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VOLUME 26, NUMBER 3 | THIRD QUARTER, 2025



ARIZONA ROOFING INDUSTRY
FOUNDATION



NRCA



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Letter from the President

Good day, fellow ARCA members!

As we have passed the middle point of 2025 and are in the thick of the heat, I hope everyone is staying hydrated and on top of your safety and heat illness protocols. If you are ever in need of additional training and resources, ARCA has plenty available for its members. This past quarter seems to have flown by and it's hard to believe we are halfway through the year with EXPO just around the corner! If you haven't registered yet, make sure to do so quickly as the rooms always sell out quickly. This year's expo will be held September 11-13th at the Little America Hotel in Flagstaff. We can't wait to see everyone there!

Speaking of registering for Expo, you can do that on [ARCA's NEW WEBSITE!](#) After countless hours and blood, sweat, and tears from Laura and Katie, ARCA's new website is up and running along with our new association management system. If you didn't know, the old ARCA web interface barely functioned and we are thrilled to have a new system in place that will bring loads of convenience to your membership experience. It is way more user-friendly and offers a ton of new functionality to make billing, registrations, and events a breeze for all of us. Thank you, Laura and Katie, for all your hard work getting this up and running so quickly!

As we look back on the year so far, ARCA has been a part of many amazing things and we're just getting started. We have made significant improvements on our social media posting and following as well as increased engagement with new roofers and roofing associates. We have welcomed a TON of new members, both contractors and associates and are getting close to our goal of 275 members!

We also recently had the honor of donating a roof to Saint James Church in Gila Bend. **Kirk Mannor Jr.** with **American Roofing and Waterproofing** donated his time to inspect the roof and gather the info on the materials needed and scope of project, **Eco Roofing Solutions** donated the tear-off, **Starkweather Roofing** donated the installation, and **Gulf Eagle Supply** donated the materials.

We also had an amazing turnout at our annual charity bowling events in Phoenix and Tucson, following a well attended spring golf tournament. After a successful year of fundraising, ARIF was able to award a whopping 17 scholarships this season! In a full-circle turn of events, one of ARIF's previous scholars made it to the finals in ARCA's **SkillsUSA Competition** where they went on to finish in second place. It is so rewarding to see all the wonderful things ARIF scholars are doing with their lives and in our communities. Keep it up, students and graduates—it is making a big difference!

There are still some noteworthy events this year you won't want to miss, including the Fourth Annual Riders Rally and Poker Run on August 2nd, followed by our next (free!) Lunch and Learn seminar at the ARCA office on August 6th. Be sure to stay up to date on all ARCA events by following ARCA on social media and checking the ARCA website [Events Page](#).

Lastly, I want to thank everyone at ARCA for the continued support and for allowing me to be your president these past two years. It has both humbling and educational and truly one of the best experiences I have ever had in this industry that I love so dearly. I want to be the first to welcome **Tracy Wallis** as your incoming president and am excited to see all the amazing things he will do with and for the association.

ERIC PERRY

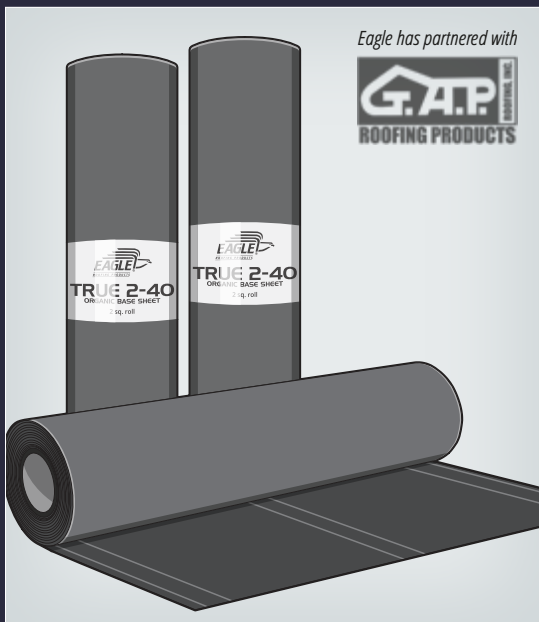
Eric Perry, President, Arizona Roofing Contractors Association

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Leaders should tread carefully when using AI to communicate

IN A 2024 Deloitte survey, 75% of CEOs surveyed said they have personally used or are using artificial intelligence, according to *Harvard Business Review*. Although AI is becoming more common in the workplace, it is important for leaders to use it carefully so it does not damage trust within their company.

Harvard Business Review shares the following guidelines regarding using AI to communicate.



1. **Be transparent.** If your employees find out you have used AI in your communications without telling them, they may assume you use it to write all your messages to staff. Lack of transparency also can damage trust with employees. It is important to communicate AI's role and benefits; when you think it is acceptable to use it; what data is used to train bots; and how you handle sensitive inputs. Establish company rules for using AI and be sure you also follow those rules.

2. **Use AI for impersonal messaging.** AI is best used for formal communications—such as strategy memos—rather than for personal communications. People who know you well and are familiar with your voice—such as colleagues and employees—will know the difference, and your communication may be deemed inauthentic.

3. **Triple-check your work.** AI's answers often contain errors and rely too much on jargon, which can be risky when CEOs are sending communications to employees, customers or other important individuals. Be sure to always review, edit and fact-check your message. You also could ask a colleague to review your AI messages to ensure the meaning and tone are what you intended. 🏠

Avoid making these mistakes when there is a crisis

EMPLOYEES WILL REMEMBER the way a leader behaves during a crisis, so keeping your team's trust and loyalty during uncertain times is crucial.

Fast Company shares the following mistakes leaders should avoid when handling a crisis.

1. **Panicking.** When a leader panics, everyone panics. You can show concern and be honest when you do not have the answers, but you should avoid catastrophizing the situation.

2. **Withholding information.** It can be difficult to communicate bad news, but it is important your team understands what is happening so they can help.

3. **Making unilateral decisions.** Although it can be tempting to be the hero and make big decisions on your own, it is important to consult your team. They can use their experience to offer ideas and potential solutions, as well as identify blind spots.

4. **Burying your head in the sand.** When you are in denial, you are not taking action. Identifying and addressing challenges is crucial to

building trust with your team. If you are overwhelmed, use the Boy Scout acronym STOP: Stop, Think, Observe, Plan.

5. **Playing the blame game.** Blaming others during a crisis creates a culture of fear. You must accept the situation, take responsibility and move toward solutions.

6. **Shutting down ideas.** Leaders often try to move quickly to address a crisis and shut down necessary discussions that can lead to an effective solution. Brainstorming can help align everyone regarding a plan.

7. **Flip-flopping.** Constantly changing direction is frustrating for employees and can make leaders appear incompetent. Commit to a direction and see it through. Collect data so you can provide a good reason to pivot if needed.

8. **Forgetting to listen.** Leaders handling a crisis must do a lot of listening. Get feedback from team members and circle back with them to let them know you heard their input and share how it has informed your plan moving forward. 🏠

NRCA testifies at OSHA heat rulemaking hearing

ON JUNE 18, NRCA provided testimony at the Occupational Safety and Health Administration's informal public hearing regarding the agency's proposed heat injury and illness prevention standard. Along with many other stakeholders in the construction industry, NRCA voiced strong concerns about the feasibility and real-world implications of the proposed rule, particularly for small and mid-sized businesses.

The testimony, delivered by NRCA Vice President of Enterprise Risk Management Cheryl Ambrose, emphasized the unique nature of roofing work and the need for a flexible, risk-based approach to heat safety.

"While we share OSHA's goal of protecting employees from heat illness, the proposed rule contains numerous overly prescriptive compliance requirements, severely underestimates regulatory costs, and fails to provide the flexibility that small employers need to effectively comply with the standard," stated the testimony. "Based

on our members' collective experience, no one set of policies or procedures fits all."


NRCA highlighted several key issues with the proposed rule, including the need for maximum flexibility and a performance-based standard; the onerous full-time monitoring responsibilities; and initial and high heat trigger temperatures that are too low and do not account for local environmental conditions. According to NRCA, many of these requirements would be unworkable and could divert resources away from other critical safety initiatives.

Instead, NRCA urged OSHA to adopt a performance-based standard that allows employers to tailor heat safety protocols to the conditions and hazards faced by their workforce. The association cited successful industry practices—such as voluntary heat stress training, rest and hydration breaks, and job-site-specific hazard analysis—as more effective and realistic than prescriptive regulatory mandates.

The roofing industry has long

recognized the risks of heat exposure and continues to invest in education, prevention and best practices. By participating in the hearing, NRCA reaffirmed its commitment to working with OSHA, and NRCA urges the agency "to revise the proposed rule and adopt a reasonably tailored, flexible, performance-oriented standard for managing heat hazards in the construction industry."

NRCA will provide post-hearing comments to OSHA, which are due Sept. 30, to address specific questions posed by OSHA during the testimony and reaffirm our positions. As OSHA moves forward with the rulemaking process, NRCA will continue to advocate on behalf of its members and promote workable solutions that safeguard workers while supporting the essential work of the roofing industry.

You can access NRCA's June 18 testimony and all past and upcoming testimony regarding OSHA's proposed heat rulemaking at www.osha.gov/heat-exposure/rulemaking. 

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SkillsUSA: A Rewarding First-Time Experience for Chuck Chapman and Arizona Roofing



CHUCK CHAPMAN OF Tecta America Arizona didn't know quite what to expect when he agreed to support Arizona's involvement in this year's SkillsUSA competition. Without a detailed manual or clear roadmap, the experience started off feeling overwhelming. "There wasn't much guidance at first," Chapman shared. "It was tough trying to figure everything out. But once we got it, it was a blast—honestly one of the most rewarding experiences I've had in a long time."

SkillsUSA is a national organization that empowers students to become world-class workers and leaders in a wide range of skilled trades, including roofing—an industry still in the early stages of participating.

"Roofing has only been a competitive category for three years at the national competition," Chapman noted. "The first year was just a demonstration. The fact that we had 15 high school and 6 post-secondary competitors this year says a lot about how far we've come."

Working with Mesa High School was

one of the highlights for Chapman. The school's mentor started with 12 students, retaining 6 through most of the year. Narrowing the team down to a single competitor was difficult, but Chapman says **Brigham Richardson**—Mesa's final representative—was clearly the right choice.

"Telling the other kids they didn't make it was hard. But Brigham stood out. He earned that spot—and he proved it."

Without regional competitions this year, the selection process was even tougher.

"We definitely want to have regionals next year," Chapman emphasized. "It would give more kids the chance to compete and gain confidence before state."

At the state championships, Chapman got his first full view of what SkillsUSA is all about. "Seeing the whole event on a grand scale—it was pretty impressive. And watching our kids compete the way they did, especially knowing how new roofing is to this program, made me feel really proud."

Then came Nationals.

"Nationals was 10 times what I expected," Chapman said. "Three full exhibit halls. Twenty thousand Attendees. And right there in the middle of it—roofing. To see the whole industry come together to make this happen was awe-inspiring. These students committed to something meaningful, and it showed."

Chapman is especially proud of how the roofing industry showed up and showcased itself. "It felt pretty good to be part of an industry that's willing to invest in the future like this," he said.

Going forward, ARCA will form a dedicated **SkillsUSA Committee** to build on this year's success and continue supporting students across the state. For more information or to get involved, [contact the ARCA office](#).

As for Mesa's own Richardson, who happens to be an esteemed ARIF scholarship recipient—he went on to place second *in the nation* in the high school roofing category. 🏠

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Arizona roofer killed by bees

A ROOFING WORKER WAS killed and two others were hospitalized July 7 after being attacked by bees while working on the roof of Vi at Silverstone Independent Living Facility, a senior living center in Scottsdale, Ariz., according to television news organization Arizona's Family.

The workers had been hired to prepare a side column near the roof area of the facility so a beekeeper could take care of a beehive the following day. Nicolas Lopez Soto, 65, and another worker were removing stucco from the column when a swarm of bees attacked. Both workers were in the basket of an aerial lift, and by the time they reached the ground, Soto was stung "numerous times" and was unconscious. He was taken to the hospital where he later died. It is not known whether Soto was allergic to bees.

The second worker had about two dozen bee stings, and a third worker on the ground during the incident was stung about a dozen times. Both workers were taken to the hospital and reported in

stable condition.

It is important to remember bees can build hives in roof areas, such as under overhangs. If a worker is allergic to bees, an attack can be fatal.

To prevent or survive a bee attack, beekeeper Cricket Ungvary recommends wearing light-colored clothing; not flailing or screaming; leaving the area and, if possible, entering a building and turning on a light; covering your face; and not trying to remove the hive yourself. Bee experts say the attack likely was by an Africanized bee colony, which makes up more than 90% of Arizona's bee population; Africanized bees look like typical honeybees but are known for their defensiveness and are more likely to swarm and sting in larger numbers.

If you or someone else is stung by a bee, quickly remove the stinger if it is still in the skin; wash the area with soap and water; and apply a cold compress to reduce swelling. If signs of an allergic reaction occur, such as difficulty breathing, seek emergency medical help immediately. 🏠



Housing is open for the 2026 IRE and NRCA's convention

Lodging options are available for the **2026 International Roofing Expo®** and **NRCA's 139th Annual Convention** Jan. 20-22, 2026, at the Las Vegas Convention Center.

The headquarters hotel is the Westgate Las Vegas Resort & Casino.

The trade show and convention provide attendees with opportunities to network with fellow roofing professionals from around the world; see the newest industry products, equipment, and services; and learn from industry leading experts.

Attendees and exhibitors can make hotel reservations [here](#).

For more information about the 2026 IRE, visit www.theroofingexpo.com.

One-third of U.S. adults say best path for high school graduates is the trades

A RECENT REPORT FROM the American Staffing Association shows 33% of 2,000 U.S. adults surveyed believe a vocational or trade school is the ideal path for high school graduates, according to HR Dive. By comparison, 28% encouraged a four-year college or university; 13% recommended entering the workforce; and 11% supported apprenticeships.

Baby boomers were the biggest supporters of the vocational and trade school path (41%), followed by Generation X (37%), millennials (31%) and Generation Z (22%).

Gen Z was the only generation to recommend a four-year degree (36%) rather than a vocational or trade school (22%). However, a recent Resume Builder Report shows more than 40% of Gen Z

adults are working in or pursuing a skilled trade job because of more job stability, better financial incentives and a lower risk of being replaced by artificial intelligence tools.

Another employee report says the labor market could face a "white-collar recession" as job postings for desk-based workers decrease. 🏠

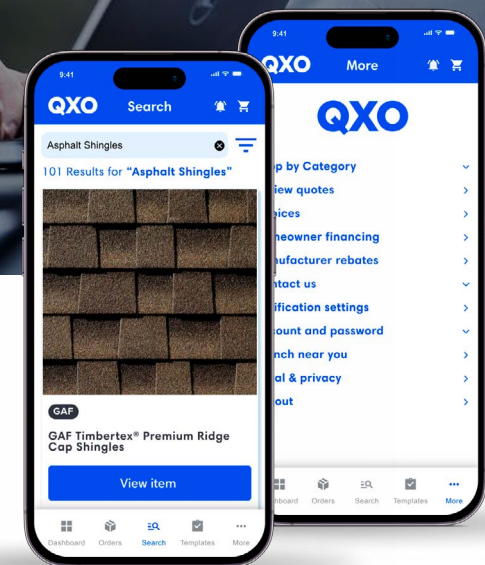
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Understanding EMOD—A Practical Guide for Contractors

by Craig Nelson, Lebaron Carroll



IF YOU'RE A contractor running a growing business, you've probably noticed that your **workers' compensation insurance premiums** don't always make sense at first glance. One of the biggest behind-the-scenes drivers of your premium is something called the **Experience Modification Factor**, or **EMOD**. If you're not already tracking and actively managing your EMOD, you could be leaving thousands of dollars on the table.

This guide will break down what an EMOD is, how it affects your business, and most importantly, what you can do to keep it in check.

WHAT IS AN EMOD?

The **Experience Modification Factor (EMOD)** is a numeric rating used by insurance companies to adjust your workers' compensation premiums based on your company's historical claim experience. It compares your company's claims history to the average in your industry.

- **A 1.0 EMOD** is considered average.

- **Below 1.0** means you're doing better than average—you'll pay less.
- **Above 1.0** means you have more claims than average—you'll pay more.

Example: If your EMOD is 1.25, you pay 25% more than a similar company with a 1.0 EMOD.

WHY IS IT IMPORTANT FOR CONTRACTORS?

In labor-intensive industries like construction, your EMOD can dramatically affect your **bottom line**. Workers' compensation premiums are already one of your largest insurance costs, and your EMOD has a direct multiplier effect on those premiums.

Why you should care:

- Your EMOD affects **your bidding power**. General contractors and municipalities often screen out high-EMOD subcontractors.
- It impacts your **profit margins**. Even a small increase in your EMOD can

cost you thousands annually.

- It influences how insurers **underwrite your policy** and the discounts they offer you.

How Is EMOD Calculated?

The EMOD formula is complex, but here are the basics:

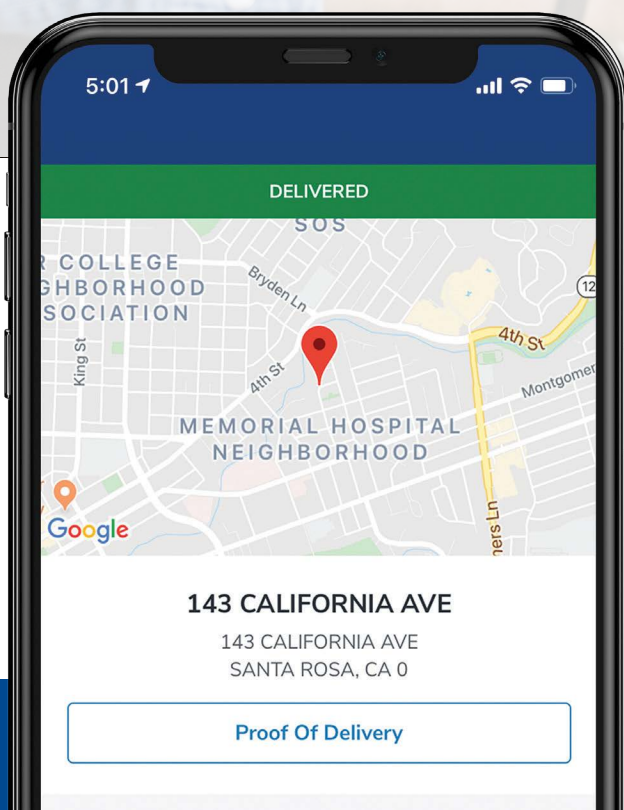
- It looks at **the past 3 years of claim history**, not including the current policy year.
- Both **frequency (number of claims)** and **severity (cost of claims)**
- It is **industry-adjusted** to compare similar businesses.
- The formula **favors frequency over severity**. This means multiple small claims hurt you more than one large claim.

Calculation timing: Most states calculate EMODs **annually**, usually a few months before your policy renewal. It is a best

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practice to review your EMOD worksheet with your agent and your insurance company six months before your renewal date.

How Your EMOD Impacts Workers' Comp Premiums

Here's how your EMOD factors into your premium:

$$\text{Workers Comp Premium} = \text{Manual Rate} \times \text{Payroll} \times \text{EMOD}$$

Let's break this down:

- **Manual Rate** is based on your class code (e.g., HVAC installation, service, etc.).
- **Payroll** is the total amount paid to employees in that class code.
- **EMOD** adjusts the premium up or down based on claims history.

Financial Example:

- Contractor A has an EMOD of **0.85** and pays **\$150,000** in annual premium.
- Contractor B has an EMOD of **1.25** and the same payroll and class code.

Contractor B pays \$70,000 more per year (\$150,000 x 1.25 = \$187,500) than Contractor A (\$150,000 x 0.85 = \$127,500). Multiply that by 3-5 years, and

you can see how costly it becomes.

What Drives a High EMOD?

Several key issues can cause your EMOD to climb:

- **Frequent small claims** (cuts, strains, trips)
- **Poor return-to-work practices**
- **Lack of documented safety training**
- **Delays in reporting injuries**
- **Failure to contest fraudulent claims**

HOW CONSTRUCTION BUSINESS OWNERS CAN LOWER THEIR EMOD

Here's the good news: your EMOD is **within your control**. With the right strategies, you can lower it over time.

1. Implement a Safety Program (make sure it is written and followed)

- Conduct regular safety meetings
- Provide proper PPE (gloves, eye protection, etc.)
- Tailor safety training to specific hazards (e.g., ladder use, confined spaces, heavy equipment usage)
- Keep a record of who participates in trainings
- Conduct periodic inspections of

jobsites

- Have an incident reporting procedure in place
- Maintain a vehicle/driver safety policy that all driver must comply with
- Maintain a hazardous communications policy
- Download a safety manual template here: <https://www.lebaroncarroll.com/employee-safety-manual-for-construction/>

2. Return-to-Work Program

- Get injured workers back on light duty as soon as safely possible
- Helps reduce claim severity - If even \$1 of lost wages are paid (this is called indemnity), the claim will have a far more significant effect on your EMOD than a claim than only paid out medical costs.
- For more details on the impact of indemnity vs medical-only claims, see this article: <https://www.lebaroncarroll.com/the-smart-employers-guide-to-lowering-work-comp-costs/>

Download a sample Return-to-Work program here: <https://www.lebaroncarroll.com/return-to-work-program-template/>

3. Prompt Claims Reporting

- Report all injuries immediately
- Early intervention often reduces claim costs dramatically

4. Work with an EMOD-Savvy Insurance Advisor

- Make sure your insurance advisor discusses and reviews your EMOD worksheet with you at least annually. Multiple reviews throughout the year are even more beneficial.
- Check for errors and make sure claims are closed promptly. High reserves for open claims are particularly harmful to your EMOD.

5. Monitor Subcontractors

- If you use subcontractors, make sure they carry their own coverage
- Their claims shouldn't count against your EMOD

REAL-WORLD IMPACT: A CASE STUDY

An HVAC contractor with 15 employees and \$1.5M in payroll had an EMOD of 1.38. After implementing a safety training program, return-to-work policy, and working with a proactive insurance advisor, their EMOD dropped to 0.94 over three years.

Premium Savings: Over \$40,000/year **Bonus:** They started winning more bids with GCs who required EMODs under 1.0.

ACTION ITEMS: WHAT YOU CAN DO RIGHT NOW

1. **Request your EMOD worksheet** from your insurance agent
2. **Analyze your last 3 years of claims** for patterns
3. **Start a basic safety program** (document everything)
4. **Set up a return-to-work policy** for injured employees
5. **Train supervisors** on injury reporting procedures
6. **Review claims monthly** and work with your agent to close old claims
7. **Benchmark your EMOD** against others in your industry
8. **Schedule a call with your insurance advisor** to build a 12-month EMOD improvement plan

Bottom Line: Your EMOD isn't just a number—it's a reflection of your business's safety culture and claims management. Lowering it takes focus and consistency, but the payoff is well worth the effort.

By managing your EMOD effectively, you'll lower your insurance costs, become more competitive on bids, and build a safer, more productive workforce. 🏠



So you think you're a good boss...

IT CAN BE difficult to reform bad bosses because they often do not *realize* they are bad bosses. The worst bosses typically lack self-awareness and believe they are excelling while employees suffer in silence. Employees also tell the boss what they think the boss wants to hear, which only perpetuates the boss's view of his or her success.

Bad leadership is often correctable. But how can a boss identify his or her flaws in the first place? **Fast Company** says if bosses assume they are doing great, they should ask themselves the following questions:

- Do you know what your direct reports are struggling with?
- What lights a fire under your team—do you know what really motivates them?
- When is the last time someone went toe-to-toe with you on something you feel strongly about?

- What do your people wish you would stop—or start—doing?
- Make a list of the people at work who you mentor, lean on for advice, or trust with your secrets. Is this group of people diverse in terms of age, tenure, ethnicity, gender, and function?
- When is the last time you admitted to your team that you made a mistake?

Bosses who answer “no” or “I don’t know” to any of these questions should recognize they need to improve.

Bosses can improve by getting to know their team members better in a genuine way; inviting disagreement, which drives innovation and makes people feel safe challenging the boss; welcoming real feedback and not what people think the boss wants to hear; and admitting mistakes, which can help make employees feel comfortable doing the same. 🏠

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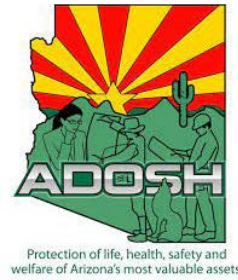
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*Become a signatory of the **alliance agreement** and receive electronic fall protection cards for every trained employee to demonstrate to ADOSH your commitment to safety.*

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



Meetings are held at **9:00 AM every other (odd) month on the third Tuesday at**

Arizona Industrial Commission
800 West Washington Street
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ADOSH Room 242

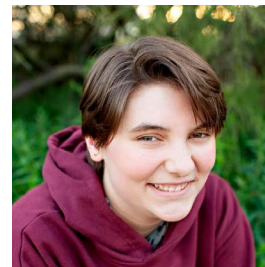
2025 ARIF Scholarship Recipients



*This year marks the 16th anniversary of the **Arizona Roofing Industry Foundation (ARIF)** and its ongoing commitment to supporting education through scholarships. Since its inception, ARIF has helped open doors for students connected to Arizona's roofing industry—recognizing academic achievement, leadership, and community involvement. This year, we are proud to announce that scholarships of \$2,500 each were awarded to 17 outstanding and highly deserving scholars. These students represent a wide range of academic disciplines and career goals, and we are honored to support them on their educational journeys. The ARIF scholarship program continues to be a meaningful way our community invests in the future—one student at a time.*



Alexis Klein will be studying Psychology and Criminology at Northern Arizona University. She has earned a 3.77 GPA and this is her second award. She is the daughter of Jeffrey Klein at Star Roofing.



Blithe Crabtree will be studying Graphic Design at Arizona State University. She has earned a 4 GPA and this is her third award. She is the daughter of Aaron Crabtree at Eagle Roofing Products.



Brayden Tambone will be studying Business at Southeastern Oklahoma State University. He has earned a 3.88 GPA and this is his second award. He is the son of Bryan Tambone at Eagle Roofing Products.



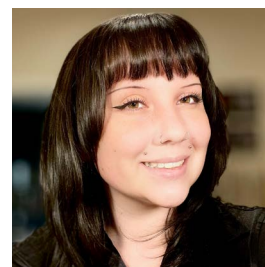
Carson Goldmeer will be studying Finance and Economics at Grand Canyon University. He has earned a 3.86 GPA and this is his fourth award. He is the son of Chester Goldmeer at JBS Roofing.



Chris Wallis will be studying Software Engineering at Arizona State University. He has earned a 3.43 GPA and this is his first award. He is the son of Tracy Wallis at America Roofing.



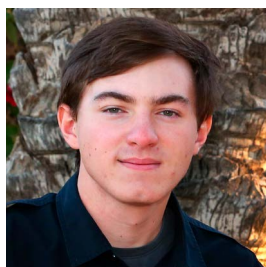
Dylan Ethington is studying Accounting at Arizona State University. He has earned a 4.00 GPA and this is his second award. He is the son of Charlie Ethington at America Roofing.



Emma Fiant will be studying Mortuary Science at Chandler Gilbert Community College. She has earned a 3.346 GPA and this is her second award. She is the daughter of Donald Fiant at DFiant Enterprises LLC.



Grace Rucka will be studying Business - Marketing, Human Resources at University of Tennessee. She has earned a 3.27 GPA and this is her fourth award. She is the daughter of Ben Rucka at Malarkey Building Products.



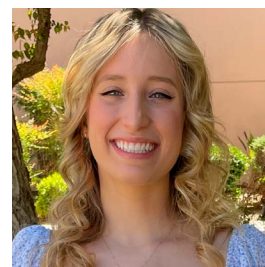
Justin Koltin is pursuing his Advanced Gunsmith certificate at Yavapai College. He has earned a 3.32 GPA and this is his second award. He is the son of Valorie Miller at JBS Roofing.



Kailey Ethington is pursuing her Bachelors in Administration at California State University-San Bernardino. She has earned a 3.169 GPA and this is her second award. She is the daughter of Charlie Ethington at America Roofing.



Kassandra Berg will be studying (MS) Communication Disorders at Grand Canyon University. She has earned a 3.85 GPA and this is her fourth award. She is the daughter of Phil Berg at Lomanco.



Katrina Berg will be studying Nursing at ASU. She has earned a 3.64 GPA and this is her fourth award. She is the daughter of Philip Berg at Lomanco.



Lexus Alesi is working toward her Bachelors in Medical Studies & PA School at ASU. She has earned a 2.81 GPA and this is her third award. She is the daughter of Russel Hyman at Gryphon Roofing & Remodeling.



Maura Mulligan will be studying Psychology at Colorado State University. She has earned a 3.238 GPA and this is her third award. She is the daughter of Charles Chapman at Tecta America Arizona.



Meghan Schouten is studying Computer Science at Boston College. She has earned a 3.693 GPA and this is her third award. She is the daughter of Mark Schouten at Diversified Roofing.



Reed Shuey will be studying Marketing at Queens University of Charlotte. He has earned a 3.5045 GPA and this is his third award. He is the son of Tom Shuey at Section Seven Marketing.



Stephanie Miller is studying Medicine at Creighton Medical School. She has earned a 3.83 GPA and this is her fifth award. She is the daughter of Larry Miller at Gorman Roofing Services.

Reducing the Risk of ICE Stops for Construction Crews

THE GUIDANCE BELOW provides compliance-oriented, rights-focused measures aimed at reducing the likelihood of pretextual traffic stops and ensuring workers are prepared if U.S. Immigration and Customs Enforcement (ICE) officers make contact. This is general information, not legal advice. Consult qualified immigration counsel for advice on specific situations.

TIGHTEN YOUR COMPANY'S COMPLIANCE "PAPER TRAIL"

1. Conduct an internal Form I-9 audit
 - **Why it helps**—Clean I-9s show a commitment to compliance.
 - **Practical pointer**—Correct technical errors, flag missing sections, and purge I-9s for former employees past the retention window (3 years from hire or 1 year after termination).
2. Enroll in E-Verify or IMAGE
 - **Why it helps**—Homeland Security Investigations treats IMAGE participants as "low-risk."
 - **Practical pointer**—Communicate company participation to crews; context can de-escalate a roadside stop.

3. Keep vehicles 100 % road-legal

- **Why it helps**—Traffic violations give troopers a lawful basis to stop trucks—ICE may ride along under 287(g) agreements.
- **Practical pointer**—Implement a weekly vehicle-inspection checklist for foremen.

4. Display professional branding

- **Why it helps**—Unmarked or heavily tinted work trucks are more frequently singled out.
- **Practical pointer**—Use clear magnetic door signs with company name, DOT #, and phone.

5. Carry a laminated "Rights & Contacts" card

- **Why it helps**—Gives the driver a script and counsel's phone number if ICE or police start questioning.
- **Practical pointer**—Place a card in the glove box of every vehicle.

TRAIN EVERY DRIVER AND PASSENGER ON BASIC CONSTITUTIONAL RIGHTS

- Stay calm and be polite; do not flee,

argue, or obstruct.

- Provide required identification (driver's license, registration, insurance) if state law mandates it.
- After providing ID, a worker may state: "I am exercising my right to remain silent."
- Ask, "Am I free to leave?" If the officer says yes, depart slowly and safely.
- If ICE requests immigration papers:
 - Workers with valid documents must show them.
 - Workers without papers should remain silent or ask to speak to a lawyer; never present false documents.
- ICE needs a judicial warrant signed by a judge—or probable cause of a federal crime—to enter a private vehicle. Administrative ICE warrants alone are insufficient.
- Drivers can refuse consent to search: "I do not consent to a search." Do not interfere if officers proceed.
- Call the company contact or counsel immediately and document the encounter (time, location, badge

number, questions asked).

ESTABLISH A WRITTEN RAPID-RESPONSE PLAN

1. 24 / 7 counsel hotline

- **What it looks like**—Card in every truck; dispatcher trained to conference in counsel.

1. Employee roster & I-9 binder

- **What it looks like**—Updated daily; stored at HQ for quick email to agents if a Notice of Inspection is issued. Just remember, I-9s are supposed to be kept and stored separate from personnel files.

1. Press & client statement template

- **What it looks like**—One-paragraph statement reassuring GC/owner that any crew removal will not delay the schedule.

1. Post-raid debrief checklist

- **What it looks like**—Capture facts within 24 hours (names detained, property seized, witness statements, equipment stranded).

LONGER-TERM STRATEGIES TO LOWER RISK

- Adopt a transportation policy that avoids mixing employees of different subcontractors in one truck.
- Issue company photo badges to all field staff; consistent, professional ID reduces profiling.
- Document participation in apprenticeship programs, OSHA partnerships, and state DOT pre-qualification.
- Hold 10-minute “Know Your Rights” refreshers at quarterly tailgate meetings.

WHAT NOT TO DO

- Do not provide or pay for fake work-authorization documents.

- Do not coach workers to lie about citizenship or immigration status.
- Do not retaliate against an employee who raises concerns about I-9 compliance or ICE activity.
- Do not destroy or back-date I-9s after receiving any notice from DHS.

Legal Disclaimer: This article is provided for educational purposes only and does not constitute legal advice. Laws change and vary by jurisdiction, so readers should consult qualified counsel before acting on any information herein. No attorney-client relationship is created by your use of or reliance on this material, and the author and publisher disclaim all liability for actions taken or not taken based on its contents.

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SURVIVING AN I-9 AUDIT

Employment Eligibility Verification
Department of Homeland Security
U.S. Citizenship and Immigration Services

USCIS Form I-9
(OMB No. 1545-0047)
Expires 06/15/2019

START HERE: Read instructions carefully before completing this form. The instructions must be available, either in paper or electronically, during completion of this form. Employers are liable for errors in the completion of this form.

ANTI-DISCRIMINATION NOTICE: It is illegal to discriminate against work authorized individuals. Employer CANNOT specify which documents an employee may present to establish employment authorization and identity. The refusal to hire or continue to employ an individual because the documentation presented has a future expiration date may also constitute illegal discrimination.

Section 1. Employee Information and Attestation (Employees must complete and sign Section 1 of Form I-9 no later than the first day of employment, but not before accepting a job offer.)

Last Name (Family Name) First Name (Given Name) Middle Initial Other Last Names Used (if any)

Address (Street Number and Name) Apt. Number City or Town State ZIP Code

Date of Birth (mm/dd/yyyy) U.S. Social Security Number Employee's E-mail Address Employee's Telephone Number

I am aware that federal law provides for imprisonment and/or fines for false statements or use of false documents in connection with the completion of this form.

I attest, under penalty of perjury, that I am (check one of the following boxes):

☐ 1. A citizen of the United States

☐ 2. A noncitizen national of the United States (See instructions)

☐ 3. A lawful permanent resident (Alien Registration Number/USCIS Number)

☐ 4. An alien authorized to work until expiration date, if applicable, mm/dd/yyyy

Some aliens may write "NA" in the expiration date field. (See instructions)

Alien authorized to work must provide only one of the following document numbers to complete Form I-9: An Alien Registration Number/USCIS Number OR Form I-94 Admission Number OR Foreign Passport Number.

1. Alien Registration Number/USCIS Number: _____ OR _____

2. Form I-94 Admission Number: _____ OR _____

3. Foreign Passport Number: _____

Country of Issuance: _____

Signature of Employee _____ Today's Date (mm/dd/yyyy) _____

Preparer and/or Translator Certification (check one):

☐ I did not use a preparer or translator. ☐ A preparer and/or translator assisted the employee in completing Section 1. (Fields below must be completed and signed when preparer and/or translator assist an employee in completing Section 1.)

I attest, under penalty of perjury, that I have assisted in the completion of Section 1 of this form and that to the best of my knowledge the information is true and correct.

Signature of Preparer or Translator _____ Today's Date (mm/dd/yyyy) _____

Last Name (Family Name) First Name (Given Name)

Address (Street Number and Name) City or Town State ZIP Code

Form I-9 01/17/17 N Page 1 of 3

AN I-9 AUDIT is a process conducted by U.S. Immigration and Customs Enforcement that involves reviewing an employer's I-9 forms—which are used to verify the identity and employment authorization of new employees—to ensure employers are complying with federal immigration laws.

NRCA General Counsel Trent Cotney, partner and construction team leader at Adams & Reese LLP, Tampa, Fla., shares the following practical tips for contractors to help them be prepared for an I-9 audit.

- 1. Pre-audit I-9 review:** Conduct an internal audit every six months using the latest USCIS Form I-9.
- 2. Correct, don't backdate:** If errors surface, strike-through, date and initial corrections. Never create a new form.
- 3. Centralize records:** Maintain I-9s and supporting IDs in a locked, standalone file separate from personnel files to limit discovery scope.

- 4. Designate a response team:** One manager and outside counsel should handle all ICE communications. Frontline supervisors should route agents to that team.
- 5. Three-day rule discipline:** Ensure new hires complete Section 1 on day one and employers complete Section 2 by day three; use calendar reminders to help.
- 6. No document over-requesting:** Asking for extra or specific ID beyond I-9 lists can trigger discrimination claims.
- 7. E-Verify consistency:** If you use E-Verify on any worker, use it on all new hires.
- 8. Prepare a contingency roster:** Identify alternate crews or subcontractors in case Notices of Suspect Documents remove key workers.

[View more information about how employers should handle ICE raids.](#)

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Improved communication needed on bilingual job sites



THE CENTER FOR Construction Research and Training recently hosted a webinar, Improving Safety Climate for Hispanic Construction Workers, which examined findings from a study led by researchers at the University of North Carolina at Chapel Hill. Topics included the results from a survey of 500 construction workers and interviews with more than 50 workers—at least 85% of respondents were Latino, according to *Safety+Health* magazine.

Survey results show only about half of injured Latino workers reported workplace injuries or illnesses to their supervisors. Additionally, 51% of Spanish-speaking Latino workers and 67% of English-speaking Latino workers reported feeling ignored or not taken seriously by a supervisor either “once a week or more” or “a few times a month.”

To combat these issues, webinar presenters suggested increasing the number of Spanish-speaking supervisors

in the field and prioritizing real-time interpretation on job sites by conducting important meetings in English and Spanish and identifying worker-translators with hard hat stickers or helmets of a different color.

“It’s best if you can make sure that there’s someone bilingual on every team,” said Maija Leff, associate director of the Carolina Center for Healthy Work Design and Worker Well-Being. “Better if that bilingual person is actually your foreman or your lead man, someone who has some authority.”

Additional recommendations included involving workers in finding solutions for safer workplaces; implementing worker-led safety committees in workers’ main languages; aligning safety messages with Latino cultural work values; teaching supervisors the differences between Latino and American culture; and ensuring all essential documents are available in English and Spanish. 🏠



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GO TROPICAL

Avoid these bad leadership habits

BEING A GOOD leader is about more than just business. It also is about understanding people on a personal level and wanting to know what engages and motivates them.

Inc. recommends avoiding the following bad leadership habits if you want to keep your team engaged.

1. **Taking too much control over decisions.** Bad leaders micromanage, overseeing every detail of every project, which can be stifling for employees and show the boss does

not trust them. This makes it hard for team members to be creative or learn something new.

2. **Being missing in action.** When leaders are not around or do not communicate, employees may feel like their jobs are at risk. This may cause them to shut down or be apprehensive, which will affect their performance. It is important to show up physically and through open, frequent communication.

3. **Not listening.** Many leaders do not take the time to slow down and actively listen to team members. Instead, they have one-sided conversations. This can affect a team member's performance, as well as a leader's effectiveness. When leaders listen to employees and act on feedback, it shows employees their leaders will take them seriously and address their concerns appropriately. 🏠



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Helping Your Coworkers and Yourself Address Mental Health



Has workplace stress increased?

How can we help one another? Here's some advice on ways to:

Help Others

Senior managers can:	Coworkers/ supervisors can:
Educate staff Build awareness, knowledge, and acceptance about stress and mental health issues.	Educate themselves Learn about the signs and symptoms of stress and mental health issues.
Provide support and assistance Offer workplace support programs, an employee assistance program, or other referral services.	Treat everyone with respect Be positive and respectful to everyone you work with; you never know who is struggling with stress or mental health issues.
Develop skilled leaders Provide supervisors with training to understand and talk about stress or mental health issues with workers.	Support each other Ask your coworkers how they are doing and let them know you are available to talk.
Promote a judgement-free workplace Make it clear that workers can ask for help without fear of negative consequences.	Listen without judgement Listen with undivided attention and acknowledge your coworkers' feelings. Offer help or resources if available and warranted.

Help Yourself

If you are facing a mental health challenge:
Don't allow self-doubt or shame Know that you are not alone.
Understand your triggers Triggers are events or circumstances that cause mental health symptoms, such as excessive fear or worry.
Get help or treatment If you are suffering, reach out to your human resources department or a hotline for help, such as the Disaster Distress Helpline or the 988 Suicide & Crisis Lifeline .
Be a champion Use your experience to help others.

The perils of schedule compression

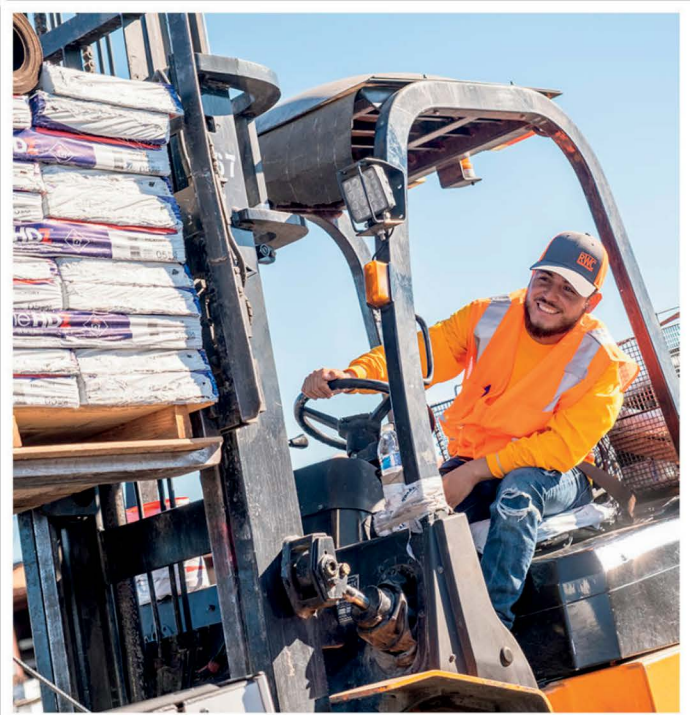
ALTHOUGH CONSTRUCTION PROJECTS may start with what seems like a realistic schedule, that is not always the case. Sometimes the schedule does not account for potential delays, resource constraints, or the collaboration that must happen among the trades involved. This can lead to schedule compression—when companies try to do all the work in a shorter period than anticipated, which can be costly and dangerous.

For Construction Pros blog shares the following perils of schedule compression:

- **Increased risk of accidents.** Rushing tasks and cutting corners leads to a higher likelihood of safety incidents, putting worker safety at risk and potentially resulting in significant costs and reputational damage.
- **Diminished quality.** When workers are focused on getting the job done rather than getting it done right, the quality of workmanship suffers. This can lead to costly rework, long-term maintenance issues, and unhappy clients.
- **Heightened materials waste.** Hasty procurement and handling of materials can result in damage, loss, and inefficient use, which can increase project costs.
- **Falling further behind schedule.** Problems caused by schedule compression often can lead to new problems and more delays.
- **Increased costs.** Schedule compression often results in higher costs because of overtime pay, expedited shipping, rework, and potential penalties for late completion.

- **Damaged relationships.** Trying to rush through a project can strain relationships among the general contractor, subcontractors, and the customer, sometimes leading to legal battles.
- **Decreased team morale.** Schedule compression can lead to a stressed, overworked team that is less productive and engaged. As a result, companies can experience high turnover and difficulty attracting new employees.

For Construction Pros recommends creating a more realistic project schedule. This can be done by including a more diverse range of people in the scheduling process, such as project managers, superintendents, foremen, and key subcontractors who understand the tasks and potential challenges involved. 🏠



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These short phrases show you have emotional intelligence

EFFECTIVE MANAGEMENT INVOLVES many factors, one of which is emotional intelligence. How leaders handle their own emotions and those of their team can be the difference between success and failure, according to **Inc.**

While it's not necessary (or possible) to have all the answers, it is important to be aware of how others are doing and communicate in a way that builds trust.

Inc. shares the following phrases to help demonstrate five core emotional intelligence skills:

1. **To say to offer empathy:** Phrases such as “That sounds really tough—want to talk about it?” or “I get why this would be frustrating” help people feel understood and shows them you are there to listen.
2. **To demonstrate self-awareness:** It's important to own emotions and be honest about what is causing them. For example, if irritated, you can say: “That topic gets under my skin, and I'm working on that.”
3. **To show emotional regulation:** It is crucial to stay steady and not let feelings take over when emotions run high. Saying “I want to respond thoughtfully, so I'm going to take a minute” or “Let's revisit this tomorrow when we've both had time to think” can provide some time to reset.
4. **To express valuing the relationship:** Phrases such as “I want us to be on the same page—can we talk this through?” or “I appreciate your perspective. Let's figure out how to move forward together” ensure people stay connected even when they disagree.
5. **To demonstrate active listening:** Demonstrating true presence and attention when listening is crucial to building trust. To show engagement when someone is sharing something important, use phrases such as “So what I'm hearing is...” or “Tell me more about what's behind that.” 🏠

ARCA Q3 EVENTS

AUG 2 9:00–5:00P	4TH ANNUAL RIDERS RALLY 4X4 POKER RUN HAPPY JACK LODGE (STARTING POINT) 53878 LAKE MARY ROAD, HAPPY JACK, AZ 86024
AUG 6 12:00–2:00P	FREE LUNCH & LEARN: LEAD GENERATION ARCA TRAINING ROOM 3839 N. 3RD ST., STE. 106, PHOENIX, AZ 85012
AUG 14 8:00–10:00A	ALLIANCE FALL PROTECTION (SPANISH) ARCA TRAINING ROOM 3839 N. 3RD ST., STE. 106, PHOENIX, AZ 85012
AUG 15 6:00–8:00A	ADOPT A STREET CLEAN UP WITH THE YOUNG PROFESSIONALS 4005 N 16TH STREET, PHOENIX, AZ 85016
AUG 15 8:00A–2:00P	ARCA ACADEMY CLASS - ROOFING SHINGLES ARCA TRAINING ROOM 3839 N. 3RD ST., STE. 106, PHOENIX, AZ 85012
AUG 16 12:00–1:00P	AZWIR SOCIAL—PUPPY YOGA THE FOUNDRY 751 GRAND AVE, PHOENIX, AZ 85007
AUG 21 8:00–10:00A	ALLIANCE FALL PROTECTION (ENGLISH) ARCA TRAINING ROOM 3839 N. 3RD ST., STE. 106, PHOENIX, AZ 85012
AUG 22 8:00A–2:00P	ARCA ACADEMY CLASS—READING CONSTRUCTION DOCUMENTS ARCA TRAINING ROOM 3839 N. 3RD ST., STE. 106, PHOENIX, AZ 85012
AUG 22 4:00–6:00P	TUCSON TOPGOLF SOCIAL TOPGOLF TUCSON 4050 W COSTCO DR, TUCSON, AZ 85741
AUG 28–29 7:30A–12:30P	OSHA 10-HOUR TRAINING IN PHOENIX (ENGLISH) ARCA TRAINING ROOM 3839 N. 3RD ST., STE. 106, PHOENIX, AZ 85012
SEP 11–13	56TH ANNUAL ARCA EXPO LITTLE AMERICA HOTEL 2515 EAST BUTLER AVENUE FLAGSTAFF, AZ 86004

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