



September 20, 2021

VIA Email - rribble@nrca.net

Mr. Reid Ribble  
**NRCA**  
10255 W. Higgins Road  
Suite 600  
Rosemont, IL 60018-5607

Re: September 22, 2021 - Town Hall

Dear Reid:

Thank you very much for agreeing to host the much needed roofing industry Town Hall meeting, Wednesday night. In an effort to provide time to research the questions, I am providing BELDON's concerns prior to the Town Hall meeting. Please note, none of these are specific to any particular individual and/or company.

Our concerns are as follows:

**Concern #1 - MDI**

- What is being done to shorten the delivery times of MDI from other countries?
- Are other ports being considered, other than the West Coast ports, as the West Coast bottleneck appears to be dramatically impacting delivery times?

**Concern #2 - Fasteners**

- Have any of the Alibaba available screws been approved and/or tested with your approved systems?
- If so, can you provide the approved sources so that we may obtain such fasteners?

**Concern #3 - Manufacturing / Supply Chain**

- Typically, inventory levels are built during the winter months; however, with everyone behind the curve, does this mean that we will continue to see supply issues in the 3rd quarter of 2022?
- Is the trucking situation improving at all?
- Is rail an option for quicker delivery? If so, how would we handle this with each of you?
- Are the plants running at 100% capacity? Are there planned shutdowns which are not built into current delivery projections?

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**Concern #4 - Warranty**

- We are concerned that there may be loopholes which we are unaware of regarding substitute products within the finished assembly. Are we to assume that all of these will all be covered under the manufacturer warranty issued for each project?
- Does the contractor need to obtain a different warranty from each component manufacturer within the completed assembly?

**Concern #5 - Single Ply Raw Materials**

- What shortages, of single ply resins, are being seen in manufacturing?
- Are these shortages short term or do you expect them to last into the 3rd quarter of 2022?

**Concern #6 - Miscellaneous**

- When can we expect more accurate delivery dates?
- How is Hurricane Ida impacting current delivery times? Will it push back previously promised delivery dates?
- What contingencies are being put into place for the likely event of another storm?
- What can we ask our Congressional Representatives to do to help?
- If the Biden Administration were to make changes in the existing tariff structure, what changes would help and how would it affect the supply chain?

Hopefully the Town Hall end result will not just be "checking the box", but that the industry will develop an immediate plan for the next steps. Additionally, I've included my previous correspondence so that the panelists can review them as well during their preparation for the Town Hall. Furthermore, I hope this discussion lays the foundation for an industry wide task force - represented by individuals from each impacted sector - as one Town Hall will not solve the unprecedented situation.

Thank you, again, for holding this event. I hope others will also pre-submit questions so that we can address as many concerns as possible within the allotted time frame. As for the speakers, we look forward to the transparency and truly appreciate your willingness to address the concerns of your customers.

Most sincerely -



Bradford D. Beldon  
Chief Culture Officer & CEO

BDB:sb

Cc: Mr. Nick Shears, **Carlisle Syntec**, nick.shears@carlisleccm.com  
Mr. John Altmeyer, **GAF**, john.altmeyer@gaf.com  
Mr. Brian Whelan, **Sika/Sarnafil**, whelan.brian@us.sika.com  
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Mr. Rod Petrick, **Ridgeworth Roofing**, rod@ridgeworthroofing.com





September 5, 2021

**VIA EMAIL** - [mhubbard@alphallc.us](mailto:mhubbard@alphallc.us) & [info@spri.org](mailto:info@spri.org)

Michael J. Hubbard, President

**SPRI**

465 Waverley Oaks Road, Suite 421  
Waltham, MA 02452

Dear Mr. Hubbard:

Thank you for your response to my letter addressing my concerns with the current condition of the roofing industry. As mentioned in my previous correspondence, I'm writing to you on behalf of BELDON Roofing Company ("BELDON") and no other organization. Furthermore, as stated in my previous correspondence, my comments and perceptions are my own and may or may not be supported by others within the industry.

I fully understand SPRI's and your concern with antitrust; however, I do not personally believe that the intended items of discussion involve potential for antitrust issues. All that I am seeking, is an **open forum** for discussion. In fact, this is the exact reason that SPRI was created. SPRI even states this on its website - **"SPRI is a collection of commercial roofing industry experts dedicated to providing an open forum for discussion, education, and innovation."** In addition to this open forum, and to ensure that there are no concerns at all, I will follow up directly with a few manufacturers, in lieu of the group as a whole. This will make sure that there are no antitrust concerns. Perhaps SPRI can assemble an internal team which can facilitate these meetings so that there is a common message and a dedicated calendar that we, and potentially other contractors, can select from.

With that being said, in April of 2020, SPRI published it's antitrust statement was as follows:

***SPRI antitrust statement: SPRI complies with antitrust laws and requires participants in its programs to comply with antitrust laws. Discussions which could affect competitive pricing decisions or other competitive factors are forbidden. There may be no discussions of pricing policies or future prices, production capacity, profit margins or other factors which may tend to influence prices. In discussing technical issues, care should be taken to avoid discussing potential or planned competitive activities. Members and participants should be familiar with the SPRI antitrust Policy and act in conformity with it.***

[Click here to view the minutes of the meeting](#)

Unless I am interpreting SPRI's written policy incorrectly, nothing within SPRI's current policy or federal antitrust laws would preclude a focus group, a Town Hall meeting, and/or a Zoom panel meeting of manufacturers and customers. On March 31, 2020, SPRI held a "GoToMeeting" session called **"Roofing Industry Technical Summit,"** why is this any different than what I am requesting? In fact, the roofing industry has had experts, peers

and industry consultants on the same stage for decades. Please see the following links, of speakers, who discuss different aspects of the industry working together for the betterment of the industry.

[Click here to see the 2021 IRE list of industry wide speakers](#)

[Click here to see the 2021 IIBEC list of industry wide speakers](#)

[Click here to see the 2021 Best of Success industry wide list of speakers](#)

With regard to SPRI's comment, you argue that members of SPRI cannot work together on anything as that would be a violation of federal antitrust laws. This statement flies directly in the face of SPRI itself as SPRI is a trade organization.

Let's take a simple look at the interesting claims in which SPRI makes on it's own website - [www.spri.org](http://www.spri.org):

- *"SPRI is your home for commercial roofing industry information"*
- *"We improve the industry"*
- ***"SPRI is a collection of commercial roofing industry experts dedicated to providing an open forum for discussion, education, and innovation."***
- *"Who is SPRI"*
  - ***Regular Members*** manufacture or market flexible sheet membrane roofing systems; but not including independent manufacturers' representatives or distributors.
  - ***Associate Members*** manufacture and market, or simply market, raw materials, components, accessories, tools or equipment used in flexible sheet membrane roofing systems.
  - ***Affiliate Members*** are professional roof consultants, architectural firms, specifiers, product distributors, sales representatives, testing agencies and research agencies

If the claims made on SPRI's website are inaccurate, perhaps they should be taken down. Otherwise, you might consider rewriting your antitrust position as it is diametrically opposed to what SPRI itself states.

Further, the Antitrust Division of the Department of Justice has stated that, for the most part, trade associations are good for an industry - *"Because of the stake that your members have in a competitive economy, we often find that trade associations play a positive role in helping us do our jobs. Trade associations often bring to our attention competitive problems in an industry, frequently in the context of legislative activity or other aspects of our competition advocacy mission."*

[Click here to see the US Department of Justice Antitrust and Trade Association Information](#)

Unfortunately, over time, the Distributor is now the manufacturer's perceived customer and not the roofing contractor. Actually, it is the roofing contractor which tells the Distributor what materials to order. The reason why I am writing this letter, and why I have had so many positive responses to my original letter, is that **our** customers (**the real end users**) are very much in the dark about costs and delivery times. Why are our customers in the dark? The answer is quite simple. Many of the manufacturers have kept the roofing contractors in the same dark by raising prices almost weekly and by not providing any clarity as to when products will be delivered. This is why I have, and continue to assert, that the system is broken and needs **ALL OF US** in the industry to come together in a peer group or panel setting to address these concerns. With Best of Success and/or The Western Roofing Expo both only a few weeks away, either event would be the perfect opportunity to begin the necessary dialogue.



Michael J. Hubbard  
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Hopefully, with the Delta Variant on the rise, SPRI will provide online access to these peer group and/or panel settings for those unable to attend in person.

Personally, I would like to arrange one-on-one's with various manufacturers and will work to facilitate BELDON's own meetings. I encourage other roofing contractors to have similar meetings as I think each manufacturer might find value in getting to hear it straight from roofing contractors. At BELDON, we pride ourselves on sitting down with our customers and understanding their specific issues. In the best case scenario, we work together to develop a path which is mutually beneficial to both of our businesses.

Another option, as mentioned above, is for SPRI to recommend that its individual members hold Town Hall meetings, with roofing contractors, to both explain their issues and, just as importantly, to hear about its customer's issues. Town Halls are quick to set up, effective, and impactful. In a nutshell, they provide clarity to all sides. Best of all, they **DO NOT** violate federal antitrust laws.

Thank you for helping to address this unprecedented situation within our industry.

Together, we can make a difference, one day at a time, one person a time.

**BELDON Roofing Company**

A handwritten signature in black ink, appearing to read 'BDB', with a long horizontal stroke extending to the right.

Bradford D. Beldon  
Chief Culture Officer & CEO

BDB:sb





September 3, 2021

Mr. Bradford D. Beldon  
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[Brad.Beldon@beldon.com](mailto:Brad.Beldon@beldon.com)



Re: Your Letter for BELDON Roofing Company to Roofing “Industry Leaders” Dated September 1, 2021

Dear Mr. Beldon:

Your letter on behalf of BELDON Roofing Company (“BELDON”) to 14 Roofing “Industry Leaders” Carlisle Syntec, Inc., GAF Building Products, Johns Manville, Firestone Building Products, OMG Roofing Products, Owens Corning, IKO, Sika Sarnafil/RMAX, Soprema, Siplast, Hunter Panels, Atlas Roofing Company, Certainteed, LLC and Trufast, all of which are Members of SPRI, Inc. (“SPRI”), cc’d on the letter, has been received by SPRI. This is SPRI’s response to you on this letter.

At the outset, SPRI recognizes the outstanding reputation and careers of your grandfather, father and the well-established and successful BELDON since 1946 in San Antonio, long serving Texas and beyond, and which prominent roofing contractor entity you serve as CEO. SPRI also appreciates your two stated role models’ commitment to “Integrity” and “Doing the right thing” which, for SPRI, and its Members, are business practices and noble conduct, like for you, of paramount importance in the roofing industry.

As you likely know, SPRI’s purposes, as noted in its bylaws, “are to promote the exchange of ideas for the development of the highest standards and operating efficiency within the flexible sheet membrane roof system industry... and to create lasting good will among the Members and those who specify, purchase, and use flexible sheet membrane roof systems ...”, which clearly, includes roofing contractors.

In pursuing its purposes, however, please appreciate, as SPRI Members must keep in mind every day, and as is noted in SPRI’s bylaws, “SPRI complies with antitrust laws and ... Discussion which could affect competitive pricing decisions or other competitive factors are forbidden.” Examples of such prohibited conduct would include discussions of pricing policies or future prices, production capacity, profit margins or other factors [such as “coordinating warranty terms”], all of which must be avoided.

Given these restraints, SPRI and its Members – working through SPRI and assiduously following the business practices of “integrity” and “doing the right thing” that your grandfather, father and you have espoused – are limited in options. That is, SPRI and its Members together are not permitted to address “price increases”, “honoring job quotes”, “unbudgeted warranty costs” and “working together to solve this problem” among its Members as you seem to encourage, if not urge.

Mr. Bradford D. Beldon  
BELDON Roofing Company  
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While your comments have been directed, as you mentioned, “at the roofing manufacturing industry as a whole”, and you may well yet be successful in seeking support from individual “roofing leaders” and others to improve conditions and challenges you have described, regrettably, there is nothing that SPRI – as a trade association – can offer to do, or to do, for you and others here and now. In short, as a trade association, SPRI can’t act on its own, nor in concert with Members, to provide the relief that you seek.

In closing, in addition to individual roofing industry leaders to whom you reach out, you may obtain support and/or relief from the governmental entities you pursue and that you have cc’d with your letter, and, as noted, to whom SPRI is cc’ing its response here. As for your further efforts, SPRI wishes you every success in obtaining the relief that you seek for roofing contractors and other entities you seek to assist.

Sincerely,



Michael J. Hubbard, SPRI President

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Mr. Bradford D. Beldon  
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September 1, 2021

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Dear Industry Leaders:

Just for the record, I'm writing to each of you on behalf of BELDON Roofing Company ("BELDON") and no other organization. Furthermore, my comments and perceptions are my own and may or may not be supported by others within the industry. However, I am fairly confident that I could have asked 5,000 roofing companies to co-author this letter and I would **NOT** have been turned down by a single organization. I do not know each of you personally, but I know someone in each of your organizations and BELDON has been an honest and loyal customer (for decades with many of you). Accordingly, my comments are also not directed at anyone in particular, but directed at the roofing manufacturing industry as a whole. With that being said, I could have also copied another twenty (20) manufacturers; however, I tried to limit my feedback to a smaller subset.

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I have been blessed to have two (2) incredible role models in my grandfather and father. I started working alongside them when I was 12 years old and was fortunate to have worked with my grandfather professionally for over ten (10) years. My grandfather's integrity was second to none, and he served on the San Antonio Broadway Bank's Board of Directors for over 40 years. I have been very blessed to have worked with my father professionally for over thirty-five (35) years. He too has an incredible level of integrity, leading the Bexar County Edwards Aquifer Authority for over a decade, acting as Chairman of the Board of the National Roofing Contractors Association, elected Chair of the San Antonio Chamber of Commerce, and serving in many other leadership roles where integrity is a must.

As many of you know, my grandfather started our roofing business in 1946 after serving on General Patton's Staff in WWII. We have been in business in San Antonio, and serving Texas and beyond, continuously since 1946. Currently, in our 75th year of business, we have 76 TEAM Members who have given over 20 years of service to BELDON. Additionally, of those 76, 30 TEAM members have served over 30 years. Furthermore, these TEAM Members are actively involved in volunteering in the community. If the industry does not find a solution soon, many of these awesome employees will be pressured to change careers.

The two (2) best business practices that my father and grandfather instilled in me were "**Integrity**" and "**Doing the Right Thing**." At BELDON, we work daily to succeed in honoring our word, flowing from our C-suite down to every TEAM member. Unfortunately, we are no longer experiencing the same level of integrity within the roofing industry today. As I'm sure you can relate, COVID has put undue stress on many roofing contractor organizations. It's certainly not an excuse, but contractors and manufacturers need to work together to solve this problem - it is implausible to assume either party could carry the burden alone.

A day does not seem to go by that a roofing manufacturer does not precipitously disseminate yet another price increase. We are now receiving more price increases than we do technical updates. As you know, most of your customers are small businesses and a large percentage are family-owned. We cannot continue to absorb these sudden price increases. Even more infuriating, not honoring job quotes which we are bound by contract to honor. We have contractual obligations and many of which have no force majeure clause.

The current business model adopted by so many of you, the lack of transparency, and the paucity of compassion must come to an end. As contractors, we have been loyal to each of you in a number of ways. We have paid our bills timely, we have attended your training, we have promoted your products, and acted as excellent brand ambassadors and partners. Almost overnight, the respect you showed us previously has disappeared. It's not our responsibility to deliver a product, it's our responsibility to install it.

We have to work together to solve this problem. Simply communicating via email is not a solution and those emails can be interpreted many ways. Leaving the roofing contractor in the dark is doing more harm than good.  
**It's September 1, 2021 - what's happened up until now needs to stop today!**

A partnership only works when two (2) parties are working towards a common mutually beneficial goal. It is disappointing that the only commonality amongst your organizations is the utter lack of transparency. The past year and a half has taught us a lot at BELDON, and we are proud of the adaptability of our TEAM. However, it is becoming increasingly evident that the interests of manufacturers and contractors no longer align. Roofing contractors stand by our ideology of putting the customer first, which no longer appears to be your top priority. With the issues plaguing our industry right now, our dependability upon one another matters more than ever before. We are only as good as the product we install, and you are only as good as the installation of your product. The two are far from mutually-exclusive.





While we can somewhat understand the increases we have seen across the board in material and shipping costs, there is no rhyme or reason why commercial roofing warranty costs are rising at the same time. There are simply no known supply constraints which have any bearing on an increase in warranty costs. For us, these added **unbudgeted** warranty costs will exceed six (6) figures. From our position as an approved and licensed installer of your products, it is abhorrent to see your warranty expenses climbing when there is no real or perceived cost increase associated with warranties provided to licensed and trained installers of your products. Rather, it is quite clear that each of you are suffering from increased warranty costs by the fact that you continue to allow untrained and unlicensed contractors install your products and apply for warranties. This practice is now penalizing your fully licensed and trained industry partners. Instead of penalizing your longest and top-certified partners, would not the prudent solution be to fix the problem by no longer allowing unqualified installers to issue warranties? **These warranty changes need to be rolled back ASAP!**

In the event we are able to pass along some of the price increases, we certainly cannot pass on the unsubstantiated warranty costs that roofing contractors are now facing. Even with the best contract language in the world to protect us from price increases (which at least were somewhat foreseeable), an unpredictable and baseless warranty cost increase is not easily masked. As such, we, your roofing industry partners, are forced to shoulder these increased fees without the ability to recover these increases from the end-user of the roofing products. These fees are not being impacted by raw material shortages. Why are we left holding the bag on warranty fees and trying to absorb added material prices at the exact same time? Further, many of us had to rent warehouse space because the industry had moved to just-in-time inventory with the manufacturer and distributor model. Who do you think is absorbing this added cost? Do you know what a 25,000-50,000SF warehouse does to the bottom line? It is not the end-user, but your industry partners.

If a real solution isn't reached soon, it is conceivable that you will start to see massive layoffs and bankruptcies within the roofing industry. Long-tenured employees will lose their jobs because we cannot get product and/or plan properly. Long-time roofing partners will be forced to close shop or file bankruptcy and your pool of trained product installers will fall dramatically.

We are asking for the blatant disregard of inconveniences and price-increase ambiguity to end today. I encourage each of you to find a way to set up an industry leadership meeting and develop a plan to stop the bleeding across our industry. Can we consolidate raw materials and have each of you make products for each other? Are you approaching the federal government for assistance on sourcing raw materials? We understand the supply-chain difficulties you are facing, but transparency would add reliability back to our relationship. Furthermore, this would allow business partnerships which have taken decades to build to not be swept away in a few short and tumultuous months.

On the outside looking in, it appears that many of you are more worried about short-term deficits for your shareholders. The real concern you should have is when the loyal industry partner and customer leaves and those small deficits become huge deficits.

As a reminder, as contractors we have been dealing with labor issues long before supply chain issues. We developed solutions, although not perfect but creative - we got the work done. It's your turn.

Hurricane Ida, and the aftermath are already beginning to further complicate this situation. Another natural disaster would have detrimental effects on our industry. The roofing manufacturing industry is killing the American Dream and as mentioned previously. In 1975, longtime news anchor Howard Beale was quoted as saying - **"I'm mad as hell and I'm not going to take it anymore."** His comment is more relevant today than it was in 1975.



Roofing Industry Leaders

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My intent is not to shame you, but ask each of you to step up. Your manufacturing leadership is **non-existent** when your loyal partners need you the most.

BELDON Roofing Company



Bradford D. Beldon  
Chief Culture Officer & CEO

BDB:sb

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