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Midwest Roofing Contractors Association

Jan/Feb 2015

TO

American
Dream

IMMIGRATION

★ Regulation ★ Reform ★ Reality ★

Grassroots Toolkit: The Roofers Voice on Immigration

The Hispanic Hiring Kit

The 10 Commandments of Hiring & Employee Retention

Immigration Reform: The President's Plan?

Distracted Driving



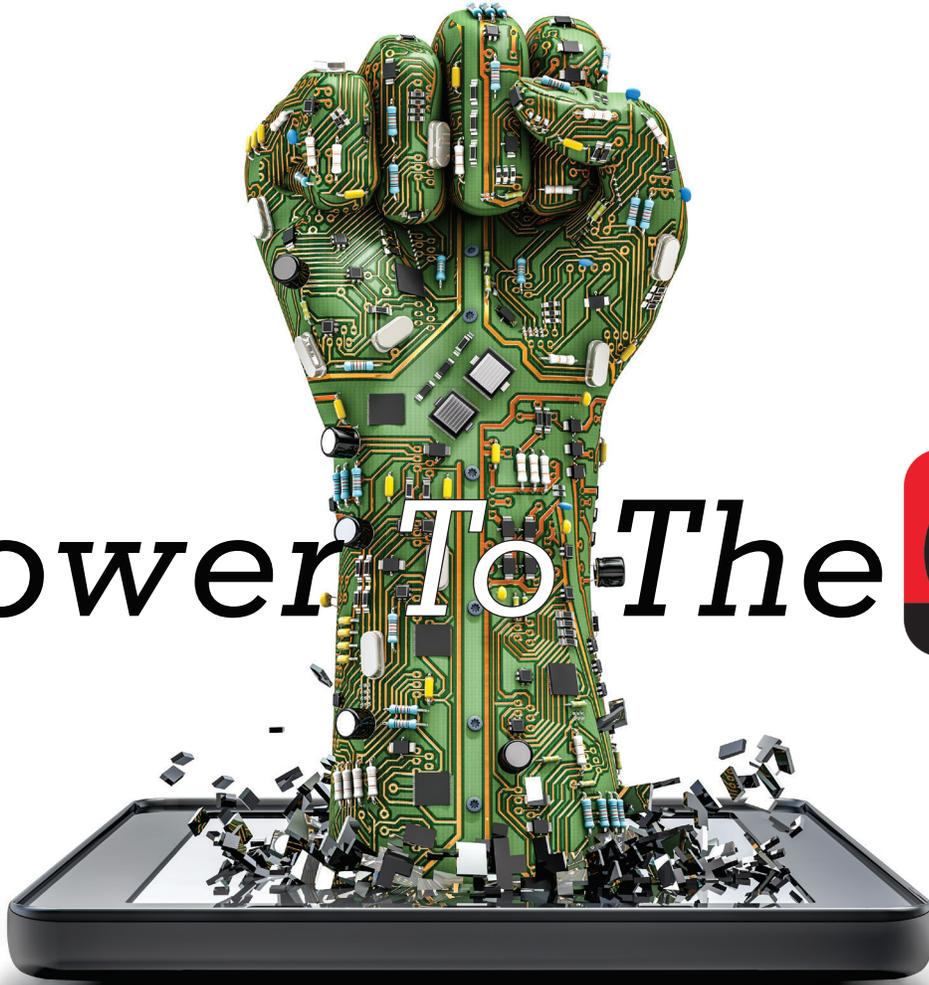
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Strong Roots 1949 Bright Future 2015

Larry Marshall, MRCA President

Four years after World War II, six members of “The Greatest Generation” gathered in the Kansas Heartland to establish the Midwest Roofing Contractor Association (MRCA). America in 1949 was “young again” – a bright future was ahead!

The mission of MRCA is as relevant today as it was when it all started. MRCA remains committed to serving our members by providing a significant return on investment. Our members expect MRCA to help them “work on their business” by providing meaningful Information, Education and Training throughout the year, addressing Technical, Operational, Project Management, Administrative, Financial, Regulatory, Safety, Marketing, Insurance, Human Resource/Employment and Sales issues.

My message as your 66th President is to celebrate the entrepreneurial spirit of the MRCA contractor. I will serve the interests of our membership by “Preserving, Protecting and Promoting” the values of the MRCA as I travel throughout the Midwest and country in 2015.

In early January 2015, your Board of Directors will gather, at their own expense, as our forefathers did, to create our Strategic Plan 2020. Just as in 1949, the MRCA has great expectations for a “Bright Future”.

Membership growth for both MRCA Contractors and Associates continues to expand, and we intend to grow exponentially by answering the increasing needs of our members. Our first formal Annual Report mailing to our members in 2015 will provide financial information on our Association and Foundation, as well as a perspective on MRCA membership services and value.

MRCA will continue to carry on our tradition of providing Technical and Research Information to our membership, performed in a spirit of collaboration.

Cultivating relationships among our Midwest Local, Regional and National Affiliates will be a priority for MRCA in 2015. Additionally, Government Affairs communication with our various local, state and federal regulatory and legislative representatives will be a focus for improving the flow of information to and from the contractor.

MRCA leadership in 2015 is excited to witness the maturity of our Young Contractors Council (YCC) and its leadership impact within our Association. Three of our present board members are currently YCC members.

Expect to witness continued 2015 MRCA growth as a result of the outreach your Board has initiated to encourage Young Professionals, Women in Roofing, and Cross-cultural Inclusion programs. We will also be developing more resources for Residential and Commercial Steep Slope Contractors and Architectural Sheet Metal Contractors to encourage more of them to become active participants in the MRCA.

The 66th MRCA Conference and Expo will be held in Kansas City, Missouri, from November 10-13, 2015. We are returning to where it all started. We are also happy that our Exhibitors have sensed the collective Entrepreneurial Purchasing Power of MRCA Professionals, which has allowed MRCA to presell a record amount of “Expo” floor space. The 66th MRCA Conference and Expo will be an experience in which you will want to participate and witness for yourself.

It is an exciting time to serve MRCA! Remember, because of you and our heritage of exceptional membership, we have “Strong Roots and a Bright Future”.

Larry Marshall, L. Marshall Roofing & Sheet Metal, Inc., Glenview, IL
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in Grapevine, TX
December 10-12, 2014



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Welcome, Officers and Directors!

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– Lincoln, Nebraska

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Kreiling Roofing Company
– Peoria, Illinois

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National Roofing Partners
– Coppel, Texas

MRCA News

MRCA ELECTS NEW OFFICERS AND DIRECTORS FOR 2015

The Midwest Roofing Contractors Association (MRCA) Membership elected their new slate of officers and directors for 2015 at their Annual Membership Meeting held on December 10, 2014 in Grapevine, Texas. At the well-attended meeting, held in conjunction with their Annual Conference and Expo.

The association honored outgoing Chairman of the Board, Mike Miller of Henry C. Smither Roofing in Indianapolis, for his service to the industry and to the MRCA Membership. Steve Little was honored for his strong leadership as President in 2014 that culminated in a very successful Annual Conference and Expo in his home state of Texas.

In his first comments as President, Larry Marshall cited the many strengths that this diverse set of new directors bring to the leadership of the association and shared his excitement in continuing the positive momentum of the association during his term. He also noted that the Board would begin work on a five-year strategic plan for the association at their January Board Meeting.

During his remarks he introduced the new MRCA staff that had been chosen to take over operations of the association in 2015. This staff, led by Executive Director Bob Pope, has had a long history with the construction industry and the roofing industry in particular as they have managed other roofing associations in the region for over thirty years.

Marshall also announced that the 2015 Conference and Expo would be held in Kansas City, Missouri from November 10-13, 2015. The theme for the conference will be, “Strong Roots – Bright Future” and will celebrate the vibrant history and talented leaders that have made the MRCA what it is today. The conference will also look ahead to the bright future in store for the association and for the roofing industry in the region. For more information, please go to: www.mrca.org or call MRCA at 800-497-6722.



MEET YOUR NEW MRCA STAFF



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WinR WOMEN IN ROOFING

Women in Roofing is a volunteer based organization with the goal to provide networking, mentoring and education for women roofing professionals. With a strong focus in mentoring and education for incoming women into the roofing industry, the organization will also create opportunities for continuing education, support and networking for professional success.

The Midwest Roofing Contractor Association (MRCA), announced the launch of the Women in Roofing initiative at their 65th annual conference held in Dallas, TX. The launch of Women in Roofing (WIR) includes a leadership board of leading professional women who will forward the goals of the new group for mentoring, networking and education.

Visualized by current women roofing professionals, the organization will focus on networking for women within the industry with a focus on mentoring for incoming young women, professionals and business owners. With an increasing number of women owned roofing companies and women in key positions for roofing publications, technology, distribution and manufacturing companies, the time is right to create a support structure that will not only mentor but provide ongoing education for career success in the industry.

Co-chairs of the new group, Shari Carlozzi, Hapco, National Sales Manager and Heidi J. Ellsworth, EagleView Technologies EVP of Marketing are working with the MRCA Board to launch the idea of forming a volunteer organization. “I have worked in the roofing industry for close to twenty years,” stated Ellsworth. “It is an amazing industry where you can find a balance between family and business. The group of professional women that are forming are power houses in the industry and will provide the energy and wisdom to create an organization that will provide excellent networking opportunities along with amazing mentoring and education for women throughout the industry.”

The initial leadership committee will include Co-Chairs Shari Carlozzi, Hapco, National Sales MGR; Heidi Ellsworth, EagleView Technologies, EVP with the following leadership support from Alma Garnett, Convoy Supply, President; Mary Rhinehart, Johns Manville, President; Sheree Bargabos, Owens Corning, Vice President, Customer Experience; Jill Bloom, Publisher Roofing Contractor Magazine; Karen Edwards, EagleView Technologies, Marketing Director; Pilar Garcia, Georgia Pacific, Sr. Mgr Analytics; Lindy Ryan, SVP Tecta America & incoming NRCA President 15’-16’; Monica Gwaltney, Diamond Roofing; Kathy Hendricks, ABC Supply; Helene Hardy Pierce, GAF; Rachel Pinkus, MRCA, Managing Director; Dena Elie – Founder “No Roof Left Behind”; Aileen Struble, KPost Company, SR EST and Jayne Williams, KPost Company, CFO & NRCA PAC Chair.



Congratulations to our 2014 Award Winners

James Q. McCawley Award Winner

MRCA Technical & Research Committee, Past & Present

This year the McCawley Award Committee, comprised exclusively of past McCawley Award Winners, made a special award to help celebrate the 65th Anniversary Celebration of the Technical and Research Committee. The T&R Committee has been one of the defining elements of the MRCA and has contributed landmark projects that have had significant impact to the roofing industry. This award was accepted by Dr. Renee Dupuis, MRCA's long-time technical advisors. Congratulations to all the T&R Committee Members, past and present on this unique honor.



Impact Award Winner

Peterson Roofing, Mt. Prospect, Illinois

Peterson Roofing has always taken pride in giving back to the community it has serviced for 36+ years. In 2013, they stepped up their effort with their partnership with the national “No Roof Left Behind” initiative. “No Roof Left Behind” is a campaign where contractors sponsor a free roof giveaway in their county. Nominations are accepted online and four finalists are selected. Once the finalists are selected, the public chooses the winner through online vote. In the past year, Peterson Roofing has donated two free roofs with a third announced.

In October 2013, Peterson Roofing announced its first free roof recipients; the Thorton family from Palatine, IL. The Thorton's raised their family with the belief that others come before themselves. They have committed themselves to service projects making life easier for military deployed and families at home. Heather works with special needs students and Scott works temporary jobs, side jobs, but most often can be seen helping neighbors. The support was overwhelming as the community rallied around the Thorton family to earn them the free roof. “We were touched by the whole community support and Peterson Roofing's generosity. We are always hearing about bad things in the world, seeing something like this happen makes you realize there is also a lot of good,” says Thorton

With such great success for the first program, Peterson Roofing announced the winner of its second free roof giveaway in July 2014. Mr. Henry Blim, a WWII veteran who has dedicated his life to the service of others. From his days in the Air Force to working at local high schools helping troubled kids, Henry has always given back to his country and local community. “I'm thrilled that so many people voted for me and my story, this is truly a wonderful program,” says Blim.

Peterson Roofing is currently running its third “No Roof Left Behind” campaign and has announced its 2015 program. Peterson Roofing is committed to giving back to the community and will continue to do so. “The support from the community has been great. Seeing local communities rally around local families in need has been a wonderful experience,” says Jim Peterson, Jr. “It's the least we can do for a community that has been so good to us over the years.”



About the Awards

James Q. McCawley Award

This award is given to an individual in recognition of their devotion to the roofing industry and is the most prestigious award given by MRCA. This award was first presented in 1969 and is a long standing tradition of MRCA.

Impact Award

The MRCA Impact Award recognizes an MRCA member company that has demonstrated a commitment to improving the well-being of communities or individuals through philanthropy or community service demonstrated at a local or national level.

Industry Innovation Award

The MRCA Industry Innovations award recognizes suppliers/manufacturers who have contributed to the advancement of the roofing industry through innovations and/or product development in the areas of safety, technology, efficiency, or environment that have significantly improved the well-being of the roofing contractor.

Safety Award

The Midwest Roofing Contractors Association® (MRCA) Safety Program Award recognizes MRCA member companies that have demonstrated a commitment to improving jobsite safety through development, implementation, and enforcement of a safety and risk management program.

Congratulations to our 2014 Award Winners

Sharp Safety Awards

Sharp Gold Safety Award Winners

- Weathercraft Company - North Platte, Nebraska
- Empire Roofing, Fort Worth - Texas
- Diamond Roofing - Dodge City, Kansas
- Wray Roofing - North Newton, Kansas
- R. Adams Roofing Inc - Indianapolis, Indiana
- T&K Roofing and Sheet Metal Co - Ely, Iowa



Sharp Silver Safety Award Winners

- Delta Innovative Services – Kansas City, Kansas
- Cotterman & Company – Minster, Ohio
- Henry C. Smither Roofing Co – Indianapolis, Indiana
- Waukegan Roofing Co – Waukegan, Illinois
- Tecta America Kentucky – Louisville, Kentucky
- Sprague Roofing Co – Lincoln, Nebraska
- Roofing Services and Solutions – Louisville, Kentucky
- L. Marshall Roofing – Glenview, Illinois



Sharp Bronze Safety Award Winners

- Kaw Roofing and Sheet Metal – Kansas City, Kansas
- K Post Company – Dallas, Texas
- Roofmasters Roofing & Sheet Metal Co., Inc – Hays, Kansas
- Watkins Roofing Inc – Columbia, Missouri
- CL Schust Co – Fort Wayne, Indiana
- Crafts, Inc – Manitowoc, Wisconsin
- Jonesboro Roofing Co., Inc – Jonesboro, Arkansas
- AAA Roofing Co., Inc – Indianapolis, Indiana
- Knickerbocker Roofing & Paving Co – Harvey, Illinois



MRCA Foundation

Thanks to everyone who supported the auction at the 2014 Convention. The event raised \$50,000 for the Foundation and everyone had a wonderful time doing it!



Thank You!

Thank you to our Exhibitors and Sponsors for making the 2014 MRCA Conference a huge success!



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- OMG, Inc.
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- Equipter
- Tropical Roofing Products
- Drexel Metals Inc
- ERSystems
- Carlisle SynTec Systems
- RoofLogic
- Gaco Western Inc.
- Premier Rail Systems
- Western Colloid Roofing Systems
- Genesis Capital Ventures
- Sam Pack's Five Star Ford
- The Estimating Edge
- Everest Systems
- Roofing Webmasters
- Commercial Distribution Specialists
- Cleasby Manufacturing, Co
- Vital Storm
- IKO
- BITEC, Inc.
- SealoflexWaterproofing Systems
- Wausau Tile Inc.
- Eco Chief Products



GRASSROOTS TOOLKIT: THE ROOFERS VOICE ON IMMIGRATION

Kevin Gwaltney

As you may already know on November 20th, President Obama laid out his plan for executive action to implement several changes to the current U.S. immigration system. The executive action makes changes to the existing Deferred Action for Childhood Arrivals program, which was originally authorized in 2012 for certain individuals who were brought to the U.S. as undocumented minor children and establishes a new program that will provide deferred action from potential deportation for adults who are parents of children who are U.S. citizens or lawful permanent residents. The executive action plan gives the Department of Homeland Security (DHS) up to 180 days from the date of issuance to set up an application process that will enable persons who may qualify to apply to participate. Thus the application process will likely be in place sometime in the late spring of 2015. It is expected that the DHS will issue guidance that will be helpful to employers who may have individuals in their workforce who may apply for this program or who may have program participants seek employment with their company in the future.

Based on the Congressional changes in 2015, the outlook for immigration is extremely uncertain right now and will be greatly influenced by how Congress deals with trying to rescind the President's executive action early next year. What we do know is that a comprehensive reform bill is highly unlikely in

an all-Republican Congress. Republicans may move forward with a series of narrow and targeted bills, such as bills focused on border security, employment verification (mandatory E-Verify), hi-tech visa program, and possible others. However, the big question for the roofing industry, will be whether they may get to legislation that would create a lesser-skilled visa program to help meet the needs of our industry?

Unfortunately in today's political environment, politics is about arguments and persuading our elected officials. But it's also about the number of supporters willing to stand up and support a given position. There are many ways we can make a difference at the grassroots level. The following provides us with just a few "toolkit" ideas for roofers to voice their opinion and join the battle for immigration reform. And remember to bring your most persuasive ammunition by telling your story: how your business works, what steps you take to recruit American workers, why you hire immigrants, what immigrants contribute to your business, and how they support jobs at your company and local economy.

Kevin Gwaltney is president at Diamond Roofing in Manhattan, KS, and is the chairman of the MRCA's Young Contractors Council. He can be reached at kevin@diamond-roofing.com.

How to Engage Your Elected Representatives:

	Visit a member of Congress' local office	Make your voice heard. Meet with lawmakers or their staff in their district offices. The most effective thing you can do is tell your story. Legislators can read what the experts think, they can look up the facts, but what no one else can do as well as you is "make it real." Discuss why immigration reform matters to you, your workers, and the economy.
	Write to a member of Congress	Your representatives need to hear from you about how to vote on immigration legislation. It's best to communicate by fax or email. The more timely and specific your letter, the more effective it will be. Don't hesitate to write often, your opponents do!
	Invite a member of Congress to visit your business	One of the most effective ways to get your message across is to invite a member of Congress to tour your business. No one can explain the economic benefits of immigration better than an employer who counts on an immigrant labor force. Let your representative see for him/herself how foreign workers help keep your company afloat, creating, and sustaining jobs for U.S. workers.
	Speak out at a town hall meeting	Anti-immigration advocates often dominate the conversation at town hall meetings. But you can change that by making your voice heard. Lawmakers will notice a personal experience at a town hall which will make more of an impression than a stack of opinion polls. As in a face-to-face meeting, the most effective thing you can do is tell your story – a short, vivid explanation of why immigration matters to you. Give your representative a reason to vote in favor of immigration reform.
	Invite a member of Congress to address your local trade group	What better way to get your representative engaged and thinking about the immigration issues that matter to you? It's also a great way to start or strengthen a relationship. Lawmakers welcome this kind of opportunity – make sure your organization is on their list of stops.

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★ ★ It's the CERTA Program! ★ ★

Greg Sprague

In 2002 CNA, a major U.S insurance underwriter that offers general liability coverage to roofing contractors, experienced 46 claims and \$13,784,000.00 in losses as a result of roof top torching activities by roofing contractors! In 2003 CNA approached the NRCA and asked them to address these concerns about increasing roof fire incidents and resulting property loss. The roofing industry was on the brink of losing general liability insurance coverage from this major insurance carrier if something wasn't done and done quickly about roof fires resulting from roof top open flame torch use! I don't know about the rest of you roofers out there, but I have never had much success installing a roll of APP modified bitumen or thawing out the frozen drain cock on a hot lugger with a heat gun. What was the roofing industry to do? Fortunately in 2002 the industry had access to the MRCA's CERTA program.

In 1986 the Midwest Roofing Contractors Association in conjunction with industry companies, the Asphalt Roofing Manufactures and the United Union of Roofers, Waterproofers and Allied workers developed a curriculum for training roofing mechanics in the safety of torch welded modified bitumen roofing systems. This program was named the Certified Roofing Torch Applicator program or CERTA. With continuing changes in technology, federal regulations, and work practices, it became necessary in the 1990's for the MRCA to revise and update the CERTA program which it did with the cooperation of contractors, manufacturers and other associations. This program was comprised of a combination of a training manual, video, and hands-on training class. The basic content of that CERTA program included training, demonstrations and class study sessions that included the following:

- Safety and fire prevention techniques for torch welded roofing.
- Video instruction and hands-on training of the torch welding application process.
- Management and supervision instruction on the job setup and installation.
- Protection of the general area and materials to receive torch welding.
- General application techniques and specific application concerns.
- Fire prevention, protection and combustibility concerns.
- Personal protective equipment and fire extinguishers.
- Set up, operation and maintenance of torch welding equipment, LP-gas, hoses, connections, regulators and

propane cylinders.

- Hand torch application and machine torch application.
- Fire prevention, burn protection, hose hazards, combustion, MSDS, health and safety.

In February of 2004 representatives of the MRCA and the NRCA met to discuss insurance costs and insurance coverage for roofing contractors. At that time the only roofing torch applicator training program available in the roofing industry was the MRCA's CERTA program. As a result of that meeting the MRCA entered into an agreement to share its CERTA Program with the NRCA for the betterment of the roofing industry. As a result of that agreement we have today's CERTA program. Torching activities continue to be an important component of the roofing industry. The CERTA program continues to evolve to accommodate today's roof torch safety needs. However, in 2004 without the MRCA's original CERTA program being available to address the insurance industry's concerns about roof fires and the resulting property loss, the use of torch applied roofing material products and systems may have well been extinguished.

Roofing torch-related fire incidents have decreased significantly since 2004 when the CERTA program was implemented. The following data regarding losses paid for fire damage caused by improper use of a roofing torch was shared by CNA.

Loss Year	Number of Claims	Loss Amount
2002	46	\$13,784,800
2003	23	\$7,822,500
2004	20	\$3,901,000
2005	13	\$6,709,500
2006	17	\$1,563,500
2007	11	\$377,800
2008	10	\$542,407
2009	3	\$954,960
2010	6	\$1,985,497
2011	2	\$1,191,000
2012	ZERO	ZERO

What's new with the CERTA program other than Mark Langer and myself wearing those Black Fireman's hats in the CERTA booth at the 65th annual MRCA conference in Grapevine, Texas last December? Well, Dan Maxwell from Maxwell Roofing Company is the winner of the drawing for the detail torch kit. Our thanks go out to Superior Equipment Company of Forrest Hills, TX for donating the torch kits to be given away at events like this across the Midwest!



In the near future, look for the CERTA booth at upcoming regional meetings and trade shows across the Midwest. This May, you should plan to participate in MRCA's CERTA awareness month, during which CERTA applicator training will be offered by certified CERTA trainers throughout the Midwest. More information regarding the MRCA CERTA awareness month and CERTA applicator training will be provided to all MRCA members.

If you have any questions regarding the CERTA program you may contact MRCA at 800-497-6722 or e-mail



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IMMIGRATION REFORM AND THE CONSTRUCTION CONTRACTOR: ★ ★ WHAT DID PRESIDENT OBAMA ACTUALLY DO? ★ ★

Steve Watring

President Obama made some big news on November 20, by giving a speech about his executive action plan to fix the country's "broken immigration system". Politics aside, for many contractors this held out hope for expansion of the labor pool. But what really was done? And when is it likely to take effect?

While President Obama gave a speech and laid out a plan, anyone that says he issued an Executive Order is wrong. There is no such animal on the White House website. There is no such animal recorded in the Federal Register where such things are recorded. What President Obama did was set forth his visionary yet skeletal plan, and directed his various agencies and other minions to set on a course to try to implement that vision. Especially in Washington, the devil is in the details, and there are a lot of details to be fleshed out.

For most employers, the most important part of President Obama's "action plan" is that it envisions expressly permitting almost 5 million presently undocumented (aka illegal) immigrants to "stay and work" in the United States for up to 3 years if they meet certain requirements:

1. They have been in the U.S. for at least five years
2. They have to come forward and register
3. They have to submit "biometric data" (example-fingerprints)
4. They have to pass a criminal background check
5. They have to pay application fees
6. As of November 19, 2014 they had a child that was a U.S. citizen (anyone born in the U.S.) or a lawful permanent resident

If you are seeing this as increasing the pool of eligible workers, that may be true—eventually. But not so fast.

First, even as envisioned, this portion of the "action plan" is not to be implemented for 180 days. That ends up being around May 19, 2015. That's a target. When it comes to meeting their own timelines, Washington bureaucrat years are somewhere between people years and dog years. Look at how well the government has done in hitting health care law targets. Best guess—don't expect immigration reform implementation for the 2015 construction peak season. And that's without considering the other complications.

Second, depending on which side of the aisle you sit on, the "action plan" either is totally constitutional or grounds for immediate impeachment. The truth probably is somewhere in between. The legal and political challenges are underway with more to come. Nobody can really predict how those will end up. The only safe bet is that it is not going to do anything to

Giving that person the right to temporarily stay and work despite that status."

speed things up.

Third, even if the "action plan" becomes effective, the undocumented workers will have to "come out of the shadows" and make application. There is no way of knowing how many of these "almost 5 million" will decide to do that. Remember that as planned this all will be happening during a presidential election cycle, and that the next president can (and if they are a Republican probably will) undo whatever has been done. Furthermore, even as envisioned, the permission to work will only be granted for 3 years, and it will not change the person's status as an illegal immigrant. It is simply giving that person the right to temporarily stay and work despite that status. What happens to the people that have taken advantage of the program when time runs out? Of course, there also is no guarantee that an application will be granted, much less that it will be granted anytime soon. Delays by the immigration system are legendary. A law abiding illegal immigrant (assuming you can simultaneously be law abiding and illegal), may decide to stay "in the shadows" rather than outing themselves, and take their chances under the current system of lax enforcement.

The bottom line is that if a contractor is looking at the President's "action plan" as giving hope for expanding the labor pool, it is not going to happen immediately. If it happens at all, newly documented immigrant workers are likely to enter the pool slowly rather than in a tidal wave.

If you are in human resources and concerned about how to administer the new requirements, my best advice is to relax. It's not going to happen for awhile, if at all. Remember that the administration wants it to be easy for these workers to get jobs, and part of that will be to remove barriers to them being hired. These newly documented (yet still technically illegal) immigrants will be issued some kind of new identification similar to a "green card." You will have to locate and download a new I-9 form complete with instructions. You will need to have a tracking system in place so that you know when the newly documented worker's 3 year work permit is up. You may have to deal with some immigrants who have been working for you under false identities and who now want to "come out of the shadows". Even if you are confronted with that situation, it

is likely that you will be told that you can't retaliate against the newly documented worker just because they lied to you to get a job in the first place.

Of course, there are other proposals that are out there that could supplement, amend or replace President Obama's action plan. It is possible that Congress will pass a bill that it views as better than President Obama's action and that President Obama might actually sign that bill into law. The odds on that would be about the same as a successful Hail Mary pass in a hail storm, and again, we are entering a presidential election cycle. Candidates and parties will be pandering to their constituents (or in the case of undocumented immigrants-would be constituents). This seldom lends itself to any kind of compromise lest, heaven forbid, the other side share in the

credit.

If you want immigration reform, it probably will be President Obama's "action" or nothing for as long as he is President. While you can hope for the best, whatever you consider that to be, I would not recommend including immigration reform in your future workforce plans.

Steve Watring is a founding partner of the Dayton, Ohio law firm of Dunlevey, Mahan & Furry, where he specializes in assisting contractors and other employers in labor and employment matters.



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Mel Kleiman

★ The 10 Commandments of Hiring & Employee Retention ★

Today more than ever the pool of job applicants is filled with bodies yearning for employment. They are the skilled and the unskilled. They are the talented and the less fortunate. They are the willing, able, and desperate. They are male and female; young, old, and middle aged, and of every color under the sun. They are honest, yet reserved. They are sometimes deceitful, yet loyal. They want work now, and they look unto you for their future lies in your hands.

I can lead you to these candidates, but you, the employer, must make the hiring decision. And decide wisely you must, for the wrong choice will condemn you to unnecessary struggles, burdens, misery, problems, and lawsuits. In other words, every bad hire will cost you a lot of money.

And so, I offer to you these 10 Commandments to guide you through the employment process. Heed these words carefully and hiring success you shall enjoy—now and forever more.

I. YOU SHALL COMMIT YOURSELF TO HIRING AND RETAINING ONLY THE BEST...

Great companies are great employers who, in turn, hire great employees. If you are going to succeed, you cannot settle for run of the mill employees. Mediocre employees breed mediocrity, so make sure you recruit and select **ONLY** the best employees. If it means not hiring anyone, you are still better off than if you settle for a new employee who does not measure up to your highest standards.

II. YOU SHALL NOT BE UNDULY INFLUENCED BY DAZZLING ANSWERS AND FALSE APPEARANCES...

Applicants are generally better prepared for the hiring process than most employers. They receive coaching, practice and pat answers to standard interview questions. They know how to dress to impress and will mightily try to do just that. As an employer, you must find ways to get to truly know these applicants. There are only two sources of information about every job applicant—the applicant and the people who know the applicant. Skill, aptitude and attitude testing are good measures of an individual's strengths and weaknesses. Also effective are the candidate's references. Talk to these people to find out as much as you can about the prospect.

III. YOU SHALL KNOW WHAT IT IS YOU ARE LOOKING FOR...

A detailed job description is essential to the hiring process. You need to know exactly what it is you expect of a candidate. This includes the responsibilities of the position and the skills, aptitudes, and, most importantly, the attitudes needed to be successful. Use the job description as only one measuring stick for evaluating talent. Do not hire anyone who does not live up to at least your minimum expectations.

IV. YOU SHALL TAKE A MARKETING APPROACH TO RECRUITING...

Recruiting is an on-going process. You should recruit new employees in the same way you recruit new customers—consistently and proactively. Be conscious of the message delivered by everything an applicant sees, including ads, application forms, and facilities. Be mindful of the tools you are using to attract new employees and seek out creative alternatives to the “Help Wanted” sign or classified ads. (“Help Wanted” is not a good reason for anyone of any caliber to want to work for you.)

V. THOU SHALT SOLICIT REFERRALS. REHIRES, & PAY ATTENTION TO RETENTION...

First and foremost, you want to recruit the best and then retain

them. Your current employees and quality former employees are the best sources of great, new team members.. Fighting turn-over is a sore spot for many owners and managers. When you identify a great employee, make sure you do everything possible to retain them. Remember, it is easier to keep an employee than to replace them. If you do lose a great employee, keep in contact with them for future rehire or referral of other candidates.

VI. THOU SHALL NOT BE LIMITING NOR DISCRIMINATORY...

The job market is changing and you must change your perceptions and attitudes along with it. Don't look only for the young or people who have always been in your business. The graying of the baby boomer population has resulted in more seniors staying in the job pool while rising unemployment and more trying economic times have created more highly skilled professionals seeking employment. These professionals understand the value of a job and will be more loyal, committed, focused and successful. In most cases, it pays far greater dividends to hire for who they are and not for what they know.

VII. THOU SHALL NEVER STOP LOOKING FOR YOUR NEXT GREAT EMPLOYEE...

Do not limit your recruiting activities to only when there is a need. You should constantly be on the lookout for your next great team member. If someone gives you good customer service, is attentive, prompt and knowledgeable, ask them if they are interested in working for you. When you stop at the bank, go to the grocery store, or pay the kid down the street to mow your lawn ask yourself, “Could this person succeed in my company?” You've already witnessed their work ethic; you owe it to yourself to at least ask.

VIII. YOU WILL MAKE THE NEW HIRE'S FIRST DAY THE BEST DAY THEY WILL EVER HAVE...

First impressions are lasting. The extra care and time you spend making the new hire welcome and comfortable will be richly rewarded by the hiring gods. When your new hire returns home at the end of the first workday, a friend or family member will most certainly ask: “How's the job?” The answer needs to be, “Fantastic. What a great company. I can't wait to go back tomorrow.”

IX. YOU WILL SET HIGH STANDARDS AND HOLD YOURSELF AND YOUR EMPLOYEES ACCOUNTABLE...

You shall be clear from the get go about values, mission, duties, and responsibilities. Your employees will know and understand why their jobs are important and exactly what's expected of them so they can meet your standards and be stunningly successful.

X. HONOR YOUR EMPLOYEES AND TREAT THEM WELL...

Though it sounds simple, too often employers forget that employees represent more than a “one-time sale.” These “chosen ones” also represent the inner sphere of influence. They can raise the perceived value of your company or they can speak negatively and undermine your reputation. They are the reason customers come back as well as why new customers come to you. They can refer future team member candidates or they can scare prospects away. Do not burn any bridges.

If you follow these rules and remain focused, dedicated and committed to hiring the best, you will soon see that your organization become just that—THE BEST.

Mel Kleiman, CSP, president of Humetrics, can be reached at 713.771.4401 or visit www.humetrics.com or www.kleimanhr.com

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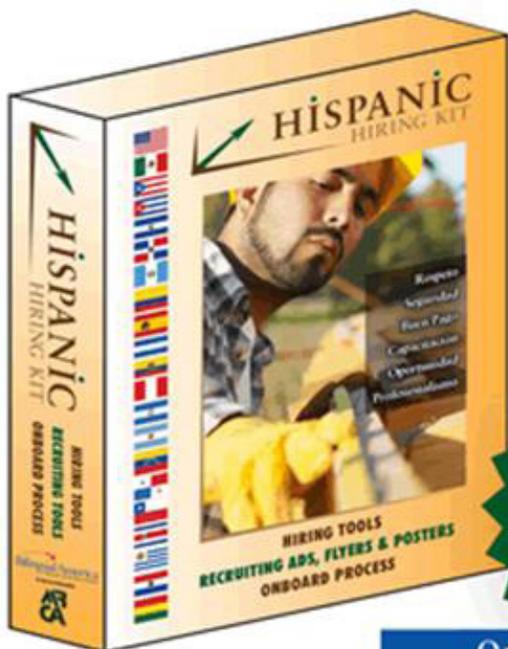
Thanks to Johns Manville for Sponsoring the 2014 Keynote Address!

Ricardo Gonzalez, founder and CEO of Bilingual America presented “The Intersect Between Cultural Leadership and Business Growth,” González identified the direct intersect between business success and cultural success and how it affects the bottom line.

His message came down to this: leaders who properly identify, manage, and create their work culture enjoy a more productive and profitable business model.

Bilingual America is a nationally respected communications institute with a mission of helping people and organizations enjoy highly successful life and business relations with Hispanics.

Following the keynote address the MRCA announced the launch of its Hispanic Hiring Kit! To order your Hispanic Hiring Kit, go to: <http://bilingualamerica.com/mrca>



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Light Weight Structural Concrete Roof Decks, What to do...

Matt Dupuis, PhD PE

Writing this article finds me returning from the 65th annual Midwest Roofing Contractors Association (MRCA) Convention and Tradeshow in Dallas, Texas. During this show members of the Technology and Research Committee (T&R) conversed with many of the MRCA membership. One of the recurring technical concerns membership is reporting is Light Weight Structural Concrete (LWSC) and how to handle it.

The concern with LWSC is far from a new one. In 2011 Rene Dupuis and Mark Graham reported at the 2011 International Symposium on Roofing Technology in Washington D.C., that there were problems emerging with this class of concrete. That year, 2011, the MRCA released MRCA T & R ADVISORY BULLETIN 1/2011STRUCTURAL LIGHTWEIGHT CONCRETE ROOF DECKS (Available from www.mrca.org). In this advisory MRCA membership was alerted to the latent moisture problems LWSC brings with it compared to Regular Weight Structural Concrete (RWSC). In 2012 the National Roofing Contractors Association (NRCA) released an Industry Issue Update : Moisture in Lightweight Structural Concrete Roof Decks authored by Mark Graham (Available from www.nrca.net). In that same year, the Single-Ply Roofing Institute released an industry information bulletin, SPRI 2-13 Moisture Concerns in Roofing Systems Applied Over Lightweight Structural Concrete Roof Decks (available at www.spri.org). SPRI echoed the same cautions and concerns as the MRCA and NRCA. Based on the questions and continued issues my firm, Structural Research Inc. continues to hear reports of and forensically investigate, it is apparent the message is being heard by the roofing community but not by architects and general contractors.

The exact differences between LWSC and RWSC are covered in depth by the MRCA and NRCA documents. These documents serve as warnings to members of the roofing community and generally aimed at roofing contractors. There have been enough articles written and presentations made on the topic of roofing and LWSC that most members of the roofing community appear to be aware of its existence. The current problem, as mentioned, is that architects and general contractors are still not informed or are ignoring the warnings. Therefore we still have roofing contractors being presented with LWSC roof decks that need to be roofed.

In the June, 2013 issue of MR magazine I authored an article in which I opined two methods of dealing with a LWSC deck. One way was to stand and fight; keep the moisture down in the LWSC slab. The other method was to be passive, and vent

out the water vapor pressure much like we do on a light weight insulating concrete roof.

To date the roofing industry has no official solution or “silver bullet” solution to deal with a LWSC roof deck. But, from articles written in roofing periodicals and attempted solutions my firm has reviewed or investigated, the overwhelming choice for dealing with LWSC roof decks has been a fully adhered vapor retarder on the deck; basically stand and fight.

Make note that some manufacturers are beginning to take issue with LWSC in technical documents. One manufacturer has issued a very strong stance. They state that their polymer-modified bitumen system are not acceptable over either RWSC or LWSC. In addition their single-ply membranes are not acceptable over concrete roof decks without a vapor retarder.

In this same document they concur and reiterate the Asphalt Roofing Manufacturers Association’s (ARMA) stance on LWSC “The selection of the deck material and its suitability for use is the responsibility of the designer of record, who must make appropriate design accommodations to address high moisture content encountered in lightweight structural concrete decks.”

At this point in history there are enough technical advisories, trade publication articles and technical presentations on the issue of LWSC that the Designer of Record cannot claim that it is the roofing contractor’s responsibility. This flows from the age old specification dogma that once the roofer begins work on the deck, they have accepted the deck as suitable for the new roof. However this concept is in error with LWSC roof decks, as the industry is learning that a LWSC roof deck will never be acceptable with its latent moisture hidden below the surface. For example, I have measured moisture in LWSC roof decks that were 5 years old, and still returning 99% relative Humidity by ASTM F-2170 probes. This particular roof only lasted that long, in my opinion, because of a heavy mopping of asphalt used to adhere the base layer of insulation. Pin holes in that mopping slowed the advance of the LWSC moisture into the roof system and allowed the roof system to perform for those 5 years, until the moisture caused membrane to fail from facer delamination.

With this type of moisture problem, what can a roofing designer or contractor do to construct a functional roof system when LWSC is discovered on a project? As stated there are no solid answers available. These general bullet points may provide some guidance.

1. Use of a vapor retarder between the roof system and the concrete roof deck is highly recommended. It need not necessarily be an adhered vapor retarder. Successful installations over LWSC have been made with ballasted systems and Inverted Roofing Membrane Assemblies with a loose laid vapor retarders.
2. Extreme care must be taken in installing the vapor retarder, wither adhered or loose laid. Even small holes, fish mouths or other breaches in the vapor retarder can lead to long term moisture migration into the roof system.
3. Edge details and penetration details must include detailing of the vapor retarder.
4. Directly contact the technical department of the roof membrane manufacturer. As every manufacturer currently has their own position on LWSC, get theirs in writing. If moisture problems do occur a solid paper trail is a good insurance policy.
5. Provide the general contractor and architect the MRCA, NRCA and SPRI advisories, plus the written position of the membrane manufacturer. If the manufacturer will not warrant the design, it should not be the contractor's responsibility to correct the design.
6. Consider using a metric to determine when the LWSC roof deck is ready for roofing and or application of a vapor retarder. Surface readings of moisture content with meters or tests using calcium chloride are not reliable. Consider the use of ASTM F-2170 as a metric. It was designed for use in concrete floors but can be relied upon to produce readings for concrete roof decks; both

LWSC and RWSC.

A note on ASTM F-2170. The NRCA has stated that 75% RH should be a safe number for application of a roof system over a concrete deck. The origin of that number is in the Portland Cement Association Bulletin D141 from 1968. In that bulletin they assess the moisture content (RH) of RWSC and LWSC in a laboratory environment. After 30 days the upper portion of the RWSC had gone below 75% RH. We have for decades placed roofs over RWSC after 28 days of field curing. It was therefore hypothesized that 75% was a safe moisture level to apply a roof system over concrete. NOTE: To date there is no experimental or field data to confirm OR deny this number. Therefore until a consensus is reached the 75% RH safe level put forth by the NRCA should be heeded. However it must be conceded that in some environments 75% RH may not be achievable with any reasonable amount of dry time, if ever.

As always if MRCA members has specific technical concerns or issues please bring them to our attention. We are always striving to serve the technical needs of MRCA members, and the roofing industry on current issues. But we need your help to notify us of these issues.

Matt Dupuis, PhD PE, of SRI in Middleton, WI, can be reached at MDupuis@sri-engineering.com. Dupuis serves on MRCA's Technical and Research Committee.

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Distracted Driving/Working

Gary Auman, MRCA Legal Counsel

A few articles ago I briefly discussed the new OSHA initiative on texting while driving. Obviously texting while driving is just the “tip of the iceberg.” While OSHA discussed only texting while driving, it is well aware of other distractions that can occur while driving as well as when at work. While driving is an integral part of our business in the roofing industry, we need to recognize that we are in a potentially hazardous business and so, we need to look beyond just driving to identify other issues.

As I mentioned OSHA considers permitting texting while driving to be a violation of the general duty clause of the Act. They have taken this position largely because with the amount of publicity about the hazards associated with texting while driving it is clearly a recognized hazard. While other driving distractions may not be as well recognized, they are equally dangerous and if you have the misfortune of having one of them come to the attention of OSHA they are going to consider you to me as much in violation of the general duty clause as if the employee was texting while driving. Don't forget, we are at the point where a recognized hazard is one that is obviously dangerous to the observer.

When driving, this may include using a cell phone, especially in heavy traffic or bad weather. While the real hazard may be using one hand to dial a number to call while driving, it is equally hazardous to be speaking on a hand held device, especially if the conversation is somewhat intense. How many times have we observed someone trying to negotiate a corner or a curving road, steering with one hand while concentrating on the call they are on with the cell phone in their other hand? But, even a hands free phone with voice commands will cause distractions, especially if it is being used in heavy traffic or bad weather. I know many of us feel we are good at multi-tasking, but there is a limit where those efforts take us into unsafe actions.

While we are discussing driving, let's discuss other hazardous activities. Because of the limited space we have for Gary's Corner, I will postpone my “distracted working” comments until my next article. As I have indicated there are other distractions we permit ourselves while driving. I know I am as guilty as anyone. Swinging through a fast food restaurant to pick up a sandwich to eat while driving to an appointment because we didn't allow enough time to stop and eat lunch. Then as we try to choke down our sandwich, we are more worried about the food or condiments we might get on ourselves than paying attention to the road ahead and to our left or right. Just drinking a cup of coffee or a coke provides distractions as we try to get the beverage container in the cup holder without taking our eyes off the road. Then there are the men who are shaving while they are driving and the ladies putting on make-up.

As you can see the best program is to prohibit any activity in any vehicle, company or private, while on business for the company. If you don't establish a blanket prohibition, your exposure to liability will extend well beyond OSHA. The biggest concern you have is workers' comp liability to the employee who is injured in a motor vehicle accident while



We need to recognize that we are in a potentially hazardous business.”



on the job. And, in some states this exposure extends to accidents while commuting to work or a worksite while in a company vehicle. If the accident in which our employee is involved involves any third parties our exposure will exceed workers' comp into the area of general liability. Your exposure to damages to third parties who may be involved in an accident with your employee is significantly increased if you have not taken any steps to prevent distracted driving by your employees while on business and greater still if you condone or direct activities that can be considered distracted driving.

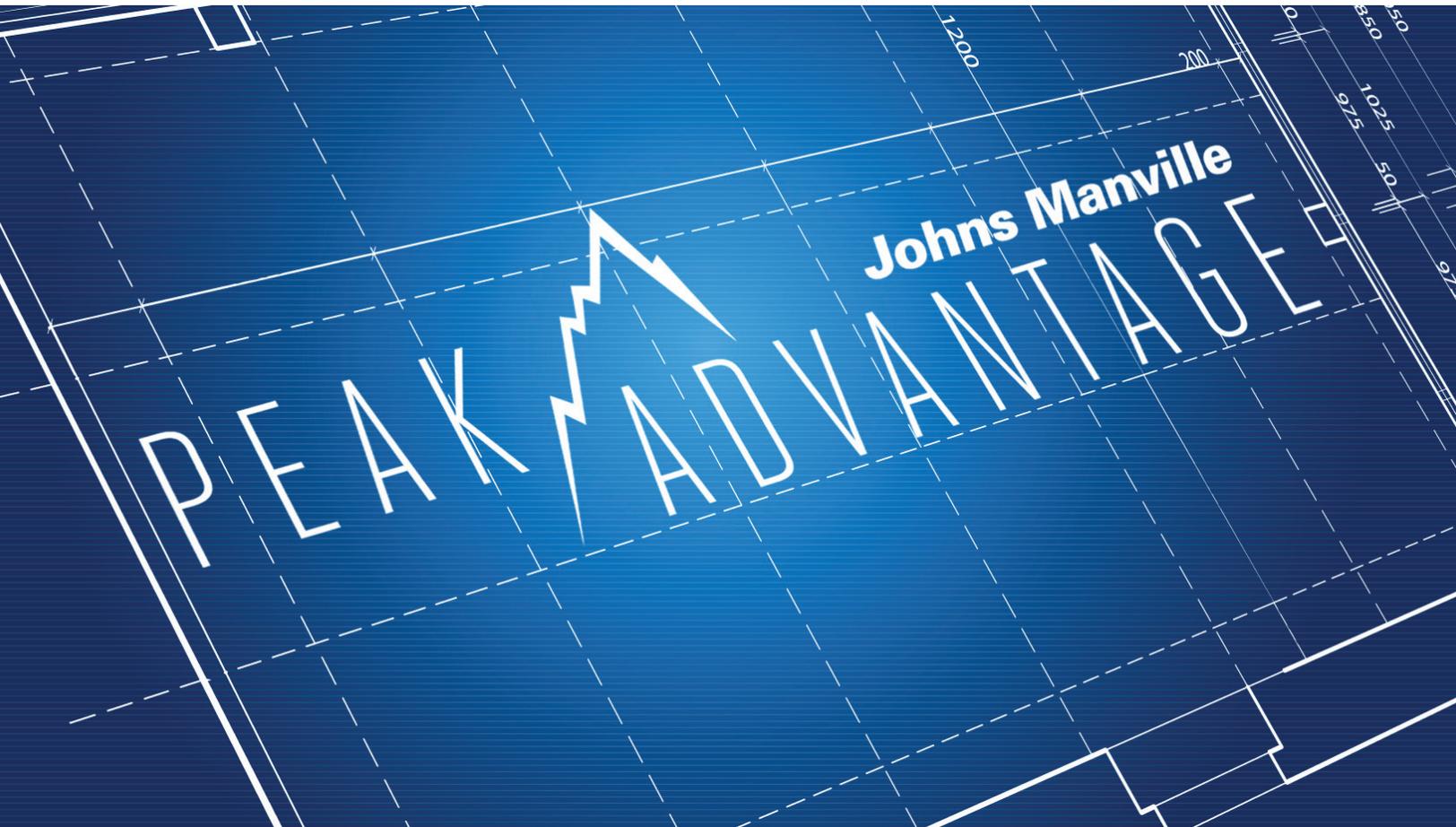
MRCA Safety Recognition Program

I am excited to report that the MRCA Safety Recognition Program has gotten off to a good start. A volunteer grading committee, headed by Andy Wray of Wray Roofing, completed its work and had the pleasure of seeing a number of applicants for the recognition be recognized at the MRCA Member meeting and awards program on the first day of the annual conference and trade show at the Gaylord Texan in Grapevine, Texas. While there were no platinum award winners this year, there were several companies recognized at the Gold level. The participants and all other attendees at the conference also had the opportunity to attend a roundtable session with the judges and receive a sample of the critiques letter all participants in the recognition program received evaluating their program. Finally, MRCA General Counsel was available both days on the trade show floor for individual consultations concerning the recognition program and any other matter concerning safety. There will be more on the recognition program and lessons learned in a future article.

Take advantage of a great MRCA member benefit—complimentary legal advice on OSHA-related issues from MRCA Legal Counsel Gary Auman. Contact Gary at GWA@dmfdayton.com.



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