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ARIZONA ROOFING INDUSTRY
FOUNDATION



NRCA



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Letter from the President

Greetings Fellow ARCA Members:

Well it's here! 2024 is upon us. Is it just me, or did 2023 seem like it flew by faster than ever? Looking back on the year, there are lots of things to be grateful for. For one, ARCA increased our membership by quite a few contractors and associates who have jumped right in to participate in the benefits of ARCA. We had a record number of attendees at the annual ARCA expo this past year at Flagstaff's Little America Hotel and have also added Laura Schweikert to our staff as our new Membership Coordinator.

We have also begun a new, exciting initiative in supporting and participating in the Skills USA program! Thank you to everyone who has helped support this and raised their hand to participate. This is a great initiative designed to eliminate our work force issues. To find out how you can help support this, please reach out to the ARCA office.

My hope is that you've all identified some goals for the next year, both personally and professionally, and are excited to hit the ground running towards them! It is my honor to fill the role of president of the association and I am grateful for the enormously high bar set by our past president, Larry Miller. If there's ever anything I can do for any of you, don't hesitate to reach out; I'm here to serve you all.

Lastly, speaking of bars set high, as many of you are aware, our amazing executive director, Jennifer George, has resigned from the association and left gigantic shoes to fill. I personally want to thank her for everything she has done for us and the association and I'm confident I speak for many of us when I say she will be greatly missed. With her assistance, the executive committee and board of directors are working diligently to identify a qualified replacement. Jennifer, thank you for your service!

Now let's all strap up, hit this year hard, and have the best year yet!

Sincerely,

ERIC PERRY

ARCA President Eric Perry, Eco Roofing Solutions

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How Construction Companies Can Make Diversity Part of Their DNA

DURING THE PAST five years, Diversity, Equity, and Inclusion (DE&I) programs have become crucial for fostering non-discriminatory corporate cultures that welcome all individuals. While many construction companies have adopted DE&I policies and strategies, true progress comes from integrating these principles into daily operations. Beyond mere statements, DE&I must be ingrained in how businesses function and turning theory into action.

CREATE AN INCLUSIVE CULTURE

Creating a supportive culture beyond hiring involves implementing other various initiatives. One of the best ways a team can build an inclusive environment is by encouraging DE&I training up and down the organization. This shows that the company, leadership, and managers promote an inclusive and varied workplace. One that not only meets the criteria of the short-term goals of diversity but supports future growth by also focusing on retention and opportunities for career development.

Construction firms also must take proactive steps to create an equitable environment by prioritizing open communication and active employee listening to ensure varied perspectives are valued and heard. By providing platforms for dialogue, such as town halls and anonymous suggestion boxes, individuals feel empowered to express their opinions freely.

Encouraging cross-functional collaboration and team-building activities enables interactions among staff from multifaceted backgrounds, fostering mutual understanding and appreciation. Employee training programs emphasize empathy and cultural competence, promoting an open-minded atmosphere. These practices cultivate an environment where all employees feel

respected, supported, and confident in expressing their unique perspectives and contributions.

EQUITY-CONSCIOUS FRAMEWORK STRUCTURES

Creating a fair workplace requires proactive efforts to address equity gaps and support career progression opportunities for underrepresented employees. To achieve this, forward-thinking organizations must adopt equity-conscious framework structures that recognize and address the disparities that people from underrepresented backgrounds face. One crucial step is acknowledging the uneven playing field that many individuals in underrepresented categories start with and actively working to level it.

Construction companies can implement additional support systems to promote equity, such as mentorship programs and targeted training initiatives. Mentorship can provide invaluable guidance and support to employees from underrepresented groups, helping them navigate their career paths and overcome potential obstacles. Targeted training programs can equip employees with the skills and knowledge necessary for career advancement, ensuring they have equal opportunities for growth and development.

Organizations in the building sector can establish clear pathways for career progression and ensure transparency in the promotion process. Providing employees with a clear understanding of the skills and qualifications needed for advancement can help mitigate subjective decision-making and ensure that promotions are based on merit and talent rather than bias.

EMBRACING DE&I

Creating a truly inclusive and diverse place to work in the construction industry requires more than surface-level

efforts; it demands the integration of DE&I principles into the very fabric of the company culture. DE&I panels and Employee Resource Groups (ERGs) are powerful tools to empower underrepresented employees and provide a platform to influence corporate policies. By including not only members of minority communities but also senior executives in these panels, organizations send a resounding message that diversity is not just a checkbox but rather a fundamental value embraced at the highest echelons of the business.

Recognizing and celebrating individuals who have felt marginalized or invisible is another essential aspect of fostering an empathetic environment. Through events celebrating the LGBTQ+ community, educational discussions about neurodiversity, and vibrant heritage month celebrations, organizations demonstrate their commitment to making everyone feel heard and acknowledged within their teams. These small yet impactful initiatives create an atmosphere of acceptance and belonging that resonates throughout the organization.

Companies must be committed to continuous learning and improvement. By challenging biases, providing impartial opportunities for career advancement, and actively listening to differing perspectives, leaders can build an environment where everyone feels valued, respected, and empowered to contribute their unique talents and ideas.

The rewards of embracing diversity, equity, and inclusion extend beyond fulfilling corporate social responsibility. A truly inclusive culture drives innovation, fosters creativity, and fuels business success. Construction workplaces embracing DE&I not as an isolated initiative but as an integral part of their identity pave the way for a more fair and prosperous future for their employees and their organization. 🏠

Four habits that signal exceptional leadership skills

EXCEPTIONAL LEADERS VALUE their people. Do your team members believe they are appreciated and valued?

Inc. shares the following tips to help you become a better leader.

1. **Believe in your team members' capabilities.** It is crucial you have faith in your team's abilities. Take the time to understand team members' strengths—their actions, ideas and unique talents—and believe they will

do amazing things when they have the tools to succeed.

2. **Respect the people you lead.** Rude or disrespectful behaviors negatively can affect employee job satisfaction and company productivity. It is important to show gratitude and acknowledge your team's efforts with specific, meaningful praise.

3. **Respond to employees' needs.** Great leaders are interested in their people's career aspirations and find ways to

create learning and development opportunities for them. It is important to know what drives your employees so you can motivate them in a meaningful way.

4. **Provide autonomy with accountability.** You should empower your team to make decisions while also holding them accountable for the outcomes. Trust team members to make the right choices, but be sure to offer guidance and support when needed. 🏠

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Roof *FAILURES* Failures

By Jerry Brown, WRECORP

OVER THE PAST 30 years, roofing contractors have been using or being sold acrylic coatings in combination with a mesh fabric as a roofing system. In the industry, these fall into the category of **liquid applied systems**. This practice has come and gone in popularity over the years and for some reason it keeps coming back. Its popularity inevitably fades due to failures that eventually occur because these are not true roofing systems.

What is a roofing system?

A roofing system is an assembly of interacting components designed to weatherproof, and normally to insulate, a building's top surface. IBC (International Building Code) defines a roofing assembly as it relates to Liquid Applied Systems.

Under IBC Chapter 15 – Section 1507.15.2:

1507.15.2 Material standards.

Liquid-applied roofing shall comply with ASTM C 836, ASTM C 957, ASTM D 1227 or ASTM D 3468, ASTM D 6083, ASTM D 6694 or ASTM D 6947. *If the products have not been tested to these ASTM requirements, they are not qualified to be a roof covering.*

1505.1 General. Roof assemblies shall be divided into the classes defined below. Class A, B and C roof assemblies and roof coverings required to be listed by this section shall be tested in accordance with ASTM E 108 or UL 790. In addition, *fire-retardant treated wood* roof coverings shall be tested in accordance with ASTM D 2898. The minimum roof coverings installed on buildings shall comply with Table 1505.1 based on the type of construction of the building. *If they have not been tested per IBC then they are not a roof covering.*

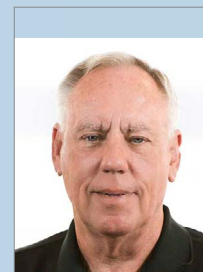
ASTM D 1079 Standard Terminology Relating to Roofing, Waterproofing, and Bituminous Materials:

- **roofing system**—an assembly of interacting components designed to weatherproof, and normally to insulate, a building's top surface.
- **waterproofing**—treatment of a surface or structure to prevent the passage of water under hydrostatic pressure.
- **permeance**—the rate of water vapor transmission per unit area at a steady

state through a membrane or assembly, expressed in $\text{ng/Pa}\cdot\text{s}\cdot\text{m}^2$ (grain/ft²·h·in. Hg).

For a product to be waterproof it must be less than 1 perm. If a product does not have a perm rating on their data sheets, then you must ask for it to determine if it is waterproof. Acrylics normally have a perm rating of 16 which is very water vapor transmittable.

Remember each time a contractor installs a roofing product or system that fails, it reflects on all of us in the industry. 🏠



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AZ Minimum Wage Increase – What You Need to Know

by Gammage & Burnham attorneys Evan Russell and Rick Mahrle.

‘Keeping Workers Well-Hydrated’: New tip sheet from OSHA

ENSURING WORKERS ARE properly hydrated is essential for preventing heat-related illnesses, OSHA is reminding employers.

In a recently published [tip sheet](#), the agency explains that our bodies heat up as we work and cool down through sweating. This can lead to dehydration and a heat-related illness.

OSHA details how substances such as alcohol, caffeine and medications can affect hydration.

Among the agency’s tips for employers:

- Educate workers on the importance of hydration and what to avoid.
- Equip all work areas with accessible and visible cool water (less than 60° F).
- Encourage workers to drink at least 1 cup (8 ounces) of water every 15-20 minutes while working in the heat, not just when they’re thirsty.

- Maintain a cool or shaded location for rest breaks.
- Designate a relief person so workers can take a water break, or have water brought directly to workers who can’t leave their work area.
- Encourage workers to keep a sealable bottle of cool water in their work area so they can continuously hydrate.
- Consider providing electrolyte products when workers perform strenuous, sweat-producing job tasks for extended periods of time.

Taking scheduled meal breaks, OSHA adds, will help replace lost electrolytes.

Finally, workers should hydrate before, during, and after work. “Chronic dehydration increases the risk for medical conditions, such as kidney stones,” the agency says. 🏠

EFFECTIVE JANUARY 1, 2024, Arizona’s minimum wage will increase by 50 cents – from \$13.85 to \$14.35 per hour, representing a 3.6 percent rise. This jump reflects the continued wage increase initiative started by The Fair Wages and Healthy Families Act, which voters approved in 2016.

In addition to the statewide minimum wage requirements, employers should be aware of local minimum wage requirements. Several Arizona municipalities have independent minimum wages – such as Flagstaff, which will increase its minimum wage from \$16.80 to \$17.40 per hour effective January 1, 2024.

Arizona minimum wage will continue to increase on an annual basis, based on the Consumer Price Index. Additionally, the Arizona Minimum Wage Increase Initiative, which would increase the statewide minimum wage to \$18.00 per hour, may be on the November 2024 ballot.

The 2024 Arizona State Minimum Wage Poster can be found at the Arizona Industrial Commission website [here](#).

Have questions about how this may affect you or your business? Contact [Rick Mahrle](#). 🏠

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Set your business up for success in 2024

ARE YOU TAKING advantage of all the benefits available to your business through an R-Club membership?

As the place where the industry meets, RoofersCoffeeShop® (RCS) has laid a strong foundation as the go-to resource for news, information, education, training, classified advertising and more. While all this information is available to you free of charge, there is an opportunity to gain access to even more resources for your business when you join the R-Club.

R-Club offers many perks for contractors including an interactive online directory, monthly opportunities to network with peers from across the country and discounts on classified ads, but perhaps one of the best perks is access to free consulting services. Unlike other 'free' consulting opportunities, this is not a veiled sales pitch. The consultants providing these services are partners of RCS and are truly focused on providing much-needed information to help your business find success.

Here are a few of those opportunities that can help position your business for success in 2024:

GROWTH OPPORTUNITIES

This complimentary consulting session delves into strategic planning to identify

key growth opportunities for your business. Carroll Consulting will provide insights into market trends, competitor analysis, and potential areas for expansion, helping you formulate a robust strategic plan. Additionally, they'll discuss process improvement strategies to enhance operational efficiency, reduce costs and optimize workflows. This consultation aims to equip your organization with practical approaches to foster sustainable growth and adapt to evolving industry demands.

ROADMAP FOR SUCCESS

One of the exclusive benefits of an R-Club member is a 30-minute expert consultation with John Kenney of Cotney Consulting Group. This complimentary consultation with John is not just advice; it will establish a roadmap to success tailored for you.

COACHING

Bring a current challenge that you are facing at work and receive a 30-minute coaching session to help develop a plan to address that challenge. Whether you're struggling as a leader, as part of a team, or as an individual contributor, the Glo Group will work with you to identify ways to overcome your challenges and accomplish your goals. Sessions are also available in Spanish.

SALES AND MARKETING

Heidi J. Ellsworth, RCS partner, owner of HJE Consulting and author of Sales and Marketing for Roofing Contractors and Building a Marketing Plan for Roofing Contractors, is offering 30-minute consultations on marketing strategies for R-Club roofing contractors.

INSURANCE

Integrity Insurance is excited to offer a complimentary 30-minute general liability policy review to all R-Club members. This opportunity allows them to thoroughly examine your policy, including deductibles, forms and exclusions, ensuring that it aligns with your unique needs and provides optimal protection. Their team constantly strives to ensure that clients' coverage effectively protects their assets and aligns with their best interests. Take advantage of this free review to ensure your policy is optimized for your peace of mind and security.

If you're ready to take charge of your business and set yourself up for success in 2024, it's as easy as signing up for R-Club and taking advantage of the many resources that come with your membership. Email alex@rooferscoffeeshop.com and tell her you read about the R-Club here and she can give you the first month of membership at no cost – a \$50 savings! 🏠

Seven Marketing Trends Every Small Business Needs to Know About in 2024



Here are the small business marketing trends to watch next year, from 'minimalist' marketing campaigns to social listening to using interactive content in ads.

By [Lauren Kubiak, US Chamber Contributor](#)

IN RECENT YEARS, small businesses have significantly adapted their marketing strategies to keep pace with emerging technology. According to a recent [Taradel marketing report](#), 94% of small businesses are planning to increase their spending on marketing in 2024.

But what trends will small businesses spend these funds on? Here are seven ways the marketing industry is shifting in the new year and what small businesses are focusing on.

GENERATIVE AI-BASED MARKETING

Small business owners should adapt their content creation, posting methods, and platforms due to Search Generative Experience (SGE), which is marking a change in search engine optimization (SEO) dynamics.

“Google’s new SGE changes the SEO landscape, and for small business owners, this change means that they will have to change the way their marketing content

is created, how it’s posted, and where it’s posted,” said Stefan Campbell, Owner of [The Small Business Blog](#). “SGE will be mostly AI-based, so small businesses may find that, since SGE will collect simple keywords and content and collate when a user performs a search, they have a better chance of making it to the top of Google when they present simpler information. Anything more complicated may not be located, grabbed, and featured in snippets.”

‘MINIMALIST’ MARKETING CAMPAIGNS

Embracing simplicity when creating ads will help small businesses stand out at a time when most companies are creating extravagant ads, according to Alex Mastin, CEO and Founder of [Home Grounds](#). In a “minimalist” approach to marketing, a coherent design and consistency across small details become crucial for audience engagement.

“You can still get your message across with a simple marketing approach — something that spreads your business’s message without being too overwhelming or overstimulating,” Mastin told CO—. “When you’re designing new content, I recommend choosing a color scheme and sticking to it. Same with a font, because when you’re using a minimalistic style, cohesiveness, connection, and small details will make all the difference to your audience.”

PERSONALIZED, INTERACTIVE CONTENT

Another key trend in the upcoming year will be personalized, interactive content, which will build stronger connections between consumers and the brand.

“In 2024, the most impactful marketing trend for small businesses is personalized and interactive content. Engaging consumers through tailored experiences fosters a sense of connection,” said Sameera Sullivan, CEO of [Sameera Sullivan Matchmakers](#). “As the small business landscape evolves, the integration of virtual and augmented reality will revolutionize customer engagement, creating immersive brand interactions.”

INTEGRATED ONLINE AND OFFLINE MARKETING EFFORTS

Small businesses will benefit from an omnichannel approach in 2024 by integrating online and offline marketing efforts for a seamless customer experience.

“If you’re running a Facebook ad campaign, ensure it’s aligned with your in-store promotions or email marketing,” Sergey Solonenko, Founder and CMO of [Algocentric Digital Consultancy](#), explained. “Use tools like Google Analytics and Facebook Insights to track customer interactions across different channels and tailor your marketing messages accordingly. This approach is

crucial, especially with the evolving email marketing landscape.”

SOCIAL LISTENING

Because of how much time consumers spend on social media, social listening and selling are becoming more popular in the marketing sphere.

“Social media is highly emotive so there is more context on the source of ideas, complaints, purchase behavior, and macro/micro trends,” said Paige Arnof-Fenn, Founder and CEO of [Mavens & Moguls](#). “Using social listening, you can isolate the data you care about and watch for short-term indicators around consumer research to help identify actionable opportunities early.”

ANIMATION MARKETING

While visual elements like images and video have been trending for years now, Ray Pierce, CEO and Founder of [Zippycashforcars](#), believes animated elements will become more popular in 2024.

“By animation, I mean that whenever you visit the website, the animations will interact with you through guides and tips, creating awareness about the brand, helping you sign up, and so on,” he explained. “This way, the customer gets engaged, and the company will get better retention and customer engagement. This can be done through tools and software, and there are tons of companies that provide this service.”

NATIVE ADVERTISING

Native advertising is a strategic marketing approach that seamlessly embeds persuasive ads within platform content. Small businesses can prioritize this strategic marketing approach to ensure a smooth user experience, which can ultimately boost engagement and foster connections with audiences.

“[Native advertising] ensures a non-disruptive user experience while harnessing the power of contextual relevance,” said Gideon Rubin, CEO and Co-Founder of [YourIAQ](#). “It only enhances engagement, establishes a more authentic connection with audiences, and increases the likelihood of conversion.” 🏠

Pay transparency, mentorship, and 4 other ways companies can attract Gen Z workers, according to a talent-development expert



WHILE NO GENERATION is a monolith, people who have grown up and come of age under similar global circumstances tend to share some things in common.

[Gen Z is no different](#). When [looking for job opportunities, Gen Zers](#) — those currently under the age of 26 — will be attentive to things that may not have been prioritized by previous generations.

That’s why organizations need to take certain steps to attract this dynamic group. Talent-development expert Chelsea Williams, whose national workforce and development company [Reimagine Talent](#) works closely with many Gen Z professionals and those who employ and manage them, shared six things companies need to prioritize in order to stand out to Gen Z job seekers.

1. EXPRESS A CLEAR DEDICATION TO DIVERSITY AND SOCIAL IMPACT

Gen Zers tend to value companies that demonstrate real commitment to “social

impact, doing good, and diversity, equity, and inclusion,” Williams said, because they’re the [most diverse generation](#). [They vote with their dollars](#), they follow organizations on social media to ensure that companies are doing more than paying lip service to philanthropy, and they want employers that do the same.

A company’s efforts around building a diverse workforce, supporting employees from underrepresented groups once they’re hired, and giving back should be detailed in job descriptions and discussed in interviews, Williams said. She added that companies should also actively provide scholarships and work-based learning opportunities to marginalized communities.

2. BE TRANSPARENT ABOUT PAY AND GROWTH OPPORTUNITIES

The [current hiring market](#) is a competitive one — and Gen Zers know they can take [jobs in the gig economy](#) to earn money if they feel prospective employers aren’t prepared to pay them what they deserve.



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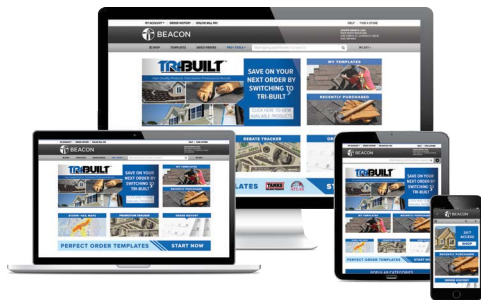


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A Gen Z job seeker will also be attracted to an organization that talks about their workforce this way, as it's likely that what a student majors in has little to do with the jobs they ultimately pursue a few years after graduation.

"We are in a time when [enrollment in higher-education institutions is falling](#)," Williams said. "Not all students are choosing the higher-education route, so major is a nonfactor."

5. GO WHERE GEN Z HANGS OUT

Recruiting at the same lineup of colleges and universities, reaching out to the same academic programs, and posting jobs in the same places you have for years is not going to get you the Gen Z talent you want, since competitive, high-potential prospects will be looking in other places, Williams said.

Leverage Gen Z employees who are already working within the organization with Q&A sessions. Broaden the scope of your campus visits. Look for ways to [brand your company on TikTok](#) and on other social-media platforms.

Storytelling is a powerful recruiting tool. "One of the best ways you can see yourself is through the stories of others," Williams said. "Showing a day in the life is very important for this generation."

Gen Zers want to see that you're changing things up — and you'll find stronger applicants when you do.

6. CULTIVATE A SPIRIT OF ENTREPRENEURSHIP

Gen Zers need to know that you're creating an innovative workplace, and building [a culture of entrepreneurship](#) within your team is one way you can do that. This generation thrives and succeeds when they know they have opportunities to build and be original, Williams said.

Communicate with applicants about the clarity with which ideas are shared and rewarded and show off examples of products and services led by the team.

"Employers can talk about the ways that you can build projects, processes, programs, and systems and be part of creating something that doesn't exist," Williams said. "That's exciting." 🏠

"Behind the demand for higher salaries is more confidence in what the population believe they have to offer," Williams said. "Employers should be able to cautiously articulate what their companies have to offer beyond salaries, too."

Transparency and specificity are key, Williams said. Narrow the salary range you can offer as much as possible in your job description and be upfront about career mobility and professional-development opportunities, including tuition reimbursement, professional-development stipends, and training programs. Gen Zers want to know [what's in it for them](#) if they come to work for you.

3. OFFER COMMUNITY THROUGH MENTORSHIP AND AFFINITY GROUPS

Gen Zers need to see that you know how to build [a great company culture](#) and that you can offer them support as part of your team. Williams specifically noted an internal professional community, real-time feedback, and investment in employee mental-health and social-justice efforts

among the factors that build an ideal culture for this group.

"Every touchpoint shapes culture for candidates, from the website to interview screening to onboarding," Williams said. "Make them count."

Connect job applicants with new Gen Z hires as much as you can during the interview and hiring process. Build out mentorship programs, affinity groups, and regular Q&A sessions for your Gen Z employees and share those opportunities when talking about your benefits.

4. FOCUS ON SKILLS AND COMPETENCIES, NOT A CANDIDATE'S MAJOR

In today's educational and professional landscapes, you'll find more success with landing and retaining Gen Z talent when you [emphasize the skills and competencies](#) you're looking for, rather than the major or course of study.

Framing your interview with Gen Zers in this way will give you a better sense of what a prospective hire is really capable of and will help ensure that you end up with the right person for the job, Williams said.

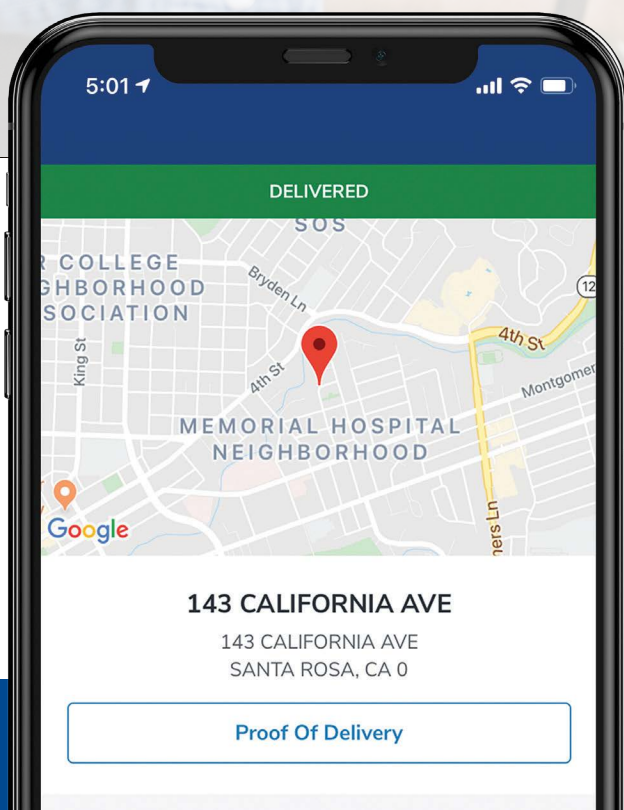
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FOR IMMEDIATE RELEASE

Elite Roofing Supply Wins Paylocity Elevate Award
Elite Human Resources department wins industry award.

GLENDAL, AZ. – October 10, 2023- Elite Roofing Supply, the country's largest locally owned independent distributor of roofing materials, recently received the 2023 Paylocity's Elevate Award. Paylocity is a cloud-based human resources and payroll software. The Elevate Award honors and recognizes organizations that have demonstrated business excellence by implementing the Paylocity software.

Since putting the Paylocity program into place, our Human Resources team has found their work processes more efficient and has reclaimed more than 7,300 hours of company time. The reallocation of hours will allow our team to create and implement strategic initiatives to support Elite employees.

“We are lucky that Paylocity has been our partner in achieving elevation for our HR department. Our HR Team has worked hard alongside the Paylocity team to ensure that we are creating processes and efficiencies within the system, so we are proud to accept this award in honor of the time and dedication that has been put into it,” says Human Resources Operations Manager, Kori Grueter.

Hundreds of organizations submitted for the award, and Elite Roofing Supply was among the ten winners chosen. Paylocity announced Elevate award winners at a virtual ceremony on October 4th.

About Elite Roofing Supply

Elite Roofing Supply is the largest locally owned independent distributor of roofing materials in the country. Founded in 2013 with the mission to provide roofers with an independent distribution knowledge in both commercial and residential roofing, Elite has grown to 27 branches across nine states. For more information visit eliteroofingsupply.com.

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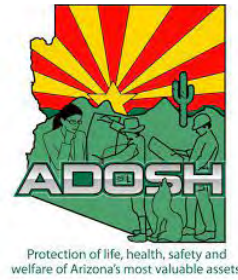
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→ **ASK QUESTIONS** and gain clarity on the latest OSHA laws and standards, including rights and responsibilities of workers and employees.

→ **COLLABORATE** with ADOSH to forge innovative solutions for hazard prevention in the roofing industry.

*Become a signatory of the **alliance agreement** and receive electronic fall protection cards for every employee trained to demonstrate to ADOSH your commitment to safety.*

To sign the agreement or learn more about it, attend a free meeting or contact the ARCA office at 602-335-0133.



*Meetings are held at **9:00 AM every third Tuesday of the month at***

Arizona Industrial Commission
800 West Washington Street
Phoenix, Arizona 85007
ADOSH Room 242

Fall protection tops list of OSHA's most-cited violations for 2023

RECENT NUMBERS FROM the Occupational Safety and Health Administration show dangers from falls at construction sites remain the most frequently cited hazard on OSHA's list of most-cited violations for fiscal year 2023, according to *Safety+Health* magazine.

Other rules related to construction falls are among the top 10 violations, including ladders and scaffolds.

Following are the top 10 most-cited violations for fiscal year 2023:

1. Fall protection—general requirements at 7,271 violations
2. Hazard communication at 3,213 violations
3. Ladders at 2,978 violations
4. Scaffolding at 2,859 violations
5. Powered industrial trucks at 2,561 violations
6. Lockout/tagout at 2,554 violations
7. Respiratory protection at 2,481 violations
8. Fall protection—training requirements at 2,112 violations
9. Personal protective and lifesaving equipment—eye and face protection at 2,074 violations
10. Machine guarding at 1,644 violations

ARCA has established a unique alliance

with the Arizona Division of Occupational Safety and Health (ADOSH) to enhance safety in the roofing industry. ARCA offers free fall protection training to its members, demonstrating its commitment to safety. The alliance provides a unique platform for communication between roofers and regulators, allowing for collaboration on innovative solutions for hazard prevention. Alliance membership is free, offering ARCA members access to valuable resources and opportunities to actively engage with ADOSH at monthly meetings. This proactive approach sets a commendable standard for the industry, demonstrating the importance of collaboration and communication in shaping and improving safety standards. Contact the ARCA office at 602-335-0133 to sign up or learn more. 🏠



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AZ ROC Welcomes Director Tom Cole

AZ Registrar of Contractors (AZ ROC) is pleased to announce that Tom Cole has been selected by Governor Hobbs to lead the agency as its new Director.

Tom Cole served in government since 1994. With expertise in fire department/EMS operations and logistics, he led the design of new fire stations and apparatus, and led the men and women of two busy Arizona fire departments as Chief of Operations, Emergency Medical Services, and Personnel. His career centers on building construction, safety, and customer service knowledge.

Cole was Chair of the Arizona Department of Homeland Security Central Regional Advisory Council, appointed by Governor Ducey, and currently serves as a Planning Commissioner for the City of Glendale. Tom holds an Associate's degree in applied science from Glendale Community College and a Bachelor of Science from Columbia Southern University.



He is a Certified Public Manager as designated by Arizona State University and a state Certified Fire Inspector II.

Tom is an Arizona native and fan of the Suns, Diamondbacks and the Arizona Cardinals. He and his lovely wife of over 35 years (retired police Sgt.) Jackie, enjoy spending free time in Prescott. Together they have three great kids and two amazing grandchildren.

Please join the AZ ROC team in welcoming Director Cole to the agency!



The four R's: How to avoid common mistakes when installing self-adhering EPDM membranes

WHEN IT COMES to selecting a commercial roof membrane, self-adhering EPDM stands out for its ease of installation, reduced environmental impact and durability. However, installing a self-adhering EPDM roof system requires careful planning and execution to ensure a successful and cost-efficient application.

As a roofing contractor, you can achieve a high-quality self-adhering EPDM roof system installation that meets or exceeds your client's expectations by following a few tips and best practices.

SURFACE PREPARATION

Although I will focus on self-adhering membrane application, any roof system installation should include ensuring the structural deck is sound with positive slope to promote proper water drainage. The immediate substrate for an EPDM membrane—usually at least one layer of roof insulation attached with mechanical fasteners and insulation plates—also should be installed before membrane application. Contact the membrane manufacturer for information about flashing accessories and roof termination options.

Proper surface preparation is crucial before installing a self-adhering EPDM membrane. It is vital a roof substrate be clean; dry; and free of dust, dirt or other contaminants. This will set the foundation for a high-performing, long-lasting roof. Do not install a self-adhering roof system if there is dew, frost or any precipitation on the roof deck surface or when rain is expected because moisture will compromise the effectiveness of the installation and create hazardous working conditions.

TOOLS

In terms of tools and equipment, installing a self-adhering EPDM membrane requires a push broom and weighted roller. Unlike other roof systems, installing an EPDM roof system does not require hot-air welders or generators.

Utility knives and roofing scissors also are necessary for sizing and trimming the membrane around vents, pipes and other rooftop projections. A caulking gun, handheld seam roller, and scrub pads or paint brushes are needed for seams, flashings and detail work.

TEMPERATURE CONSIDERATIONS

Weather is a major factor when successfully installing any roof system. Generally, self-adhering EPDM roof membranes can be installed when ambient and surface temperatures are between 40-120 F though some manufacturers' self-adhering membranes can be installed at temperatures as cold as 20 F. Temperatures below 40 F are considered "cold weather" and require additional precautions. Be sure to follow the instructions on the product label and other literature provided by the manufacturer.

Remember, single-ply membranes become more rigid in cool temperatures and more pliable in warm temperatures, which affects their workability. Additionally, primers and sealants may not bond well in cold temperatures.

INSTALLATION

I have grouped the main aspects of successful EPDM membrane installation into what I call the four R's.

Relax: The first step is to unroll the EPDM membrane and let it relax topside

up before installation. This process enables the membrane to absorb heat and release tension from the manufacturing, packaging and shipping processes. Let the membrane "normalize" for at least 30 minutes (or up to an hour in cold weather or overcast conditions).

Reposition: Next, reposition the EPDM membrane in place. This involves aligning the membrane and using chalk lines to ensure everything is straight before removing the release liner. Be sure to position the membrane so water flows over the seams toward drains or gutter edges. Fold back the leading edge of the membrane 5 to 6 feet at one end to expose the release liner without disturbing the membrane position. Never fold the membrane in half lengthwise to remove the release liner. Doing so could potentially cause a permanent crease in the membrane that would result in a large wrinkle.

Release: The third step is to remove the split-release liner. Two workers, one on each side of the sheet, should simultaneously remove the split-release liner toward the edges of the membrane at a 45-degree angle. Once the removed portions of the liner extend past the edges of the membrane, the workers should roll back the folded back portion of the membrane on to the substrate. They should continue to remove the liner along the entire length of the sheet, move at a continuous pace, pull at a 45-degree angle and keep the release liner low against the membrane surface. Once they remove the liner, they should broom the membrane to initiate adhesion. Brooming should start in the middle of the membrane and move toward one edge, back to the center and

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then toward the other edge. At roof edges, three crew members may be needed to remove the split-release liner and selvage edge liner simultaneously. This process reduces the risk of trapping air bubbles or causing wrinkles. If there are wrinkles during the application, workers should relax the sheet and carefully remove the release to mitigate further wrinkles. Small wrinkles usually can be rolled out with a silicone roller; larger wrinkles that may create a tripping hazard or prevent water flow should be cut out and repaired with a cover strip.

Roll: Finally, roll the membrane using a weighted roller. Rolling the membrane helps release any air pockets and ensures the adhesive fully bonds with the substrate. However, depending on the substrate, a weighted roller may damage the factory-applied adhesive. Consult the manufacturer's installation instructions for specific requirements.

CREW SIZE

Self-adhering EPDM membranes offer a solution for projects with labor constraints. Compared with other roof systems, self-adhering EPDM membranes

may require less labor because there is no need for membrane adhesive or welding seams. This streamlined installation process can allow for faster completion and less disruption to building operations and occupants.

Depending on the project, three to four crew members may be enough to install a self-adhering EPDM roof system. If you have a small project or a roof that is difficult to access, talk to the membrane manufacturer or an authorized representative about the availability of self-adhering EPDM membrane in lengths less than 100 feet.

SLOPE

Self-adhering EPDM membranes are an ideal choice for slopes less than 2:12. For steeper slopes, it may be more appropriate to use conventionally adhered systems that require the separate step of applying the membrane adhesive in the field.

MATERIAL USAGE

Careful material layout and planning are essential for reducing waste and maximizing coverage area per roll. Consider flashing rooftop penetrations such as mechanical equipment, skylights

or vents with pre-molded flashing materials that offer faster installation and superior performance compared with field-fabricated flashings. Taking accurate measurements, making precise cuts and employing efficient material handling practices all contribute to cost savings without compromising quality.

Regarding seams, workers should approach side laps differently than end laps. For side laps, they should use seam tape for added security, apply the tape to the overlap area and roll thoroughly to ensure proper adhesion.

For end laps, workers should install a batten cover over the end laps to secure them and provide additional protection against water infiltration, wind uplift and other environmental conditions. Because there is no selvage edge for seam tape in end laps, cover tape is needed to properly seal the seams. Cover tapes have different adhesive properties to effectively bond surfaces that do not have a specialized edge for seaming.

Finally, a patch or cover is best for T-joints. T-joints are particularly vulnerable points where side and end laps intersect, creating a T shape. These intersections can be challenging to seal

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properly and are prone to leaks if not adequately addressed. Workers should clean and prime the intersection where the side and end laps meet, then carefully align and adhere the T-joint cover over the area using a seam roller to ensure a firm, air-free bond. I recommend performing a final inspection to verify a watertight, durable seal.

SAFETY

No matter how experienced your workers are, keep safety at the forefront on every project. Be sure to follow Occupational Safety and Health Administration guidelines and industry best practices and implement a training program to ensure secure, incident-free job sites. Proper safety protocol includes using personal protective equipment, installing perimeter warning flags, providing reflective gear to enhance worker visibility, providing water for hydration and planning work hours to maximize productivity with the least risk to crews.

Note some of the steps in a self-adhering EPDM roof system installation can generate static electricity, particularly in dry working conditions. To avoid igniting flammable vapors, keep adhesives,

primers and cleaners out of direct sunlight and away from the immediate work area when not in use and tell workers to discharge built-up static charge from their bodies before handling open containers. Make sure a fire extinguisher is always on hand, regularly contain and remove job-site debris and rubbish, and establish a means of egress from the roof in the event of a fire.

POTENTIAL DRAWBACKS

Although self-adhering EPDM membranes are a versatile, smart choice for many commercial projects, there can be limitations. Self-adhering EPDM may not be suitable for all roof types, and EPDM typically is a higher priced option because it is a premium material with a longer expected lifespan.

For buildings with shorter life expectancies, the cost of a self-adhering EPDM membrane may not offer sufficient return on investment. Self-adhering EPDM membranes typically are available in 10-inch widths, which could present challenges depending on roof layout and geometry where either wider or narrower panels may be more appropriate to eliminate waste.

OTHER OPTIONS

If cost in the short term is a priority over longevity and durability, a mechanically attached system may be more cost-effective and appropriate. Both EPDM and TPO can be mechanically attached, and mechanical attachment may be a more budget-friendly option. There is a self-adhering option for TPO, as well, which is especially valuable in areas where wind uplift is a concern.

For restaurants and industrial facilities, PVC is worth considering because of its resistance to chemicals, oils and greases. PVC roof systems also are considered more durable in areas with high foot traffic. They can be equipped with additional reinforcement for enhanced puncture resistance, making them suitable for roofs that require regular access or have heavy equipment. Additionally, PVC has strong fire-resistance properties, making it preferable in applications where fire rating is of high concern.

A GOOD OPTION

Following these tips for installing a self-adhering EPDM roof membrane will enable you to finish jobs in less time while ensuring a high-quality, long-term solution and more satisfied customers. 🏠



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How can you prioritize employee well-being

EMPLOYEE WELL-BEING IS crucial to your company's success, so it is important you prioritize employee wellness and mental health.

Inc. shares the following ways you can support your employees' mental health and well-being.

1. Understand your employees' needs.

Employees have different needs to consider, such as whether they travel, how stressful their jobs are, or how their mental health is affected. Assess your employees' needs by asking for feedback through anonymous surveys, check-in meetings, and an open-door policy to help address issues and concerns. Reduce the stigma of mental

health by promoting compassion and increasing the awareness of stress levels.

2. Provide resources and flexibility.

This may include an update on time-off policies, a wellness allowance, and company-funded resources, such as mindfulness apps, online mental health resources, or even a company membership to a gym or yoga studio. Ensure your employees believe they are taken care of and bring their best to work each day. Such strategies can lead to increased creativity, heightened loyalty, and a stronger commitment to

your company.

3. Sustain the initiatives long term.

To try to ensure long-term success of well-being initiatives, managers should lead by example and model a healthy work-life balance while incorporating mental health resources into their own lives. You should respect employees' personal time and encourage team members to do the same so employees know you support them. Incorporating mental health resources and practices into your employee handbook can help contribute to your initiatives' long-term success. 🏠

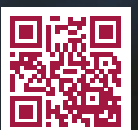


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Why Should I be Concerned About Prevailing Wage? How Could it Affect Me?

WE'RE REACHING OUT to you with a critical message regarding the potential impact of prevailing wage adoption in Arizona. As you may be aware, 90% of roofing contractors currently don't bid on City work, which means prevailing wages on city jobs don't affect them directly. However, the real concern lies in the domino effect that could occur if prevailing wage policies are adopted, starting with the city, then schools, general contractors, and home builders.

The risk we face is the possibility of Arizona becoming a unionized state within a few short years. This isn't just a problem for large corporations; it could significantly impact small businesses like yours, including the 5-man shops. The trend of unionization often starts small and gradually expands, affecting businesses of all sizes.

The members of the Arizonans for Fair Contracting (AFC) are taking a stand to prevent this from happening. We believe it's crucial to act now before it gains further traction. If we don't take a united stand, the consequences could be felt by all contractors in the state, including those who have never faced this issue before.

This is a decision that could impact the future of your business and the livelihood

of your employees. By acting now, you contribute to a collective effort to protect the rights of contractors across Arizona.

Here's how you can take action:

- 1. Stay informed.** Follow updates from ARCA to stay informed about developments related to prevailing wage policy efforts in Arizona.
- 2. Spread the word.** Share this message with your colleagues, industry peers, and anyone who may be affected by the potential consequences of prevailing wage.
- 3. Attend the January 24 Phoenix City Council meeting.** Mark your calendar and plan to help us make a strong grassroots showing. The formal meeting should begin at 2:30 PM. We will continue to keep you up-to-date and confirm attendance on the 24th.

Your involvement is crucial in safeguarding the future of the construction industry in Arizona. Let's stand together to protect our businesses and ensure a thriving environment for contractors of all sizes. Thank you for your attention and commitment to this important cause. 🏠

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JAN 19 1:00–3:30P	CPR AND FIRST AID - PHOENIX, AZ (SPANISH) ARCA TRAINING ROOM 3839 N. 3RD ST., STE. 106, PHOENIX, AZ 85012
JAN 26 8:00A–2:00P	ARCA ACADEMY CLASS - CODE REQUIREMENTS FOR NEW, REROOFING & RECOVER ARCA TRAINING ROOM 3839 N. 3RD ST., STE. 106, PHOENIX, AZ 85012
JAN 26 9:00A	ARIF 6TH ANNUAL GOLF TOURNAMENT THE LEGACY GOLF COURSE 6808 S. 32ND STREET, PHOENIX, AZ 85042
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FEB 23 11:00A	SPRING TRAINING SOCIAL EVENT 2024 SLOAN PARK 2330 W. RIO SALADO PKWY, MESA, AZ 85201
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MAR 6 8:00A–12:00P	TILE ROOFING INSTALLER CERTIFICATION ARCA TRAINING ROOM 3839 N. 3RD ST., STE. 106, PHOENIX, AZ 85012
MAR 29 8:00A–2:00P	ARCA ACADEMY CLASS - FIRE RATINGS FOR ROOF SYSTEMS ARCA TRAINING ROOM 3839 N. 3RD ST., STE. 106, PHOENIX, AZ 85012
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