

MWR

MIDWEST ROOFER

Midwest Roofing Contractors Association

APRIL 2019

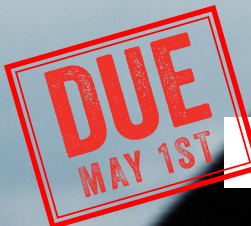
UTILIZING THE
NETWORKING
OPPORTUNITIES
OF THE MRCA T&R COMMITTEE
PG.26-27

HOW CAN
EMPLOYEE
TURNOVER
RETURN POSITIVE
RESULTS?
PG.28-29



NEW & IMPROVED
SHARP SAFETY PLUS
PROGRAM
PG.20

COMMERCIAL GENERAL
LIABILITY POLICIES AND
FAULTY WORKMANSHIP:
COVERED?
PG.12-13



MRCA FOUNDATION SCHOLARSHIP APPLICATION PG 16-18

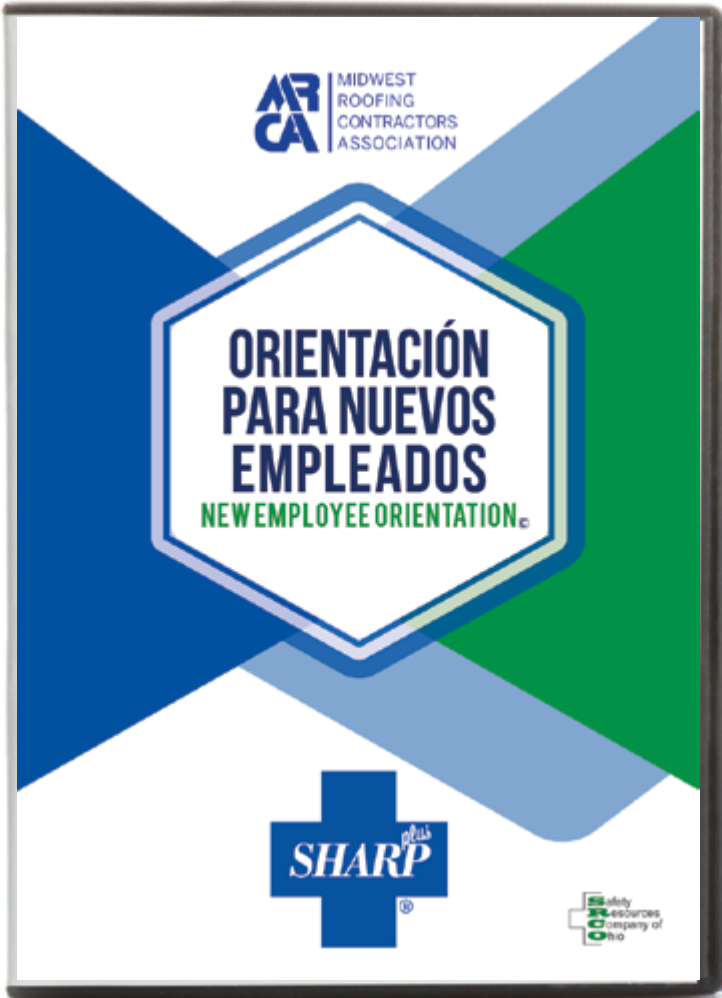


MRCA SHARP SAFETY PROGRAM VIDEO SERIES

NEW RELEASE

NEW EMPLOYEE ORIENTATION SPANISH EDITION

GET YOUR DVD OR DIGITAL COPY TODAY!



To request your copy call us!
1-800-497-6722
for more information see **page 20**



April 2019

Contents
Columns

President's Message 4

MRCA Road Trip 2019..... 6-7

Off the Roof Photo Contest 11

General Liability Policies and Faulty Workmanship: Covered? 12-13

On Deck with Morgan: Miguel Arzola..... 14

MRCA Foundation Scholarship Application..... 16-18

New & Improved Sharp Safety Plus Program..... 20

Women in Roofing at International Roofing Expo 22

Industry News..... 24-25

Utilizing the Networking Opportunities 26-27

How Can Employee Turnover Return Positive Results? 28-29

Calendar of Events..... 30-31

Ad Index

Roofing Contractor Magazine..... 8

Amerisafe 10

Tekcollect 15

Beeline Purchasing 19

Roofers Coffee Shop 24

MRCA 2019 EXPO Booths 23

Auman, Mahan & Furry 27



Midwest
Roofing
Contractors
Association

MRCA Leadership Directory

Officers/Executive Committee

President
Kevin Gwaltney
Diamond Roofing
kevin@diamond-roofing.com

First Vice President
Fred Horner
Advanced Industrial Roofing
fred_horner@airroofing.com

Second Vice President/Treasurer
Kelly Lea
Texas Roof Management Inc.
kellylea@texasroof.com

Secretary
Bill Seiber
Fisher Roofing of Kearney
bill@callfisher.com

Chairman of the Board
Nominating Committee Chair
Past President's Council Chair
Gregory Sprague
Sprague Roofing Co.
gmsprague@spragueroofing.com

Foundation President
Mark Langer
Langer Roofing
mlanger@langer-roofing.com

Directors
Brett Tesson
Steep Slope Chair
Tesson Roofing & Exteriors
btesson@tessonroofing.com

Chris Daly
YCC Chair
Kaw Roofing & Sheet Metal Inc
cdaly@kawroofandmetal.com

David Maxwell
Maxwell Roofing & Sheet Metal, Inc.
david@maxwellroofing.com

Tracey Donels
Editorial Council
K Post Company
tracey.donels@kpostcompany.com

Miguel Arzola
CIM Roofing
marzola@cimroofing.com

Laurie Moore
Women in Roofing Chair
Signatory Contractors Council Chair
Kreiling Roofing Co
lmoore@kreiling.com

James Boland
Business Management Chair
The Quality Roofing Company
james@thequalityroofingco.com

Robert Poutre
Operations & Safety Chair
Roof Tech, Inc
bob@rooftech.com

Ronnie McGlothlin
Membership & Marketing Chair
Empire Roofing Ltd.
ronnie@empireroofing.com

Luke Haines
Conference & Expo Chair
Architectural Sheet Metal Chair
RoofMasters Roofing & Sheet Metal Co.
lhaines@roofmasters-rfg.com

Sean Marshall
L. Marshall Roofing & Sheet Metal
seanmarshall@lmarshallroofing.com

Jason Blickenderfer
Alpha Roofing Company
jason@alpharootingia.com

Jim Huntington
AAA Roofing
jrh@aaarootingcompany.com

Council / Committee Chairs
Greg Bloom
Advisory Council Chair
Allied Building Products
greg.bloom@alliedbuilding.com

Steve Weinert
T&R Chairman
Crafts, Inc.
srw@craftsroofing.com

CERTA Taskforce Chairman
James Ramser
Highland Roofing Company, Inc.
jim@highlandroofing.com

Legal Counsel
Gary Auman
Auman, Mahan & Furry
gwa@amidayton.com

Staff
Bob Pope
Executive Director
bpope@mrca.org

Valerie Pope
Deputy Director
vpope@mrca.org

Rachel Pinkus
Managing Director & MR Editor
rpinkus@mrca.org

Megan Miller
Accounts Manager & Foundation
mmiller@mrca.org

Joe Williams
Graphic Designer
jwilliams@mrca.org

Morgan Arwood
Membership Director
marwood@mrca.org



MRCA Headquarters
2077 Embury Park Rd. | Dayton, OH 45414
Phone: 800.497.6722 | Fax: 937.278.0317
www.mrca.org

Disclaimer: The opinions and positions stated in articles published herein are those of the authors and not, by the fact of publication, necessarily those of MRCA. MRCA does not endorse roofing products or systems and shall not be deemed by anything herein to have recommended the use or non-use of any particular roofing system.





Finally Spring

Kevin Gwaltney, MRCA President

As I sit down to write the Spring President's column, the temperature is sixty degrees, the sun is out, with a slight breeze. Absolutely a beautiful day to be a roofer! I cannot speak for all contractors, but my patience was running very thin and my tolerance was approaching zero dealing with the downtime of cold winter weather. This past winter hit our company especially hard with lost days, non-productive hours dealing with cold weather applications, and a sense of being overly cautious making decisions about ongoing and future projects with the anticipation of more winter weather to come.

At my company, our estimating staff has had a busy winter, as it feels like there is more opportunity and a higher volume of available work that we are proposing and bidding. I believe this statement is true with the other contractors that I have had discussions with in the past three months. It is my hope and wish for MRCA contractors that a busy estimating season, will turn in to a busy production season, that will result in a profitable year.

In addition, my company's office staff was busy this past winter refining and improving policies and procedures, that will hopefully reduce future expenses. We have invested in human resources, software with added technology, and the "good ole' fashion way of trimming excess fat" that busy years in the past created.

MRCA staff has been at work planning a busy year of activities and developing new and improved resources for members and associates. These past several weeks, our staff has been particularly busy planning our Spring Board of Director and Committee Meetings being held in Overland Park, KS. It is customary for the Annual Spring Meetings for MRCA to be held at the fall convention site. By the way, if you have not heard, the MRCA is coming to Overland Park, KS this November 20-22, 2019.

By the time you are reading this I will have also attended the "Roofing Day in D.C." which is an NRCA political event that MRCA provided a \$5,000 sponsorship in support of. Along with myself and MRCA staff representing the industry, MRCA members, associates and Kansas roofing contractors will also be in attendance. I attended this event in 2018 and had the chance to speak with a Kansas Senator and Representative. It truly was a learning experience for me, as it was my first time to visit our nations' Capitol. We will be there to discuss workforce development and immigration issues that impact our industry every day.

I hope this issue of the Midwest Roofer finds my fellow MRCA members and associates well. I trust you have used the winter to build your backlog of work, refine and improve your processes, and have laid the foundation for a successful 2019. Please know that MRCA is a resource you can call on and utilize at any point. Best of luck and stay safe!

Kevin Gwaltney
MRCA President
Diamond Roofing
kevin@diamond-roofing.com

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:



Electronic distribution of monthly Toolbox Talks and Monthly Meeting topics in English and Spanish, that help meet OSHA's safety training requirements



One-of-a-kind education, technical updates, and networking at MRCA's Annual Conference



A Safety Program Award that provides a detailed review of your safety program



Ready-to-use templates and forms for contracts, warranties, and more



A complimentary employee safety manual, a great template to help create a compliant safety program



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 reverse side.



IOWA



GAF Roofing Education in Iowa

February 6, 2019, Council Bluffs, IA – GAF was kind enough to allow MRCA to share our membership benefits and mission at their Roofers Education held at the Harrah's Council Bluffs Hotel and Casino. MRCA Board Member, Jason Blickenderfer of Alpha Roofing in Nora Springs, Iowa represented MRCA at this event with over 300 roofing contractors in attendance.

"A big thanks to John Jensen, TJ McKenzie and all of the GAF team for letting us come and be a part of the EXPO. Great content, contractor presence and educational breakout presentations" said Blickenderfer. "We are looking forward to all contractors here attending the MRCA Conference November 20th through the 22nd in Overland Park, Kansas."



OKLAHOMA

Oklahoma Roofing Contractors Association (ORCA)



Annual Tradeshow

March 12, 2019, Norman, OK – The ORCA Annual Tradeshow offers roofing contractors of Oklahoma great education and information on new roofing products all in one stop! Breakout sessions included, Tax Tips and Updates, several session on Commercial Roofing from Basics to Flat Roofing Systems, and Insurance Law.

MRCA Board Member, Tracey Donels of KPost Roofing & Waterproofing in Dallas, Texas was happy to make the 2.5 hour drive to attend the tradeshow. "This was a great show. Attendance was good, education was good, and the people were great!"

Congratulations to Ben Shrewsbury of Squared Away Construction in Oklahoma City, Oklahoma on winning the MRCA Cooler!





ILLINOIS



Chicago Roofing Contractors Association (CRCA) Annual Tradeshow

(CRCA) Annual Tradeshow
January 16-18, Oakbrook Terrace, IL – The MRCA/NRCA CERTA Training Program has historically had a great show at the CRCA Annual Tradeshow and this year was no different! The show floor was also busy from start to end, even with a massive snow storm approaching. This three-day event included two days of over 130 manufacturer and suppliers displaying, demonstrating and promoting the newest products and technology in the roofing and waterproofing industry and three days of educational seminars.

MRCA Board Member and President of Chicagoland Women in Roofing, Laurie Moore of Kreiling Roofing in Peoria, Illinois, held a well-attended CRCA Women in Roofing roundtable event the evening of the 16th. The primary focus of the roundtables was to discuss software, organization strategies, and future learning opportunities.

Congratulations to the CRCA Board and Members, Bill and Linda McHugh and the entire CRCA Staff for another successful show in 2019 and many thanks for the hospitality shown to MRCA!

TENNESSEE



National Roofing Contractors Association (NRCA)

International Roofing Expo (IRE)

February 11-13, 2019, Nashville, TN – The week that Music City became Roofer City! NRCA had a wildly successful show this year with over 14,000 Roofing Professionals in attendance and nearly 500 companies exhibiting, representing 65 countries.

There was plenty of education as well as fun over the four day expo. Sessions on Sales, Profit, Insurance Coverage Gaps, Technical Issues, Marketing, and Keynote Jesse Itzler, brought information, insight and experience to attendees. NRCA also recognized the first ProCertified Installers and Foreman at the NRCA's Industry Awards Ceremony at this their 132nd Annual Convention.



SUBSCRIBE TODAY!

Roofing Contractor

FREE



ROOFING CONTRACTOR

www.roofingcontractor.com/subscribe today



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 Dunlevey, 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
📍 2077 Embury Park Rd.
Dayton, OH 45414
🌐 www.mrca.org

☎ 800-497-6722
☎ 937-278-0317
✉ info@mrca.org
📘 facebook.com/mymrca

YOU'VE GOT THIS

An AMERISAFE policy says it all. You're covered. You're confident. And most importantly, you're safe. We help you limit accidents and save money through our proactive safety support. Stand tall and stare down the face of hazard.



AMERISAFE[™]

amerisafe.com - 800.897.9719

OFF THE ROOF *photo contest*

We want pictures of you and your Roofing Industry friends and associates spending time together! Business or leisure!



NRP SERVICE MANAGER MEETINGS IN DALLAS

*Tracey Donels - KPost Roofing & Waterproofing
Diana King - Springer Peterson
Lisa Irby and Deven McGovern - Thomas Roofing
Fran Nichols - Supreme Systems*

INSTRUCTIONS

- 1. Post your photos to the MRCA Facebook page facebook.com/mymrca or email to : photos@mrca.org.*
- 2. Tag the people and add the event name in the description*
- 3. One photo will be selected each month to be featured in MR Magazine!*



ABC SUPPLY 2019 JAMAICA

at Rick's Cafe Negril, Jamaica
from left to right

Jeff Apple (ABC Supply) his wife Lisa, Tricia Kicoyne (K & W Roofing), Pinky Johnston (Carl T Johnston Roofing), Jennifer Piper with her back to us (ABC Supply) her husband Mike and Kelly and Carl Keysor (the Cotterman Company)

SEND US YOUR PICS!



COMMERCIAL GENERAL LIABILITY POLICIES AND FAULTY WORKMANSHIP: COVERED?

Douglas S. Jenks, MRCA General Counsel, Auman, Mahan & Furry

Do commercial general liability (“CGL”) policies cover faulty workmanship claims? Generally, most CGL policies will not cover property damage resulting from the insured’s faulty work under the “your work” coverage exception. But what about the insured’s subcontractors?

The Case of Topeka, a Waterlogged Dinosaur

Imagine a roofing contractor installed a roof over a new natural history museum. This museum contained the world’s largest fossilized Tyrannosaurus Rex skeleton, affectionately named “Topeka” in honor of the legendary birthplace of the MRCA. Six months after completion, the museum discovered that water, allegedly leaking from the roof, damaged the museum structure, and also dear Topeka. The museum sued the general contractor that oversaw the building project, blaming it for damaging the museum and its famed T-Rex. The general contractor turned to the roofer who responded, “it’s a rock. How can water hurt a rock?” Regardless of that excellent question, the general contractor and the roofer faced a claim for damaging the museum and the dinosaur. Now imagine that maybe, just maybe, there was some evidence that the water damage did come from the roofer’s poor work. The general contractor made a claim on its CGL policy for the roofer’s apparent faulty workmanship. Would that claim be covered?

Probably, but it depends on where the claim was made. And whether the damage was accidental.

The trend in courts and modern insurance policies across much of the country is to cover faulty workmanship of subcontractors under CGL policies. Contractors should check their policies and speak with their insurer to determine whether their policy covers these claims. And subcontractors? They might want to know whether the hiring contractor’s policy would cover the subcontractor’s (alleged) faulty workmanship.

Ohio Bucks the Trend

Recently, however, Ohio marched to its own drum and refused to follow that modern trend. In October 2018, the Ohio Supreme Court found that a CGL policy does not cover property damages resulting from any faulty workmanship, unless the policy specifically states otherwise. In making this ruling, that Court refused to follow many other states’ courts which have reached the opposite position.

That Ohio Supreme Court case, *Ohio Northern University v. Charles Construction Services, Cincinnati Insurance Co., et al*, involved an inn constructed

for Ohio Northern University. The university had contracted with a general contractor, Charles Construction Services, to oversee the project. In turn, the general contractor hired several subcontractors to perform the work. Charles Construction also purchased a CGL policy from the Cincinnati Insurance Company.

After construction ended in 2011, the university discovered significant water damage from hidden leaks. The university claimed that the general contractor, Charles Construction, and its subcontractors, were responsible.

But it was more than just some water leaks. While repairing the water damage, the university discovered significant structural defects, which were estimated to cost \$6,000,000 to repair. Legal mayhem ensued.

The university sued Charles Construction. It sued several subcontractors on the project, and also filed a claim with Cincinnati Insurance. The insurance company initially agreed to defend Charles Construction, but then ultimately sought and received a court order finding it had no obligation to defend or cover the claim. That insurance dispute eventually made it to the Ohio Supreme Court.

To Cover or Not to Cover: That is the Question

The question before the Ohio Supreme Court was whether the general contractor’s CGL policy covered the property damage caused by the subcontractors’ faulty workmanship. That is, are property damages caused by defective work an “occurrence,” which would be covered under the insurance policy? Charles Construction’s CGL policy, like most of those policies nationwide, covered claims that constitute an “occurrence.” “Occurrence” simply means “accident.”

“The general principle underlying CGL policies,” the court noted, “is that they are not intended to protect business owners from ordinary business risks.” An “occurrence” is an accident, the court concluded, and insurance is intended to cover accidents and the property damage caused by an accident.

For example, a collision between two automobiles is (presumably) an accident. The property damage to the automobiles should be covered by insurance.

But that was not what happened at the inn. The court cited its own precedent – thereby ignoring much of the rest of the country – and reasoned that the property damage at issue, the structural damage that caused the water leaks, was not an accident. That was faulty workmanship, and under the plain language of the Charles Construction insurance policy, it was not an



Questions?

Use the MRCA Legal Services Plan!
See Page 9 for Details

accident, and not an occurrence, and therefore not covered.

Would this be Covered in Your State?

The Ohio Supreme Court's decision in that case is different than many other states. "We acknowledge that our reasoning in this case contrasts with recent decision of other courts," the court conceded. But "regardless of any trend in the law, we must look to the plain and ordinary meaning of the language used in the [Charles Construction] CGL policy before us."

Other states find that faulty workmanship is an occurrence because it is not intended. The majority of state Supreme Courts hold that unless there is proof that the contractor's work was intentionally faulty, it is accidental, and therefore an occurrence, and therefore, covered under CGL claims.

This has been the trend in the insurance industry over the last several years, if not decades. The standard CGL policy traditionally did not cover damages to the insured's own work, even if that was caused by a subcontractor. But that started to change in the 1970s. Gradually, the standard CGL policy expanded to cover damages caused by a subcontractor's faulty workmanship, provided of course that the insured paid the premium. And so, by the late-1980s, CGL policies were covering damage to the project that were caused by the subcontractor's inadvertent faulty workmanship.

As noted, State Supreme Courts, with just a few exceptions, have recognized and affirmed the legality of this insurance-industry trend. Over the last few years, state Supreme Courts have repeatedly

stated that CGL policies cover unexpected damages (i.e. accidental damages) caused by the insured's subcontractor.

For example, the Wisconsin Supreme Court held just that in *American Family Mutual Insurance Co. v. American Girl, Inc.* In that case, a new warehouse had to be razed after the soil underneath it had settled, causing irreparable damage to the warehouse. The warehouse owner sued the general contractor that built the warehouse, and the contractor filed a claim with its insurer under the CGL policy. The insurance company refused to pay the claim, in part arguing that the defective workmanship was not accidental, and therefore, not an occurrence. But the court disagreed because faulty work typically occurs accidentally. Insurance is meant to cover accidents, the court held.

Even state legislatures have weighed in. Some states, like Colorado and Arkansas, have passed statutes stating that construction defects are "occurrences."

Topeka, the Waterlogged T-Rex

What about Topeka, the waterlogged T-Rex? Will the damaged museum be covered under the general contractor's CGL policy? Unless the project occurred in one of the few states that have refused to follow the trend – such as Ohio, Arkansas, Kentucky, and Pennsylvania – the damage would likely be covered. But only if the damage was accidental and unexpected.

Subcontractors beware. While dinosaurs can no longer bite, the insurance industry can. Be sure to check with your insurer and perhaps the general contractor to determine if your alleged faulty work would be insured.

ON DECK with Morgan



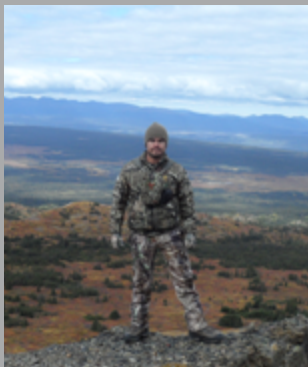
MRCA Board of Directors
Membership & Marketing
Committee



CONTACT US
CIM ROOFING
 10480 Shady Trail
 Suite 100
 Dallas, TX 75220
 469-779-1255
 CIMROOFING.COM

7 THINGS ABOUT MIGUEL ARZOLA OF CIM ROOFING, DALLAS, TX

- Miguel Arzola had never considered a career in the roofing industry until he was approached by CUBIMSA while finishing his Masters in Engineering and MBA at the State of Chihuahua University in Mexico.
- "My Master's Degree is more oriented to highways and bridge design and construction. I always pictured myself doing something related to that field. Roofing definitively was not on my radar. The CUBIMSA team along with my bosses, Jesus and Luis, have always been the finest kind of people. It was because of this that we were able to find a balance that convinced me to join them."
- Miguel attributes much of his success to the strong work ethics and faith of his parents. "Neither had a college degree but were able to give my brother and three sisters a life as successful professionals. Paola is a lawyer, Gisela is an Architect, Fernando has a degree in Finance, and Suzana, the little one, is a Geologist. I'm extremely proud of my parents and can't thank them enough for the sacrifices and efforts that made us who we are."
- Miguel and his wife Brenda have been married eight years, and have two daughters, Fernanda, 7 and Sofia who will be 6 soon. "Brenda lived near me and we became good friends. I knew she was the one as soon as I met her, but it was on me to convince her I was the one for her." They also have a 2 year old Chesapeake Bay Retriever named Reve. "He's a part of the family too."
- In their spare time, the Arzolas enjoy being outdoors, especially at one of their ranches. "One has horses and cattle and the other one is a hunting ranch where we have Dessert Bighorn Sheep and Mule Deer. Actually, I'm in the process of becoming a board member of the Wild Sheep Foundation. Our daughters love hunting too. It is actually a very complete activity as it connects them with nature, makes them exercise and respect wildlife along with having fun and being away from the daily buzz of the city."
- "I am 100% glad to have found the roofing industry. I feel that it is a very challenging, but at the same time noble, industry with lots of good people involved in it. Many have become good friends, even my competitors. Something very peculiar about this industry is that we always focus on doing things right and better, constantly improving in every aspect of it; labor, operations, safety, financial, risk management, etc. But then also, one way or another, it is a very sensitive cause that drives the efforts of everyone involved because, the way I see it, everyone needs a roof and so we contribute on making it happen and at the same time help the environment and the nature by providing efficient roofing solutions."
- "My involvement with MRCA has helped to strengthen my leadership skills in multiple ways by learning how others have dealt with tough situations, both business and personal. The great people around the MRCA are kind enough to share not only the business challenges they have gone through, but also in many cases, their lives too. You also understand different operational challenges based on location weather, legal approach, labor strategies, and marketing. It would be endless to frame all the positives that have come out of the MRCA experience."





TekCollect

Discover Your Solution

TekCollect specializes in early intervention on delinquent accounts. Their persistence, professionalism and pricing are unparalleled and it is completely Web-based for the most convenient, accessible, real-time account management solution available.

They cater specifically to small and medium-sized businesses, enabling them to establish long-term relationships, provide personalized service and generate aggressive results. They successfully manage a portfolio of 30,000 clients around the country and recovery ratios are three times the national average.

MRCA Member Benefits

All MRCA members receive key account status. A designated TekCollect Account Manager will contact you on a monthly basis to review the status of your accounts receivable, implement custom solutions, and provide ongoing personal attention and support.

MONTHLY SERVICES INCLUDE

- Ensuring consistent account placements
- Evaluating skips and running them through databases free of charge
- Examining the monthly contact ratio to determine if additional phone campaigns are necessary

TekCollect also offers MRCA members additional advantages:

- Account recovery specialists
- Discount pricing per account
- Secure, Web-based account placement, updates, audits and reports
- Prompt online verification of debtor payments to preserve ongoing customer relations
- Secondary Contingent Recovery Division for hard-to-collect accounts
- FREE Accounts Receivable Analysis at no cost and no obligation

For all MRCA members, TekCollect's custom program includes two phases of aggressive collection efforts. The Primary Phase involves a series of professional contacts beginning with an Audit/Balance Verification notice. They follow up with strategic telephone campaigns, plus up to six high-impact written contacts, the final being an Attorney Demand. All delinquent accounts are reported to the credit bureaus, and for any debtors they are unable to contact, TekCollect will conduct electronic database skip tracing. Payment is directed to the MRCA member for immediate account reconciliation to help preserve and maintain the customer relationship.

Please contact Diane Schumm directly to get started:

Diane Schumm, Vice President Corporate Services
TekCollect Debt Collection Service

(866) 652-6500
Diane.Schumm@tekcollect.com
tekcollect.com

TekCollect



YOU CAN ALSO APPLY ONLINE AT MRCA.ORG UNDER THE FOUNDATION TAB

Foundation Scholarship Application

Name of Applicant: _____
(please print or type)

The MRCA Foundation is a non-profit organization established by the Midwest Roofing Contractors Association (MRCA). One purpose of the Foundation is to provide financial assistance to MRCA member company employees and their families pursuing higher education at an accredited university or trade school.

ELIGIBILITY

Candidates must be an undergraduate or graduate student enrolled in a trade school, college, or university, or a high school senior provisionally accepted at an educational institution and expressing intent to pursue a degree or certified trade program with at least a 3.0 GPA or B Average Equivalent.

APPLICATION REQUIREMENTS

Candidates must submit the following to be considered for a scholarship award:

1. A fully-completed application.
2. Proof of being associated with an active MRCA member company.
3. A written statement from the educational institution where the trade-related, undergraduate or graduate work will be undertaken, indicating provisional acceptance of the student at the institution.
4. Official transcripts from current high school or educational institution showing at least a 3.0 GPA
5. Two letters of recommendation, submitted by persons at least 18 years of age who are not related to the candidate. Only one letter of recommendation may come from a Director of MRCA, however, none may come from a Director of the MRCA Foundation.
6. A typed essay of no more than one page, explaining why the applicant is interested in pursuing a degree in the construction industry or related field and any steps that have been taken to pursue this goal including relevant honors, activities, or employment.

SCHOLARSHIP AWARDS

The number and dollar amount of scholarships awarded by the MRCA Foundation will be determined by the MRCA Foundation Board of Directors.

SELECTION

Scholarship recipients will be selected on the basis of academic performance, employment experience, financial need, letters of recommendation, and a demonstrated desire to pursue higher education. All applicants will be notified in writing by the Directors and the award will be mailed to the specified school.

DEADLINE

Entries, including all required information, must be postmarked or submitted online no later than May 1, 2019 to be considered for the 2019-2020 academic year. Applications and supporting documentation shall be mailed to: MRCA Foundation, Attn: Megan Miller, 2077 Embury Park Road, Dayton, Ohio 45414 or emailed to mmiller@mrca.org. Website to apply online is mrca.org.

APPLICANT: Please complete all sections of this application:
(Please type or print clearly)

I. PERSONAL

A. Name: _____
 First Middle Last

B. Home Address: _____
 Street City State Zip Code

Home Telephone: _____ Cell Phone: _____ Email: _____
(Circle preferred method of communicating)

C. MRCA Member Company, City, State: _____

Relationship to employee at member-company (circle one and provide name):

Mother Father Aunt Uncle Other (provide details)

D. Name and address of the educational institution you are currently attending or from which your provisional acceptance has been made:

Name of School Student ID #

Street City State Zip Code

Indicate the highest education level you have completed at time of application:

High School Senior Freshman Sophomore Junior Senior Graduate School

C. What is your grade point average (GPA) at the time of application? (3, 4, 5, or 6 point scale – circle one)

D. In what program do you expect to get your degree? _____

E. List any extracurricular activities in which you have participated in high school and college:

(1) Student activities _____

(2) Community activities _____

(3) Athletics _____

(4) Other _____

MRCA FOUNDATION SCHOLARSHIP

II. FINANCIAL INFORMATION

A. Total household annual income (including parents or spouse):

0K-50K _____ 50K-125K _____ 125K- More _____

B. Number of brothers and sisters living at home: _____

C. Including yourself, how many members of your immediate family will be enrolled in college during the upcoming school year? _____

D. Estimate of college expenses:

(1) Tuition:	\$ _____	per year
(2) Books:	\$ _____	per year
(3) Room and Board	\$ _____	per year
(4) Other (please specify)	\$ _____	per year
TOTAL	\$ _____	per year

E. What percent of your college education and living expenses do you expect scholarships to provide?
_____ %

III. ADDITIONAL INFORMATION

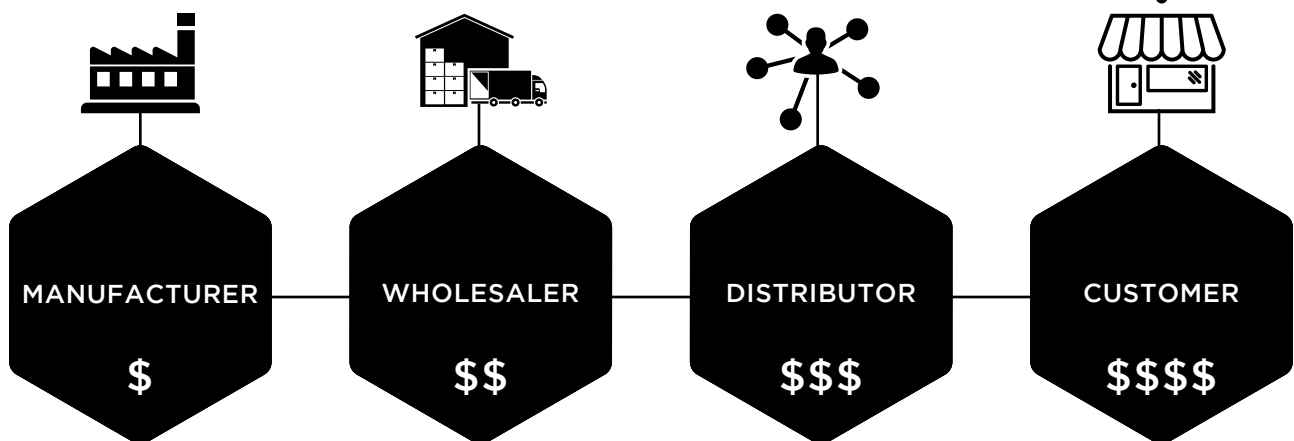
I agree that this application and all attachments may be used by the Board of Directors of the MRCA Foundation or any representatives designated by the Board of Directors, for the purpose of evaluating and selecting recipients of scholarship awards. I represent that all information submitted in conjunction with this application is true and correct to the best of my knowledge. I understand that false information is cause for disqualification.

Signature of Applicant _____ Date _____

beeline

Specialized Purchasing Brokers

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?

NEW & IMPROVED SHARP SAFTEY PLUS PROGRAM



Bob Poutre of RoofTech, Stillwater, MN

For many years one of the active MRCA committees has been referred to as the Operations and Safety Committee. The committee has been chaired by many volunteer chairmen, committee members and staff to aid the MRCA Members. As we all know, the Safety aspect of our industry has changed many times over the course of the years as rules and regulations are constantly changing and new standards being introduced. How can we stay on top of all of the changes?

At last summer's MRCA Board meetings, the Operations and Safety Committee discussed many ways to improve the offerings to our MRCA Members. At the completion of the meeting it was decided that going forward the committee would be renamed and would simply be known as the "Safety Committee". It was the feeling of the committee that the primary focus of the work done needed to be focused on helping members become safer contractors while also complying with the ever-changing OSHA regulations.

Many great things have already been in the works. A revision of the old SHARP logo was completed, and the program will now be known as SHARP Plus,

with a new blue color and a renewed emphasis on safety. Also within the SHARP program the dated

The newly released "New Employee Orientation Video" was a great success"

Sharp Employee Safety Manual is being looked at for a much needed revision and make over.

The newly released "New Employee Orientation Video" was a great success and was released at the Conference held in St. Louis. Many members asked if a quiz could be developed for the video and work on that has been accomplished. The quiz can be found in the Members Only section of the MRCA Website. Also, many members asked for a Spanish version of the video. Much work has gone into that and after hitting a few stumbling blocks the Spanish version has just been completed and released,

Very soon we will be announcing more great offerings that we hope to bring to our members from the Safety Committee in an effort to assist everyone in becoming safer contractors.



SHARP Plus Video Series Order Form

New Employee Orientation Video – 2nd Edition - ENGLISH & SPANISH

This program is an essential tool when preparing new employees for the jobsite.

Topics covered in this video include:

Company Vehicles	Guardrail Systems	Extension Cords & Power Tools
Distracted Driving	Personal Fall Arrest Systems	Fall and Trip Hazards
Drug and Alcohol Policies	Warning Lines	Fire Hazards
Hazard Communication	Safety Monitors	Lifting Hazards
PPE	Hazardous Chemicals	Heat Stress
Ladder Safety	Working with Hot	CERTA

This video is available as a DVD and as an electronic version that comes on a USB drive.

English: Please indicate quantity and format: Qty _____ DVD or Electronic: _____

Spanish: Please indicate quantity and format: Qty _____ DVD or Electronic: _____

Member Price: \$75.00 each or \$125.00 for set*

Non-member Price: \$300.00 each or \$400 for set*

*If ordering a set, please reflect 'set' price amount in the 'Total to be charged to card' below.

Mail this form to the address below or email to SHARP@mrca.org or fax to 937-278-0317

Name _____		Company Name _____	
Address _____			
City _____		State _____	Zip _____
Phone _____		Email: _____	
Visa/MC/Discover/Amex # _____		Exp. Date _____	
Signature _____		Name on Card _____	
Total to be charged to card: \$ _____		Billing Zip Code _____	

Please allow 2-3 weeks delivery



WinR at International Roofing Expo



Laurie Moore of Kreiling Roofing Co. Peoria, IL

Women in Roofing met on the 15th Floor of Bridgestone Tower on Tuesday, February 12th during the International Roofing Expo that was held in Nashville. The event was hosted by Bridgestone and Firestone. Thanks to Thomas Shipps

of Bridgestone Supplier Diversity and Michelle Lane, Executive Director of Marketing for Firestone Building Products, the group officially kicked off its fresh direction of focusing on the needs of the roofing contractors in our industry that happen to be women.

Bridgestone arranged for Phala Mire, President of WBEC South, who spoke to the group about the value of WBE certification. The group followed with an official meeting naming officers as follows: Laurie Moore, President; Sherri Miles, Secretary; Candace Klein, Affiliate Relations; Ann Zell, Membership Director; and Kelly Van Winkle, Education Director. Future positions will be available as the group develops in case you or someone you know might be interested. The group is run by the MRCA but will need input of the contractors to direct the group content.

There were roofing company owners, management and next generation owners/management present to confirm the need to have a peer group to help find the resources and knowledge required to develop and modify a company vision. The comfort of knowing others to

help give you direction or confirmation when met with a challenge is also a value to the group. The group will aim to help develop professionalism in its members as well as their companies and its employees, participate in and contribute to the industry, and improve the perception of these women as roofing professionals as well as smoothing out the path for the next generation.



[Candace Klein](#)



[Kelly B. Van Winkle](#)



[Sherri Miles](#)

A survey was sent out in early March to create member profiles and help link the members. If you play an active role in the management of a roofing company, please request a survey be sent to you so you can benefit from connecting with this group by contacting Megan Miller of the MRCA at mmiller@MRCA.org.

 [Follow us on Facebook](#)
[@WomenInRoofing](#)





MIDWEST ROOFING CONTRACTORS ASSOCIATION 70th Annual Conference & Expo November 20-22, 2019 Overland Park, KS

COMPANY INFORMATION:

This Representative will be contacted for all program details, finalizing of booth personnel and for decorator/electrical needs. Please print or type.

Company Name (Exactly as you wish it to appear in Printed Materials and on Exhibit Sign) _____

Address: _____

City, State, Zip: _____

Country: _____

O: _____ C: _____

Email: _____

Website: _____

Full Name: _____

READ BEFORE SIGNING: Exhibitor's signature on this contract indicates acceptance of the Rules and Regulations provided with this contract and is an agreement to pay the total amount due. The person signing this contract on behalf of the exhibitor has the authority to do so and is responsible for employees' adherence to the Rules and Regulations.

Signature: _____

Company and/or Product Description (Will be included on MRCA Website & Expo Mobile App (Can also be emailed to rpinkus@mrca.org)

Multiple blank lines for company and product description.

PAYMENT INFORMATION:

Applications will be accepted as long as space is available. A signed contract is considered an agreement to pay the total amount due. To qualify for the Member Rate, the exhibiting firm needs to be an active member in good standing at the time of conference. If membership dues are not current, you will be billed at the higher rate.

Payment Schedule: 25% of the booth fee is due with the Exhibitor Contract if submitted before January 31, 2019. 50% of the booth fee must be submitted by April 30th and 100% is due by September 15th. Booth space must be paid in full before being permitted to set-up exhibit.

Space Cancellation: The space cancellation deadline is September 15, 2019, after which no refund will be made.

EXHIBIT FEES:

Table with 3 columns: Booth Type, Member Rate, Non-Member Rate. Includes rows for 10x10 Booth, 4 or more booths, and a calculation for total cost and payment today.

Preferred Booth Numbers:

1st Choice: _____ 2nd Choice: _____

3rd Choice: _____ 4th Choice: _____

Please list companies that you prefer not to be near:

Blank line for listing companies to avoid.

BILLING INFORMATION:

Full Name: _____ Title: _____

Company Name: _____

IF DIFFERENT FROM ABOVE:

Address: _____

City, State, Zip: _____

Country: _____

PH: _____ FX: _____

Email: _____

Please make checks payable to Midwest Roofing Contractors Association and send check along with this completed agreement to:

Attn: Rachel Pinkus
MRCA Exhibits
2077 Embury Park Rd.
Dayton, Ohio 45414

You may also send your completed agreement to: rpinkus@mrca.org or Fax: 937-278-0317



Credit Card Payment Information:

CC#: _____ Exp. Date _____

Name on Card: _____

Billing Zip Code: _____ Amount Being Charged: \$ _____

QUESTIONS? Contact Rachel Pinkus at 800-497-6722 or rpinkus@mrca.org

SOPREMA® Executive Tim Kersey Elected as Asphalt Roofing Manufacturers Association President

WADSWORTH, Ohio (March 21, 2019)—The Asphalt Roofing Manufacturers Association (ARMA) has announced the election of Tim Kersey, vice president and general manager for SOPREMA, Inc., as the association’s president for the 2019 term. ARMA represents North American asphalt roofing manufacturers, as well as raw material suppliers, and serves to promote the long-term sustainability of the asphalt roofing industry. An active member with the association since the late 1980s, Kersey brings to the president’s role his rich roofing industry knowledge, proven leadership capabilities and a passion for communicating the benefit of asphalt roofing products to the building industry and the public.

Kersey has served multiple terms as the chairman of ARMA’s Low-Slope Roofing Committee, a role in which he was regularly involved, helping to craft technical publications and codes standards and supporting activities for low-slope asphalt roofing applications. He joined the ARMA board of directors when he joined the SOPREMA executive team in 2012, and he has served on the board ever since. Due to his experience with the organization, Kersey was elected by his peers to the Executive Committee, ARMA’s governing body, and served as the treasurer/secretary for two years. He began his term as president on Jan. 1, 2019.

The ARMA president is responsible for facilitating the board of directors’ activities and setting the agenda for the organization. In 2019, Kersey plans to continue the

organization’s momentum in driving awareness of the benefits of asphalt roofing in the residential space while also bolstering communications around the advantages of asphalt roofing in the low-slope/commercial market. Industry members can expect to see expanding interactions between asphalt shingle and low-slope roofing manufacturers, broadening public dissemination of ARMA’s statistical industry reports, more external-facing communications from ARMA and a general emphasis on increasing asphalt roofing representation in industry conversations.



“I have had the pleasure of working with Tim since 2003 when I started with ARMA,” said Reed Hitchcock, ARMA’s executive vice president. “He has a breadth of technical knowledge and executive experience, and he also brings a great combination of fresh perspective and insight into the association’s history that we look forward to engaging further as he takes the reins as president.”

For more information on Kersey’s role as ARMA president or to learn about ARMA, visit www.asphaltroofing.org.



Take \$25 off a Classified! Promo Code MRCA.

Visit us at www.RoofersCoffeeShop.com/INeedHelp



NTRCA Announces 2019 Board of Directors and Annual Award Winners

Fort Worth, TX – March 4, 2019 – The North Texas Roofing Contractors Association (NTRCA) - a regional association for residential and commercial roofing contractors, distributors, manufacturers and associates who maintain the highest industry standards - announces this year's 2019 board of directors and annual award winners.

During the 2019 NTRCA Awards Banquet, held February 23 at Blane Stone Lodge in Midlothian, Texas, winners of the annual "Industry Leader of the Year" and "Associate of the Year" were announced and recognized for their significant contributions to the North Texas roofing industry and for their exceptional service. Past winners meet annually to choose each year's new honorees.

The "Industry Leader of the Year" honor, the association's most prestigious recognition, was awarded to Brett Hall, president of Joe Hall Roofing. The "Associate of the Year" honor was awarded to Paul Graham, co-founder of Moore Graham Sales. The 2019 NTRCA board members were also announced during the Awards Banquet.



Left to right (back row): [Josh Graham](#), [Jason Nemitz](#), [Karen Vermaire Fox](#) (executive director - staff), [Kyle Davis](#) (board president-elect), [Paula Felix](#), [Ross Crum](#), [Amanda Fuller](#), [Charles Cross](#) (past-board president)
Left to right (front row): [Jared Williams](#), [Scott Anderson](#), [Paul Ramon](#) (board president), [Shelly Northway](#), [Kelly Kirkendoll](#) (PR/marketing director - staff), [Gregg Walther](#), [Karen Ensley](#) and [Craig Rainey](#)

During the evening, NTRCA Golden Hammer award winners were also recognized. NTRCA's annual Golden Hammer Awards recognize outstanding roofing projects completed during the prior year. Entries are judged each year on logistical challenges, quality workmanship, uniqueness, difficulty, time constraints, innovative solutions and safety challenges.

Contractors selected to win this year's Golden Hammer Award for Community Service projects were: KPost Company for its work on the 24 Hour Club Project (with support from HKS, KDC, Austin, Balfour Beatty Construction and The Beck Group); Omnipresence Construction and Roofing for its work on the St. Joseph Catholic School project; and Tarrant Roofing for its Grimes Road project (with support from RSG Dallas and CertainTeed).

Commercial Contractors winning a Golden Hammer Award this year were: Empire Roofing for its American Airlines Tulsa Warehouse Roof Replacement project (with support from Conley Group); KPost Company for The Statler Dallas project (with support from Hill & Wilkinson General Contractors); and Supreme Roofing for its Baylor Irving NICU project (with support from Beacon Roofing Supply).

Residential Contractors selected to receive a Golden Hammer Award this year were: JMAC Construction for the Samaca Slate Job project (with support from Ramon Roofing); Ramon Roofing, Inc. for its Winton Terrace West project (with support from Spec Roofing Supply and Ludowici Clay Tile); and Tice Enterprises for its Argyle New Construction project (with support from Wholesale Roofing Supply and DaVinci Roofscapes).

Contractors selected to receive a Golden Hammer Award this year in the Metal/Tile Roofing category were: Classic Superroof, LLC for the Vassar Avenue project (with support from IB Roof Systems); Omnipresence Construction and Roofing for its Kondos & Kondos Law Group project (with support from Beacon Roofing Supply and Ramon Roofing); and Texas Roof Management, Inc. for its Park Place on Turtle Creek project (with support from Childress Engineering and Petersen Aluminum Corporation).

Contractors selected to receive a Golden Hammer Award this year in the Green Roofing category were: Tarrant Roofing for its Greene Avenue project (with support from RSG Dallas and CertainTeed) and Arrington Roofing Co., Inc for the Arrington Roof Garden & Solar Array project (with support from Thomas Mathis Metal, Go Solar Go, C-CAP Firestone, Synthetic Grass Warehouse, Soil Building Systems and Beacon Roofing Supply).



Industry Leader of the Year photo
 (left to right): [Dan Pitts](#), [Brett Hall](#) (Industry Leader of the Year award winner) and [Paul Ramon](#)



Associate of the Year photo
 (left to right): [Paul Ramon](#), [Paul Graham](#) (Associate of the Year award winner) and [Lee Graham](#)

The NTRCA board officers for 2019 are:

- Paul Ramon, president of Ramon Roofing Inc. (president)
- Charles Cross, Jr., commercial sales at CIM Roofing (past president)
- Kyle Davis, owner at Super Roofman (president-elect)
- Kirk Scott, owner at Scott Exteriors (treasurer)

Other members of the 2019 NTRCA board of directors are:

- Scott Anderson, outside sales at ABC Supply
- Ross Crum, sales director at Beacon Roofing Supply
- Paula Felix, vice president at Aspenmark Roofing & Solar
- Amber Fuller, territory manager at CertainTeed
- Josh Graham, sales manager at Graham Construction & Roofing
- Justin Mallow, territory manager at Boral Roofing
- Jason Nemitz, president/owner at D&G Roof Systems
- Shelly Northway, territory manager at Southern Shingles
- Craig Rainey, senior VP at Supreme Roofing
- Evan Segler, territory manager at GAF
- Jared Williams, estimator at Zenith Roofing

Additionally, the following experts will serve as Ex Officio NTRCA board advisors in 2019:

- Gregg Walther, Independent Insurance Group - insurance expert
- Karen Ensley, partner at Saunders, Walsh & Beard - attorney



UTILIZING THE NETWORKING OPPORTUNITIES

of the MRCA T&R Committee

Last fall I answered the phone and one of my longtime customers, to whom I had provided an estimate to replace a roof that had sustained hail damage, wanted to visit about the estimate.



Greg Sprague, Sprague Roofing, 2018 MRCA President

The roof system that had sustained the hail damage consisted of two layers of 2" flat iso insulation board mechanically fastened to a metal deck, tapered iso insulation mopped directly to the flat iso insulation board using Type 3 asphalt, a perforated/venting base sheet and two plies of Type IV fiberglass felt mopped to the iso insulation using Type 3 asphalt, finished with an APP granule surface modified bitumen cap sheet torched directly to the mopped fiberglass felt. My estimate consisted of a complete tear

off to the deck and replacement with like kind iso insulation and a Hybrid BUR/Modified system. It was an apple to apples replacement of the existing roof system.

My customer was in negotiation with his insurance carrier and he explained to me that the insurance adjuster was adamant that the existing roof membrane (consisting of the base sheet, fiberglass felts and modified cap sheet) could be delaminated from the existing iso insulation and that the iso insulation could be salvaged and reused. The adjuster had told my



Isn't it great to not have to be the "Lone Ranger!" When you run into situations"

customer, "I have seen it done all the time."

"So, he has seen it done all the time... interesting" I responded, "that has not been my experience." I went on to further explain that my company has never had success trying to partially tear off and delaminate a Hybrid BUR/Modified multiple ply asphaltic membrane that had been hot mopped directly to iso insulation. Now in the past, we had had success delaminating EPDM membranes that were adhered to iso insulation with bonding adhesive and salvaging the iso. However, that involved a totally different set of dynamics. You are literally peeling the EPDM membrane from the fiberglass or felt facer of the iso. When we had tried to delaminate hot mopped BUR/Modified membranes systems incorporating a perforated/venting base sheet that had been mopped directly to iso insulation, you cut up the Hybrid BUR/Modified membrane and tried to separate it from the iso, and in the process we tore up large chunks of the iso insulation right along with it. The result was the iso insulation was so badly damaged it could not be salvaged.

To be objective and not to just disregard offhand the insurance adjusters claim, I told my customer I would reach out to the esteemed members of the MRCA T&R committee and asked about their experiences with this same situation.

All of the members of the committee responded back to me. One member admitted that his company had no experience with that type of situation and one member said he had had limited success but on a very small project. The other five members of the committee had experienced what I had experienced, which was that in the process of removing the hybrid BUR/Modified system the iso insulation was so badly damaged it could not be salvaged.

Well, isn't it great to not have to be the "Lone Ranger!" When you run into situations like the scenario I just described, and if you are an MRCA member, by all means reach out to the

MRCA T&R Committee or your fellow MRCA contractors for help. More likely than not, somebody has experienced that same problem and they will have an answer for you or at least tell you what they did to resolve it. Let's face it, misery loves company!

The ability to network with your fellow contractors and utilize the great depth of knowledge and experience that they have is the hidden gem of MRCA membership. Don't be the "Lone Ranger" in the roofing business. If you are experiencing a roofing related problem reach out to the MRCA and your fellow MRCA contractors.

Experienced Counsel and Determined Professionals

- OSHA Defense
- Labor & Employment Law
- Construction Law
- Business Law
- Litigation
- Workers' Comp Defense

**Auman
Mahan + Furry**
ATTORNEYS

937-223-6003

amfdayton.com

**Attorneys
You Can
Rely On for
Effective
Representation**

*Stephen A. Watring
Gary W. Auman
William H. Barney, III
Richard L. Carr, Jr.
Donald B. Rineer
Amy C. Mitchell
Douglas S. Jenks
Abigail K. White
David M. Rickert
Matthew J. Bakota*

How Can Employee Turnover Return Positive Results?

By Aileron

Every business owner has something that's kept them up at night. For Bernard Dalichau, President of Lavender Home Care Solutions, it was the thought of losing his employees. "I put so much effort into hiring them, and I put so much effort into developing them, the fear of losing people was a huge anxiety point I had," he says.

The principles to overcoming fear may be simple, but the practice takes commitment and support. Here's how Bernard confronted his fear and used it to grow and advance his business.

"A Toxic Environment"

With a focus on company growth, Bernard's attention had slowly been pulled away from spending as much time on company culture. "I took my eyes off of the concept of values and mission and culture, explains Bernard, "and before I knew it, a toxic environment had grown within the company."

Bernard began to see his staff acting in ways that benefited them as individuals, and not as a team. Having worked to bring together a unique set of individuals who were each selected for a specific role within his growth strategy, it was concerning to see how the culture was shifting.

"My fear turned into anxiety because, at that time, I felt that I could not bring them together and that's when my fear of losing [employees] really started to expound further and cause more stress," he says. He was especially worried about losing a top sales person who was a positive influence on the company culture (and the bottom line).

"My fear of losing employees turned into reality when the one person who I didn't want to lose, ended up leaving," says Bernard.

Facing the Fear

Bernard says it was an important step to be honest with himself about the anxiety he was experiencing. He was able to identify the true source of the fear by working with certified Leadership Coach and Aileron President Joni Fedders. "The fear of losing people was actually a personal fear of not being adequate enough to train or give them enough information to continue to grow," says Bernard.

"Once I understood where that fear was coming from, then I could learn how to talk about it, and how to act in ways that would instill confidence in the staff," he adds.

Re-focusing on Culture

To overcome the fear and anxiety, Bernard refocused his energy to work on company culture. During this

process, he saw how the majority of people were not a cultural fit for the company.

"Finding out that I had to terminate the majority of [those who were not a cultural fit], turned into a vigorous protection of the mission, vision, and values that I spent so much time to build," says Bernard.

Once he was able to realign with the mission and values, he was able to protect them for the sake of the company.

"Before, my anxiety had crippled me from making decisions based on our mission and values. But after this shift, people who were hired were selected based on those stipulations," he explains.

Ultimately, it was the company culture that helped his people become dedicated and committed to the business. "Our mission and values are really what re-dedicated people to the business and brought forward a positive response to growth and teamwork," says Bernard. "They now have the mindset of, 'Whatever is good for the company, is good for all of us.'"

Using Empowering Questions

Although Bernard's staff was devoted to the company, he realized growth is accelerated when employees can make effective decisions and are empowered to problem-solve on their own.


Bernard attended a workshop where he learned how to use open-ended questions; the techniques he learned not only helped him to challenge his thoughts and assumptions, but it has helped his employees to problem-solve. "It's about asking the questions and not interjecting," he explains.

"Sitting back calmly and listening has been one of the most important things that has allowed people to feel empowered in our company."

Examples of these empowering questions include:

- What can you do about that?
- How do you envision the outcome?
- What about that makes it work?
- What would you like to see happen?
- What do you think is holding you back?
- What's another way to look at that?

In the past, Bernard may have used empowering questions without noticing it, but now he uses them with intention. "Now I am specifically and strategically using empowering questions to allow room for growth for my own staff. It's pretty amazing to watch someone get asked a question, and let them answer it themselves, and then finding out along with them, that they are



A big pillar of leadership is not telling people what to do, but asking them how to do it”

perfectly capable of handling difficult situations.”

“A big pillar of leadership is not telling people what to do, but asking them how to do it,” says Bernard, “and seeing where they can take it. It’s not the end-all be-all answer to everybody’s questions, but it is one major part of growth which allows the company to become a living entity.”

“I’m enjoying watching people grow and come up with an idea that is truly theirs, and that I have nothing to do with. And they’re smiling after our conversation because it’s their idea.”

Showing Employees Your Appreciation

Examining the source of his fear allowed Bernard to re-assess how he recognized, appreciated, and rewarded his employees, which he knows is a critical piece in retaining them. Beyond reducing turnover, the benefits of a culture of appreciation include improved productivity, greater customer satisfaction, more positive relationships with colleagues, and a better overall workplace culture.

No matter a person’s position, they want to feel appreciated at work and they want to feel their work is valuable to the company. Bernard looks to genuinely acknowledge and appreciate every employees’ contributions to the company. Part of that process is rewarding them in ways that matter to them.

“Not everybody wants the same thing and there’s different ways to talk to different people, and so we are intentional about uncovering that,” says Bernard.

For example, Bernard knows that for one of his employees, having the flexibility to spend time with family is what she values most. “Her grandchildren are very important to her. She wants to be able to go and spend time with her grandchildren once a quarter, and

that matters to her more than a raise,” he says.

Leaders can do the same by asking:

What do each of my employees value most?

How well am I doing in showing (and communicating) my genuine appreciation for employees?

In what ways am I recognizing behaviors that are good for individuals and good for the team as a whole?

Embracing Vulnerability

Bernard is more open and transparent with his staff, and because of that approach, he’s seen his relationships grow with employees. Leading with vulnerability is not just about opening up about fears or doubts, it’s also about sharing information and knowledge.

Recently Bernard worked on a Business Model Canvas for the company, and realized it was an opportunity to involve his team in the process.

“The staff I have now is much more open. They understand the vision, they understand the mission of the company, and I can ask them questions [to understand their thinking]. The more that I give to them, the more hungry they become to provide for the company,” says Bernard.

Bernard says the first time he heard an employee say, “This is my company,” it surprised him, but it was a moment where he felt gratitude and validation for the process he had been through—a process that started with facing his fear head-on.

“Through this process fear has turned into something really positive,” says Bernard. “And it has really brought us to the point where we are today.”



CALENDER OF EVENTS

ORCA Ohio Roofing Contractors Association

May 14, 2019

Deer Ridge Golf Course
Bellville, OH
www.ohioroofing.com



WSRCA – Western Roofing Expo

June 9-11, 2019

Paris Las Vegas Hotel & Casino
Las Vegas, NV 89109
www.westernroofingexpo.com



FRSA Annual Convention

Sheet Metal EXPO

July 17-19, 2019

Gaylord Palms Resort & Convention Center
Kissimmee, FL
www.floridarooft.com/convention

NRCA CERTA Train-the Trainer Authorization

May 16, 2019

Building & Fire Code Academy
Elgin, ILL 43211
www.nrca.net/store/detail/certa-train-the-trainer-authorization/1717



NRCA Midyear Meetings

July 9-13, 2019

Chicago, IL
www.nrca.net

& Florida Roofing &

vention Center

ention



**BOS – Best of Success
September 15-17, 2019**

JW Marriott Turnberry Isle
Aventura, FL 33180

www.roofingcontractor.com/best-of-success-conference?



**MRCA Midwest Roofing Contractors Association
Conference & EXPO**

November 20-22, 2019

Overland Park Convention Center

Overland Park, KS

www.mrca.org





Midwest Roofing
Contractors Association®
2077 Embury Park Road
Dayton, OH 45414
www.mrca.org

PRESORT STD
US POSTAGE
PAID
PERMIT NO. 966
DAYTON, OH



2019
70TH ANNUAL
CONFERENCE & EXPO

**SAVE
THE
DATE**
NOVEMBER
20TH-22ND

**OVERLAND PARK
KANSAS**

www.mrca.org

