



# TENNESSEE ASSOCIATION OF ROOFING CONTRACTORS

THE VOICE OF LICENSED PROFESSIONAL  
ROOFING CONTRACTORS

TARC Newsletter

Fall Edition 2016

## PRESIDENT'S CORNER

By Robert Smith, Jr., TARC President

Let me start by thanking Past President Curtis Sutton for a job well done last year as our president. Curtis has put a lot of time and effort into the Association on our behalf, the members. Thanks so much for your efforts Curtis!

I can't believe that the summer is coming to an end. As for me, the heat has been pretty unbearable, so I hope that everyone survived. With the close of summer comes the time for football. High School has already started and by the time you get this newsletter the NCAA will have started. I hope your favorite college football team does well!



We have a big event coming up on Thursday, October 13 that should prove to be a real treat! Instead of having our usual golf outing, we are holding a sporting clays shoot. This event is a little different than our usual golf outing. We wanted to engage our members who may not play golf. The event will be held at Benton Sporting Clays located in Charleston, Tennessee, just minutes outside of Chattanooga. This event will be a lot of fun! If you don't own a gun, rentals are available from the facility. Another new thing that we are trying with this event is the sponsorship stations. Companies are allowed to sponsor a station and to set up a booth expo. So far, all booths are sold out!

Our Mid-Winter Meeting for January 13 & 14, 2017 is coming up fast! Discussions and ideas for speakers can be sent to the TARC office via email. If you can think of anything that would be of interest to our group, please contact the TARC office. We have plans to hold our Proforeman Class I during the Mid-Winter Meeting at the Four Points by Sheraton in Brentwood.

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I hope that everyone is having a great year so far! We would like everyone to support the Tennessee Association of Roofing Contractors by attending our events and getting involved! The only way that we can grow is through the involvement and support from all roofers in the State.

## Shooting for the Stars: TARC's First Skeet Shoot

For the first time in TARC history, TARC will embark on a new venture and shoot for the stars! Ok, not really, but TARC is having their first Skeet Shooting event in Charleston, Tennessee at the Benton Sporting Clays facility. To change things up, Mitch Watson of CRS Supply, Chattanooga, has put together an outdoor vendor's exhibit for each of the shooting range stations. All fifteen stations have sold out!

"I feel like it is going to be a really successful event!" Mitch said, "We wanted to shake up our usual routine. Instead of having another golf outing, we decided to take a break on golf and try something new in order to reach some of our members who might not play golf."

The event, scheduled for Thursday, October 13, has sold out on all sponsorships so far. A board meeting will be held in the clubhouse prior to the shoot at 10 AM sharp. A special lunch, sponsored by the Larimer Shannon Group, will be held on the grounds at 11 AM. The shoot will take place after lunch and will end around 4 PM, back in the clubhouse for an awards ceremony where over \$1500 worth of prizes will be given away. Snacks and drinks will be provided in the clubhouse after the shoot, but no alcoholic beverages will be allowed on the grounds for this event.

"I am really excited about this event because it gives us more chances to promote what we at TARC are all about. It gives us a chance to draw in members who otherwise wouldn't participate as well as draw potential new members into the mix," continued Mitch.

If you have not signed up for this event and would like to attend, please call the TARC office at 615.515.5299 or register online at [tarcoof.com](http://tarcoof.com). Also, you don't want to miss your chance to win one of the great prizes we have in the raffle. Raffle tickets, proceeds benefit the scholarship fund, start at \$10 per ticket with no limit to the number of tickets you purchase.



### TARC Mourns the Loss of Past President William R. Rackley

The Tennessee Association of Roofing Contractors mourns the loss of Past President William R. Rackley, of Carthage, who died on Wednesday, September 14, 2016. Born in Pulaski on June 6, 1934, Mr. Rackley is a cum laude graduate of Vanderbilt University with a full scholarship in civil engineering.

Bill has worked with Armco Steel Company in Houston for several years before joining the Chris Fields Roofing Company in Memphis, where he served as the Vice President.



In 1974, Bill moved to Carthage to found the Rackley Roofing Company, specializing in commercial and industrial roofing.

Mr. Rackley was married to Salter Neal for 59 years. Together, Bill and Salter enjoyed boating, skiing, and traveling. He is survived by his wife, Salter, his nephews Matt Rackley and wife Connie, David Rackley, Bill Rackley II and wife Traci, Sam Neal and Wife Lacey, John K. Neal and wife Archer, niece Kathryn Neal Toomajian and husband Phillip and brother-in-law Ken Neal and sister-in-law Diane Rackley.

Bill R. Rackley served two back to back terms as president of the Tennessee Association of Roofing Contractors from 1984-1986. He had great influence over the association during his tenure and will be greatly missed.

## Proforeman Leadership: Turn Around the Ship Around!

By Brad Martz, Manager of the Educational Program of NRCA

We at NRCA believe a majority of roofing company foremen are amazing production managers. The talent it takes to manage jobs as multi-faceted as a roofing installations and juggle the often-competing interests of workers, customers and the office is tremendous!

Foremen typically are great roof mechanics themselves and have a drive unsurpassed by others in

be yelled at for making mistakes or not knowing things –actually made it harder for soldiers to think well and act quickly. Research calls this “threat rigidity” and explains that the impact of excessive stress on the brain impairs executive functions, such as judgment, memory and impulse control.

Most foremen lead their crews the way they were led by their foremen, and the majority of them came from and tend to lead with a command-and-

### “Roofing Contractors Can Create Leaders by Investing in Their Foremen”

your company. In fact, that’s why they’re foremen – because they were great roof mechanics and they have phenomenal drive. So, they were rewarded by being promoted. Here’s the thing: Great roof mechanics with drive don’t always make the best leaders.

Employees who are experts at their skill sets, and who have fierce internal drive toward accomplishment, can be unrelenting perfectionists with little patience. This may be admirable in individual employees but is not generally an effective leadership model.

Retired Navy Captain L. David Marquet, in *Turn the Ship Around!* describes the state of a submarine crew he inherited that had been run by a command-and-control captain. He demonstrates how this culture of anxiety – soldiers knowing they would

control model. They are, of course, emulating the model under which they experienced success, without knowing or considering that there are other – often better – ways of leading. Better leadership leads to better production, and also creates crews with less turnover.

NRCA’s for Foremen Only class is the best publically-available leadership class for roofing Industry foremen. Discussing communication and leadership models, and discussing how they can be applied while leading roofing crews, will help foremen to reap greater successes while also creating a crew culture of reduced stress.

**Register your foreman for TARC’s 2017 Proforeman Class I at [tarcroof.com](http://tarcroof.com).**

# PROFOREMAN CLASS I



**Rescheduled**

**for**

**January, 2017**

**during the**

**Mid-Winter Meeting**



## TARC Member Spotlight: Rick Ragan

### *Roofing with Slate: Craftsmanship of a 100 Years*

It all started with working in the family roofing business: a career that would demand both an artistic finesse and detailed form of craftsmanship. Rick Ragan, founder of Southern Roofing of Tennessee, takes great pride and care in his craft, one that he does much the same as it was done well over a century before.

“SRCTN still uses handheld tools instead of nail guns and machinery. The company’s main focus is commercial roofing projects, however, we



still put a lot of emphasis on historical projects that require a unique craftsmanship,” Rick stated. Such an art form is fading out as development continues to bulldoze historical structures. Modern structures have gotten away from

using slate because of cost and time.

One recent and challenging project Rick Ragan finished was complete a roof restoration of the Vanderbilt University’s Student Life Building, which is a small house in the middle of campus constructed in 1875. The project included a diamond pattern on the steeple in a contrasting color. Custom made metal caps and framing were also part of the restoration.

“This project was a little more challenging because of the diamond shape slate. many had to be cut by hand, and then hand nailed to ensure not damaging the individual pieces,” continued Rick.

Indeed, before the new slate was added, the old had to be taken off. Painstakingly, his crew of five had to take the slate off by hand, each

piece weighting up to eight pounds each! These guys didn’t just throw the old over the side of the roof!

“One of the challenges to working with historical restorations is that a single roof on a house such as the one pictured can easily weight up to 60,000 pounds!” Rick added, “The sheer weight of each piece of slate makes the restoration dangerous and a little more complicated.”

Other safety concerns include the building structure. The 1875 house pictured is a late-Victorian gothic style house that had a tower with a very steep grade. Proper safety measures are a must. Historical buildings from this period typically had the large scale steep gables, towers, and eaves.

Rick Ragan started SRCTN in 1979, mostly out of his love for the challenges and historical buildings. For Rick, these restorations have become an art. He enjoys teaching the craftsmanship to the younger guys especially.

“All of our slate is done by hand—hand nailed—and much of the slate has to be cut by hand , much like it was done a century ago. Once the guys realize this and learn the art, they really get into it because of the craftsmanship involved,” Rick states.



Working on restoration projects also takes some time, as you can imagine. The house from 1875 took a crew of five three months to finish!

With the cost of slate materials and custom metals paired with the amount of craftsmanship and time involved to complete each project, one might ask why Rick Ragan continues to work on such tedious projects.

“I think it’s important to restore and preserve these buildings. They remain a huge piece of our history. Not to mention, these roofs last a long time. Most of the houses and buildings we typically work on have a roof that has lasted seventy-five to a hundred years before needing replaced.”

Another project at Vanderbilt University that Rick Ragan and his team recently had the opportunity



to restore was replacing the original slate roof on Calhoun Hall. The restoration project was extremely challenging for the crew because the building is four stories high with a steep slope. The emphasis on this particular project was safety. The original slate roof was installed in 1905. Replacing the slate took a total of five months. Pictured to the left is the completed project. Again, each slate was removed by hand, and each new slate was hand nailed into place with a two color blend using unfading green and purple slate.

Rick Ragan served the Tennessee Association of Roofing Contractors as president in 2014 and has been influential to the society in helping to pass the Contractor’s Licensor Law in Tennessee. He remains an active and valued member to TARC.

His company, Southern Roofing Company of Tennessee specializes in slate and tiling, wood shakes and custom metal. Southern Roofing has served the Middle Tennessee area for over thirty-five years.

*If you would like to submit a TARC member for a spotlight, email [info@tarcroof.com](mailto:info@tarcroof.com).*

## MARKET UPDATE: What’s Going on in the Market?

As we take a snapshot of the construction market we find ourselves in situation of abundance in Tennessee. Market and industrial growth continues to rise. Numbers show that the industry across the U.S. is up 4.6% through Q2. In Tennessee the market shows a 9.5% growth through Q2.

Typically, new construction constitutes 21 to 24.5% of total roofing projects in Tennessee. Recent industry calculations point to a much larger percentage, exceeding 30% of total roofing projects. Therefore, this new construction growth has put a strain on finding and securing qualified labor to keep up with the market demands. We have seen a 13.2% growth in multi-family development. Retail construction is projected to be up 56% by October over 2015 figures. We will also see the Institutional sector grow as much as 9% through 2016.

One could ask, how do we handle this growth? How long will this growth pattern last? Where do we find the labor force to supply services? Solutions could include the creation of in-house formal apprenticeships and high school recruitment programs, or development of professional training. The market analysis shows no slowing of growth through 2017. As we continue to see growth we must all be aware of future predictions and market fluctuations, as well as new construction trends. These indicators will help identify any major changes our industry demands.





## How Crews and Project Teams Can Learn to Resolve Conflicts

By Brad Humphrey, *The Contractor's Best Friend*

While conflict is normal for construction crews, it does not mean that leaders should not address the conflict and look for positive and proactive means to resolve conflict. Conflict must first be understood before it can be resolved. Below are some key steps to resolving conflict.

### First, recognize that conflict is normal.

Conflict is as natural to construction employees as breathing. Remember, not all conflict is bad! Build a company culture that values different opinions and that respects individuals even when some might disagree with their position, opinion or suggestion

### Seek to understand the “root” of the difference.

Conflict often arises due to misunderstandings. Always get clarity on the issue at hand. Seek to get to the real root of the conflict; allow the different parties time to fully explain their perspective.

### Strive to keep cool heads from heating up.

Cool heads typically come to resolution sooner, and that means less time is wasted on disagreeing. If “temperature” is rising, call a time-out for a short time before reconvening.

### Consider personal “baggage” that some individuals may be carrying.

Some folks simply can't let go of past wrongs done to them or some past negative experience that they have harbored. Considering a person's “baggage” doesn't mean not holding individuals accountable, but it often explains why some folks take a particularly negative approach or position that can contribute to conflict.

### Remind those involved with the conflict of the desired business result.

When conflict happens many individuals become self-serving. It is very critical to remind

those involved, if necessary, that “it's not about them.” The ultimate result must achieve the desired business result even if it means that one or more parties must give up something.

### Brainstorm for possible solutions that support reaching the desired result.

Eventually the conflict parties must brainstorm for possible solutions. The effort here must stay focused again on the desired business result: “What is the best decision for this situation?” Likewise, when the brainstorming begins it is important that everyone realizes that when brainstorming there is no such thing as a “bad idea.”

### When necessary be very clear about the “non-negotiables.”

There is little reason to get all chuffed about what cannot be changed. On any construction project where there is conflict make sure to clearly communicate whatever the “non-negotiables” are and make sure the people involved recognize them.

### Come to an agreement, without pulling rank if possible.

If the conflict is between a superintendent and foreman the temptation might be to have the superintendent pull rank on the foreman, thus adding “fuel” to the conflict. While a Superintendent might



very well have to make a decision not liked or agreed to by the foreman, it is always better to have those in conflict, no matter their rank and relationship to each other, come to a mutual resolution.

**If agreement is reached, follow-up with the project members in conflict to test the adjustment.**

Whenever agreement is reached it is wise to follow-up with those project members involved to see how they are adjusting to the resolution and what issues might still exist. Following-up also reinforces to both parties that the conflict, although uncomfortable, produced a better-than-expected result.

**If agreement is not amicably reached, senior leader makes decision and communicates needed action to involved individuals.**

While this step is not desired it might represent reality. If the conflict must be resolved by a "higher power," the senior leader had better be very clear about what is expected and what the consequences will be if a resolution is not supported or maintained.

*Brad Humphrey has been involved in the construction industry for more than 30 years. Brad has authored several books and written more than 150 "how-to" articles that have been published in more than 15 construction industry trade magazines. He's developed more than 100 contractor-focused educational workshops, including his very well received Leadership Boot Camp and Leadership Boot Camp+, intended for the developing foreman, superintendent, and project manager.*

**SAVE THE DATE!**  
January 13-14  
**Mid-Winter Meeting**  
FOUR POINTS BY SHERATON  
Brentwood, TN

## Tennessee Association of Roofing Contractors

### New Associate Members

**Tropical Roofing Products**

**Gina Bouthilette**  
Woodstock, GA

**Holloway Sales Group**

**Scott Holloway**  
Northport, AL

**Contractor's Employment Solutions, Inc.**

**Raul Rangel**  
Morristown, TN



I'M GOING TO NEED A LITTLE MORE FOR THE ROOT CAUSE THAN, *WHO'DA THUNK*.

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