

NATIONAL ROOFING CONTRACTORS ASSOCIATION

HANDBOOK

2018-2019



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Message From the Chairman of the Board



Dear NRCA Leadership, Committee Members and Affiliate Executives:

On behalf of NRCA, thank you for agreeing to serve your association during the 2018-19 year. I am proud to be a part of NRCA, which has established itself as the premier organization of roofing professionals with a longstanding tradition of excellence, and I am grateful for the opportunity to serve as your chairman of the board. The members of NRCA's Executive Committee and board of directors represent many facets of the roofing industry and strive to meet the needs of all our members. Through their leadership, NRCA is continuously identifying areas to improve member services, raising awareness of important contributions the roofing industry makes and raising the level of the roofing profession.

We also are proud of our many volunteers whose service on NRCA committees helps shape and strengthen the organization's mission and overall roofing industry. NRCA is strong because of the active participation of its members. I implore you to get involved; make the most of what your association has to offer; and help us position our industry for the future. This is your organization, and its success is your success.

I encourage you to take some time to review the NRCA Handbook and website (www.nrca.net) to familiarize yourself with NRCA and how being connected with this dynamic network of peers can make a difference in not only the roofing industry but also in your business.

As your chairman of the board this year, my goals are to increase membership; launch NRCA's ProCertification program; continue to unite the industry through our One Voice initiative; double our attendance at our second (and now annual) Roofing Day in D.C.; collaborate with all volunteers; and further align NRCA's strategic goals, policies, programs and priorities to ensure our future viability.

Building on our past accomplishments and rich history, together we can continue to make a difference. I look forward seeing you at meetings throughout the year, and I encourage you to contact me if you have questions or ideas to share. I can be reached at ktschwickert@tectaamerica.com.

Wishing you all the best,



Kent Schwickert
NRCA Chairman of the Board
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NRCA Statement of Purpose

The National Roofing Contractors Association (NRCA) was formed in 1886 to preserve and promote the art of roof system application. NRCA members recognize that after more than a century of innovation in roofing technology, the following goals are as meaningful and relevant today as they were yesterday and will be tomorrow.

NRCA remains a strong supporter of open competition and the free enterprise system; this competitive environment has led to its member firms' success. NRCA members recognize the perpetuation of a healthy business environment is influenced greatly by their professional conduct. NRCA supports the following practices and encourages members to support them, as well.

Professional roofing contractors:

- Are honest and straightforward with customers, submitting reasonable proposals and answering all questions pertaining to those proposals*
- Offer evidence that their companies are insured, as well as bonded and/or licensed where it is appropriate or required*
- Encourage their employees to be courteous and law-abiding*
- Stand behind their work, offering warranties and/or guaranties where appropriate*
- Enter into contracts that are fair and equitable and clearly assign and delineate responsibilities*
- Enter into contracts for work they know they are qualified to perform and honor such contracts to the best of their abilities*
- Are thoughtful and caring in their relationships with their employees*
- Recognize employee health and safety are of paramount concern to the company and its employees*
- Support education and training for their employees*
- Welcome opportunities to share information about their industry with others in their communities*

A Few Words About NRCA

What is NRCA?

NRCA is a nonprofit, tax-exempt 501(c)(6) association of roofing, roof deck, sheet-metal and waterproofing contractors and industry-related associate members. The association's close and frequent contact with members and its many programs and services are vital to the successful operation of member companies.

NRCA is an active and progressive organization of members with a common interest and similar purpose. There is constant development of new ideas, programs and services through scores of committees, task forces and specialist teams. Because of its active leaders and interested members, NRCA enjoys healthy and continuous growth.

NRCA's headquarters is in suburban Chicago near O'Hare International Airport.

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What is NRCA's purpose?

NRCA's purpose is to help enable its members to operate successfully. This assistance takes many forms. In broad terms, it includes technical support, testing and research, education, marketing, government relations, and consultation. Specifically, there are numerous programs, products and services available to members. You should be familiar with the NRCA catalog, which lists NRCA's publications, programs and services.

How does NRCA function organizationally?

NRCA operates with a board of up to 48 directors and nine Executive Committee officers. Each director serves a three-year term, and up to 16 directors are elected each year. All elections are held during NRCA's annual convention.

NRCA's Executive Committee is composed of the chairman of the board, chairman of the board-elect, immediate former chairman of the board and six vice chairmen. The chairman of the board, chairman of the board-elect and immediate former chairman of the board serve one-year terms, and all vice chairmen serve two-year terms. The chairman of the board-elect automatically succeeds to the chairman of the board. Terms of office begin each year on June 1 to coincide with NRCA's fiscal year.

Nominations for NRCA officers and directors are received from individual members and NRCA's affiliated state, local and regional roofing contractor associations. NRCA's Nominating Committee presents its slate of new officers and directors at the member meeting during NRCA's annual convention.

NRCA policy is developed by the board of directors or, in its absence, the Executive Committee. NRCA's various programs and services are derived from its committees, which are appointed each year by the NRCA chairman of the board. Committees are established to recommend programs and services for the association. These committee recommendations are subject to approval by the board or Executive Committee, and from these recommendations new programs and services are initiated. Task forces are assigned specific tasks within a given subject area. Generally, a task force disbands when the assigned tasks are completed.

How is the NRCA staff organized?

The chief paid executive is the CEO. He or she is responsible for the function and effectiveness of NRCA personnel. Each staff person has specific assigned areas of responsibility and may work with several committees. Through the nature of their project-related activities, staff members tend to become experts in certain areas of roofing industry matters. You should call upon staff members often and develop a working knowledge of their individual areas of expertise. We encourage you to visit NRCA's headquarters and Washington, D.C., office. This is an excellent way to meet staff members and gain insight into their activities.

What are additional professional functions within NRCA?

NRCA employs outside professional help in areas where required. NRCA is represented by well-established law firms in Chicago, Washington, D.C., and Atlanta. In addition, NRCA employs the services of an official insurance adviser. NRCA's general counsel is Stephen M. Phillips, Esq., Hendrick, Phillips, Salzman & Siegel, 230 Peachtree St. N.W., Suite 2500, Atlanta, GA, 30303, (404) 522-1410; fax (404) 522-9545.

How does NRCA interact with its affiliated associations?

There are 80 state, local, regional and international roofing contractor associations that maintain affiliate status with NRCA. Each of these organizations is independently operated; the only requirements for affiliation are that the organization have at least five members who are NRCA active members and that NRCA receive a copy of the association's bylaws and membership roster.

In return, the executive director of the affiliate group is afforded a full voting membership, and there is regular communication to and among the affiliate executives including sessions at NRCA's Midyear Meetings and annual convention.

NRCA's policy is to encourage the development of state, local, regional and international associations for the good of the industry. NRCA officers, directors and staff members regularly visit affiliates and often are asked to speak at their board and general membership meetings.

Where does NRCA fit with other construction associations?

NRCA is a member of The Associated Specialty Contractors (ASC) and has a staff member who serves on the Association Advisory Council of the American Subcontractors Association. A staff member and contractor member serve as trustees for ASC.

NRCA works in cooperation with The American Institute of Architects (AIA), Asphalt Roofing Manufacturers Association; Associated General Contractors of America; Construction Specifications Institute (CSI); Metal Construction Association; Polyisocyanurate Insulation Manufacturers Association; Roof Coatings Manufacturers Association; RCI Inc.; Spray Polyurethane Foam Alliance; SPRI; United Union of Roofers, Waterproofers and Allied Workers; and many other construction industry trade associations.

Where do associate members fit in NRCA?

NRCA's associate members include architects; consultants; engineers; manufacturers; distributors; and suppliers of materials, equipment and services to roofing contractor members. To ensure more industry sectors are given an opportunity to participate fully, NRCA's board of directors amended the association's bylaws at its Feb. 27, 2017, meeting in Las Vegas to grant a minority position on NRCA's board of directors for manufacturers, distributors, architects, engineers and consultants who desire greater partnerships with the organization. NRCA also is committed to involving more people from the supplier and design communities in NRCA committee and task force work.

Who speaks publicly for NRCA?

All final decisions concerning your association are made by the board of directors and/or Executive Committee. These actions are transmitted to the membership by the chairman of the board, committee chairs or headquarters office. The decision regarding who will release information internally will be determined by the nature of the information and circumstances of the decision.

Board and committee members are not authorized to obligate the association. All contracts and obligations are executed by staff. In releasing information concerning NRCA, extreme discretion should be used in making certain the release of such information serves the best interests of NRCA and its members.

What is the role of the committee chairperson?

Committees are the backbone of NRCA programs, and committee chairs carry a great deal of responsibility. Committee chairs should be sure they understand the goals and objectives of their committees and communicate with staff and their vice president liaisons to avoid duplicating the work of other committees.

Committee chairs have the responsibility for calling committee meetings, preparing agendas, and ensuring minutes are taken and distributed. Committee chairs should tap into the talents of their committee members to carry out specific assignments. Chairs may not appoint new members to a committee or authorize travel expenses for noncommittee members to attend a meeting without approval of the NRCA chairman of the board. Committee chairs may not exceed budgets allocated for committee projects without approval of the board or Executive Committee.

Who represents NRCA at meetings?

If you are an officer, director or committee chairman, you probably will receive requests from other organizations to attend meetings on behalf of NRCA.

If you attend as an official NRCA representative as authorized by NRCA's chairman of the board or CEO, your expenses will be reimbursed. Without specific approval, the assumption is that you are personally meeting the request and, therefore, expenses are not reimbursed. Elected officers and specifically appointed representatives to joint committees or construction industry organizations normally are official NRCA representatives and receive expense reimbursement.

How are you informed?

You have an open line into the inner workings of your association and access to all information available about any matter relating to NRCA. You will be kept informed of important NRCA business in various ways:

- A special monthly newsletter is emailed to officers, directors, former chairmen of the board, committee members and affiliate executives.
- Correspondence for individual matters will be sent to you, and staff members generally will see that you are sent copies when the subject matter directly affects your committee activity.

- Each committee has an assigned staff liaison who will keep the committee informed of association activity.
- Staff and committee reports are presented at each meeting. An annual audit is prepared by a separate public accounting firm and sent to each officer and director.
- News about NRCA is posted regularly on NRCA's website, www.nrca.net, in E-news and on social media.

How often are meetings held, and how are they conducted?

The board of directors holds a minimum of two meetings per year. One is held immediately before the official opening of the annual convention; the other is held during Midyear Meetings in July in Chicago. Committees also meet during Midyear Meetings. In the fall, a specified time is set aside for committees to meet in Chicago. Most committees will meet in the fall unless there is no need for them to meet. The Executive Committee meets a minimum of five times per year.

Because of the multiplicity and complexity of subjects, most board and many committee meetings involve the submission of agendas and, if necessary, supporting materials before the meetings. It is imperative that board and committee members be prepared before meetings. Discussions and decisions are improved when background materials have been studied in advance.

How can you best do your job?

The more active, interested and informed you are, the better director, officer, committee member or affiliate executive you will be.

Here are several suggestions that can help you:

- During each meeting, constructively assess the program(s), and freely express your opinions, thoughts and comments concerning the association activity.
- Try to deal with facts. Rumors, offhand statements and representations not based on fact are a disservice to the association and industry.
- Learn both sides of an issue. In fairness to the association and members you represent, get both sides of a story before forming your opinion.

- Be an interested representative. At times, you will receive reports and requests for your time when you are buried in your own company's work. Try, if possible, to read and respond to NRCA communications.
- Report to members in your area. Share your enthusiasm for NRCA, and let the roofing industry in your area know about the association.
- Defend NRCA decisions. All decisions rendered by your board or committee will not necessarily meet with your approval or the approval of some of the members in your area. NRCA must, however, function by the will of the majority—it is the only way for an association to operate successfully. After a decision is made, it should be accepted by all members. It is, therefore, incumbent upon you in a leadership position to communicate the decision and give the reasoning behind it.
- Work with NRCA in a constructive manner. Automatic agreement is not expected, but confidence and respect are due every member. Each is giving his or her time and effort voluntarily and has a prime responsibility to honestly and forcefully express his individual opinion.
- Finally, enjoy your association service. It is a rare and unique opportunity.

Your Role as an NRCA Leader

NRCA officers, directors, committee members and affiliate executives serve important roles in the roofing industry. As such, you are asked to carry out some specific duties designed to communicate NRCA activities and provide a line of communication to NRCA.

Specifically, you are asked to:

1. Become familiar with the NRCA constitution and bylaws, antitrust guidelines and financial policies.
2. Serve as liaison for each NRCA member from your area. Encourage prospective members to join. Brief new members about NRCA activities, and explain how to make the best use of their memberships.
3. Communicate NRCA programs, services and activities to your affiliate associations. Try to establish a regular reporting session at the meetings of these important organizations.
4. Respond to NRCA surveys and questionnaires promptly and thoroughly.
5. Establish communications with local chapters of AIA and CSI. Make these groups aware of NRCA services and publications, especially *Professional Roofing* magazine and The NRCA Roofing Manual, and make yourself available to meet with their leaders to discuss areas of mutual concern.
6. Attend and participate in NRCA board, committee and affiliate meetings when possible. Attend NRCA-sponsored meetings and conferences, especially those in your area.
7. Establish contact with your representatives in Congress. Become involved in the political process, and be prepared to act when asked by NRCA government relations staff. It also is vital you support ROOFPAC, NRCA's political action committee, which helps advance NRCA's mission.
8. Become familiar with legislation and regulations of interest to the roofing industry in your area, and keep NRCA informed of developments.
9. Keep NRCA apprised of roofing- and construction-related collective bargaining agreements negotiated in your area.
10. Reach out to small-business groups and service clubs, and take part in their activities. There are a surprising number of areas where these groups can be of help to NRCA and you.

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NRCA Meeting Dates

Dates

Meetings/Events

2018

July 10-14	NRCA's Midyear Meetings Four Seasons Hotel Chicago
Aug. 5-9	NRCA-Canadian Roofing Contractors Association Meeting The American Club Kohler, Wisc.
Sept. 6-8	National Roofing Legal Resource Center Seminar The Meritage Resort and Spa Napa, Calif.
Sept. 24-27	FEI-8 and FEI-9 Kellogg School of Management at Northwestern University Cambria Hotel & Suites Chicago Magnificent Mile Chicago
Oct. 4-7	NRCA Executive Committee Meeting The Lansdowne Resort and Spa Leesburg, Va.
Nov. 13-16	NRCA Fall Committee Meeting/Legislative Conference/Alliance Meeting Trump International Hotel & Tower Chicago

2019

Show: Feb. 11-13 NRCA events: Feb. 9-13	NRCA's 132nd Annual Convention and International Roofing Expo 2019 Nashville Convention Center Nashville
April 24-27	Alliance for Progress Member Meeting The Wigwam Litchfield, Ariz.
May 9-12	NRCA Executive Committee Meeting Four Seasons Resort—The Biltmore Santa Barbara, Calif.
July 9-13	NRCA's Midyear Meetings Four Season Hotel Chicago

2020

Show: Feb. 4-6 NRCA events: Feb. 2-6	NRCA's 133rd Annual Convention and International Roofing Expo 2020 Kay Bailey Hutchison Convention Center Dallas
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2021

Show: Feb. 24-26 NRCA events: Feb. 21-26	NRCA's 134th Annual Convention and International Roofing Expo 2021 Mandalay Bay Convention Center/Mandalay Bay Resort Las Vegas
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NRCA and Affiliate Executives Council Partnership

The NRCA Affiliate Executives Council's statement of purpose

The purpose of the NRCA Affiliate Executives Council (AEC) is to serve as a forum for the exchange of ideas and concerns of NRCA's affiliate associations. The council discusses and addresses issues and positions of importance being considered by NRCA's board of directors and committees, whether submitted for comment to the council by NRCA or originating from the council.

NRCA and its affiliate associations work together to:

- Encourage memberships in each association
- Promote programs and benefits of membership in each association
- Advance communication among their joint roofing contractor members, suppliers and the industry
- Support implementation of regulatory and legislative matters of interest and concern
- Optimize participation in each association's governance, program development and association activities

The council elects a chairperson every two years; however, there is no limit to the number of times an affiliate executive may serve in this role. The council formally meets in July in Chicago during NRCA's Midyear Meetings and in February during NRCA's annual convention.

To become an affiliate of NRCA, an association must have at least five members who also are NRCA contractor members, as well as provide NRCA with the organization's current membership roster and bylaws. The affiliate executive of each affiliate organization is given all the benefits of NRCA membership, and the affiliate association is eligible for discounts on NRCA products. Affiliate executives or the designated administrative staff person is automatically a member of NRCA's AEC.

There is no legal relationship between NRCA and its local, state, regional and international roofing contractor affiliates; each organization operates with its own bylaws, board of directors and (often) staff.

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Fax: (450) 973-2321
amcq@amcq.qc.ca
www.amcq.qc.ca

Roofing Contractors Association of British Columbia

9734 201st St.
Langley, BC V1M 3E8
Canada
(604) 882-9734
Fax: (604) 882-1744
roofing@rcabc.org
www.rcabc.org

Marian Davidson Boles**Roofing Contractors Association of Manitoba Inc.**

1447 Waverley St.
Winnipeg, MB R3T 0P7
Canada
(204) 783-6365
Fax: (204) 783-6446
office@rcam.ca
www.rcam.ca

Marg Woodworth**Roofing Contractors Association of Nova Scotia**

7 Frederick Ave.
Mt. Uniacke, NS B0N 1Z0
Canada
(902) 866-0505
Fax: (902) 866-0506
contact@rcans.ca
www.rcans.ca

Sharon Thom**Saskatchewan Roofing Contractors Association**

2059 Arthur St.
Regina, SK S4T 4W9
Canada
(306) 721-8020
Fax: (306) 721-8021
saskroofing@sasktel.net

CHINA**Zhu Dongqing****China National Building Waterproof Association**

No. 2 Zizhuyuan South Road
Haidian District
Beijing 10048
China
86 10 88415069
Fax: 86 10 88415069
annazhang@cnwb.net
www.cnwb.net

GERMANY**Guido Vandervelt****Central Association of German Roofing Contractors**

D+W GmbH für Management PR und Messewesen
Fritz-Reuter-Str. 1
50968 Köln
Germany
49 221 3980380
Fax: 49 221 39803899
gvandervelt@dachdecker.de
www.dachdecker.de

HUNGARY**Jeno Kassay****Hungarian Federation of Roofing Contractors (EMSZ)**

Dioszegi ut 37
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36 1 372 6556
Fax: 36 1 372 6530
emsz@emsz.hu
www.emsz.hu

JAPAN**Kaoru Yoshizawa****Japan Roofing Contractors Association**

Building 6F
3-3-4, Uchikanda, Chiyoda-Ku
Tokyo,
Japan
81 3 5298 3793
Fax: 81 3 5298 3795
www.jrca.or.jp

NETHERLANDS**C.F. Woortman****VEBIDAK**

P.O. Box 1248
NL-3430 Be Nieuwegein
Netherlands
030 606 32 38
Fax: 030 606 15 69
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www.vebidak.nl

NEW ZEALAND**Graham Moor****Roofing Association of New Zealand Inc.**

P.O. Box 302272
North Harbour
Auckland 0751
New Zealand
64 09 415 0278
Fax: 64 09 415 0279
info@roofingassn.org.nz
www.ranz.co.nz

2018-19 Committee Procedures and Rules

All committee and task force appointments are made by the NRCA chairman of the board. Committees and task forces are at the heart of NRCA activity, and we hope you will accept your assignments and the responsibilities that go with them.

Before a meeting is established, the committee chairman should consider the following important questions to ensure maximum productivity:

1. Is the meeting necessary?
2. Can it be held by telephone conference?
3. Is it advantageous to hold the meeting at the NRCA headquarters?
4. What is the meeting's purpose?
5. What are the meeting's priorities?

Once the decision has been made to hold a meeting, the staff contact liaison(s) should be notified and included in all meetings and correspondence. Professional assistance will be provided, through staff contact, for the development of surveys and questionnaires.

NRCA's committees and task forces generally are expected to meet at NRCA's offices in Rosemont or Washington, D.C., according to the committee's needs.

Exceptions may be allowed according to these general guidelines: Any committee or task force that wishes to meet at a location other than an NRCA office must have the approval of the committee chairman, NRCA chairman of the board and NRCA CEO. Exceptions will be made only after financial implications have been considered.

Any questions about committee meeting sites should be directed to NRCA's chairman of the board or CEO.

Agenda items should be developed in advance of the meeting, with priorities and major decisions receiving added emphasis.

The chairman and staff liaison jointly should determine their roles in the meeting in accordance with the meeting's purpose and priorities. After the meeting, it may be helpful to compare results with regard to purpose. Meeting reports are sent by the staff liaison to all committee members within 10 days.

NRCA Committee Appointments 2018-2019

COMMUNICATIONS SECTION

Vice Chairman Liaison: Monica Cameron

Industry Image and Outreach Committee
Membership Steering Committee
Residential Contractors Committee
Young Contractors Committee

ENTERPRISE RISK MANAGEMENT SECTION

Vice Chairman Liaison: Dave Hesse

Health and Safety Committee
Insurance Board of Governors
Silica Task Force

INDUSTRY SECTION

Vice Chairman Liaison: Kelly Van Winkle

Alliance Board of Trustees
Diversity + Inclusion Committee
Global Strategy Committee
International Relations Committee
National Roofing Legal Resource Center (NRLRC)
NRCA Retirement Program Committee

GOVERNMENT RELATIONS SECTION

Vice Chairman Liaison: J.J. Smithey

Government Relations Committee
PAC Advisory Committee
Roofing Day Advisory Task Force

NRCA UNIVERSITY SECTION

Vice Chairman Liaison: Rod Petrick

Certification Exams Committee
Future Executives Institute (FEI) Committee
NRCA University Operations Committee
ProCertification Program Committee

TECHNICAL SERVICES SECTION

Vice Chairman Liaison: Scott Kawulok

Installation Instruction Review Task Force
Manual Update Committee
Metal Wall Panel Task Force
SPF Task Force
Technical Operations Committee
Waterproofing Task Force

COMMITTEES REPORTING DIRECTLY TO THE CHAIRMAN OF THE BOARD

Awards Committee
Budget and Finance Committee
Industry Executives Committee
Long-term Investment Committee
National Roofing Service Corp.
Nominating Committee
Strategic Plan Review Committee

COMMUNICATIONS SECTION

Vice Chairman Liaison: Monica Cameron

Industry Image and Outreach Committee

Alison LaValley, Ambika Reid, Staff Liaisons

1. Suzie Boyd, Chairman
2. Charles Antis
3. Troy Baker
4. Sean Beckham
5. Dick Bus
6. Mark DeFreitas
7. Piers Dormeyer
8. Steve Little
9. Bob Morgan
10. Brian Schaut
11. Kyle Thomas
12. Lance Van Winkle
13. Kelly Wade
14. Elizabeth Walters

Objective: Develop and implement strategies to address the roofing industries' challenges and opportunities associated with its image within and outside the roofing profession and related trades. Increase the influence and visibility of NRCA and the industry by providing support and ideas for National Roofing Week, workforce development efforts, as well as public relations and outreach initiatives as they relate to the strategic plan.

Membership Steering Committee

Jorge Rivera, Staff Liaison

1. Geoff Mitchell, Chairman
2. Troy Baker
3. Brad Beldon
4. Greg Bloom
5. Mark DeFreitas
6. Bill McHugh

7. Steve Harvey
8. Alex Hernandez
9. Mark Hinterlong
10. Jason Lewinski
11. Jim Patterson
12. Gary Register
13. Scott Siegal

Objective: Provide strategic guidance for membership target markets, preferred membership programs, dues structure and programs that affect NRCA's membership recruitment and retention efforts.

Residential Contractors Committee

Chris Casey, Staff Liaison

1. Bryan Karel, Chairman
2. Suzie Boyd
3. Patrick Cochran
4. Helene Hardy Pierce
5. Gary Howes
6. Chase Lecklider
7. Jason Lewinski
8. Mark MacDonald
9. Scott Siegal
10. Derric Stull
11. Keith Swope

Objective: Identify and consider issues affecting residential roofing contractors. Develop recommendations for the Executive Committee for new programs, as appropriate, to be of assistance to those contractors. Develop strategies for recruiting new residential contractors as NRCA members.

Young Contractors Committee

Krista Berns and Dani Fester, Staff Liaisons

1. Chase Lecklider, Chairman
2. Dan Auerbach
3. Andrew Burkholder
4. Patrick Cochran
5. Phil Diederich
6. Erica Jackson
7. Joseph Lancaster
8. Matt Leonard
9. Monica Murphy
10. Jonathan Reader
11. Derric Stull

Objective: Evaluate how NRCA communicates and interacts with emerging roofing professionals and the best ways to attract, develop and retain this segment.

ENTERPRISE RISK MANAGEMENT SECTION

Vice Chairman Liaison: Dave Hesse

Health and Safety Committee

Harry Dietz and Tom Shanahan, Staff Liaisons

1. Mike Pierce, Chairman
2. Refugio Alvarez
3. Troy Baker
4. Jim Bigham/Manuel de Santiago
5. Trent Cotney
6. Tom Davies
7. John Embow
8. Sean Greenya
9. Daniel Nowak
10. David Ramos
11. Brian Schaut

Objective: Evaluate all aspects of worker health and safety (such as worker exposure to asphalt fume, manual material handling, fall protection and driver safety) and the effect of environmental issues (such as roofing material recycling and reuse) on the roofing industry. Take appropriate action for effective loss control by supporting the Insurance Board of Governors and Enterprise Risk Management Task Force. Proactively participate in the regulatory process as necessary, including related ANSI, ASTM International, NIOSH and OSHA activities, and related industry groups such as CASHIN and CISC. Develop safety training materials as appropriate and in accordance with the budget. Review existing videos and publications to ensure regulatory and technical accuracy.

Insurance Board of Governors

Tom Shanahan and Rich Trewyn, Staff Liaison

- | | |
|--------------------------|-----------|
| 1. Dave Tilsen, Chairman | (1 year) |
| 2. Nelson Braddy | (2 years) |
| 3. Alex Hernandez | (3 years) |
| 4. Rod Petrick | (4 years) |
| 5. Erica Jackson | (5 years) |
| 6. Kyle Thomas | (6 years) |

Objective: Provide oversight and direction to all NRCA- sponsored insurance programs. Continually evaluate these and other potential programs, products and services to meet the insurance-related needs of roofing contractor members. Ensure the NRCA/CNA general business insurance program is the program of choice for roofing contractors, following the strategic plan as developed by the program's steering

committee, and ensure the National General national health care program and the relationship with Construction Insurance Solutions continually develop to meet member and association needs.

Silica Task Force

Harry Dietz, Staff Liaison

1. Scott Baxter, Chairman
2. Refugio Alvarez
3. Suzie Boyd
4. Tom Davies
5. Sean Greenya
6. George Patterson

Objective: To assist members in compliance obligations with the new OSHA silica regulation under its June 2017 enforcement date. To establish testing protocols and review test results for field analysis of work processes, products and worker protection methods. To identify, evaluate and inform members about work practices that may reduce silica exposure during activities that produce respirable silica dust in addition to new types of equipment or product features that reduce or eliminate silica exposure. Provide recommendations to NRCA leadership about proposals or initiatives to revise the current regulation to enhance its effectiveness.

INDUSTRY SECTION

Vice Chairman Liaison: Kelly Van Winkle

Alliance Board of Trustees

Bennett Judson, Staff Liaison

1. Rod Petrick, President (2015-19)
2. Josh Kelly, Vice President (2016-20)
3. Dane Bradford, Sec./Treas. (2015-19)
4. Greg Bloom (2017-21)
5. Bob Daly (2016-20)
6. Rudy Gutierrez (2018-22)
7. Steve Kubicka (2018-22)
8. Dave Lawlor (2017-21)
9. George Patterson (2018-22)
10. Jonathan Reader (2018-22)
11. Tom Saeli (2015-19)
12. Chris Salazar (2018-20)
13. Kyle Thomas (2017-21)
14. Dan Tinker (2017-21)
15. Tom Walker (2015-19)
16. David Workman (2016-20)

Objective: Ensure the Roofing Industry Alliance for Progress undertakes educational and research

projects that support the highest quality programs for the roofing industry. Ensure timely and forward-thinking industry responses to major economic and technological issues. Enhance the long-term viability and attractiveness of the roofing industry. Administer and enhance the Alliance scholarship program and construction management schools' initiative.

Diversity + Inclusion Committee

Reid Ribble and Alison LaValley, Staff Liaisons

1. Rudy Gutierrez, Chairman
2. Refugio Alvarez
3. Brad Beldon
4. Derrick Carter
5. Tupac De La Cruz
6. Alex Hernandez
7. Erica Jackson
8. Steve Little
9. Sherri Miles
10. Elizabeth Walters

Objective: The committee will work to promote a greater understanding of why supporting diversity within the roofing industry and fostering a culture of inclusion in NRCA is a business imperative. The committee will work to create a community within NRCA's membership around diversity + inclusion topics, help identify ways to engage underrepresented groups (as well as the greater NRCA membership) in these topics, work to increase membership and engagement, and develop resources to increase the cultural competency of roofing professionals and staff. Activities include: assisting NRCA staff in achieving greater diversity in composition of NRCA membership and supporting opportunities for leadership roles; identifying and creating resources around diversity + inclusion topics to help increase the cultural competency of roofing professionals and NRCA staff and identifying opportunities to incorporate diversity + inclusion into NRCA's educational programs and learning initiatives.

Global Strategy Committee

Alison LaValley and Anne Schroeder, Staff Liaisons

1. Dane Bradford, Chairman
2. Randy Adams
3. Piers Dormeyer
4. John Embow
5. Hap Esbenshade III
6. Scott Gipson
7. Rudy Gutierrez

8. Alex Hernandez
9. Josh Kelly
10. Tim Kersey
11. Philip Smith
12. Stephen Teal
13. Brian Whelan

Objective: To develop informed strategies that expand and protect the NRCA brand in emerging global markets. Determine the specific products and services (education and training, assistance with developing codes and standards, roof system technologies, etc.) that are most relevant in a specific country or region, how they should be offered and the metrics for their success.

International Relations Committee

Alison LaValley and Anne Schroeder, Staff Liaisons

1. John Embow, Chairman
2. Sharad Bangera
3. Dane Bradford
4. Zhu Dongqing
5. Piers Dormeyer
6. Rudy Gutierrez
7. Frank Louwers
8. Bill Mansell
9. Yasuhiro Suzuki
10. Stephen Teal
11. Jorge Valdes
12. Guido Vandervelt

Objective: Increase NRCA's visibility and name recognition abroad by improving communication and relationships with international counterparts and international affiliate organizations. Work and meet with NRCA international members to develop contacts and identify areas where an NRCA presence could benefit the region and association. Participate in international roofing-related conventions and exhibitions and explore opportunities for information exchange with international delegations that attend NRCA's annual convention.

National Roofing Legal Resource Center (NRLRC)

Alison LaValley and Anne Schroeder, Staff Liaisons

- | | |
|---|-----------|
| 1. John Embow, President | (2 years) |
| 2. Matt Leonard, Vice President | (3 years) |
| 3. Kelly Van Winkle, Immediate Former President | (1 year) |
| 4. Rod Petrick, Director | (1 year) |

- | | |
|-------------------------------|-----------|
| 5. George Patterson, Director | (1 year) |
| 6. Brad Sutter, Director | (1 year) |
| 7. Luke Duffy, Director | (2 years) |
| 8. Michael Johannes, Director | (2 years) |
| 9. Rob Therrien, Director | (3 years) |
| 10. Sherri Miles, Director | (3 years) |

Objective: Ensure NRLRC is the legal resource for NRCA roofing contractor members. Oversee the development and delivery of unique products and services that enable roofing contractor members to manage successfully and respond effectively to legal, employment and business issues affecting their businesses, including contract language, employee relations, regulatory compliance, payment provisions, insurance and safety, and codes and standards.

NRCA Retirement Program Committee

Harry Ryder, Staff Liaison

1. Rob McNamara, Chairman
2. Tim Blue
3. Tom Davies
4. Hunter Merrill
5. Scott Siegal

Objective: Monitor and evaluate the performance of the NRCA-sponsored retirement program for member companies that is administered by third-party investment advisers and plan administrators. Evaluate investment performance as a measure against nationally recognized indices and keep members informed about the program. Make recommendations for ways to improve the program's growth. Ensure the program continues to meet participants' needs by exploring technical enhancements and other retirement options.

GOVERNMENT RELATIONS SECTION

Vice Chairman Liaison: J.J. Smithey

Government Relations Committee

Duane Musser, Staff Liaison

1. Tim Stephens, Chairman
2. Bill Baley
3. Derrick Carroll
4. Hap Esbenshade III
5. Scott Gipson
6. Rudy Gutierrez
7. Steve Harvey
8. Gary Howes
9. Michael Johannes
10. Ron Johnston

11. John Kalkreuth
12. Bob Kulp
13. Michelle Lane
14. Hunter Merrill
15. Sherri Miles
16. Jonathan Reader
17. Gary Register
18. Lance Van Winkle
19. Kelly Wade
20. Jayne Williams

Objective: Monitor the activities of the federal government, particularly proposed and enacted legislation and regulations. Assess the resulting effect on the roofing industry and regularly communicate with NRCA members and affiliates about issues of importance. Adopt positions regarding government activities having a national effect on the roofing industry and, with final approval of the NRCA chairman of the board, present the positions to the appropriate governmental bodies. Investigate and implement methods to increase member awareness and interest in the legislative process and assist in the activities of regulatory task forces.

PAC Advisory Committee

Duane Musser, Staff Liaison

1. Jonathan Reader, Chairman
2. Charles Antis
3. Bill Baley
4. Chad Collins
5. Sandy Farrell
6. Jennifer Ford-Smith
7. John Kalkreuth
8. Rhonda LaNue
9. David Sanders
10. Brian Schaut
11. Larry Sterritt
12. Keith Swope
13. Tom Walker
14. Jayne Williams

Objective: Raise funds, establish fundraising goals and oversee fundraising programs for NRCA's political action committee, ROOFPAC. Also, assist in raising "soft dollar" contributions from corporate members to help support ROOFPAC's fundraising activities. Adjust fundraising goals and programs each election cycle (every two years) to account for current NRCA membership and the profitability of NRCA member companies. Provide oversight of ROOFPAC's contributions to members of Congress and other candidates for federal office.

Fundamentally, ROOFPAC was created to build relationships with and sustain the attention of Congress on behalf of the roofing industry.

Roofing Day Advisory Task Force

Duane Musser, Staff Liaison

1. Tim Stephens, Chair
2. Hunter Merrill
3. Sherri Miles
4. Lance Van Winkle
5. Tom Walker
6. Greg Bloom
7. Troy Baker
8. Scott Gipson
9. Helene Hardy Pierce
10. Bill McHugh
11. Lisa Pate
12. Valerie Pope
13. Patsy Sweeney
14. Tom Papas
15. Lionel van der Walt
16. Justin Koscher

Objective: Oversee the activities for Roofing Day in D.C. Work to develop position papers with affiliates and other industry groups for the members to take to the appropriate governmental bodies during Roofing Day.

NRCA UNIVERSITY SECTION

Vice Chairman Liaison: Rod Petrick

Certification Exams Committee

Brad Martz and Crystal Wukovits, Staff Liaisons

1. Rudy Gutierrez, Chairman
2. Doug Duncan
3. Jim Hanson
4. Rhonda LaNue
5. Steve Little
6. Sherri Miles
7. Mike Pierce
8. Chris Rhoades
9. David Sanders
10. Tim Stephens

Objective: Develops and maintains the industry's certification exams.

Future Executives Institute (FEI) Committee

Tom Shanahan and Janice Davis, Staff Liaisons

1. Doug Duncan, Chairman
2. Sean Beckham

3. Phil Diederich
4. Luke Duffy
5. Matt Leonard
6. Geoff Mitchell
7. Jonathan Reader
8. Lisa Sprick
9. Tim Stephens

Objective: Oversee all aspects of the execution and future development of the Future Executives Institute and related program offerings, ensuring support of NRCA University's brand.

NRCA University Operations Committee

Amy Staska, Staff Liaison

1. Chad Collins, Chairman
2. Randy Adams
3. Kent Anderson
4. Marc Connerly
5. Tupac De La Cruz
6. Luke Duffy
7. John Embow
8. Jason Lewinski
9. Geoff Mitchell
10. Monica Murphy
11. Rich Nugent
12. Scott Siegal
13. Brad Sutter

Objective: Provide oversight and direction to NRCA University, its vision, mission and brand. Monitor the progress of existing NRCA University program offerings and explore opportunities for new programs. Provide guidance, input and feedback on ProCertification training program development.

ProCertification Program Committee

Amy Staska and John Schehl, Staff Liaisons

1. Rich Nugent, Chairman
2. Dane Bradford
3. Trent Cotney
4. John DeRosa
5. Alex Hernandez
6. Jason Lewinski
7. J.K. Milliken
8. Bob Morgan
9. Robert Reale
10. Brad Sutter
11. Mark Zehnal

Objective: Develop policies and procedures that ensure industry certifications maintain high value to all industry stakeholders. Maintain highly valid and defensible industry certifications.

TECHNICAL SERVICES SECTION

Vice Chairman Liaison: Scott Kawulok

Manual Update Committee

Kurt Fester, Maciek Rupar, Jason Wilen, Staff Liaisons

1. Joseph Lancaster, Chairman
2. Andrew Burkholder, Vice Chairman
3. Tupac De La Cruz
4. Jean-Paul Grivas
5. Steve Harvey
6. Allen Hughes
7. Bryan Karel
8. Bob Kulp
9. Mark MacDonald
10. Jim Patterson
11. Mike Pierce
12. Kurt Sosinski

Objective: In conjunction with NRCA's Technical Operations Committee, carry out a plan for revising and updating The NRCA Roofing Manual, maintaining its position as an up-to-date, authoritative technical resource for the roofing industry. Revise and update as necessary *The NRCA Roofing Manual: Metal Panel and SPF Roof Systems—2016* for publication as a new edition in January 2020. Develop interim updates to the 2017, 2018 and 2018 editions as needed as new technical information and guidelines become available.

Installation Instruction Review Task Force

Mark Graham, Staff Liaison

1. Bob Willis, Chairman
2. Dane Bradford
3. Brian Karel
4. Mike Pierce
5. Rob Therrien Jr.

Objective: In conjunction with NRCA's Technical Operations Committee, establish a protocol and prioritize the order for reviewing manufacturers' printed installation instructions for roofing products commonly used by NRCA member contractors. Compliance with manufacturers' printed installation requirements is a specific code requirement in the model building code and most jurisdictions' building codes. The task force's review should include consistency of the manufacturers' installation instructions with NRCA's established guidelines, such as those provided by The NRCA Roofing Manual; application quality control and assurance guidelines; and the CERTA program. Meet with specific manufacturers

as needed to encourage manufacturers to incorporate NRCA's guidelines in their installation instructions and related documentation.

Metal Wall Panel Task Force

Maciek Rugar, Staff Liaison

1. Rob Therrien Jr., Chairman
2. Dick Bus
3. Tupac De La Cruz
4. Stephen Teal

Objective: In conjunction with NRCA's Technical Operations Committee, develop and begin to carry out a plan for a new technical best practices manual for the design, manufacture and installation of metal panel wall systems..

SPF Task Force

Jason Wilen, Staff Liaison

1. Jack Moore, Chairman
2. Jim Andersen
3. Doug Beutel
4. Bruce Schenke

Objective: In conjunction with NRCA's Manual Update Committee, carry out a plan for revising and updating The SPF Roof Systems section of *The NRCA Roofing Manual: Metal Panel and SPF Roof Systems—2016* for publication as a new edition in January 2020.

Technical Operations Committee

Mark Graham, Staff Liaison

1. Dennis Runyan, Chairman
2. Jim Patterson, Vice Chairman
3. Scott Baxter
4. Helene Hardy Pierce
5. Jack Moore Jr.
6. George Patterson
7. Stephen Teal
8. Dave Tilsen
9. Bob Willis

Objective: Direct and manage NRCA's technical activities, including NRCA technical committees and task forces. Direct and manage the CERTA program in conjunction with the MRCA Technical and Research Committee consistent with the NRCA/MRCA CERTA agreement. Determine contractor members' technical needs and establish technical priorities. Recommend to NRCA's chairman of the board the establishment of appropriate committees and task forces to meet those needs. Recommend

to NRCA's Executive Committee actions necessary to carry out NRCA's technical programs. Oversee NRCA's technical research projects and, where appropriate, provide reports about these projects to NRCA members. Report about significant technical developments using special reports and technical bulletins.

Waterproofing Task Force

Maciek Rugar, Staff Liaison

1. Tim Blue, Chairman
2. Tom Dessent
3. Aaron Phillips

Objective: In conjunction with NRCA's Technical Operations Committee, carry out a plan for revising and updating *The NRCA Waterproofing Manual* (2005) for publication in 2020.

COMMITTEES REPORTING DIRECTLY TO THE CHAIRMAN OF THE BOARD

Awards Committee

Reid Ribble, Staff Liaison

1. Rob McNamara, Chairman
2. Bob Dalsin
3. John Gooding
4. Bruce McCrory
5. Rob Therrien Jr.

Objective: Select an individual who has given distinguished service to the association and/or industry for NRCA's J.A. Piper Award. A suitably inscribed plaque will be presented to the individual during NRCA's annual convention.

Budget and Finance Committee

Reid Ribble and Harry Ryder, Staff Liaisons

1. Jim Barr, Chairman
2. Nelson Braddy Jr.
3. Dane Bradford
4. Nick Sabino
5. Kent Schwickert

Objective: See that NRCA's financial records are properly maintained and an annual audit of the records is performed. Develop and maintain a sound fiscal position for the association. Work with staff to develop an operational budget for the fiscal year. Meet at least twice annually to ensure budget objectives are being met.

Industry Executives Committee

Reid Ribble, Staff Liaison

1. Nick Sabino (NRCA), Chairman
2. Kent Schwickert (NRCA)
3. Jim Barr (NRCA)
4. John Altmeyer (Carlisle Construction Materials LLC)
5. Jim Ash (DuPont)
6. Scott Baker (National Nail)
7. Greg Bloom (Beacon Roofing Supply Inc.)
8. Dick Bus (ATAS International Inc.)
9. Brian Chambers (Owens Corning Inc.)
10. Bob Delaney (Louis T. Ollesheimer Inc.)
11. Piers Dormeyer (EagleView Technologies)
12. Ken Farrish (Atlas Roofing Corp.)
13. Scott Gipson (Fibertite Roofing Systems)
14. Paul Hantz (Wausau Tile Inc.)
15. Peter Hicks (Siplast Inc.)
16. Greg Hudson (Georgia-Pacific Gypsum)
17. Josh Kelly (OMG Inc.)
18. Tim Kersey (SOPREMA)
19. Michelle Lane (Firestone Building Products)
20. Brian Levoguer (ROCKWOOL)
21. Curtis Maas (Reichel & Drews Inc.)
22. Mark MacDonald (Sherwin-Williams)
23. Greg Malarkey (Malarkey Roofing Products)
24. Pat McCoy (BASF Corp.)
25. J.K. Milliken (Tremco Inc.)
26. Dan Murphy
27. Richard Paradise (Derbigum Americas)
28. Tom Saeli (Duro-Last Roofing Inc.)
29. Chris Salazar (Karnak Corp.)
30. Chris Schmidt (USG)
31. Joe Smith (Johns Manville Corp.)
32. Larry Sterritt (GAF)
33. Dan Tinker (SRS Distribution Inc.)
34. Fred VanDongen (CertainTeed Corp.)
35. Tom Walker (ABC Supply Co. Inc.)
36. Brian Whelan (Sika Corp. U.S.)
37. Natalino Zanchetta (Polyglass)
38. Richard Zegelbone (Tropical Roofing Products)

Objective: Provide a vehicle for input to the NRCA leadership from representatives from the roofing manufacturing and distributing communities and provide NRCA leaders the opportunity to report about NRCA's current programs and priorities. Make recommendations about pertinent and appropriate issues as may be requested by NRCA's chairman of the board and Executive Committee.

Long-term Investment Committee

Reid Ribble and Harry Ryder, Staff Liaisons

1. Rob McNamara, Chairman
2. Hap Esbenshade
3. John Gooding
4. Lindy Ryan
5. Nick Sabino
6. Kent Schwickert

Objective: Working with NRCA's investment advisors, ensure that the investment policy for NRCA's long-term investment fund is appropriate, and recommend changes as necessary. Periodically review the performance of the investments to be sure they are aligned with the investment policy. At least annually, assess the performance of NRCA financial advisors and report that assessment to the Executive Committee.

National Roofing Service Corp.

Reid Ribble, Secretary; Carl Good, Assistant Secretary; Harry Ryder, Staff Liaison

1. Jim Barr, Chairman
2. Dave Hesse, Director
3. Scott Kawulok, Director
4. Nick Sabino, Director
5. J.J. Smithey, Director

Objective: As determined by the organization's board of directors.

Nominating Committee

Reid Ribble, Staff Liaison

1. Dennis Conway, Chairman
2. Nelson Braddy
3. Bruce McCrory
4. Rich Nugent
5. Lindy Ryan

Objective: In accordance with the bylaws, recommend to the membership a list of individuals to serve the association as its officers and directors.

Strategic Plan Review Committee

McKay Daniels, Tom Shanahan, Staff Liaisons

1. Jim Barr, Chairman (1 year)
2. Scott Baxter (2 years)
3. Lisa Sprick (3 years)
4. Tim Kersey (4 years)
5. Kyle Thomas (5 years)
6. Erica Jackson (6 years)

Objective: Provide year-over-year continuity of NRCA's strategic plan. Monitor progress of the strategic plan toward its vision. Consider and provide directional recommendations to the Executive Committee ensuring the strategic plan's continued progress. These recommendations may include but are not limited to short- and long-term objectives and mission revisions that consider, for example, committee- and association-wide-related activities and accomplishments.

2018-2019 Alphabetical List of Committee Members

Randy Adams

Global Strategy Committee
NRCA University Operations Committee

John Altmeyer

Industry Executives Committee

Refugio Alvarez

Diversity + Inclusion Committee
Health and Safety Committee
Silica Task Force

Jim Andersen

SPF Task Force

Kent Anderson

NRCA University Operations Committee

Charles Antis

Industry Image and Outreach Committee
PAC Advisory Committee

Jim Ash

Industry Executives Committee

Dan Auerbach

Young Contractors Committee

Scott Baker

Industry Executives Committee

Troy Baker

Health and Safety Committee
Industry Image and Outreach Committee
Membership Steering Committee
Roofing Day Advisory Task Force

Bill Baley

Government Relations Committee
PAC Advisory Committee

Sharad Bangera

International Relations Committee

Jim Barr

Budget and Finance Committee, Chairman
Industry Executives Committee
National Roofing Service Corp., Chairman
Nominating Committee, Chairman
Strategic Plan Review Committee, Chairman

Scott Baxter

Silica Task Force, Chairman
Strategic Plan Review Committee
Technical Operations Committee

Sean Beckham

Future Executive Institute (FEI) Committee
Industry Image and Outreach Committee

Brad Beldon

Diversity + Inclusion Committee
Membership Steering Committee

Doug Beutel

SPF Task Force

Jim Bigham

Affiliate Executives Council
Health and Safety Committee

Greg Bloom

Alliance Board of Trustees
Industry Executives Committee
Membership Steering Committee
Roofing Day Advisory Task Force

Tim Blue

NRCA Retirement Program Committee
Waterproofing Task Force, Chairman

Suzie Boyd

Industry Image and Outreach Committee,
Chairwoman
Residential Contractors Committee
Silica Task Force

Nelson Braddy Jr.

Budget and Finance Committee
Insurance Board of Governors
Nominating Committee

Dane Bradford

Alliance Board of Trustees, Secretary/Treasurer
Budget and Finance Committee
Global Strategy Committee, Chairman
International Relations Committee
Installation Instruction Review Task Force
ProCertification Program Committee

Andrew Burkholder

Manual Update Committee, Vice Chairman
Young Contractors Committee

Dick Bus

Industry Executives Committee
Industry Image and Outreach Committee
Metal Wall Panel Task Force

Monica Cameron

Communications Section, Vice Chairman Liaison

Derrick Carroll

Government Relations Committee

Derrick Carter

Diversity + Inclusion Committee

Brian Chambers

Industry Executives Committee

Patrick Cochran

Residential Contractors Committee
Young Contractors Committee

Chad Collins

NRCA University Operations Committee,
Chairman
PAC Advisory Committee

Marc Connerly

Affiliate Executives Council
NRCA University Operations Committee

Dennis Conway

Nominating Committee

Trent Cotney

Health and Safety Committee
ProCertification Program Committee

Bob Dalsin

Awards Committee

Bob Daly

Alliance Board of Trustees

Tom Davies

Health and Safety Committee
NRCA Retirement Program Committee
Silica Task Force

Tupac De La Cruz

Diversity + Inclusion Committee
Manual Update Committee
Metal Wall Panel Task Force
NRCA University Operations Committee

Manuel de Santiago

Affiliate Executives Council
Health and Safety Committee

Mark DeFreitas

Industry Image and Outreach Committee
Membership Steering Committee

Bob Delaney

Industry Executives Committee

John DeRosa

ProCertification Program Committee

Tom Dessent

Waterproofing Task Force

Philip Diederich

Future Executive Institute (FEI) Committee
Young Contractors Committee

Zhu Dongqing

International Relations Committee

Piers Dormeyer

Global Strategy Committee
Industry Executives Committee
Industry Image and Outreach Committee
International Relations Committee

Luke Duffy

Future Executive Institute (FEI) Committee
National Roofing Legal Resource Center (NRLRC),
Director
NRCA University Operations Committee

Doug Duncan

Certification Exams Committee
Future Executives Institute (FEI) Committee,
Chairman

John Embow

Global Strategy Committee
Health and Safety Committee
International Relations Committee, Chairman
National Roofing Legal Resource Center
(NRLRC), President
NRCA University Operations Committee

Hap Esbenschade III

Global Strategy Committee
Government Relations Committee
Long-term Investment Committee

Sandy Farrell

PAC Advisory Committee

Ken Farrish

Industry Executives Committee

Jennifer Ford-Smith

PAC Advisory Committee

Scott Gipson

Global Strategy Committee
Government Relations Committee
Industry Executives Committee
Roofing Day Advisory Task Force

John Gooding

Awards Committee
Long-term Investment Committee

Sean Greenya

Health and Safety Committee
Silica Task Force

Jean-Paul Grivas

Manual Update Committee

Rudy Gutierrez

Alliance Board of Trustees
Certification Exams Committee, Chairman
Diversity + Inclusion Committee, Chairman
Global Strategy Committee
Government Relations Committee
International Relations Committee

Jim Hanson

Certification Exams Committee

Paul Hantz

Industry Executives Committee

Helene Hardy Pierce

Residential Contractors Committee
Roofing Day Advisory Task Force
Technical Operations Committee

Steve Harvey

Government Relations Committee
Manual Update Committee
Membership Steering Committee

Alex Hernandez

Diversity + Inclusion Committee
Global Strategy Committee
Insurance Board of Governors
Membership Steering Committee
ProCertification Program Committee

Dave Hesse

Enterprise Risk Management Section, Vice
Chairman Liaison
National Roofing Service Corp., Director

Peter Hicks

Industry Executives Committee

Mark Hinterlong

Membership Steering Committee

Gary Howes

Government Relations Committee
Residential Contractors Committee

Greg Hudson

Industry Executives Committee

Allen Hughes

Manual Update Committee

Erica Jackson

Diversity + Inclusion Committee
Insurance Board of Governors
Strategic Plan Review Committee
Young Contractors Committee

Michael Johannes

Government Relations Committee
National Roofing Legal Resource Center (NRLRC),
Director

Ron Johnston

Affiliate Executives Council
Government Relations Committee

John Kalkreuth

Government Relations Committee
PAC Advisory Committee

Bryan Karel

Installation Instruction Review Task Force
Manual Update Committee
Residential Contractors Committee, Chairman

Scott Kawulok

Technical Services Section, Vice Chairman Liaison
National Roofing Service Corp., Director

Josh Kelly

Alliance Board of Trustees, Vice President
Global Strategy Committee
Industry Executives Committee

Tim Kersey

Global Strategy Committee
Industry Executives Committee
Strategic Plan Review Committee

Justin Koscher

Roofing Day Advisory Task Force

Steve Kubicka

Alliance Board of Trustees

Bob Kulp

Government Relations Committee
Manual Update Committee

Joseph Lancaster

Manual Update Committee, Chairman
Young Contractors Committee

Michelle Lane

Government Relations Committee
Industry Executives Committee

Rhonda LaNue

Certification Exams Committee
PAC Advisory Committee

Dave Lawlor

Alliance Board of Trustees

Chase Lecklider

Residential Contractors Committee
Young Contractors Committee, Chairman

Matt Leonard

Future Executive Institute (FEI) Committee
National Roofing Legal Resource Center (NRLRC),
Vice President
Young Contractors Committee

Brian Levoguer

Industry Executives Committee

Jason Lewinski

Membership Steering Committee
NRCA University Operations Committee
ProCertification Program Committee
Residential Contractors Committee

Steve Little

Diversity + Inclusion Committee
Industry Image and Outreach Committee

Frank Louwers

International Relations Committee

Curtis Maas

Industry Executives Committee

Mark MacDonald

Industry Executives Committee
Manual Update Committee
Residential Contractors Committee

Greg Malarkey

Industry Executives Committee

Bill Mansell

International Relations Committee

Pat McCoy

Industry Executives Committee

Bruce McCrory

Awards Committee, Chairman

Bill McHugh

Affiliate Executives Council
Membership Steering Committee
Roofing Day Advisory Task Force

Rob McNamara

Awards Committee, Chairman
Long-term Investment Committee, Chairman
NRCA Retirement Program Committee, Chairman

Hunter Merrill

Government Relations Committee
NRCA Retirement Program Committee
Roofing Day Advisory Task Force

Sherri Miles

Certification Exams Committee
Diversity + Inclusion Committee
Government Relations Committee
National Roofing Legal Resource Center (NRLRC),
Director
Roofing Day Advisory Task Force

J.K. Milliken

Industry Executives Committee
ProCertification Program Committee

Geoff Mitchell

Future Executive Institute (FEI) Committee
Membership Steering Committee, Chairman
NRCA University Operations Committee

Jack Moore Jr.

SPF Task Force, Chairman
Technical Operations Committee

Bob Morgan

Industry Image and Outreach Committee
ProCertification Program Committee

Dan Murphy

Industry Executives Committee

Monica Murphy

NRCA University Operations Committee
Young Contractors Committee

Daniel Nowak

Health and Safety Committee

Rich Nugent

Nominating Committee
NRCA University Operations Committee
ProCertification Program Committee, Chairman

Tom Papas

Affiliate Executives Council
Roofing Day Advisory Task Force

Richard Paradise

Industry Executives Committee

Lisa Pate

Affiliate Executives Council
Roofing Day Advisory Task Force

George Patterson

Alliance Board of Trustees
National Roofing Legal Resource Center (NRLRC),
Director
Silica Task Force
Technical Operations Committee

Jim Patterson

Manual Update Committee
Membership Steering Committee
Technical Operations Committee, Vice Chairman

Rod Petrick

Alliance Board of Trustees, President
Insurance Board of Governors
National Roofing Legal Resource Center (NRLRC),
Director
NRCA University Section, Vice Chairman Liaison

Aaron Phillips

Waterproofing Task Force

Mike Pierce

Certification Exams Committee
Health and Safety Committee, Chairman
Installation Instruction Review Task Force
Manual Update Committee

Valerie Pope

Affiliate Executives Council
Roofing Day Advisory Task Force

David Ramos

Health and Safety Committee

Jonathan Reader

Alliance Board of Trustees
Future Executive Institute (FEI) Committee
Government Relations Committee
PAC Advisory Committee, Chairman
Young Contractors Committee

Robert Reale

ProCertification Program Committee

Gary Register

Government Relations Committee
Membership Steering Committee

Chris Rhoades

Certification Exams Committee

Dennis Runyan

Technical Operations Committee, Chairman

Lindy Ryan

Long-term Investment Committee
Nominating Committee

Nick Sabino

Budget and Finance Committee
Industry Executives Committee, Chairman
Long-term Investment Committee
National Roofing Service Corp., Director

Tom Saeli

Alliance Board of Trustees
Industry Executives Committee

Chris Salazar

Alliance Board of Trustees
Industry Executives Committee

David Sanders

Certification Exams Committee
PAC Advisory Committee

Brian Schaut

Health and Safety Committee
Industry Image and Outreach Committee
PAC Advisory Committee

Bruce Schenke

SPF Task Force

Chris Schmidt

Industry Executives Committee

Kent Schwickert

Budget and Finance Committee
Industry Executives Committee
Long-term Investment Committee

Scott Siegal

Membership Steering Committee
NRCA Retirement Program Committee
NRCA University Operations Committee
Residential Contractors Committee

Joe Smith

Industry Executives Committee

Philip Smith

Global Strategy Committee

J.J. Smithey

Government Relations Section, Vice Chairman
Liaison
National Roofing Service Corp., Director

Kurt Sosinski

Manual Update Committee

Lisa Sprick

Future Executives Institute (FEI) Committee
Strategic Plan Review Committee

Tim Stephens

Certification Exams Committee
Future Executive Institute (FEI) Committee
Government Relations Committee, Chairman
Roofing Day Advisory Task Force, Chairman

Larry Sterritt

Industry Executives Committee
PAC Advisory Committee

Derric Stull

Residential Contractors Committee
Young Contractors Committee

Brad Sutter

National Roofing Legal Resource Center (NRLRC),
Director
NRCA University Operations Committee
ProCertification Program Committee

Yasuhiro Suzuki

International Relations Committee

Patsy Sweeney

Affiliate Executives Council
Roofing Day Advisory Task Force

Keith Swope

PAC Advisory Committee
Residential Contractors Committee

Stephen Teal

Global Strategy Committee
International Relations Committee
Metal Wall Panel Task Force
Technical Operations Committee

Rob Therrien Jr.

Awards Committee
Installation Instruction Review Task Force
Metal Wall Panel Task Force, Chairman
National Roofing Legal Resource Center (NRLRC),
Director

Kyle Thomas

Alliance Board of Trustees
Industry Image and Outreach Committee
Insurance Board of Governors
Strategic Plan Review Committee

Dave Tilsen

Insurance Board of Governors, Chairman
Technical Operations Committee

Dan Tinker

Alliance Board of Trustees
Industry Executives Committee

Jorge Valdes

International Relations Committee

Lionel van der Walt

Roofing Day Advisory Task Force

Kelly Van Winkle

Industry Section, Vice Chairman Liaison
National Roofing Legal Resource Center (NRLRC),
Immediate Former President

Lance Van Winkle

Government Relations Committee
Industry Image and Outreach Committee
Roofing Day Advisory Task Force

Guido Vandervelt

International Relations Committee

Fred VanDongen

Industry Executives Committee

Kelly Wade

Government Relations Committee
Industry Image and Outreach Committee

Tom Walker

Alliance Board of Trustees
Industry Executives Committee
PAC Advisory Committee
Roofing Day Advisory Task Force

Elizabeth Walters

Diversity + Inclusion Committee
Industry Image and Outreach Committee

Brian Whelan

Global Strategy Committee
Industry Executives Committee

Jayne Williams

Government Relations Committee
PAC Advisory Committee

Bob Willis

Installation Instruction Review Task Force,
Chairman
Technical Operations Committee

David Workman

Alliance Board of Trustees

Natalino Zanchetta

Industry Executives Committee

Richard Zegelbone

Industry Executives Committee

Mark Zehnal

ProCertification Program Committee

NRCA Strategic Plan

The Approach

As it approached the challenge of developing a new strategic plan to guide the organization, NRCA wanted to ensure the plan was dynamic and adaptable. In many organizations, strategic plans rarely are referenced after they are written, and NRCA wanted to create one that inspires succeeding boards to continually develop and change work activities aimed toward its new vision.

The development of a vision, which is aspirational in nature, necessitates the development of a mission statement. A mission statement provides the parameters that begin to shape the activities needed to move the association strategically ahead.

However, even the best plan cannot move forward without measurable objectives. NRCA will set long- and short-term objectives that will be established by committees with the vision in mind. Committee deliberation leads to specific tactics that will be executed by association staff and committee members working together.

These five components (vision, mission, long- and short-term objectives, and tactics) support each other. Its adaptable design precludes this plan becoming a printed five-color, bound document; rather, it becomes one that can be continually updated.



The Vision

Establishing a vision is challenging enough for an organization owned by one person yet ever so much more for an organization where there are thousands of member “owners” represented by any number of stakeholder groups.

The initial focus of the effort was to develop a vision statement with words that reflect members’

feelings and stories about NRCA while answering three questions: Who is NRCA? What does it do? Who should it be?

The vision statement construction is important. In this case, it comprises two sentences: The first describing who the organization is (reflecting members’ stories) and what it does. This provides context to the second sentence, which states the future aspirational and inspirational vision.

To gather the necessary information to develop the vision statement, hundreds of members participated via online surveys, group sessions and one-on-one interviews. Armed with a 34-page detailed summary, NRCA’s Executive Committee deliberated the findings via multiple meetings, calls and email drafts to establish the association’s new 10-year vision.

The National Roofing Contractors Association Vision Statement

Since 1886, the National Roofing Contractors Association has been the home for generations of entrepreneurial craftsmen and enterprises who shelter and protect America’s families and businesses and each other. Our vision is the recognition of our members as professionals and to unite the industry to that purpose.

The vision statement includes NRCA’s legacy (***since 1886, the National Roofing Contractors Association***), who NRCA represents (***generations of entrepreneurial craftsman and enterprises***), what those members do (***shelter and protect America’s families, businesses and each other***), and finally NRCA’s long-term vision (the recognition of our members as professionals and to unite the industry to that purpose). The 10-year time frame signals the commitment of the association to this vision.

Second, armed with the vision, NRCA went again to the membership for its input about the next phase: the development of the mission statement. NRCA received nearly 200 responses from five groups: NRCA’s Executive Committee, board of directors, committee members, members at large and staff.

From those responses, a mission statement emerged. If the vision sets the aspirational and inspirational goals, the mission answers how are we going

to get there. To that end it, too, is broad in nature but sets the stage for tangible, actionable activities represented in the long- and short-term objectives and ultimate tactics.

The National Roofing Contractors Association Mission Statement

NRCA values its members and staff, safety, integrity, hard work and quality. It will advance toward its vision by ensuring consensus decisions are determined through active deliberation inside the committee process.

NRCA sets the following areas of focus (listed alphabetically):

Advocacy

NRCA is the roofing industry's premier advocate. NRCA provides active advocacy for its members with:

- The government—federal and state, where necessary
- Code bodies
- Insurers
- Regulatory agencies
- Others as needed Communication

Through various communication vehicles, NRCA promotes its members':

- Benevolence
- Successes
- Professionalism

Education and/or Certification

NRCA will train and/or certify all aspects of the roofing industry, including:

- Field workers
- Foremen
- Future leaders
- Executives
- Others (architects, consultants, etc.)

Membership growth

- NRCA seeks to grow its membership in an inclusive manner that reflects the diverse nature of the entire industry.
- NRCA will examine its dues structure to best serve the industry.

Safety

NRCA regards worker safety as a primary goal. NRCA:

- Believes safety begins the moment an industry employee leaves his or her home for work until the time he or she returns home safely each day.
- Seeks to provide the most comprehensive safety training available in the roofing industry to provide the safest work environment possible.
- Believes safety includes property. The roofing industry by its nature is designed to protect buildings and their contents. Water damage during or after construction, fires and/or other physical damage are mitigated by our efforts.

Technical

To promote high-quality roof system designs and installations, NRCA provides technical support to the entire roofing industry. Technical support is provided through:

- Advocacy
- Training
- Research

The mission statement and areas of focus will change, either together or independently, over time, reflecting the adaptable nature of this plan. The areas of focus do not supplant the importance of the many other ongoing association activities not listed here that are vital for vision attainment, such as *Professional Roofing* magazine. The staff support section, which follows, provides those details.

NRCA Staff Support

NRCA has the tools to deliver on the idea of unifying the industry to improve its members' recognition as professionals. In fact, NRCA is uniquely qualified to take on this challenge because it already has in place the human capital and structure to move the industry forward.

NRCA has professionals on staff in the following disciplines:

- Advocacy
- Communications
- Education and Certification
- Enterprise Risk Management
- Finance
- Legal
- Marketing
- Membership
- Publications
- Technical

In addition to staff, NRCA members represent the finest the industry offers. From raw material suppliers all the way to delivery of complete roof systems, NRCA members provide contributions to the association in many disciplines via the committee process.

Advocacy

One of the most significant ways to have a positive effect on the industry image is to tell the roofing industry's story to policymakers in Washington, D.C., and state capitals. NRCA is uniquely positioned to assist in uniting the industry to speak with one voice. With a team of highly skilled professionals working in the NRCA Washington, D.C., office, NRCA already is effective. But more can be done.

NRCA will expand the reach of its grassroots activities, facilitate national fly-in advocacy days, strengthen ROOFPAC, provide best practices for our affiliates to deploy in state governments and continue its engagement with members of Congress from both political parties.

Communications

The roofing industry is replete with good stories. NRCA members provide the highest-quality installations in the world and do so on many of the nation's most prominent buildings. NRCA members also are extraordinarily charitable. In hundreds of communities throughout the U.S., NRCA members contribute scholarships, new roofs and financial support that make the communities they live in better.

NRCA will unite the industry in effort to engage the media with press releases about our members

projects and charitable work focusing on making our members good work noticeable in their hometowns. When NRCA members do something of national note, the association will communicate those with national media. NRCA will expand its footprint in social media and maximize the use of *Professional Roofing* as well as other communication pieces NRCA routinely distributes.

Education and Certification

NRCA seeks to unite the industry around the cause of uniform, nationally recognized worker training in all roofing disciplines. This long-term project includes the development and delivery of training for roofing workers and the employees who supervise them. The training system is being developed using strict adherence to ANSI standards governing the policies of certifications with the goal of certifying the U.S. roofing workforce.

A fully trained and certified workforce offers an additional layer of consumer protection that simply does not currently exist in the roofing industry. Most but not all training is provided by a varied, ad hoc system of manufacturer and/or distributor training as well as on-the-job training for roofing workers provided by roofing companies. A uniform system of training and certifying workers can be transformational for roofing companies as it can provide immediate and tangible results that could include:

- A clearly defined career path for new workers interested in learning a trade and the recruitment of these individuals into a roofing career
- Mobility for roofing crews working for companies that work in multiple states/jurisdictions
- An improvement in installed roof system quality and a higher level of quality for building owners
- A recognition of the professional services roofing workers provide
- An improvement of worker performance that manifests itself in higher productivity

Enterprise Risk Management

The roofing industry has no shortage of risk whether it is to workers or the companies that employ them. Reducing risk for members includes creating programs to reduce employee injuries, reduce the likelihood of building fires and water damage, reduce

driving-related accidents and reduce theft. Any one of these items (and others) can damage a company's reputation.

In addition, risk to members' businesses is significant whether its contractually, regulatory- or employment-related. Each requires supporting members' professional standing through the availability of insurance program offerings, reaching out to government agencies and offering legal support.

NRCA seeks to unify the industry to mitigate risks at all levels by working with external partners, developing educational program and products, and providing specific risk management training for roofing companies. As catastrophic losses are reduced so are the negative images and press coverage that naturally come as a result.

Finance

Any discussion about NRCA's mission must include the area of finance. NRCA seeks to manage the financial resources provided by its members, products, programs and services in the most cost-efficient manner possible. NRCA will deploy the financial resources it has in a manner that unites and improves the industry for all stakeholders.

Legal

NRCA believes all contractor members should take advantage of the resources and legal assistance available through the National Roofing Legal Resource Center, whose legal experts will help address some of the toughest legal, business and employment issues, including:

- Contract language
- Employee relations
- Regulatory compliance
- Payment provisions

Marketing

Using NRCA's team of marketing professionals, NRCA will develop marketing programs its members can deploy in their companies. By unifying the industry around specific messaging, NRCA members can begin to drive a unified message nationally. Because NRCA has members in every state and major metropolitan area, it can facilitate communication around key concepts that can nationalize what its members

do. NRCA has experience with in the past with its "Insist on a Roofing Professional" initiative as well as other marketing programs.

Membership

For NRCA to truly be effective, it has been determined membership growth is critical. NRCA will seek to unify the entire roofing industry by using growth models that are inclusive and allow all roofing stakeholders to join its efforts to improve the professional reputation of the entire roofing industry.

NRCA's ability to drive any message will be directly related to its membership footprint. Growth is critical for driving a message that penetrates.

Publications

Professional Roofing in its print, digital and online editions is the most widely read and respected magazine in the roofing industry. As such, its influence can be an effective vehicle for driving a consistent, unified message.

Yet NRCA produces many other communication vehicles. Technical documents, For Members Only newsletter, Industry Issue Updates, electronic communications along with many others can all be used in this effort.

Technical

NRCA's technical department can unify the industry to improve the quality experience for building owners by working to identify potential problems and quickly disseminate information to solve them.

Minimizing risk and improving the quality experience for customers requires engagement with virtually every stakeholder involved in a roofing project. NRCA regularly works with designers, consultants, manufacturers, government and independent agencies such as ASTM International, building code bodies, FM Global, etc., to ensure its members are equipped with the most current information available.

Risks such as roof system failures, roof leaks, poor workmanship, manufacturing and/or design errors can sully a reputation faster than anything. NRCA's technical department exists to support NRCA members by thoroughly understanding the technical issues they face and along with committed volunteers serving on various technical committees, continually update an array of technical manuals and reports.

Keeping lines of communication open and transparent with industry partners improves quality and reduces job-site mistakes. For example, translating technical documents into more languages can serve to improve on-site quality. Working together brings excellent results.

NRCA Financial Policies

With continued vigorous committee activity and increased volunteer efforts by NRCA officers and directors, it is important there is a clear statement of NRCA expense reimbursement policies.

This section is intended to provide you with specific information. If a situation is not addressed, please call NRCA at (847) 493-7570 and speak with CEO Reid Ribble.

General

A large portion of NRCA's budget is dedicated to committee, officer and director reimbursement. NRCA accounts for hundreds of thousands of dollars of reimbursements, and it is in our mutual best interest to know, understand and follow carefully the following policies and procedures.

All expense reimbursements require submission of an expense statement with supporting documents, such as original receipts.

In every instance where expense forms are to be submitted, they are due within 60 days of the event.

All contracts, official documents and purchase orders, including any order of printing, etc., must be executed through NRCA's headquarters office.

Except in unusual circumstances, NRCA will not reimburse the cost of wireless/Internet fees, photocopies or other miscellaneous expenses.

Board of directors, Midyear Meetings and Annual Convention

There is no expense reimbursement in connection with a regular NRCA board of directors meeting. There are two regularly scheduled board meetings each year: one during NRCA's annual convention and one during NRCA's Midyear Meetings. Further, there is no expense reimbursement for committee meetings held during the annual convention and Midyear Meetings.

In addition, attendees of NRCA's Fall Committee Meetings and Legislative Conference are responsible for airfare, ground transportation and meals.

There also is no expense reimbursement for associate members attending committee meetings held in conjunction with NRCA's annual convention, Midyear Meetings or NRCA's Fall Committee Meetings and Legislative Conference.

Committee expenses

Committee members are reimbursed for coach-class airfare and single-rate hotel rooms while involved in official NRCA activity (see official representation of NRCA below).

If possible, airline tickets should be booked through NRCA's travel agency, Cary Travel, Kristie Michonski, kristie@carytravelexpress.com, or (847) 767-4614.

The agency has been instructed to book tickets for the lowest available airfare that does not cause an inconvenience. For example, you will not be asked to take a red-eye flight or have layovers if other options are available. Actual costs in excess of the lowest available rates will be charged back to the committee member.

Expense statements are received at NRCA and checked for receipts and accuracy. They are approved by the appropriate staff section vice president, processed for payment and simultaneously sent to the chairman of the board-elect for approval. The chairman of the board-elect will note any discrepancies or inconsistencies and will contact you if there are questions. The vice chairman liaison is considered a part of the committee for reimbursement purposes.

Bills are paid weekly at NRCA headquarters, so checks for reimbursement should generally be received within 10 days to 15 business days.

Official representation of NRCA

The following are examples of official NRCA representation:

- A presentation to a local, state or regional organization as an official representative of NRCA
- Service with construction industry bodies, such as Associated Specialty Contractors
- Service with government boards
- Presentations to meetings of architects, engineers, etc., where you are officially representing NRCA

You are entitled to reimbursement within the guidelines presented on the official expense form. In each instance where you are officially representing NRCA, prior authorization must be given by NRCA's chairman of the board or chief executive officer.

Executive Committee

NRCA Executive Committee members are reimbursed for their expenses in connection with any meetings of the Executive Committee, except NRCA's annual convention. Expense reimbursement is based on coach-class airfare and single-rate hotel rooms.

When spouses attend, each spouse's expenses are the responsibility of the individual Executive Committee member. Spouse expenses for meals and group activities typically are charged back to Executive Committee members.

Spouse travel to industry events, when appropriate, may be reimbursed, subject to the approval of the NRCA chairman of the board and chief executive officer.

NRCA Bylaws

Article I. Name and Location

Section 1. **Name.** The name of the corporation shall be National Roofing Contractors Association (“NRCA”).

Section 2. **Location.** The location of the principal office shall be as established by the Board of Directors.

Article II. Objectives

Section 1. The objectives of the Association shall be as follows:

- a. To develop the roofing, waterproofing, roof deck and roof system contracting businesses and to improve the interests and welfare of its members.
- b. To establish and secure the use of superior quality of materials and workmanship and, by better public service, contribute to the advancement of the industry in all its branches.
- c. To enable its members to improve their services to their customers.
- d. To obtain and make available pertinent data and information relative to the industry.
- e. Generally to secure to its members the benefits of cooperation in the furtherance of their legitimate pursuits.
- f. To help its members educate and train their employees.

Article III. Membership

Section 1. **Membership Qualifications.** Membership may be granted to any individual, corporation or other entity that (i) meets the criteria set forth for a category of membership in NRCA; (ii) shares interest in and supports the purposes of NRCA; (iii) abides by these bylaws, the NRCA Pledge of Professionalism, and such other policies, rules, and regulations as NRCA may adopt; and (iv) meets such additional criteria for each category of membership in NRCA as the Board of Directors may establish.

Section 2. **Application.** The NRCA Board of Directors, or its designee(s), shall adopt an application form and procedures to facilitate the consideration of applicants for membership in NRCA. All applicants shall complete and submit the application, along with the designated fee, if any, to NRCA’s administrative office. Applications shall be referred to the Executive Committee for approval, or the Executive Committee may delegate approval authority as deemed appropriate. Qualified applicants shall become members upon notice from NRCA.

Section 3. **Membership Categories.** NRCA shall have the following categories of membership:

- a. **Active Members.** Any established roofing, roof deck or roof system contractor in the United States or its possessions actively engaged in the application of roofing materials, roof systems, waterproofing, roof decks and related sheet metal may be granted Active membership in NRCA. Each corporation or other entity granted Active membership in NRCA shall file with the Chief Executive Officer the name of the individual selected to be its representative in NRCA with the authority to vote on its behalf and hold office. Upon the acceptance of any Affiliated Group (see Article V), the chief staff executive of such group shall have the privilege of one vote, and he or she shall be considered as an Active Member providing that he or she is not otherwise eligible to hold an active membership in the Association.
- b. **Honorary Members.** Honorary membership may be voted by a majority vote of the Executive Committee for such time and with such privileges as the Executive Committee may determine.

- c. **Associate Members.** Any individual, corporation or other entity engaged in the (i) manufacturing and/or supplying of materials, equipment or services used by the Active membership of the Association; or (ii) design, specification or inspection of roofs, roof decks and roof systems may be granted Associate membership in NRCA. The Board of Directors or its designee(s) may, from time to time, establish various categories of Associate membership as well as the dues, benefits, privileges and obligations of such categories. Each corporation or other entity granted Associate membership in NRCA shall file with the Chief Executive Officer the name of the individual selected to be its representative in NRCA with the authority to vote on its behalf and hold office.
- d. **Industrial/Institutional Members.** Firms or institutions that employ the services of Active Members of NRCA and are desirous of being associated with NRCA as Industrial/Institutional Members may do so upon approval of application to the Executive Committee stating their purposes in seeking membership. Dues, benefits, privileges and obligations of Industrial/Institutional Members shall be determined by the Board of Directors or the Executive Committee.
- e. **International Members.** Corporations or other entities engaged in the roofing industry outside of the United States and its possessions that would otherwise qualify for Active membership in NRCA may be granted International membership by the Board of Directors or Executive Committee upon application to NRCA. Dues, benefits, privileges and obligations of International Members shall be determined by the Board of Directors or Executive Committee.

Section 4. **Rights and Duties.** All members shall be entitled to attend the member meetings and social functions of NRCA and serve on its committees, but only Active, International and certain categories of Associate members (as determined by the Board) may vote for the election of Directors (in accordance with Article IX), hold office in NRCA, and serve on the Board of Directors (collectively referred to herein as the “voting members”). Each eligible voting member (or its representative, as applicable) shall have one (1) vote on all matters submitted to the voting members. Notwithstanding the foregoing or anything set forth herein to the contrary, no member of NRCA shall have the right to vote, without limitation, on the amendment of NRCA’s Articles of Incorporation or bylaws or the merger or dissolution of NRCA.

Section 5. **Termination of Membership.** Membership in NRCA shall cease upon lapse of four months’ delinquency in payment of annual dues or withdrawal of the member from active participation in the industry.

Article IV. Revenue

Section 1. NRCA’s revenue shall be derived from dues of members and such other sources as designated by the Board of Directors or Executive Committee.

Section 2. The dues for all classes of membership shall be established by the Board of Directors or Executive Committee.

Section 3. NRCA’s fiscal year shall be from June 1 through May 31.

Article V. Affiliated Organizations

Section 1. **Purpose.** Affiliated Organizations may be recognized by the Board of Directors with the objective of furthering the purposes of this Organization, as set forth in Article II, through meetings and conferences, acquaintanceship and discussion, and study by Affiliated Organizations, thus increasing the value of its organization to its members and helping maintain and increase its membership.

Section 2. Membership

- a. The membership of a U.S. Affiliated Organization shall generally consist of, or include, contractors as defined in Article III, Section 3(a), operating as such within the area of the group. For the purpose of affiliation with NRCA, such group shall have within its membership five (5) or more Active Members of NRCA.

- b. The membership of an International Affiliated Organization may consist of roofing contractors, manufacturers or other roofing-related associations.

Section 3. **Application for and Conditions of Affiliation**

- a. A U.S. Organization including contractors as defined in Article III, Section 3(a), which has within its membership five (5) or more Active Members of NRCA, may apply to the Executive Committee of NRCA for affiliation with NRCA. Such application shall indicate the name of the group.
- b. An International Organization that is roofing-related may apply to the Executive Committee of NRCA for affiliation with NRCA. Such application shall indicate the name of the group.
- c. A copy of the Constitution and Bylaws, or other instruments of organization amendments thereto, of such group shall accompany its application for affiliation, together with an up-to-date list of members in good standing.
- d. NRCA shall not be held liable for any obligations or action of any Affiliated Organization.
- e. The Board of Directors or Executive Committee of NRCA may withdraw or modify its recognition of the affiliation of any group that, in their consideration:
 - 1. Ceases to be an active, organized group of roofing contractors
 - 2. Has less than five (5) Active Members of NRCA (U.S. associations only)
 - 3. Becomes otherwise ineligible, as determined by the Board of Directors or Executive Committee in their sole and absolute discretion

Article VI. Officers

Section 1. **Officers.** The officers shall be a Chairman of the Board, Chairman of the Board-Elect, six (6) Vice Chairmen of the Board and the Immediate Former Chairman of the Board (collectively, the “Officers”). The Chairman of the Board, Chairman of the Board-Elect and Vice Chairmen shall be elected by the voting members in accordance with Article IX.

Section 2. **Terms.** The term of the Chairman of the Board shall be for one year. The Chairman of the Board-Elect shall serve a one-year term and shall automatically succeed to the Chairman of the Board. The terms of the Vice Chairmen of the Board shall be for two (2) years, and they shall serve without seniority and without automatic succession to the office of Chairman of the Board. A Vice Chairman of the Board shall not be eligible for re-election to the same office until after an interval of one year after the conclusion of his or her previous term of office. The terms of the Vice Chairman shall be staggered such that three (3) Vice Chairmen of the Board shall be elected annually.

Section 3. **Qualifications.** Every officer nominated shall have served a minimum of one year as a member of the Board of Directors prior to his or her nomination.

Section 4. **Singularity of Office.** A person serving as a director when elected to serve as an Officer surrenders such Directorship upon the date of the assumption of the person’s duties as an Officer and shall continue to serve on the Board by virtue of his or her office for the duration of the term set forth above in Article VI, Section 2.

Section 5. **Duties.** It shall be the duty of the Chairman of the Board to preside at all meetings of the membership, Executive Committee and Board of Directors; to appoint committees not otherwise provided for; and to perform such duties as pertain to the office. He or she may select Vice Chairmen of the Board to serve liaisons in relevant NRCA activities.

Section 6. **Immediate Former Chairman of the Board.** The Immediate Former Chairman of the Board shall serve as an officer of NRCA for a term of one year and shall serve as a member of the Executive Committee.

Section 7. **Resignation and Removal of Officers.** Any Officer may resign at any time by giving written notice to the Chairman of the Board. In addition, any officer may be removed by a majority vote of the persons entitled to elect such officer, whenever, in their judgment, the best interests of NRCA would be served by such removal. Such removal shall be without prejudice to the contract rights, if any, of the person so removed. Election of an officer or agent shall not of itself create any contract rights.

Section 8. **Officer Vacancies.** In the event of the death, resignation, removal or inability of the Chairman of the Board to serve, the Immediate Former Chairman of the Board shall assume and fulfill the duties of the Chairman of the Board. Vacancies occurring in the office of Vice Chairman of the Board or Chairman of the Board-Elect shall be filled by a majority vote of the Board of Directors upon a recommendation of the Nominating Committee. Officers appointed pursuant to this Section shall hold their position for the remainder of the original term for which they were elected to fill.

Article VII. Board of Directors

Section 1. **Composition, Term and Qualifications.** The Board of Directors shall consist of between thirty-five (35) and forty (40) directors (including the Officers), as determined by the Board of Directors on an annual basis. The directors shall be elected by the voting members in accordance with Article IX to serve a three (3) year term in office or until such time as their successors are duly qualified and elected. Officers shall serve on the Board for the duration of their term in office. No director shall be eligible for re-election until after an interval of one (1) year after the completion of his or her previous term of office. To be eligible for election to the Board of Directors, an individual must be an Active Member, International Member (or the representative of such member) or eligible Associate Member (as determined by the Board of Directors) actively engaged in the roofing industry that has been a member of NRCA in good standing for at least one full year prior to nomination. At least eighty percent (80%) of the members of the Board of Directors shall be comprised of Active and International members (or their representatives) at all times.

Section 2. **Powers.** The Officers and Directors shall constitute the full Board of Directors, performing such duties and exercising such powers as are delegated to them in these bylaws. NRCA's affairs shall be managed by the Board of Directors, which shall have supervision, control, and direction of NRCA, shall determine its policies or changes therein within the limits of these bylaws, shall actively promote its purposes, and shall have discretion in the disbursement of its funds. The NRCA Board of Directors may adopt such rules and regulations for the conduct of its business as shall be deemed advisable and may, in the execution of the powers granted, appoint such agents as it may consider necessary.

Section 3. **Director Vacancies.** Vacancies in the Board of Directors shall remain vacant until the following election.

Section 4. **Resignation and Removal.** Any director not attending two consecutive meetings of the Board of Directors without good cause automatically shall be deemed to have resigned from the Board unless the Board of Directors takes action to grant such director a stay. Any Director may resign at any time by giving written notice to the Chairman of the Board. In addition, any member of the Board of Directors may be removed in accordance with the Illinois General Not For Profit Corporation Act of 1986, as amended (the "Act") by the persons entitled to elect such Director, whenever, in their judgment, the best interests of NRCA would be served by such removal.

Article VIII. Executive Committee

- Section 1. **Composition.** The Executive Committee shall consist of the Chairman of the Board, Chairman of the Board-Elect, six (6) Vice Chairmen of the Board and the Immediate Former Chairman of the Board.
- Section 2. **Authority.** The Executive Committee shall have the authority to perform the business and functions of NRCA in between meetings of the Board of Directors, except as otherwise set forth in these bylaws or the Act, reporting to the Board of Directors any action taken; but the delegation of authority to the Executive Committee shall not operate to relieve the Board of Directors or any individual Officer or member of the Board of Directors of any responsibility imposed by law.
- Section 3. **Voting and Meetings.** All Executive Committee members are entitled to one vote, except the Chairman of the Board, who shall be chairman of the Executive Committee and vote only in case of a tie. A majority of the Executive Committee shall constitute a quorum for the conduct of business at any duly called meeting of the Executive Committee; provided when less than a quorum is present at said meeting, a majority of the members present may adjourn the meeting without further notice. The act of a majority of the members present at a duly called meeting at which a quorum is present shall be the act of the Executive Committee. The Executive Committee shall meet in person or by conference call upon the request of the Chairman of the Board or a majority of the Executive Committee.
- Section 4. **Action by Written Consent.** Any action requiring a vote of the Executive Committee may be taken without a meeting if a consent, setting forth the action taken, is approved by all the members of the Executive Committee entitled to vote with respect to the subject matter thereof.

Article IX. Nominating Committee and Elections

- Section 1. **Nominating Committee.** The Nominating Committee shall consist of the previous five (5) Former Chairmen of the Board of NRCA who remain Active Members and consent to such service. It shall be the duty of the Nominating Committee to study the qualifications of members in good standing to serve as officers and directors for the ensuing year. Considering qualifications and geographic location, the Nominating Committee shall submit to the membership at the Annual Convention a slate of qualified Officers and Directors. The Chairman shall be the Immediate Former Chairman of the Board.
- Section 2. **Election.** The election of Officers and directors shall take place at the Annual Convention. Nominations, in addition to the Nominating Committee slate, may be made by written petition. Such written petition is to be submitted to the current Chairman of the Board twenty-four (24) hours in advance of the scheduled election and must be signed by at least five percent (5%) of the total number of voting members in good standing. Officers shall be elected by a majority of all votes cast and the directors by a plurality vote. Election shall be by paper or electronic ballot, except in the instance of only one nominee for office, when there may be a voice vote.

Article X. Installation of Officers and Directors

- Section 1. **Installation.** Officers and directors elected at the Annual Convention shall be installed at the close of the Annual Convention and shall assume the duties of office the following June 1.

Article XI. Member and Board Meetings

- Section 1. **Annual.** NRCA's Annual Convention shall be held each year at such places and times and of duration as may be determined by the Executive Committee. NRCA shall hold its annual meeting of voting members during the Annual Convention on such date and at such time as shall be determined by the Board (or its designee(s)).

- Section 2. **Special.** Special meetings of the voting members shall be called by the Chairman of the Board on written request of thirteen (13) members of the Board of Directors or thirty percent (30%) of the total number of voting members in good standing.
- Section 3. **Notice.** Notice of any annual or special meeting of the voting members shall state the time, date, place, and purpose of the meeting, and shall be delivered not more than sixty (60) and not less than five (5) days prior to the date of such meeting, unless otherwise required by applicable law. The notice of any special meeting shall state the object thereof. No action shall be taken at a special meeting on matters not specified in the notice.
- Section 4. **Quorum.** Fifty (50) members in good standing shall constitute a quorum for the transaction of business at any duly called meeting of the voting members, provided that if less than a quorum is present, a majority of the voting members present may adjourn the meeting to another time without further notice.
- Section 5. **Manner of Acting.** The act of a majority or more of the voting members present (in person or by proxy) at a duly called meeting of the voting members at which a quorum is present shall be the act of the voting members, unless the act of a greater number is required by law, the Articles of Incorporation, or these bylaws.
- Section 6. **Mail/Electronic Voting.** Voting by mail or electronic means shall be permitted for any item of business before the voting members to the full extent permitted by the Act. A mail or electronic vote of the voting members may be called by the Board of Directors.
- Section 7. **Regular Meetings of the Board of Directors.** The directors shall hold (i) an annual meeting in advance of the Annual Convention to receive reports by the Chairman of the Board and Chief Executive Officer and conduct the business of NRCA; and (ii) a Midyear meeting after the close of the fiscal year. Written notice, stating the date, time, place and general nature of the business to be conducted shall be sent to all members of the Board of Directors at least ten (10) days prior to the scheduled date of such meeting. Minutes of all Board of Directors meetings shall be furnished to each member of the Board of Directors by the Chief Executive Officer.
- Section 8. **Special Meetings.** Special meetings of the Board of Directors may be called by, or at the request of, the Chairman of the Board, or upon a written request to the Chairman of the Board of ten (10) members of the Board of Directors.
- Section 9. **Quorum.** A majority of the voting members of the Board of Directors shall constitute a quorum for the transaction of business at any duly called meeting of the Board of Directors; provided that when less than a quorum is present at said meeting, a majority of the voting members of the Board of Directors present may adjourn the meeting to another time without further notice.
- Section 10. **Manner of Acting.** The act of a majority of the voting members of the Board of Directors present at a duly called meeting at which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by law, the Articles of Incorporation, or these bylaws.
- Section 11. **Action Without a Meeting.** Any action requiring a vote of the Board of Directors may be taken without a meeting if a written consent, setting forth the action taken, is approved by all of the members of the Board of Directors entitled to vote with respect to the subject matter thereof.
- Section 12. **Meeting by Conference Call.** Any action to be taken at a meeting of the Board of Directors, or any committee thereof, may be taken through the use of a conference telephone or other communications equipment by means of which all persons participating in the meeting can communicate with each other. Participation in such a meeting shall constitute presence in person at the meeting of the persons so participating. Notwithstanding anything set forth to the contrary in these

bylaws, any meeting to be held by conference call (whether regular or special) may be held upon a minimum of twenty-four (24) hours prior notice.

Section 13. **Executive Committee.** The Chairman of the Board shall call such meetings of the Executive Committee as the business of NRCA may require, or a meeting shall be called by the Chief Executive Officer on request of three (3) members of the Executive Committee.

Section 14. **Notice.** It shall be the duty of all members to keep on file with the Chief Executive Officer of NRCA an email and physical address to which all notices required by the minutes, bylaws, the Act and rules and regulations of NRCA may be sent. The mailing of any such notices of any regular or special meeting to such last known email or physical address shall be sufficient and conclusive notice upon such member.

Section 15. **Waiver of Notice.** Attendance of a Director at any meeting shall constitute a waiver of notice of such meeting except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called and convened. Whenever any notice is required to be given under applicable law, the Articles of Incorporation or these bylaws, waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

Article XII. Committees

Section 1. **Budget and Finance Committee.** There shall be a Budget and Finance Committee, composed of the Chairman of the Board, Immediate Former Chairman of the Board and Chief Executive Officer and such others as may be appointed by the Chairman of the Board and whose terms of service will be at the discretion of the Chairman of the Board. The chairman shall be the Immediate Former Chairman of the Board. The Budget and Finance Committee may cause an audit to be made of all accounts, books, securities, funds and other property in the hands of the Chief Executive Officer and of other officers and committees charged with the receipt and expenditures of monies, and provide a written report to the Board of Directors before the Midyear Meeting. The Budget and Finance Committee shall employ a Certified Public Accountant, not a member of NRCA, who shall make a complete audit of NRCA's books and records at the end of the fiscal year and shall make a written report to the Board of Directors at the Midyear Meeting. The Budget and Finance Committee shall have the responsibility to review the current financial statement and establish a budget to cover the operation of the NRCA during its next fiscal year and submit a report to the Board of Directors at its Midyear Board Meeting.

Section 2. **J.A. Piper Award Committee.** A committee, composed of the five (5) most recent recipients of the J.A. Piper Award who are able to serve and consent to such service, select the name of an individual who has provided distinguished service to NRCA and/or industry. The committee chairman shall be the most recent J.A. Piper Award recipient who is willing to serve. A suitable inscribed plaque will be presented to the individual receiving the J.A. Piper Award at the Annual Convention.

Section 3. **Industry Executives Committee.** The Chairman of the Board shall appoint a committee each year composed of representatives from Associate Member firms whose duties shall include making recommendations to the Executive Committee concerning NRCA programs and policies, as it deems appropriate. The committee also shall review and make recommendations to the Executive Committee concerning the role of Associate Members in NRCA.

Article XIII. Executive and Staff

Section 1. **Appointment.** The Executive Committee shall employ a salaried staff head who shall have the title of Chief Executive Officer and whose terms and conditions of employment shall be specified by the Executive Committee.

Section 2. **Authority and Responsibility.** The Chief Executive Officer shall be the chief executive of NRCA responsible for all management functions. He or she shall manage and direct all of NRCA's activities as prescribed by the Executive Committee. He or she shall employ and may terminate the employment of members of the staff necessary to carry on NRCA's work and fix their compensation within the approved budget. As Chief Executive Officer, he or she shall define the duties of the staff, supervise their performance, establish their titles and delegate those responsibilities of management as shall, in his or her judgment, be in the best interest of NRCA.

Article XIV. Indemnification

Section 1. **Indemnification Obligation.** To the extent that a director, officer, committee member, representative or agent of the Association has been successful, on the merits or otherwise, in the defense of any action, suit or proceeding referred to in Section 2 of this Article, or in defense of any claim, issue or matter therein, such person shall be indemnified against expenses (including attorneys' fees) actually and reasonably incurred by such person in connection therewith.

Section 2. **Indemnification Standard of Conduct.**

- a. Except as provided in subsection (d) of this section, the Association may indemnify a person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative (other than an action by or in the right of the corporation) by reason of the fact that he or she is or was a director, officer, committee member, employee, representative or agent of the Association or who was serving at the request of the Association as a director, officer, committee member, employee, representative or agent of another association, corporation or other enterprise against expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by such person in connection with such action, suit or proceeding, if such person acted in good faith and in a manner he or she reasonably believed to be in, or not opposed to, the best interests of the Association, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful.
- b. With respect to a retirement plan or employee benefit plan, an officer, director, committee member, employee, representative or agent of the Association who acted in good faith and in a manner he or she reasonably believed to be in the best interests of the participants and beneficiaries of the plan, shall be deemed to have acted in a manner "not opposed to the best interests of the Association" as referred to in subsection (a) of this section.
- c. The termination of any action, suit or proceeding by judgment, order, settlement or conviction, or upon a plea of nolo contendere or its equivalent does not, of itself, create a presumption that the officer, director, committee member, employee, representative or agent of the Association did not act in good faith and in a manner that he or she reasonably believed to be in, or not opposed to, the best interests of the Association or, with respect to any criminal action or proceeding, that the person had reasonable cause to believe that his or her conduct was unlawful.
- d. The Association may not indemnify a person under this Section:
 1. In connection with a proceeding by or in the right of the Association in which the director was adjudged liable to the Association
 2. In connection with any other proceeding in which he or she was adjudged liable on the basis that personal benefit was improperly received by him or her.

Section 3. **Determination of Indemnification.** Any indemnification under Section 2 (unless ordered by a court) shall be made by the Association only as authorized in the specific case, upon a determination that indemnification of the director, officer, committee member, employee, representative or agent is proper in the circumstances because he or she has met the applicable standard of conduct set forth in Section 2. Such determination shall be made by the Board of Directors by a majority vote of a quorum

consisting of directors who were not parties to such action, suit or proceeding, or, if such quorum is not obtainable, or even if obtainable, if a quorum of disinterested directors so directs, by independent legal counsel in a written opinion.

Section 4. **Advancement of Expenses.** Expenses incurred in defending a civil or criminal action, suit or proceeding may be paid by the Association in advance of the final disposition of such action, suit or proceeding, as authorized by the Board of Directors in the specific case, upon receipt of an undertaking by or on behalf of the director, officer, committee member, employee, representative or agent to repay such amount, unless it shall ultimately be determined that he or she is entitled to be indemnified by the Association as authorized in this Article.

Section 5. **Insurance.** The Association may purchase and maintain insurance on behalf of any person who is or was a director, officer, committee member, employee, representative or agent of the Association, or who is or was serving at the request of the Association as a director, officer, committee member, employee, representative or agent of another association, corporation or other enterprise against any liability asserted against such person in any such capacity or arising out of his or her status as such whether or not the Association would have the power to indemnify such person against such liability under the provisions of this Article.

Section 6. **Definitions.** As used in this Article, the term:

- a. "Association" means the National Roofing Contractors Association ("NRCA") and all corporations managed or organized by NRCA, including the National Roofing Legal Resource Center, the National Roofing Foundation and the National Roofing Services Corporation.
- b. "Officer," "director," "committee member," "employee," "representative" and "agent" shall include, unless the context requires otherwise, the estate or personal representatives of an officer, director, committee member, employee, representative or agent of the Association.
- c. "Expenses" shall mean all reasonable expenses, including attorneys' fees, reasonably incurred in connection with a threatened, pending or completed action, suit or proceeding and shall cover the costs of establishing and maintaining an effective legal defense for the officer, director, committee member, employee, representative or agent of the Association, including investigatory costs and costs associated with appeals.
- d. "Liability" means the obligation to pay a judgment, settlement, penalty or fine (including an excise tax assessed with respect to an employee benefit plan).
- e. "Party" includes an individual who was, or is, threatened to be made a named defendant or respondent in a proceeding.
- f. "Proceeding" means any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative and whether formal or informal.

Section 7. **Incorporation of Statute.** Notwithstanding anything herein to the contrary, the provisions of 80 ILCS 105/108.75 are hereby incorporated herein by this reference and are controlling.

ARTICLE XV. Amendments

These bylaws may be altered, amended, or repealed and new bylaws may be adopted by a majority of the Directors present at any regular or special meeting of the Board of Directors provided that at least ten (10) days written notice is given to the full Board of Directors of the intention to alter, amend, or repeal and to adopt new bylaws at such meeting.

ARTICLE XVI. Electronic Communication

Unless otherwise prohibited by law, (i) any action to be taken or notice delivered under these bylaws may be taken or transmitted by e-mail or other electronic means; and (ii) any action or approval required to be written or in writing may be transmitted or received by e-mail or other electronic means.

ARTICLE XVII. Dissolution

NRCA shall use its funds only to accomplish the objectives and purposes specified in the bylaws and no part of said funds shall inure or be distributed to NRCA's members.

In the event of the dissolution of NRCA, the Board of Directors shall, after paying or making provision for the payment of all of NRCA's liabilities, dispose of all of the remaining assets or NRCA (except any assets held by NRCA upon condition requiring return, transfer, or other conveyance in the event of dissolution, which assets shall be returned, transferred, or conveyed in accordance with such requirements) exclusively for the purposes of NRCA in such manner, or to such organization or organizations as shall at the time qualify as a tax-exempt organization or organizations recognized under Sections 501(c)(3) or 501(c)(6) of the Internal Revenue Code of 1986, as amended (the "Code") or the corresponding provisions of any future United States Internal Revenue statute, as the Board of Directors shall determine. Any such assets not so disposed of shall be disposed of by the court of general jurisdiction of the county in which the principal office of NRCA is then located, exclusively for such purposes in such manner, or to such organization or organizations that are organized and operated exclusively for such purposes, as said court shall determine.

NRCA Antitrust Policy

In order to minimize the possibility of antitrust problems, the National Roofing Contractors Association (“NRCA”) requires its officers, directors, employees, volunteers, and members of all of its councils, committees, working groups, task forces and participants in its roundtables, panels and other meetings and discussions (collectively, “NRCA Participants”) to abide by the terms of this antitrust policy (“NRCA Antitrust Policy”).

1. NRCA Participants are not authorized to speak or act on behalf of NRCA unless specifically granted such authorization by NRCA in writing.
2. NRCA is the only party authorized to issue statements or adopt positions (public or otherwise) on behalf of NRCA. Responses to questions or complaints from the public or from private parties must be handled in accordance with NRCA’s policies.
3. NRCA Participants are not authorized to use NRCA letterhead or NRCA’s name or logo without the prior written consent of the NRCA’s Board of Directors, or its designee(s).
4. Agendas for all NRCA meetings, including, without limitation, council, committee, working group, task force, roundtable, panel and other meetings (collectively, “committees”), shall be prepared in advance, with prior review by an appropriate NRCA staff member, and followed at the meeting. Topics not included on the agenda shall not be discussed.
5. Only meetings scheduled by NRCA shall be considered NRCA meetings. NRCA Participants shall not participate in “rump” sessions (e.g., private group meetings, impromptu or informal group gatherings) outside of regularly scheduled meetings to discuss items not on the agenda. No NRCA meeting may be held unless a member of the NRCA professional staff participates in person or by conference call.
6. A secretary shall be appointed to take minutes of all meetings. Minutes shall be submitted to the NRCA office and reviewed by an appropriate NRCA employee prior to distribution. Upon approval, such minutes shall become the “official minutes” retained by NRCA. NRCA Participants should not keep their own minutes.
7. Committees can act only within the scope of their authority. Recommendations shall be made to NRCA for other actions to be taken. All committee correspondence must be sent out through the NRCA office.
8. All NRCA Participants shall adhere to the NRCA Antitrust Guidelines, a copy which are attached hereto as Exhibit A.
9. A copy of the NRCA Antitrust Policy (and attached NRCA Antitrust Guidelines) shall be made available to all NRCA Participants, and the need to comply with its terms shall be communicated regularly.

EXHIBIT A

ANTITRUST GUIDELINES

National Roofing Contractors Association

Industry organizations and associations, although well recognized as valuable tools of American society, are subject to strict scrutiny by both federal and state governments. While such scrutiny should not prevent participation in, and support for, an industry association, members should be aware of, and comply with, certain relevant legal principles. Compliance with these laws does not prevent NRCA Participants (as defined in the NRCA Antitrust Policy) from lawfully engaging in a wide variety of group activities, as long as the purpose or intended effect of the activities is not to promote anticompetitive activities or to act in restraint of trade or commerce.

The single most significant law affecting organizations like NRCA is the Sherman Antitrust Act, which makes unlawful every contract, combination or conspiracy in restraint of trade or commerce. The Federal Trade Commission Act, the Clayton Antitrust Act and the Robinson-Patman Act also are applicable to societies, for they also forbid anticompetitive activities. Furthermore, virtually every state has enacted antitrust laws similar to the Sherman Act.

Between the state and federal laws, there is no organization too small or too localized to escape the possibility of a civil or criminal antitrust suit. It is thus imperative that every NRCA Participant refrain from indulging in any activity which may be the basis for a federal or state antitrust action.

There are four main areas of antitrust concern:

price fixing, membership, self-regulation, and standardization and certification. The area of greatest concern historically has been price fixing. The government may infer a violation of the Sherman Act by the mere fact that all or most of the participants in an industry organization or association are doing the same thing with respect to prices or other terms and conditions of trade. It is not required that there be an actual agreement, written or unwritten, to set prices. Rather, price fixing is a very broad term which includes any concerted effort or action which has an effect on prices, terms or conditions of trade, or on competition. Moreover, such concerted actions (affecting prices) cannot be justified by showing that they will benefit customers, or that the prices set are otherwise reasonable.

Accordingly, NRCA Participants should refrain from any discussion which may provide the basis for an inference that NRCA Participants agreed to take any action relating to prices, services, production, allocation of markets or any other matter having a market effect. These discussions should be avoided both at formal meetings and informal gatherings. In fact, informal gatherings of NRCA Participants would be looked upon with suspicion by the government.

The following topics are some examples of the subjects which should not be discussed at regular meetings or at so-called “rump sessions:”

1. Do not discuss current or future prices (be very careful of discussions of past prices).
2. Do not discuss what a fair profit level is or should be.
3. Do not discuss standardizing or stabilizing prices or pricing procedures.
4. Do not discuss cash discounts or credit terms.
5. Do not discuss controlling sales or production or allocating markets or customers. (This applies to services as well as products.)
6. Do not complain to a competitor that his or her prices constitute unfair trade practices and do not refuse to deal with a company or individual because of pricing or distribution practices.
7. Do not discuss anticipated wage rates.

Inasmuch as an industry organization’s antitrust violations can subject all participants to criminal and civil liability, NRCA Participants should be aware of the legal risks in regard to participation policies

and industry self-regulation. Because participating in an organization can be of substantial benefit, participants must ensure that they do not in any way restrict or prejudice competitors from participating or illegally discriminate against non-participants. Participation policies should avoid:

1. Restrictions on dealing with non-participants.
2. Excluding from participation any qualified participant.
3. Limitations on access to information created by the organization.

There is a substantial risk that standardization programs will be used to restrict competition or discriminate against certain competitors. Thus, the following guidelines should be followed:

1. NRCA Participants or committees may agree to a product, safety or other standard. In some cases, NRCA may participate in standard setting activities of government regulatory bodies and private voluntary standard-setting organizations by providing comments and suggestions.
2. When standardization activities are under consideration, the discussion must be confined to technical, engineering, safety, and regulatory factors. Competitive and marketplace issues are not proper factors to be considered. NRCA legal counsel should be consulted before participation in standard-setting activities and should be present for at least initial discussions regarding NRCA’s role in such activities.

An organization may be held strictly liable for the illegal conduct of its participants and agents acting under its name even if the organization has not authorized the activity. Thus, NRCA must ensure that the NRCA Participants and NRCA’s agents are not using NRCA’s legitimate activities for anticompetitive purposes.

The penalties for violating federal and state antitrust laws are severe. The Sherman Act is a criminal conspiracy statute. Therefore, active participants, as well as individuals who silently acquiesce in illegal activity, can be held criminally responsible. Each individual and each corporation which is found guilty of a criminal violation of the Sherman Act may be faced with substantial fines. Individuals and corporate officers may be imprisoned for up to ten years.

The greater likelihood of occurrence, and possibly

the more severe penalty, may be civil suits brought by competitors or even consumers. Civil antitrust actions result in treble damage awards.

The government's attitude towards industry organizations requires such organizations and their participants to at all times conduct their business openly and avoid any semblance of activity which might lead to the belief that participants had agreed, even informally, to something that could have an effect on prices or competition. Strict compliance with the antitrust laws by NRCA Participants is critical.

NRCA Conflict of Interest Policy

Members of the board of directors (the “board”), officers and members of committees of the National Roofing Contractors Association (“NRCA”) must act at all times in the best interests of NRCA. The purpose of this policy is to help inform directors, officers and committee members about what constitutes a conflict of interest, assist the board in identifying and disclosing actual and potential conflicts, and help ensure the avoidance of conflicts of interest where necessary. This policy may be enforced against individual board and committee members as described below:

1. Board members, officers and committee members have a fiduciary duty to conduct themselves without conflict to the interests of NRCA. In their capacity as NRCA representatives, they must subordinate personal, individual business, third-party and other interests to the welfare and best interests of NRCA.
2. A conflict of interest is a transaction or relationship that presents or may present a conflict between the obligations of a board member, officer or committee member to NRCA and such person’s personal, business or other interests. Conflicts of interest may arise because of the involvement in a transaction or relationship by the board member, officer, committee member, or a member of his or her immediate family or household.
3. All conflicts of interest are not necessarily prohibited or harmful to NRCA. However, full disclosure of all actual and potential conflicts and a determination by the disinterested board or the applicable NRCA committee members—with the interested board member, officer or committee member(s) recused from participating in debates and voting on the matter—are required. The interested board member, officer or committee member agrees to participate and cooperate with any inquiries from the board or the applicable committee to make their respective determination.
4. All actual and potential conflicts of interests shall be disclosed by all board members, officers and committee members to the NRCA Executive Committee through the annual disclosure form and/or whenever a conflict arises. The disinterested members of the board or the applicable NRCA committee shall make a determination as to whether a conflict exists and what subsequent action is appropriate (if any). The NRCA Executive Committee shall inform the board of such determination and action. The board shall retain the right to modify or reverse such determination and action and shall retain the ultimate enforcement authority with respect to the interpretation and application of this policy.
5. On an annual basis, all board members, officers and committee members shall be provided with a copy of this policy and required to complete and sign the acknowledgment and disclosure form below. All completed forms shall be provided to and reviewed by the NRCA Executive Committee, as well as all other conflict information provided by board members, officers and committee members.

NRCA Conflict of Interest Acknowledgment and Disclosure Form

I have read the NRCA Conflict of Interest Policy set forth above and agree to comply fully with its terms and conditions at all times during my service as a board member, officer or committee member for NRCA. If at any time following the submission of this form I become aware of any actual or potential conflicts of interest or if the information provided below becomes inaccurate or incomplete, I will promptly notify NRCA's chairman of the board and chief executive officer in writing.

Disclosure of Actual or Potential Conflicts of Interest:

Member Signature: _____

Member Printed Name: _____

Date: _____

NRCA Unlawful Harassment Policy

NRCA is committed to providing a work environment free of unlawful harassment. NRCA prohibits all unlawful harassment, including sexual harassment and harassment because of an individual's race, color, national origin, ancestry, religion, marital status, physical or mental disability, or any other status protected by local law. This policy applies to NRCA's employees, members, volunteers, customers and anyone else with whom NRCA does business.

Harassment Defined

Harassment is defined as any verbal, physical or visual conduct that belittles or provokes someone and includes jokes, gestures and derogatory remarks. In particular, sexual harassment includes any unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature, including dirty jokes, sexual innuendoes, obscenities, and the display of sexually suggestive photographs and photographs of nude or partially nude men or women, if:

1. Submission to the conduct is made either an express or implied condition of employment.
2. Submission to or rejection of the conduct is used as the basis for an employment decision.
3. The conduct has the purpose or effect of interfering with an employee's work performance or creates an intimidating, hostile or offensive work environment.

It is essential that all suspected instances of unlawful harassment, including sexual harassment, be reported immediately. Any employee, regardless of gender, who feels that he or she has been or is being unlawfully harassed or who believes that another individual has been or is being unlawfully harassed must immediately report such harassment to his or her immediate supervisor or another manager, director or vice president. This applies to harassment that occurs off-site, as well. NRCA staff members are not required to endure insulting, degrading or exploitive treatment for any reason while on the job regardless of where they are working.

NRCA promptly will investigate all allegations of harassment. NRCA will conduct the investigation in as confidential a manner as possible; however, it must

reserve the right to disclose the nature of the complaint to the extent necessary to conduct a meaningful and accurate investigation.

NRCA will not tolerate retaliation against any employee who makes a report of harassment and will take immediate disciplinary action against any individual who engages in such retaliation.

Disciplinary Action

Any individual found to have violated this unlawful harassment policy, including its nonretaliation provisions, will be subject to disciplinary action up to and including immediate discharge for NRCA employees.

As demonstrated by this policy, NRCA's desire is to maintain a productive work environment free of any unlawful harassment. NRCA employees should feel free to discuss any related matter with their supervisors, vice presidents or NRCA's CEO. Members, volunteers, customers and others should contact NRCA's CEO or NRCA's counsel with questions.

Industry Organizations

American Architectural Manufacturers Association (AAMA)

1900 E. Golf Road, Suite 1250
Schaumburg, IL 60173-4268
(847) 303-5664
Fax: (847) 303-5774
customerservice@amaanet.org

American Council of Independent Laboratories (ACIL)

1875 I Street NW, Suite 500
Washington, D.C. 20006-1633
(202) 887-5872
Fax: (202) 887-0021
info@acil.org

The American Institute of Architects (AIA)

1735 New York Ave. NW
Washington, D.C. 20006-5292
(202) 626-7312
(800) AIA-3837
Fax: (202) 639-7624
infocentral@aia.org

American Iron and Steel Institute (AISI)

25 Massachusetts Ave. NW, Suite 800
Washington, D.C. 20001
(202) 452-7100
Fax: (202) 463-6573

American National Standards Institute (ANSI)

1899 L St., NW, 11th Floor
Washington, D.C., 20036
(202) 293-8020
Fax: (202) 293-9287
info@ansi.org

American Society of Civil Engineers (ASCE)

World Headquarters
1801 Alexander Bell Drive
Reston, VA 20191-4400
(800) 548-2723
(202) 789-2200 D.C. Office
Fax: (703) 295-6222
member@asce.org

ASHRAE

1791 Tullie Circle, NE
Atlanta, GA 30329
(404) 636-8400
(800) 527-4723
Fax: (404) 321-5478
ashrae@ashrae.org

American Society of Home Inspectors (ASHI)

932 Lee St., Suite #101
Des Plaines, IL 60016
(847) 759-2820
Fax: (847) 759-1620
hq@ashi.org

American Solar Energy Society (ASES)

2525 Arapahoe Ave., Suite E4-253
Boulder, CO 80302
(303) 443-3130
Fax: (303) 443-3212
info@ases.org

American Subcontractors Association (ASA)

1004 Duke St.
Alexandria, VA 22314
(703) 684-3450
Fax: (703) 836-3482
asaoffice@asa-hq.com

APA-The Engineered Wood Association

7011 S. 19th St.
Tacoma, WA 98466
(253) 565-6600
Fax: (253) 565-7265
help@apawood.org

Asbestos Information Association/North America (AIA/NA)

1745 Jefferson Davis Highway, Suite 509
Arlington, VA 22202-9227
aiabpigg@aol.com

Asphalt Institute (AI)

2696 Research Park Drive
Lexington, KY 40511-8480
(859) 288-4960
Fax: (859) 288-4999
info@asphaltinstitute.org

Asphalt Roofing Manufacturers Association (ARMA)

750 National Press Building
529 14th St., NW
Washington, D.C. 20045
(202) 591-2450
Fax: (202) 591-2445
info@asphaltroofing.org

Associated Builders & Contractors (ABC)

440 1st St. NW, Suite 200
Washington, D.C. 20001
(202) 595-1505
gotquestions@abc.org

Associated General Contractors of America (AGC)

2300 Wilson Blvd., Suite 300
Arlington, VA 22201
(703) 548-3118
Fax: (703) 548-3119
info@agc.org

Association for Facilities Engineering (AFE)

12801 Worldgate Dr., Suite 500
Herndon, VA 20171
(571) 203-7171
Fax: (571) 766-2142
info@afe.org

ASTM International

100 Barr Harbor Drive
P.O. Box C700
West Conshohocken, PA 19428-2959
(610) 832-9500
Fax: (610) 832-9555
service@astm.org

Bitumen Waterproofing Association (BWA)

19 Regina Crescent
Ravenshead
Nottingham NG15 9AE,
United Kingdom
44 (0) 162 343 0574
Fax: 44 162 379 8098
info@bwa-europe.com

Building Owners & Managers Association International (BOMA)

1101 15th St. NW, Suite 800
Washington, D.C. 20005
(202) 408-2662
Fax: (202) 326-6377
Info@boma.org

Cedar Shake & Shingle Bureau (CSSB)

P.O. Box 1178
Sumas, WA 98295-1178
(604) 820-7700
Fax: (604) 820-0266
info@cedarbureau.com

Cold Regions Research and Engineering Laboratory (CRREL)

U.S. Army Corps of Engineers
72 Lyme Road
Hanover, NH 03755
(603) 646-4100
Fax: (603) 646-4640
info@crrel.usace.army.mil

Construction Specifications Institute (CSI)

110 S. Union St., Suite 100
Alexandria, VA 22314-3351
(703) 684-0300
(800) 689-2900
Fax: (703) 236-4600
csi@csinet.org

Cool Metal Roofing Coalition

680 Andersen Drive
Pittsburgh, PA 15220
(412) 922-2772
Fax: (412) 922-3213
mthimons@steel.org

Cool Roof Rating Council

2435 N. Lombard St.
Portland, OR 97217
(866) 465-2523
Fax: (510) 482-4421
info@coolroofs.org

Copper Development Association (CDA)

7918 Jones Branch Drive
McLean, VA 22102
(212) 251-7200
Fax: (212) 251-7234
questions@cooperalliance.us

Environmental Protection Agency (EPA)

Emission Standards Division
C-504-03
Research Triangle Park, NC 27711
(919) 541-5571
Fax: (919) 541-0072

EPDM Roofing Association (ERA)

1001 Connecticut Ave., NW, Suite 507
Washington, D.C. 20036
(202) 656-2371
Fax: (202) 591-2474
info@epdmroofs.org

EPS Industry Alliance

1298 Cronson Blvd., Suite 201
Crofton, MD 21114
(800) 607-3772
Fax: (410) 451-8343
info@epsolders.org

Expanded Shale Clay & Slate Institute (ESCSI)

35 E. Wacker Dr., Suite 850
Chicago, IL 60601
(801) 272-7070
Fax: (312) 644-8557
info@escsi.org

FM Global

270 Central Ave.
P.O. Box 7500
Johnston, RI 02919
(401) 275-3000
Fax: (401) 275-3029

Forest Products Laboratory (FPL)

One Gifford Pinchot Drive
Madison, WI 53726-2398
(608) 231-9200
Fax: (608) 231-9592
mailroom_forest_products_laboratory@fs.fed.us

U.S. General Services Administration (GSA)

1800 F St., NW
Washington, D.C. 20405
(800) 488-3111
Fax: 376-465-1416
ncscustomer.service@gsa.gov

Green Building Initiative

7805 S.W. 40th Ave., #80010
Portland, OR 97219
(503) 274-0448
Fax: (503) 961-8991
info@thegbi.org

Green Roofs for Healthy Cities

406 King St. E
Toronto, ON M5A 1L4
Canada
(416) 971-4494
Fax: (416) 971-9844

Gypsum Association (GA)

962 Wayne Ave., Suite 620
Silver Springs, MD 20910
(301) 277-8686
Fax: (301) 277-8747
info@gypsum.org

Infraspection Institute (II)

425 Ellis St.
Burlington, NJ 08016
(609) 239-4788
Fax: (609) 239-4766
support@infraspection.com

Insulation Contractors Association of America (ICAA)

1321 Duke St., Suite 303
Alexandria, VA 22314
(703) 739-0356
Fax: (703) 739-0412
icaa@insulate.org

International Code Council (ICC)

4051 W. Flossmoor Road
Country Club Hills, IL 60478
(888) 422-7233
Fax: (800) 214-7167
carecenter@iccsafe.org

International Staple Nail and Tool Association (ISANTA)

8735 W Higgins Road, Suite 300
Chicago, IL 60631
(847) 375-6454
Fax: (847) 375-6455
Info@isanta.org

Metal Building Manufacturers Association (MBMA)

1300 Sumner Ave.
Cleveland, OH 44115-2851
(216) 241-7333
Fax: (216) 241-0105
mbma@mbma.com

Metal Construction Association (MCA)

8735 W. Higgins Road, Suite 300
Chicago, IL 60631
(847) 375-4718
Fax: (847) 375-6488
mca@metalconstruction.org

National Association of Home Builders (NAHB)

1201 15th St. NW
Washington, D.C. 20005
(800) 368-5242
info@nahb.org

National Association of Manufacturers (NAM)

733 10th St. NW, Suite 700
Washington, D.C. 20001
(202) 637-3000
Fax: (202) 637-3182
manufacturing@nam.org

National Association of the Remodeling Industry (NARI)

P.O. Box 4250
Des Plaines, IL 60016
(847) 298-9200
(800) 611-6274
Fax: (847) 298-9225
info@nari.org

National Coil Coating Association (NCCA)

1300 Sumner Ave.
Cleveland, Ohio 44115
(216) 241-7333
Fax: (216) 241-0105
ncca@coilcoating.org

National Fire Protection Association (NFPA)

1 Batterymarch Park
Quincy, MA 02169-7471
(617) 770-3000
(800) 344-3555
Fax: (508) 895-8301

National Institute of Standards and Technology (NIST)

100 Bureau Drive, Stop 1070
Gaithersburg, MD 20899-1070
(301) 975-2758
inquiries@nist.gov

National Insulation Association (NIA)

12100 Sunset Hills Road, Suite 330
Reston, VA 20190
(703) 464-6422
Fax: (703) 464-5896
niainfo@insulation.org

National Roof Deck Contractors Association (NRDCA)

3100 Northwoods Place, Suite E
Peachtree Corners, GA 30071
(800) 217-7944
Fax: (570) 455-2085
nrdca@nrdca.org

National Slate Association (NSA)

65 E. Main St.
Falconer, NY 14733
(866) 256-2111
Fax: (802) 287-5720
info@slateassociation.org

North American Board of Certified Energy Practitioners (NABCEP)

56 Clifton Country Road., Suite 202
Clifton Park, NY 12065
(800) 654-0021
Fax: (518) 899-1092
info@nabcep.org

North American Building Material Distribution Association (NBMDA)

330 N. Wabash Ave., Suite 2000
Chicago, IL 60611
(312) 321-6845
(888) 747-7862
Fax: (312) 644-0310
info@nbmda.org

North American Fiberboard Association (NAFA)

2118 Plum Grove Road, Suite 283
Rolling Meadows, IL 60008
(847) 934-8394
afa@fiberboard.org

North American Insulation Manufacturers Association (NAIMA)

11 Canal Center Plaza, Suite 103
Alexandria, VA 22314
(703) 684-0084
Fax: (703) 684-0427
sfitzgerald-redd@naima.org

Oak Ridge National Laboratory (ORNL)

P.O. Box 2008
Oak Ridge, TN 37831-6359
(865) 576-7658
Fax: (865) 574-4441

Occupational Safety and Health Administration (OSHA)

U.S. Department of Labor
200 Constitution Ave. NW
Washington, D.C. 20210
(866) 487-2365
Fax: (202) 693-1634

Polyisocyanurate Insulation Manufacturers Association (PIMA)

1220 N. Fillmore St., Suite 400
Arlington, VA 22201
(202) 207-1132
Fax: (301) 951-8401
pima@pima.org

Portland Cement Association (PCA)

5420 Old Orchard Rd.
Skokie, IL 60077
(847) 966-6200
Fax: (847) 966-8389
info@cement.org

RCI Inc.

1500 Sunday Dr., Suite 204
Raleigh, NC 27607
(919) 859-0742
(800) 828-1902
Fax: (919) 859-1328
rci@rci-online.org

Roof Coatings Manufacturers Association (RCMA)

750 National Press Building
529 14th St., NW
Washington, D.C. 20045
(202) 591-2452
Fax: (202) 591-2445
questions@roofcoatings.org

Roofing Metal & Heating Association Inc. (RMHA)

P.O. Box 24511
Philadelphia, PA 19120
(215) 927-5262
(800) 237-0024
Fax: (215) 224-2690

Rubber Manufacturers Association (RMA)

1400 K St. NW, Suite 900
Washington, D.C. 20005
(202) 682-1338
Fax: (202) 682-4854
info@rma.org

Scaffold and Access Industry Association Inc. (SAIA)

400 Admiral Blvd.
Kansas City, MO 64106
(816) 595-4860
Fax: (816) 472-7765
info@saiaonline.org

Sealant Waterproofing & Restoration Institute (SWRI)

400 Admiral Blvd.
Kansas City, MO 64106
(816) 472-7974
Fax: (816) 472-7765
info@swrionline.org

Sheet Metal and Air Conditioning Contractors' National Association (SMACNA)

4201 Lafayette Center Drive
Chantilly, VA 20151-1209
(703) 803-2980
Fax: (703) 803-3732
info@smacna.org

Slate Roofing Contractors Association of North America Inc. (SRCA)

143 Forest Lane
Grove City, PA 16127
(814) 786-7015
Fax: (814) 786-8209
mail@slateroofers.org

The Society of the Plastics Industry Inc. (SPI)

1425 K St. NW, Suite 500
Washington, D.C. 20005
(202) 974-5200
Fax: (202) 296-7005

Solar Energy Industries Association (SEIA)

600 14th St., NW, Suite 400
Washington, D.C. 20005
(202) 682-0556
info@seia.org

Southern Building Code Congress International (SBCCI)

900 Montclair Road
Birmingham, AL 35213
(205) 591-1853
(888) 422-7233
Fax: (205) 591-0775
info@sbcci.org

Spray Polyurethane Foam Alliance (SPFA)

3927 Old Lee Highway, Suite 101B
Fairfax, VA 22030
(800) 523-6154
Fax: (703) 222-5816
info@sprayfoam.org

SPRI Inc.

465 Waverley Oaks Rd., Suite 421
Waltham, MA 02452
(781) 647-7026
Fax: (781) 647-7222
info@spri.org

Steel Deck Institute (SDI)

P.O. Box 426
Glenshaw, PA 15116
(412) 487-3325
Fax: (412) 487-3326
bob@sdi.org

Synthetic Roof Underlayment Institute (SRUI)

8735 W. Higgins Rd., Suite 300
Chicago, IL 60631
(847) 375-6363
Fax: (847) 375-6364
info@SRUI.org

Tile Roofing Institute (TRI)

2150 N. 107th St., Suite 205
Seattle, WA 98133
(206) 209-5300
info@tileroofing.org

Underwriters Laboratories Inc. (UL)

333 Pfingsten Road
Northbrook, IL 60062-2096
(847) 272-8800
Fax: (847) 272-8129
customerexperiencecenter@ul.com

**United Association of Storm Restoration
Contractors**

100 Illinois St., #200
St. Charles, IL 60174
(651) 983-7020
Fax: (651) 988-2772

**United Union of Roofers, Waterproofers and
Allied Workers (URWAW)**

1660 L St. NW, Suite 800
Washington, D.C. 20036-5646
(202) 463-7663
Fax: (202) 463-6906
roofers@unionroofers.com

U.S. Department of Energy (DOE)

1000 Independence Ave. SW
Washington, D.C. 20585
(202) 586-5000
Fax: (202) 586-4403
Secretaryofenergy@the.Secretary@hq.doe.gov

U.S. Department of Transportation (DOT)

1200 New Jersey Ave. SE
Washington, D.C. 20590
(202) 366-4000
Fax: (202) 366-8842
www.transportation.gov

U.S. Green Building Council (USGBC)

2101 L St., NW, Suite 500
Washington, D.C. 20037
(800) 795-1747
Fax: (202) 828-5110
info@usgbc.org

**Western Red Cedar Lumber Association
(WRCLA)**

1501-700 W. Pender St.
Pender Place I, Business Building
Vancouver, B.C. V6C 1G8
Canada
(604) 891-1262
Fax: (604) 687-4930
info@wrcla.org



National Roofing Contractors Association