Ruth Gambill; four brothers, George Gambill, Buel (Buck) Gambill, Jr., Hobert Gambill, Clayton (Chal) Gambill; his son-in-law, Michael Joseph Collins. Robert is survived by his wife of 60 years, Willa Harrold Gambill of the home; two daughters, Donna Gambill Collins and Sherry Gambill, both of North Wilkesboro; two grandchildren, Michael Garrett Collins and fiancée Mariah Elledge; Morgan Ashley Collins and fiancé Matthew Voisey; one brother, Russell Gambill, and wife, Skip, of Millers Creek and two sisters-in-law; Pat Gambill and Anna Gambill both of North Wilkesboro



LEARN ABOUT THE CRSMC SELF-INSURERS FUND PROGRAM

Carolinas Roofing and Sheet Metal Contractors – Self-Insurers Fund is the oldest worker’s Compensation group funded in the Carolinas and could be saving your company money! Members within the CRSMC-SIF program are not just purchasing their workers compensation but investing into a program that brings additional value to their company through a commitment to ensure the safety of their employees. As a member/customer within the program, you participate in building a fund that is beneficial for all members/customers within the program, you could receive competitive rates within the insurance industry, and you could receive a return of interest determined by the CRSMC-SIF Trustees and other approved returns during the year. In the year 2018, the CRSMC-SIF returned more than **\$1 MILLION DOLLARS** to the CRSMC-SIF members! Additionally, the CRSMC-SIF is large component of support for the CRSMCA through sponsoring the CRSMCA Annual Meeting/Summer Convention and attendance of Trustees at the event. **HAVE YOU CONSIDERED CRSMC-SIF FOR YOUR WORKERS COMPENSATION NEEDS?**

WHAT IS THE CRSMCA MASTER INSTALLERS CERTIFICATION PROGRAM?



The CRSMCA Roofing Academy Master Installer Certification Program is designed to promote safety issues and concerns in the application of the roof systems to prepare the employee for best practices in their job performance. It is intended for the use by anyone with an interest in these roof systems, from roofing workers to foremen to supervisors. It is a culmination of efforts by contractors, manufacturers, suppliers and others who are dedicated to promoting safety. Enrolled students will learn and train the basics of roofing, increasing their knowledge and skills to make them more valuable to their respective companies, as well as build future leaders in the roofing industry.

HOW DO YOU GET INVOLVED?

The CRSMCA Roofing Academy Committee is always searching for instructors of the classroom material and the hands-on demonstration. View the class and hands-on courses on the CRSMCA website at www.crsmdca.org/master_installers. Should you wish to be an instructor, donate materials, and/or be a hands-on instructor; please contact Carla Sims at the CRSMCA office at 704.556.1228 or csims@crsmca.org or the Committee Chairman, David Griffin, at dgriffin@coastalcommercialroofing.com.

www.labor.nc.gov

Training information, registration and course details can be found at www.labor.nc.gov/safety-and-health/training

Upcoming Training Events:

December 6 30-Hour Construction Industry Awareness Course [Wilmington, NC]

December 6 10-Hour Construction Industry Awareness Course [Wilmington, NC]

March 7, 2022 30-Hour Construction Industry Awareness Course [Asheboro, NC]

March 7, 2022 10-Hour Construction Industry Awareness Course [Asheboro, NC]

The NCDOL is pleased to offer **pre-recorded webinars** ready for you and your employees to view at your convenience. To access a webinar visit https://www.labor.communications.its.state.nc.us/OSHPublic/ETTA/class_regist/calendar.cfm, double-click on the applicable safety and health topic below and it will automatically start the training session.

Note: Some of the webinars are hosted on a training platform and will require you to log in with your name and email in order to access the training session. *The Department of Labor does not provide certificates for employees viewing our pre-recorded webinars. These webinars were live recordings and contain chat conversations. For this reason, you will not be able to interact with the instructor during the recording. If you prefer to receive a certificate and have interaction with an instructor, please refer to our training schedule above for current live webinar offerings.*

Training information, registration and course details can be found at www.scosha.llronline.com/outreach/training.aspx

Five strategies to help address the labor shortage

During the spring, the Department of Labor reported a record 9.3 million job openings, and construction companies continue to experience the challenges of a tight job market, according to www.forconstructionpros.com.

Following are *five strategies* to help address the labor shortage.

1. *Expand your criteria.* If your ideal experienced candidate is difficult to find, be open to candidates with less experience who show a willingness to learn on the job.
2. *Look in-house.* Before you post a job externally, consider whether any of your current employees have expressed interest in learning a new skill. It may be easier to promote from within for a more skilled job and then advertise externally for an entry-level position.
3. *Be flexible.* Consider perks or benefits you have not offered before, such as a signing bonus, flexible work schedule or additional vacation time.

4. *Recruit where others are not.* When everyone is targeting the same pool of workers, it makes sense to look elsewhere. For example, older workers often can be overlooked but bring experience and leadership skills to your company.

5. *Do a culture check.* If your employees are leaving, it may be time to ask why. Find out where you need to improve to make your company attractive to existing and potential employees.

SPRI will revise and recanvass standard for vegetative roof systems

SPRI, an association representing sheet membrane and component suppliers to the commercial roofing industry, is revising and recanvassing a key technical document for re-approval as an American National Standard—ANSI/SPRI RP-14, “Wind Design Standard for Vegetative Roofing Systems.” In accordance with SPRI’s American National Standards Institute-



approved procedures, standards are reviewed and reapproved every five years. ANSI/SPRI RP-14, “Wind Design Standard for Vegetative Roofing Systems,” provides a method of designing for wind-uplift resistance of vegetative roof systems. Growth media, stones, pavers or combinations thereof provide the ballast or weight needed for vegetative roof systems to resist wind-uplift forces; the standard helps identify the ballast type to resist uplift forces, as well as drainage options. This standard was last approved as an ANSI Standard in 2016. If you would like to participate in the canvass process for this document, contact SPRI at info@spri.org.

Looking for Training Space in the Charlotte Area?

The CRSMCA headquarters features a conference room and a warehouse demonstration area...perfect for your next training event!

The conference room holds up to 40 people classroom style or set less for an employee or board meeting. The conference room hosts a screen for your projection needs and Wi-Fi.

The warehouse demonstration area is perfect for your set up of products and/or mock-up for the training event. The area is ventilated and can provide shelter in rain or cold weather.

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To reserve your space, contact the CRSMCA office at 704.556.1228 or cbsims@crsmca.org.



Advertise with the *Carolinas Contacts Magazine*

The CRSMCA Carolinas Contacts Magazine is published every other month, six-times a year, and is placed in over 800 roofing industry professional email inboxes throughout the Carolinas, Georgia, Virginia and more located in the southeast region. The CRSMCA Carolinas Contacts Magazine is also displayed on the CRSMCA website page with archived issues.

The magazine provides valuable information from products to services and regulations that are important to the roofing industry businesses as well as news and events within the roofing industry.

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1/6 Page	3.625" x 4.625"	--
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Results are in from market index survey for reroofing

A coalition of industry trade associations representing contractors, consultants and manufacturers in the U.S. and Canada completed its latest Quarterly Market Index Survey for Reroofing. The survey takes the pulse of the reroofing industry on a quarterly basis and serves as a regular barometer of the industry's business conditions.

By asking a handful of business questions and measuring responses across numerous demographics, the survey helps give an indication of the reroofing market's strength and trajectory.

More than 300 respondents completed the eight-question survey during a two-week period in July; about two-thirds of responses came from contractors, and the balance came from roof consultants. The results indicate opportunities in the reroofing industry improved or held steady during the second quarter of 2021 when compared with the same quarter in 2020.

Some topline excerpts of the survey are:

- Fifty-four percent of all respondents indicated their customer inquiries increased during the first quarter of 2021 compared with the same quarter in 2020. Seventeen percent of respondents reported a decrease in customer inquiries during the same period, and 29% indicated no change in activity.
- The survey revealed a similar trend for project contracts with 54% of respondents reporting an increase during the first quarter of 2021 compared with the same quarter in 2020 and 17% reporting a decrease in project contracts during the same period.

- Sixteen percent of roofing contractors reported no project backlogs, 38% reported project backlogs of one to two months and 20% reported project backlogs of three to four months. Twenty-six percent of roofing contractors reported project backlogs of five months or more.

The complete results of the Quarterly Market Index Survey for Reroofing are available to those who participate in the survey via an online dashboard that enables users to filter results by region and other metrics. Contractors and consultants who want to participate in next quarter's brief survey can sign up for a notification.

NRCA issues Action Alert regarding career and technical education

As the roofing industry's workforce shortages become more severe, career and technical education is a vital part of addressing this issue.

Congress soon will finalize funding levels for fiscal year 2022, including funding for the Carl D. Perkins Career and Technical Education Act State Grants that support CTE programs operated at state and local levels. This funding is crucial for high schools, community colleges, small businesses and students who need training to close the skills gap in the current workforce.

NRCA urges all members to reach out to their senators to advocate for increased funding for career and technical education.

For more information and to take action and email your legislators, visit the NRCA Grassroots Advocacy Network at roofingadvocacy.nrca.net.

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Contractors struggle as clients request 100% vaccinated job sites

As the Delta variant of COVID-19 spreads throughout the U.S., construction companies must once again follow local mask mandates, practice social distancing on job sites and limit company meetings and gatherings, according to www.constructiondive.com.

“Contractors that we work with are doubling down on their efforts to make sure workers both in their offices and on job sites are following local and federal mandates,” said Brian A. Wolf, a partner of construction law firm Smith, Currie & Hancock, Fort Lauderdale, Fla. “They’re taking the health and safety of their employees and the public very seriously.”

COVID-19 cases recently hit 100,000 new daily infections nationally—a metric not seen since February—and health care professionals predict the number could reach 200,000 within weeks. The New York Times recently reported breakthrough cases accounted for between 18% and 28% of all new infections.

The current surge in cases could have broader effects, shutting down businesses and slowing manufacturing processes and project progress. Many large employers—such as the federal government, U.S. military and Disney—have announced they will require employees to be vaccinated to return to work. Amid the recent Food and Drug Administration approval of the Pfizer vaccine, the construction industry is facing vaccine hesitancy among workers as project owners begin to require vaccinated workers on job sites.

“In the last few weeks, we’ve started to get vaccine mandates from owners on jobs,” said Kyle Peacock, CEO of Peacock Construction, San Francisco, who notes about 75% of his direct employees are vaccinated, though rates among his subcontractors are lower. “All of our health care clients are

doing it, but we’ve also had a couple office tenants that said they’re only going to let vaccinated people into their offices. It’s an issue we’re trying to solve.” Contractors are concerned the mandates will make the industry’s labor shortage even worse. They also are struggling with how to implement these types of requirements. Peacock and others have implemented Safe Site Check In, a job-site screening app that workers have used during the pandemic, which can be customized to ask about vaccine status. Workers can answer “Yes,” “No” or “I choose not to answer.”

Landmark Builders, San Jose, Calif., uses the app and has been tracking responses regarding vaccination status; the company has seen a 60% vaccinated and 40% unvaccinated rate among its subcontractors, which aligns with construction worker vaccination surveys. Contractors such as Peacock say they have not issued vaccine mandates for their companies but do not rule out the possibility. Instead, they have launched programs to encourage workers to get vaccinated and provided education to help workers decide.

Learn steps to help address addiction in the workplace

Millions of people struggle with addiction every day. Data from the National Center for Health Statistics show overdose deaths hit an all-time high of more than 93,000 in 2020—an increase of nearly 30% from 2019, according to www.ehstoday.com. With some workers having easy access to opioids, drug overdose deaths while at work reportedly are increasing, and the transportation/warehousing, construction and health care/social service industries rank in the top three for the highest number of overdose deaths.

Safety professionals can help prevent overdoses and detect addiction in the workplace; however, they need to work with human resources, legal and others to ensure interventions and policies are

lawful, in compliance and are fair and enforceable.

Following are strategies that can help employees who struggle with addiction.

1. Implement a substance use policy. It’s difficult to take any action without a policy in place that employees are aware of and agree to. Clearly state expectations, any routine drug screening protocols and potential consequences for violating the policy.
2. Specify what constitutes “reasonable suspicion.” Be clear regarding the objectively observable physical signs to look for, such as odor of alcohol or marijuana, changes in speech (which can be slurred from alcohol use or overly talkative from opioids) or being excessively drowsy or agitated. It might be safe to enforce a policy that states if this behavior is reported, it must be observed by two members of management.
3. Educate leadership and staff regarding the disease of addiction. Counteract the stigma of a substance use disorder as a moral failing by encouraging staff to be supportive instead of judgmental. Offer trainings that clarify addiction as a disease and that it should be viewed and treated like one. Employees will be more likely to look out for one another and will feel less shame for their own addiction and seek the help they need.
4. Offer a second chance. Substance use can create a dilemma for workers. They know they may get fired if they get caught, but they may also be physically dependent on a substance. If they stop, they may go through withdrawals and miss work, which also may get them fired. Create a policy that gives workers a second chance. Let employees know if they come forward or volunteer to get treatment for their substance use disorder, you will hold their position and help them find a treatment program.

OSHA Calls on Employers to Help Stem Surge in Construction Worker Suicides

Written by EHS Today Staff, August 2021

While the hazards most often associated with workplace deaths in the U.S. construction industry - falling, being struck by or crushed by equipment or other objects, or suffering electrocution are well-known - recent study finds that another potential killer is taking lives at an alarming rate.

In 2020, the Centers for Disease Control and Prevention found that men working in construction have one of the highest suicide rates compared to other industries. Their rate of suicide is about four times higher than the general population.

While the CDC continues its research to understand the disparity, OSHA has formed a task force of industry partners, unions and educators to raise awareness of the types of stress that can push construction workers into depression and toward suicide. In addition to alerting stakeholders, the task force encourages industry employers to share and discuss available resources with their workers.

"Work-related stress can have severe impacts on mental health and without proper support may lead to substance abuse and even suicide," stated Acting Assistant Secretary of Labor for OSHA Jim Frederick, said in a statement. "Workers in construction face many work-related stressors that may increase their risk factors for suicide, such as the uncertainty of seasonal work, demanding schedules and workplace injuries that are sometimes treated with opioids."

"Like many workplace fatalities, suicides can be prevented," said OSHA Acting Regional Administrator Billie Kizer in Kansas City, Missouri. "We encourage employers to use all available resources, familiarize themselves with the problem and learn to recognize the warning signs of depression. We also urge workers to seek help if they feel overwhelmed or overcome by a loss of hope."

Additional information on suicide prevention in the construction industry includes the following:

- The National Institute for Occupational Safety and Health's National Construction Center: CPWR - The Center for Construction Research and Training
- A fact sheet for organizations and individuals on the issue of suicide and prevention
- How to talk about suicide with employees and how to get help
- The Construction Industry Alliance for Suicide Prevention



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The War for Talent: How Contractors Battle for Workers

The industry's labor shortage has escalated into a full-blown crisis since the start of the COVID-19 pandemic. Here's what some firms are doing to compete.

Written by Robyn Griggs Lawrence, ConstructionDive, Published September 2021

John Mingione, principal of New York City-based Omnibuild, has worn a lot of hats since he founded his construction management firm in 2003 — but never, until this year, has he needed a detective's fedora. As Mingione doles out jobs to subcontractors because Omnibuild is short on workers, he's keeping a close watch to ensure the subs can maintain adequate staffing.

"I keep my ear close to the ground, trying to spread the wealth around and not put too many eggs in one basket," he said. In Los Angeles, Landmark Construction founder Ezra Laniado — also struggling to attract labor — is working on his poker face. He has found "the easiest way, which is the hardest way" to get and keep workers on his jobsites is to pay them more, but he has to be careful not to appear too desperate or they'll ask for even higher wages.

"It's a delicate balance," he said. "We have to be very foxy."

The construction industry's inability to attract and retain talent, a major problem for more than a decade, has escalated into a full-blown crisis since the start of the COVID-19 pandemic. With only 80% of the 1 million construction workers who lost their jobs at the start of lockdowns returning, according to CNN, Associated Builders and Contractors announced the industry needs to hire 430,000 workers this year and 1 million more over the next two years to keep pace with demand. Construction is competing for those workers with desperate companies from every other industry in a labor shortage Chamber of Commerce CEO Suzanne Clark called "a national economic emergency."

Fighting for talent

Though exacerbated by the pandemic, the industry's talent drain started long before anyone had heard of COVID-19. As contractors have been forced into ever-more creative methods of finding and holding onto workers, industry leaders have formed collectives to study and address the problem. With an aging workforce (the median age of construction workers is 41) and a monthly turnover rate of 5.2% compared with 3.6% over all industries, construction has some hurdles to overcome. "It's a war for talent. It's really bad out there," said Branka Minic, CEO of Building Talent Foundation (BTF), a coalition of the nation's largest residential building companies that advances education, training and career progression for young and

underrepresented workers. "Everybody is screaming for people, not only in our industry. We need to fight for every person and be much more agile in our efforts." When Minic took the helm of BTF two years ago, she set out to align education and training programs with the industry's needs and partner with organizations that can help BTF reach new populations, including schools, churches, foster care agencies and community groups ranging from veterans to Girl Scouts. "We're definitely diversifying the industry," Minic said. "That's one of our goals, obviously, to open new sources of talented people and make sure they have good opportunities."



Higher wages

Paying higher salaries would appear to be the easiest way out of this crisis, but that becomes more expensive every day. The reservation wage, the lowest average wage Americans without college degrees will accept for new jobs, has increased by 26% over the past year, to \$29.56, according to the Federal Reserve Bank of New York. And this trend is far from over: a Willis Towers Watson survey found wage increases for production and manual labor workers rising from 2.5% this year to 2.8% in 2022. Preferred Contractors Association Chief Marketing Officer Hadar Raz has seen construction companies raise salaries by as much as 10% in particularly hard-hit regions.

"All industries have common practices that work, and the construction industry has to first get to those," Raz said. "A basic one is to start increasing salaries. That's the first step."

The next step, Raz said, is appealing to younger people by adopting worker-friendly practices common in other industries, including bonuses, flexible schedules and career training. "You can either give people a job or a career path. We need to show people this is a career and a profession, a trade they can always hold onto."

What millennials want

Joe Flanagan, senior employment advisor at career matchmaker VelvetJobs, said more than 50% of millennials will remain in a job if they see potential career advancement, making training programs and reward systems a vital part of company structure. These programs, Flanagan said, "confirm to employees that they are valued for their contribution."

Millennials won't tolerate military-style hierarchies in which "the foreman is god and everyone does what he says," said Carol Sigmond, a New York City-based partner in the construction practice group at law firm Greenspoon Marder. Younger workers are demanding a more collaborative approach, she said, "and it's not so clear to me there's not going to be some value in that." To attract younger workers, Sigmond said, contractors must stop treating construction as itinerate work. "The work is going to have to become steadier. The notion that people will work for nine months a year and spend three months sitting on a beach somewhere has to change. They can be training and prepping for the next year — but they must have steadier employment." "Construction, like any industry, pays people based on the value of the skills they bring to the table," said Rolf Bax, chief human resources officer at career resource Resume.io. "It can be hard finding general laborers for sites because so many companies treat these people as disposable. If you make it known that people who want to learn new skills will be given an opportunity to do so, you will start to see more people applying."

Attracting new workers

Younger workers are motivated less by money and more by what companies can do for them. They're drawn to and stay with purpose-led companies with a human-centric approach, said Pat Wadors, chief talent officer at construction technology firm Procore Technologies and former senior vice president of LinkedIn's Global Talent Organization. Contractors need to get clear about their organizations' purpose before creating what Wadors calls an "employee value proposition," a promise to pay fair wages, treat everyone with respect and nurture an inclusive culture. "This creates clarity as you attract talent," she said. "And employees will hold you accountable for that promise like never before." For Sacramento-based Otto Construction, that means focusing less on what skills people bring to the table and more on how their personality and work ethic would fit with the company's culture of honesty, integrity and compassion. "Construction is great, but it's not rocket science," said CEO Allison Otto. "If you're willing to learn and want to be part of our team, we'll teach you how to do it. Our culture is so important. If we find someone who's a good fit for it, we'll mentor them and bring them up."

For Sacramento-based Otto Construction, that means focusing less on what skills people bring to the table and more on how their personality and work ethic would fit with the company's culture of honesty, integrity and compassion. "Construction is great, but it's not rocket science," said CEO Allison Otto. "If you're willing to learn and want to be part of our team, we'll teach you how to do it. Our culture is so important. If we find someone who's a good fit for it, we'll mentor them and bring them up." "Culture is not something you can apply a dollar amount to — it's not a health benefit," said Laura Newbrough, human resources director at virtual design and construction company Zelus, which hires almost exclusively based on employee referrals and has a retention rate of more than 90%. "Culture is about leading and teaching and allowing people to learn on their own and try new things. It has always been the most important thing to me. I'm constantly checking in — how is the culture, how is the culture, what is a cultural threat?"



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CAROLINAS MID-WINTER ROOFING EXPO CONFERENCE AGENDA

COLUMBIA METROPOLITAN CONVENTION CENTER [Columbia, SC]

TUESDAY, JANUARY 18, 2022

- 7:00AM - 4:00PM [Senate Room] CRSMCA Master Installer Certification Class
- 8:00AM - 5:00PM** **Exhibitor Setup**
- 11:00AM - 6:30PM** **REGISTRATION DESK OPEN**
- 12:00PM - 1:30PM [Lincoln Room] CRSMCA Executive Committee Meeting
- 2:00PM - 3:00PM [Carolina A Room] CRSMCA Associate Group Liaisons Meeting
- 3:30PM - 5:00PM [Carolina B Room] CRSMCA Board of Directors & Associate Group Liaisons Meeting
- 5:00PM - 6:30PM** **EXHIBITOR'S WELCOME RECEPTION | Open Play for Cornhole Tournament**

WEDNESDAY, JANUARY 19, 2022

- 7:30AM - 5:30PM** **REGISTRATION DESK OPEN**
- 8:00AM - 4:00PM** **[Carolina Room] OSHA TRAINING**
- 8:30AM - 8:55AM **SESSIONS HELD IN COLUMBIA BALLROOM A**
Welcome Announcements from Convention Expo Chairman & CRSMCA Business Session
- 9:00AM - 10:00AM** **Technical Updates & Current Economic Impacts in the Roofing Industry**
Presented by Mark Graham, NRCA, VP Technical Services
- 10:00AM - 11:00AM** **[Columbia Ballroom A] EDUCATION SESSION 1**
The Important of Proper Roof Maintenance Plan on a Commercial Building
Sponsored by IIBEC, Presented by Tim Stokes, Sika-Sarnafil
- [Lexington Room] EDUCATION SESSION 2**
Adapting to Material Shortages & Rising Costs
Presented by Ashlee Poplin, Cotney Construction Law
- 11:00AM - 7:00PM** **EXHIBIT HALL OPEN |**
- 11:30AM - 1:00PM** **LUNCH IN PRE-FUNCTION**
- 12:30PM - 1:30PM** **[Columbia Ballroom A] EDUCATION SESSION 1**
The Important of Proper Roof Maintenance Plan on a Commercial Building
Sponsored by IIBEC, Presented by Tim Stokes, Sika-Sarnafil
- [Lexington Room] EDUCATION SESSION 2**
Adapting to Material Shortages & Rising Costs
Presented by Ashlee Poplin, Cotney Construction Law
- 2:00PM - 5:00PM **CASH BAR OPEN | CORNHOLE TEAMS TOURNAMENT**
- 3:00PM - 5:00PM** **Exhibitor Demonstrations [demos every 30 mins]**
3:00PM – 3:25PM GAF Training Trailer 3:30PM – 3:55PM EXHIBITOR Booth #
4:00PM – 4:25PM EXHIBITOR Booth # 4:30PM – 4:55PM EXHIBITOR Booth #
- 5:00PM - 7:00PM** **NETWORKING RECEPTION**

THURSDAY, JANUARY 20, 2022

- 7:30AM - 10:00AM** **REGISTRATION DESK OPEN**
- 7:30AM - 12:00PM** **Exhibitor Dismantle/Move-Out**
- 9:00AM - 9:30AM [Carolina Room] CRSMCA Associate Group Members/Exhibitors Pre-Selection Meeting

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Polyiso Storage Guidelines

Guidelines vary among manufacturers, and further clarity is needed

Written by Mark S. Graham, NRCA Technical Services, Published in Professional Roofing January 2018

In November 2017, the Polyisocyanurate Insulation Manufacturers Association (PIMA) issued an updated bulletin addressing job-site storage of polyisocyanurate insulation. Suppliers and users of polyisocyanurate roof insulation should be aware of this bulletin, as well as manufacturers' instructions and NRCA's guidelines.

PIMA bulletin

PIMA Technical Bulletin #109, "Storage and Handling Recommendations For Polyiso Roof Insulation," provides some guidance about job-site storage of polyisocyanurate roof insulation.

The bulletin indicates polyisocyanurate insulation typically is shipped protected by a plastic wrap, plastic bag or both. The factory packaging is intended for handling in the manufacturing plant and during transit. You should not rely on factory packaging as protection at job sites or other outdoor storage locations unless otherwise specified by the manufacturer.

The bulletin also indicates insulation bundles should be stored flat above the ground using included feet (dunnage) or on raised pallets. If possible, bundles should be placed on a finished surface such as gravel, pavement or concrete rather than on dirt or grass. Unless otherwise specified by the manufacturer, cover bundles and pallets with a waterproof covering and secure to prevent wind displacement.

The bulletin notes polyisocyanurate insulation is fully cured and fit for installation upon delivery. No additional storage time is required.

Manufacturers' instructions

Review of polyisocyanurate insulation manufacturers' storage guidelines reveals some differences from PIMA recommendations.

For example, GAF's installation instructions indicate factory-installed plastic wrap should be removed, and breathable-type coverings, such as tarpaulins, should be used to allow venting and protection from weather and moisture.

Hunter Panels indicates original shipment packaging is adequate for outdoor storage without tarpaulins for up to two weeks provided the bundles arrive with packaging intact.

Outdoor storage is permitted from two weeks up to 90 days provided the four sides of the shipment packaging are slit and the bundles are completely covered with a breathable tarpaulin. For outdoor storage in excess of 90 days, additional precautions or alternative storage locations may be needed.

Johns Manville's criteria regarding insulation packaging is similar to Hunter Panels' except slitting the plastic shipment packaging

"I ENCOURAGE MANUFACTURERS TO CONSIDER PRINTING PRODUCT STORAGE INSTRUCTIONS ON FACTORY SHIPMENT PACKAGING"

and covering insulation bundles with a breathable tarpaulin are appropriate for outdoor storage for two weeks to one month. For storage longer than one month, indoor storage in a well-ventilated warehouse is recommended.

In humid climates, Johns Manville recommends slitting or completely removing plastic shipment packaging before covering insulation bundles with a breathable tarpaulin.

NRCA guidelines

NRCA recommends all rigid board insulation materials be protected from weather during storage. When moisture-sensitive insulation materials are stored outdoors, they should be placed on pallets or platforms raised off the ground or roof surface and covered with water-resistant coverings that are secured.

NRCA considers manufacturers' factory-applied, polywrap insulation packaging to be an appropriate water-resistant covering for short-term outdoor storage provided it is intact. When separate water-resistant coverings are used, NRCA prefers "breathable" coverings, such as water-resistant tarpaulins.

Closing thoughts

Comparing the storage guidelines in PIMA Technical Bulletin #109 with polyisocyanurate insulation manufacturers' instructions reveals inconsistencies and conflicts, which create a lack of clear understanding and confusion for users of polyisocyanurate insulation.

Polyisocyanurate insulation manufacturers need to make their product storage instructions, including any additional product covering instructions, more readily available to distributors, suppliers and roofing contractors. The manufacturers' installation instructions and bulletins I reviewed were located many clicks into the manufacturers' websites. Clearly, this information is not readily accessible to distributors' and suppliers' shipment and warehouse personnel or roofing contractors' field personnel.

I encourage polyisocyanurate insulation manufacturers to consider printing product storage instructions, including any additional product covering instructions, on factory shipment packaging. This not only would make storage instruction more accessible, but it also would likely improve product protection during job-site storage.

Mark S. Graham is NRCA's vice president of technical services
[@MarkGrahamNRCA](#)

Assessing Cover Boards

A new evaluation technique is needed to determine cover boards' protective function

Written by Bas Baskaran and Dominique Lefebvre, Published in Professional Roofing August 2018

The North American roofing community has long recognized the benefits of including a cover board to increase a roof assembly's durability. In the past, the main purpose of cover boards was to protect against weather elements and minimal foot traffic. As a result, cover boards were evaluated for their material properties based on standards that were developed for individual board types.

Rooftops now are used as platforms for add-ons, such as photovoltaic or vegetative roof systems, which result in increased foot traffic, loads and stresses on roof systems. In addition to the increased physical burdens, there are more frequent extreme weather events, including hailstorms and heavy winds, that can result in debris and other items contacting roof systems.

The roofing industry has responded to this need by manufacturing a wide variety of boards made from asphalt, gypsum, cement, wood fiber, insulation and recycled products. These boards are placed above the insulation substrate to provide additional protection for roof systems. However, there continues to be damage observed to substrates. This leads to two fundamental questions: What is a cover board? And what should a cover board be contributing to a roof assembly?

What they do

A cover board is a rigid roof material in a compact roof assembly that enhances resiliency and durability. It is installed below the membrane and above the insulation to minimize the deterioration of other materials during a roof system's service life. To achieve the goal of providing protection and minimizing deterioration, cover boards must meet certain evaluation criteria.

There are several levels of evaluation that can be considered for cover boards, including material, system and interface.

The figure summarizes the three evaluation levels and resulting outcomes and benefits. Material evaluation is useful to obtain the properties of an individual material and can be used to compare the performance of different products. Properties, such as flexural strength and water absorption, can be assessed at the individual material level. However, in roofing, the materials, including the cover board, are integrated with one another, which results in interactions. Material testing alone does not capture the interactive element.

System evaluations, which are performed under specific set laboratory conditions, assess the overall assembly response and are essential to demonstrating code compliance.

However, a system test will not isolate a cover board's protective characteristics. A system test focuses on the weakest link concept and failure mode and may not directly provide information about cover board performance. Furthermore, system evaluations can be tedious, costly and time-consuming because of the large number of variables that can be tested. Interface evaluation (IE), which is the intermediate testing between material and system, is essential to assess the interaction of two or more dissimilar roofing materials. Properties, such as peel resistance, which is a localized characteristic among two materials, must be evaluated at its corresponding interface.

Assessing the required cover board properties as IE allows for evaluating a cover board with the materials it is intended to protect. The cover board properties that require IE include peel resistance, cover board pull-through, resistance to repetitive loading and dynamic puncture resistance. These properties are essential for determining the protective characteristics of the various cover boards.

Peel Resistance

Only IE can quantify the peel resistance of bonded or adhered materials in the face of shear forces. Existing system tests, which include ANSI/FM 4474, "American National Standard for Evaluating the Simulated Wind Uplift Resistance of Roof Assemblies Using Static Positive and/or Negative Differential Pressures," and CSA A123.21, "Standard Test Method for the Dynamic Wind Uplift Resistance of Membrane Roofing Systems," simulate uplift forces as opposed to shear forces.

Levels of evaluation for roofing products

	Material	System	Interface
Focus	Individual material	Mimic field construction	Interaction of specific dissimilar materials
Outcome	Performance of individual material	Overall assembly response under specific exposure conditions	Performance of two or more materials integrated with one another
Benefit	To compare the relative performance of different materials	Code compliance for performance requirements	To minimize system testing To assess selected interface compatibility parameters

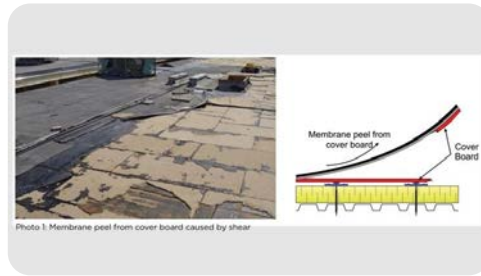
IE complements system testing by determining the peel strength of a membrane and cover board and that of insulation and a cover board integrated together. Photo 1 depicts a membrane peel failure from a wood fiber board. A peel test for the cover board interfaces will establish the resistance requirement for ensuring cover boards are fulfilling their intended purpose.

Cover board pull-through

Photo 2 demonstrates a roof in the aftermath of a high-wind event. The weakest link in the system was determined to be the interface between the cover board and fastener plate. The cover board resistance was not sufficient to withstand pull-through, resulting in roof system failure. IE of the cover board and fastener plate will establish their interaction and determine the resistance required. In addition, several parameter evaluations can be performed economically through IE, such as variations in plate design and dimensions, to identify the optimum design combination of cover boards and fastener plates.

Resistance to repetitive loading

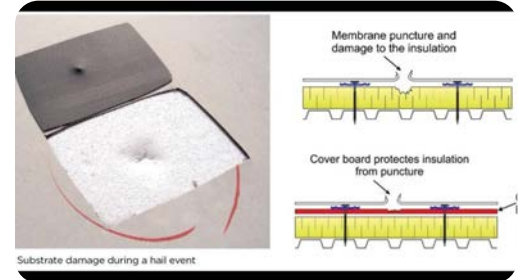
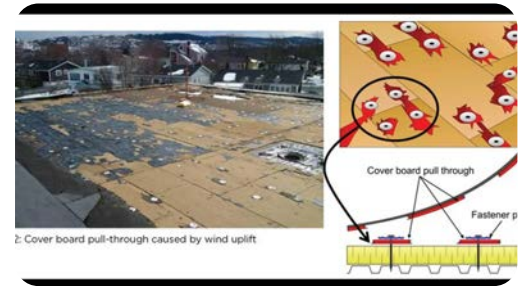
An example of rooftop repetitive loading is the vibrations of a photovoltaic panel and/or ballast tray, which in current practice are installed directly on a roof surface. Photo 3 shows the damage that can occur to insulation from repetitive loading when no protection is provided. When ballast weight is small (for example, 10 pounds), the resulting damage includes the compression and indentation on the insulation surface below the membrane. For heavier ballast or severe vibrations, the insulation facer can be punctured in



addition to the compression of the insulation, which is not captured in material compressive strength evaluation. IE will help determine the required strength of the cover board to fulfill its protective function. Currently, there are no standard test methods to capture this behavior.

Dynamic puncture resistance

Evaluating dynamic puncture resistance is essential to simulate a sudden impact, such as the dropping of a hammer or other tool during a roof system repair or damage from a severe hail event. Current dynamic impact testing is for individual materials, such as membranes. However, the puncture of a membrane can be minimized by the substrate below. Cover boards absorb the impact energy and protect the membrane and insulation. Therefore, for the interaction of the membrane and insulation with the cover board under dynamic impact, IE is needed to establish the resistance required. Photo 4 shows the damage to the membrane and insulation that was observed in the aftermath of a hail event for a system without a cover board. A thumb-sized depression was produced on the membrane, and a depression of more than 2 inches in diameter was observed on the top of the insulation board. Photo 4 also depicts schematically the benefit a cover board provides for protecting adjacent substrates.



The benefits of IE

To ensure cover boards are protecting a roof assembly, they must be evaluated with the materials they are intended to protect. This concept gave rise to the formulation of interface testing, defined as the intermediate testing between material and system testing that includes two or more dissimilar materials. As rooftops transition from having minimal burdens and foot traffic to increased foot traffic, overburdens and extreme climatic events, the cover boards of the future have a bigger role to fulfill. They will require more extensive, focused evaluation, and IE will be required to ensure cover boards fulfill the dual function of minimizing the deterioration of other materials and providing resiliency to roof assemblies.

Bas Baskaran is a group leader at the National Research Council of Canada, Ottawa, and Dominique Lefebvre is a research officer at the National Research Council of Canada.

Insulation Thickness | Meeting Prescriptive Commercial Roof R-Value Requirements

Written by Marcin Pazera, Ph.D. published in Roofing Magazine May/June 2021

There are two typical pathways for demonstrating compliance with building energy codes — a prescriptive compliance pathway that establishes specific minimum acceptable standards for individual building elements and a performance-based compliance pathway that establishes an overall energy target for the entire structure. The latter approach allows design professionals to trade-off elements against one another to achieve code compliance. While both approaches have their merits, relying on prescriptive requirements is typical for roof renovation or roof replacement projects in existing buildings, and provides assurance that no compromises are made in a building's energy efficiency for critical areas like the building envelope.

Heat transfer through the roof assembly can significantly undermine the building's energy efficiency and this is more pronounced in lower-story structures with large roof footprints. Since re-roofing activity may occur several times during the full-service life of a building, complying with prescriptive R-value requirements under the applicable energy code offers an opportunity to improve the building's energy efficiency performance. The minimum prescriptive requirements applicable to above-deck insulation for commercial roofs in the United States typically range from R-20 in warmer climate zones to greater than R-40 in colder climate zones. Specific to the United States, the International Energy Conservation Code (IECC) includes prescriptive R-value requirements for roof insulation located entirely above the roof deck (IEAD). The total R-value is based on all installed layers of insulation.

Polyiso is a versatile roof insulation option that is manufactured in a wide range of incremental thicknesses from 0.5-inch to 4.5-inch and in various slopes with tapered insulation systems. This versatility allows design professionals to meet the required R-values and provide the project with improved performance in other areas such as increased roof drainage and reduced installation labor. Construction professionals should consult individual polyiso manufacturers for product-specific information like available thicknesses and R-values.

The examples below provide various, multi-layered configurations for polyiso roof insulation that satisfy minimum R-value requirements ranging from R-20 to R-40. This range of R-values represents typical minimum requirements for the majority of climate zones in the United States. These examples are common for new and replacement roof project specifications. Polyiso roof insulation boards in various thicknesses can be combined to address project requirements that exceed R-40.

The high R-value and light weight of high-density (HD) polyiso cover boards provide important contributions to the design of a durable roof system. A typical 0.5-inch HD polyiso cover board adds R-2.5 to the total R-value of the roof insulation system.

	R-20	R-25	R-30	R-40
Insulation Only	Two (2) layers of 1.8" polyiso (3.6" total)	Two (2) layers of 2.2" polyiso (4.4" total)	Two (2) layers of 2.6" polyiso (5.2" total)	Two (2) layers of 3.5" polyiso (7.0" total)

Notes:
 1. Polyiso insulation boards in multiple layers combine to achieve the above-listed R-values.
 2. For additional information on jurisdiction-specific prescriptive R-value requirements in the United States, see the PIMA energy code fact sheets available here: <https://www.polyiso.org/page/StateEnergyCodeResources>

Example 1: Recommended Polyiso Roof Insulation Thicknesses for Meeting Commercial Prescriptive R-Value Requirements.

	R-20	R-25	R-30	R-40
Insulation + HD Cover Board	Two (2) layers of 1.8" polyiso + 0.5" HD cover board (3.7" total)	Two (2) layers of 2.0" polyiso + 0.5" HD cover board (4.5" total)	Two (2) layers of 2.4" polyiso + 0.5" HD cover board (5.3" total)	Two (2) layers of 3.25" polyiso + 0.5" HD cover board (7.0" total)

Notes:
 1. Polyiso insulation boards in multiple layers with HD polyiso cover board combine to achieve the above-listed R-values.
 2. For additional information on jurisdiction-specific prescriptive R-value requirements in the United States, see the PIMA energy code fact sheets available here: <https://www.polyiso.org/page/StateEnergyCodeResources>

Example 2: Recommended Polyiso Roof Insulation Thicknesses with HD Polyiso Cover Board for Meeting Commercial Prescriptive R-value Requirements.

Proper Installation With Staggered Joints

Under the IECC, continuous roof insulation is generally required to be installed in two or more layers with staggered edge joints (see C402.2.1). Furthermore, the practice of installing multiple, staggered layers of rigid board roof insulation has well-documented benefits. Trusted industry authorities, including National Roofing Contractors Association, Oak Ridge National Laboratory, Canadian Roofing Contractors Association and International Institute of Building Enclosure Consultants, all recognize these benefits in their best practice literature, which is based on rigorous testing and research.

Given the minimum code requirements for insulation across all compliance pathways and industry best practices, all roof system designs for new and replacement roofs should incorporate a multi-layered, staggered joint continuous insulation system.

Staggering the joints of continuous insulation layers in roof systems offers the following benefits:

- **Increased thermal performance/reduced thermal loss:** Staggering the joints on multiple layers of insulation offsets gaps where heat could flow between adjacent boards. This staggered approach to installing insulation reduces thermal bridging in the roof assembly.
- **Air intrusion:** A peer-reviewed study on air intrusion impacts in seam-fastened mechanically-attached roofing systems showed that air intrusion was minimized by nearly 60 percent when the insulation joints were staggered between multiple layers of insulation.¹
- **Resilient roof assemblies:** Staggered joints can reduce the stress put on a single insulation layer and distribute that stress more evenly over multiple, thinner insulation joints.²
- **Tapered insulation considerations:** Roof slope is often created through the use of tapered insulation systems to reduce or eliminate ponding water. These systems offer an opportunity to stagger the joints by offsetting insulation layers to improve overall energy performance of a system. If the added insulation layer is tapered, the slope created can improve drainage performance of the roof. Integrating a tapered polyiso system with staggered joints into a roof's design will not only improve its thermal performance but also can improve drainage and overall longevity of the entire roof.
- **Roof cover board considerations:** Roof cover boards are commonly installed to provide a suitable substrate for membrane attachment and to protect the roof assembly from puncture and foot traffic. When using products like polyiso high-density roof cover boards, staggering the cover board joints with the layers of underlying roof insulation ensures the benefits discussed above are preserved.

Hang on for a Bumpy Ride

How trucker shortages and diesel prices affect material costs

Written by Trent Cotney, Cotney Attorneys & Consultants, published in Professional Roofing July/August 2021

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

Throughout the U.S., consumers are seeing higher prices for a host of products, and the trend is affecting the construction industry, as well. Many factors play a role in these increased prices, but key among them are a lack of truckers to deliver goods and steeper prices for diesel fuel.

The trucking issue

The truck driver shortage has been progressing for years. As Baby Boomers retire from trucking careers, there are not enough younger drivers to fill the gap. As a broad generalization, the Millennial generation does not seem to be as willing to drive cross country and be away from their families and homes for weeks on end. The issue is becoming more concerning as consumer demand for all materials increases.

According to American Trucking Associations, the trucking industry transports and delivers more than 70% of all freight in the U.S. It relies on more than 3.5 million well-trained and certified drivers to ensure the supply chain is operational. Also, according to an April 2021 letter from supply chain leaders to Congress, the U.S. is experiencing a shortage of an estimated 60,800 drivers. And that deficit is expected to grow to 160,000 drivers by 2028.

The COVID-19 pandemic worsened the problem. Truck driving schools temporarily closed, as did some departments of motor vehicles offices, which delayed the training of potential new drivers. Online shopping increased during the pandemic and added to the need for more delivery drivers. The lack of truckers is causing freight prices to rise, which results in higher prices for goods ranging from cereal to plywood. As we look to the future, self-driving trucks may provide some sort of solution, but for the next few years, the shortfall of truck drivers likely will be difficult to overcome. ATA projects the industry will need to hire about 1.1 million new drivers during the next decade (an average of 110,000 every year) to keep pace with demand.

The cost of diesel fuel

In addition to the driver shortage, the trucking industry faces increased diesel fuel costs. Crude oil prices are rising to about \$60 per barrel at press time compared with \$37 per barrel before the onset of the COVID-19 pandemic. And the price of crude oil has a direct effect on diesel fuel, which keeps U.S. trucks running.

In March 2021, the cost of diesel was \$3.07 per gallon, which is 22 cents higher than in spring 2020. And experts predict the per-gallon price will continue to rise throughout 2021.

Since the middle of 2020, many key countries have cut their oil production. Saudi Arabia, for example, reduced production 20%. In the U.S., oil production also is lower. Some of that decrease was caused by severe winter weather, which damaged equipment in Texas and other states.

TruckersReport calculates the most significant expense for commercial trucking is fuel, accounting for 39% of total operating costs. As diesel prices rise, so do the overall costs, which trickle down to affect the price of materials.



Price increases and delays

The trucker shortage and higher diesel prices could result in higher costs and material delays. Both of those factors will affect construction projects in the months ahead, making project estimates and schedules challenging. So how can you protect yourself?

Make sure your contracts allow for price fluctuations. A price acceleration clause is critical because it allows you to increase your price if the cost of materials rises after the original agreement is signed. A standard price acceleration clause usually stipulates that if material costs increase by more than 5%, the contract price will increase to reflect the cost increase without the need for a change order. However, you will need to document such a price increase and provide it to the building owner.

If you are a subcontractor and have included a price acceleration provision in your contracts, you also can request the prime contractor include one in its contract with the building owner. Just as you could charge a higher price to the prime contractor, that provision would enable the prime contractor to cover material price increases by charging a higher price to the building owner as needed.

Some building owners may object to a price acceleration clause and will prefer fixed prices. In these cases, consider buying and storing common materials before a project starts if possible. You also should have conversations with your suppliers and let



Time to Schedule Your Tax Planning Session

Written by Doug Gentile, CPA for CRSMCA

Now is the time to schedule a tax planning appointment. If you are on the fence, here are some things to consider:

It can make a difference.

This is especially true if you have a major event that occurs during the year. For example:

- Selling a house? You can avoid taxes if primary residence requirements are met.
- Starting a business? Choosing the correct entity can lower your taxes every year!
- Getting ready to retire? Properly balancing the different revenue streams (part-time wages, Social Security benefits, IRA distributions and more) has a huge impact on your tax liability.

Even in uneventful years, external forces like new tax laws can be managed if planned for in advance.

Put yourself in control. Timing is important when it comes to minimizing taxes, and the timing is often in your control. For instance, bundling multiple years of charitable contributions into one year can create an opportunity to itemize deductions. Plus holding investments for longer than one year to get a lower tax rate, and making efficient retirement withdrawals are other examples of prudent tax strategies that you control.

There are tax planning opportunities for every level of income. There are tax strategies to be implemented at all income levels, not just those at the top of the tax bracket. Tax deductions are available for student loan interest, IRA contributions and others even if you claim the standard deduction. Certain tax credits (called refundable credits) will increase your refund even if you don't owe taxes. Missing any of these tax breaks can unnecessarily increase your taxes.

There may still be COVID tax breaks. While it's true that many one-time tax breaks were offered for only the 2020 tax year, there are still plenty of COVID tax breaks available in 2021. Some of these tax breaks include an expanded child tax credit, an increased child and dependent care credit, the ability to roll forward unused funds in your Flexible Spending Account and charitable deductions that are available to all taxpayers, even if you don't itemize your deductions.

You have help. Tax planning is often as simple as looking for ways to reduce taxable income, delay a tax bill, increase tax deductions, and take advantage of all available tax credits. The best place to start is to bolster your level of tax knowledge by picking up the phone and asking for assistance.

Thankfully, it's not too late to get on track for 2021. If you haven't scheduled a tax planning session, now is a great time to do so.

Hang on for a Bumpy Ride continued

them know your priorities. As you build strong relationships with them, these partnerships will help you ensure you get the materials you need for every project.

Given the truck driver shortage, it is likely material deliveries will be late, so be sure to review your contracts for language related to delays. In some instances, late material deliveries will not be considered excusable delays, so you may be expected to accelerate your work schedules to make up the time. This can lead to higher labor costs, which also will affect your bottom line. If possible, revise your contracts to stipulate extensions for material delays. Keep your customers informed as soon as you recognize a delay is looming.

Looking ahead

The remainder of 2021 will be challenging. The construction industry experienced material scarcity during the COVID-19 pandemic, and the ongoing issues with trucker shortages and increasing fuel prices could prevent supply chain issues from drastically improving. Remember, hope is not a strategy. Rather than hoping you can secure the materials you need at reasonable prices, take steps now to make it happen by planning ahead and taking time to carefully review your contracts.

TRENT COTNEY is CEO of Cotney Attorneys & Consultants, Tampa, Fla., and NRCA's general counsel.

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SAFETY TALKS



Three Points-of-Contact Climb

Climbing ladders is arguably the most hazardous thing that any of us do on the job. One slip and you could fall 10, 15, 20 feet or more to the ground below, which is often concrete or asphalt. The injuries that result are often severe.

Factors contributing to falls from ladders include haste, sudden movement, the condition of the ladder, ladder stability and security, the user's age or physical condition, the user's footwear, and climbing posture. You can reduce your chances of falling from a ladder by following these few simple guidelines:

- Wear slip-resistant shoes with heavy soles to prevent foot fatigue;
- Before climbing be sure that the soles of your shoes are clean to maximize traction;
- Use tow-lines, a tool belt or an assistant to convey materials so that your hands are free when climbing;
- Climb slowly and deliberately while avoiding sudden movements;
- Never attempt to move a ladder while standing on it;
- Keep the center of your belt buckle (stomach) between the ladder side rails when climbing and while working. Do not overreach or lean while working so that you don't fall off the ladder sideways or pull the ladder over sideways while standing on it.

When climbing a ladder, it is safest to use three points-of-contact because it minimizes the chances of slipping and falling from the ladder. The concept of three points-of-contact means that, at all times during ascent, descent, and working, you must face the ladder and have two hands and one foot, or two feet and one hand in contact with the ladder steps, rungs and/or side rails. In this way, you are unlikely to become unstable in the event one limb slips during the climb. It is important to note that you must not carry any objects in either hand that can interfere with a firm grip on the ladder. Otherwise, three points-of-contact with the ladder cannot be adequately maintained and the chance of falling is increased.

DISCUSS WITH YOUR CREW

Using three points-of-contact while climbing, up or down a ladder and when working from a ladder is awkward and slow, but it is the only safe way to perform what is likely the most hazardous thing you do at work. I encourage you to not only put these principals into practice, but to correct employees who do not.

SAFETY TALK ATTENDEES:

CHARLAS DE SEGURIDAD



Escalada de tres puntos de contacto

Subir escaleras es posiblemente lo más peligroso que hacemos en el trabajo. Un resbalón y podría caer 10, 15, 20 pies o más al suelo debajo, que a menudo es de hormigón o asfalto. Las lesiones resultantes suelen ser graves.

Los factores que contribuyen a las caídas de escaleras incluyen la prisa, los movimientos repentinos, el estado de la escalera, la estabilidad y seguridad de la escalera, la edad o condición física del usuario, el calzado del usuario y la postura para subir.

Puede reducir sus posibilidades de caerse de una escalera siguiendo estas sencillas pautas:

- Use zapatos antideslizantes con suelas gruesas para evitar la fatiga del pie;
- Antes de escalar, asegúrese de que las suelas de sus zapatos estén limpias para maximizar la tracción;
- Use líneas de remolque, un cinturón de herramientas o un asistente para transportar materiales de modo que sus manos estén libres al escalar;
- Suba lenta y deliberadamente evitando movimientos bruscos;
- Nunca intente mover una escalera mientras está parado sobre ella;
- Mantenga el centro de la hebilla de su cinturón (estómago) entre los rieles laterales de la escalera cuando suba y mientras trabaja. No se estire demasiado ni se incline mientras trabaja para no caerse de la escalera de lado ni tirar de la escalera de lado mientras está parado sobre ella.

Al subir una escalera, es más seguro usar tres puntos de contacto porque minimiza las posibilidades de resbalar y caerse de la escalera. El concepto de tres puntos de contacto significa que, en todo momento durante el ascenso, descenso y trabajo, debe estar de cara a la escalera y tener dos manos y un pie, o dos pies y una mano en contacto con los escalones de la escalera, peldaños y / o barandillas laterales. De esta manera, es poco probable que se vuelva inestable en caso de que una extremidad se resbale durante el ascenso. Es importante tener en cuenta que no debe llevar ningún objeto en ninguna de las manos que pueda interferir con el agarre firme de la escalera. De lo contrario, no se pueden mantener adecuadamente tres puntos de contacto con la escalera y aumenta la posibilidad de caída.

DISCUTA CON TU EQUIPO

Usar tres puntos de contacto mientras sube, sube o baja una escalera y cuando trabaja desde una escalera es incómodo y lento, pero es la única forma segura de realizar lo que probablemente sea lo más peligroso que hace en el trabajo. Los animo a no solo poner en práctica estos principios, sino también a corregir a los empleados que no lo hagan.

ASISTENTES DE LA CHARLA DE SEGURIDAD:
