The Roofing Industry Alliance for Progress
POWER Assessment™

Prepared for:

The Roofing Industry ALLIANCE for Progress

Prepared by:

May 18, 2011
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NRCA established the National Roofing Foundation, a separate but related organization, to undertake educational and research projects. In 1996, The Roofing Industry Alliance for Progress was established within the National Roofing Foundation to create an endowment fund to serve as a highly-focused resource for the roofing industry and its customers. Today, the Alliance continues to seek participation from leading contractors, manufacturers and suppliers to ensure the future strength and excellence of the roofing industry.

The mission of The Roofing Alliance for Progress is to establish a forum for roofing contractors, manufacturers and suppliers to collectively provide funds to conduct research and educational projects that support high-quality programs for roofing contractors; ensure timely and forward-thinking industry responses to major economic and technological issues; and enhance the long-term viability and attractiveness of the industry to roofing workers.

The Alliance also has a purely philanthropic side, which includes reaching out to the roofing community and its members to help fund efforts dedicated to good works and charitable giving.

The Alliance also sponsors scholarships for undergraduate students who are employees, immediate family members of employees or immediate family members of NRCA contractor and supplier members.

Comprised of significant contributors from contractors, manufacturers and suppliers to the roofing industry, the Alliance membership meets twice yearly to analyze, select, recommend and provide oversight for projects addressing critical industry issues. Traditionally held in April and November, Alliance meetings offer a combination of Alliance business sessions, networking and social activities for members and their guests.

Over time, meeting attendance has waned and there has been a noticeable decline in member commitment to the Alliance.

To better understand the underlying membership issues and create a framework for future Alliance activities, the Alliance hired For Momentum, LLC to create a For Momentum POWER Assessment™. For Momentum will analyze critical information gained from stakeholder interviews, industry and competitor research to create strategic member engagement recommendations considering the following areas of focus:

- Priorities: Funded projects, past and ongoing
- Opportunities: Alignment of business opportunities
- Workplace: Organization structure, culture and policies
- Environment: Competitive analysis snapshot, industry trends and climate
- Readiness: Stakeholder interviews, business and marketing plans to use as building blocks

The POWER Assessment™ contains an industry scan of two B2B associations and their fundraising activities, the results of personal phone interviews conducted in March 2011 with 22 current members and 2 nonmembers and a Membership SWOT Analysis. This assessment process and evaluation led to the creation of several Member Engagement Concepts intended to re-engage Alliance members and accelerate giving strategies to a higher level.
Project Overview

Team members from The Alliance will work with For Momentum to identify and prioritize a number of directional concepts which will be shared with the general Alliance members in attendance at the April 15, 2011 meeting in Sarasota, FL.

For Momentum will present the POWER Assessment™ key findings and facilitate an interactive discussion and brainstorming session amongst participants to guide the creation of a framework for future Alliance activities.

For Momentum will integrate participant’s perspectives in determining appropriate strategies to propel the Alliance forward toward the goal of making a significant impact on the roofing industry.

**The POWER Assessment™ consists of:**

1. Industry Landscape Analysis:
   - Brief Organizational Overview
   - Types of Research or Industry-related Projects Funded (i.e., training programs, scholarships, advocacy)
   - Summary of Fundraising Efforts (i.e., endowment, events, recruitment)
   - Member Benefits (i.e., annual meetings, exclusive resources, networking)
   - USP’s - Areas of Differentiation (value adds to their industry or other unique offerings)

2. Research – Member Survey Results

3. Membership SWOT Analysis:
   - Outlines **internal** Strengths and Weaknesses and **external** Opportunities and Threats from the members perspective

4. Member Engagement Concepts:
   - Initial ideas for engaging and expanding member participation in future Alliance activities including giving strategies with the goal of making a significant impact on the roofing industry

5. Conclusions and Next Steps:
   - This section of the report summarizes project goals and next steps
Rationale

At the outset of this project, the National Roofing Contractors Association suggested we look deeply at the National Electrical Contractors Association, and their Foundation, ELECTRI International a "best in class" example. To determine a second B2B association worthy of inclusion in this industry landscape scan, we researched the ASAE (The Center for Association Leadership) website and other industry resources.

We selected PLANET Professional Landcare Network for several reasons: the organization appears to have successfully emerged in 2005 when the Associated Landscape Contractors of America (ALCA) and the Professional Lawn Care Association of America (PLCAA) joined forces. In 2010 they were a recipient of the Associations Advance America Awards (AAA) from ASAE. Plus their foundation, PLANET Academic Excellence Foundation, is very active with students and recruitment activities.

As we learned more about the Alliance position within the roofing industry and especially in light of many Alliance members’ comments during the interview process, it became evident we needed to include a third organization, The Center for Environmental Innovation in Roofing, in this Industry Landscape.

The following chart summarizes more detailed information found in pages 9 - 30 which include:

- Brief Organizational Overview
- Summary of Fundraising Efforts (i.e., endowment, events, dues)
- Summary of Member Categories, Fees or Benefits (i.e., annual meetings, exclusive resources, networking)
- Types of Research or Industry-related Projects Funded (i.e., training programs, scholarships, advocacy)
- USP - Unique Service Proposition -- Areas of Differentiation and value-adds to their industry or other unique offerings

NOTE: It is important to note that all information gathered for the Industry Landscape was found in the public domain, consisting of postings on each organization’s website. This approach is a best effort to maintain impartiality and apples-to-apples comparison. If additional information is available, particularly related to The Center, we can add it in with appropriate sourcing footnotes.
<table>
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<th>NRCA</th>
<th>Alliance</th>
<th>Center</th>
<th>NECA</th>
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<th>PLANET</th>
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<th>76 Staff</th>
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<th>$100,000 - $5,000</th>
<th>Required to join the Local Chapter Fees Based on Gross Electrical Payroll</th>
<th>$1,000,000 - $100,000 Council $50,000 - $5,000 Council Associate</th>
<th>8 Professional Association &amp; Student Categories Somewhat Based on Sales Volume</th>
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<td>$100,000 - $5,000</td>
<td>Required to join the Local Chapter Fees Based on Gross Electrical Payroll</td>
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<th>4,000 Affiliated with 97 Local, State, Regional and International Associations</th>
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<th>30 Member Companies</th>
<th>Roughly 5,000 Members Affiliated with 119 Chapters, 4 Regional Offices</th>
<th>Roughly 175 Member Companies, Individuals, and Chapters</th>
<th>4,000 Member Companies, Chapters and Associations Representing 100,000 Individuals</th>
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<th>Unified Voice of Contractors, Suppliers, and Manufacturers, plus Allied Industry Professionals (Electrical Contractors, Architects)</th>
<th>Potential to be the Unified Voice of Roofing Industry, Designers, Building Owners, Landscape Professionals</th>
<th>Focus on Member Retention at the National Level, Robust Website, Social Media</th>
<th>Successful Fundraiser Innovative Planned Giving Strategies</th>
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Industry Landscape

Key Findings

While a collaborative partner of the NRCA and recipient of Alliance funding, The Center is also an Alliance competitor. There is mission confusion amongst the three organizations.

- From The Center’s website, “regardless of where you sit in the industry, you will find value in your Center membership. The Center recognizes and champions all sectors of the high performance roofing industry, whether you are a manufacturer, a contractor, investor or design professional.”
- Overlap occurs in fundraising efforts and The Center’s inclusive approach to industry representation results in a high degree of redundancy among individuals who hold leadership positions on The Center Board of Directors, Alliance Board of Trustees and NRCA Board.
- There is confusion within the Alliance membership, the industry and likely with other audiences such as the government or general public as to the merit of this duplicitous organizational structure.

NECA and their foundation, ELECTRI, has five clear areas that guide both their fundraising and funding activities. They include Career Awareness, Productivity Enhancement, Organizational Development, New Business Sector and Technology Transfer.

- To strengthen and support different aspects of the industry, ELECTRI has established three Centers of Excellence: 1) the Research Center, 2) the Education Center, and 3) the International Center.
- They have a sophisticated approach to fundraising as evidenced in two recent industry publications, IEG Sponsorship Report and ASAE’s Association Now. NECA was able to sell out its three top-tier sponsorship packages within ten days of rolling out their new program, resulting in a major increase in revenue for three years.
- ELECTRI has an active and involved advisory group of its $100,000+ donors and an active investment advisor for planned giving strategies.

Recognized with a 2010 Associations Advance America (AAA) Award of Excellence, the Professional Landcare Network (PLANET) earned this peer-reviewed honor for improving the quality of life in America with innovative programs in education, skills training, standard setting, business/social innovation, knowledge creation, citizenship and community service. This is quite an honor for the relatively young organization which emerged on January 1, 2005, when the Associated Landscape Contractors of America (ALCA) and the Professional Lawn Care Association of America (PLCAA) joined forces to become a more encompassing network of green industry professionals.

- PLANET supports GreenCare for Troops: Serving You While You Serve Us, a program that involves local participating landscape and lawn care company volunteers who give back to soldiers’ families by caring for their lawn and landscape needs while their family member is overseas.
- PLANET offers a robust package of tools, resources and access to information for its members and consumers, including two innovative mentoring programs for members: Trailblazers and Trailblazers On Call.
- They heavily promote engaged individuals by featuring a wide variety of member testimonials throughout their promotional communications.
- Fundraising is administered through PLANT AEF and, in a down 2008 economy; they were able to maintain their previous levels of giving with new Ambassadors, money raised at the Green Industry Conference auction, and generous donations from many supporters.
National Roofing Contractors Association

Organizational Overview

NRCA is one of the construction industry's most respected trade associations and the voice and leading authority in the roofing industry for information, education, technology and advocacy.

Founded in 1886, NRCA is a nonprofit association that represents all segments of the roofing industry, including contractors; manufacturers; distributors; architects; consultants; engineers; building owners; and city, state and government agencies. NRCA's mission is to inform and assist the roofing industry, act as its principal advocate and help members in serving their customers. NRCA continually strives to enhance every aspect of the roofing industry.

NRCA has more than 4,000 members from all 50 states and 53 countries and is affiliated with 97 local, state, regional and international roofing contractor associations. NRCA contractor members range in size from companies with less than $1 million in annual sales volumes (40 percent of the current membership) to large, commercial contractors with annual sales volumes of more than $20 million. More than half perform both residential and commercial roofing work, and more than one-third have been in business for more than a quarter of a century.

NRCA is an active and progressive organization of members who share a common purpose and interests. Numerous NRCA committees and specialist teams are responsible for an ongoing development of new ideas, programs and services. NRCA strives to help roofing professionals achieve competitive advantages and develops and implements programs to improve members' businesses.

NRCA website promotes links to several related industry organizations including:

- The Roofing Industry Alliance for Progress
- National Roofing Legal Resource Center (NRLRC)
- Roof Integrated Solar Energy (RISE)
- The Center for Environmental Innovation in Roofing (The Center)
- Roofing Industry Educational Institute (RIEI)
- NRCA affiliate organizations
- Industry organizations

Leadership

- Full time staff team of 67
- Board of Directors comprised of 48 members
- Executive Committee comprised of 9 members

USP - Areas of Differentiation

1. **NRCA University**: The NRCA University provides technical programs, safety training, professional development and other educational opportunities to NRCA members, roofing professionals, manufacturers, architects, consultants, building owners, facility managers and anyone with an interest in the roofing industry.

2. **National Roofing Legal Resource Center (NRLRC)**: Established in 1979 by NRCA as a separately-funded organization, NRLRC acts as a legal advocate for U.S. roofing contractors to provide assistance in resolving legal issues such as contract language, employee relations, regulatory compliance, payment provisions, insurance coverage, and codes and standards.
Roofing Industry Alliance for Progress

Organizational Overview

In 1996, The Roofing Industry Alliance for Progress was established to create an endowment fund to serve as a highly-focused resource for the roofing industry and its customers.

The Alliance's objectives are to conduct research and educational projects that support high-quality programs for roofing contractors; ensure timely and forward-thinking industry responses to major economic and technological issues; and enhance the long-term viability and attractiveness of the industry to roofing workers. The Alliance also sponsors scholarships for undergraduate students who are employees, immediate family members of employees or immediate family members of NRCA-contractor members.

Leadership

- Full time staff team of 2
- Board of Trustees comprised of 17 members

Summary of Fundraising Efforts

The Alliance has established a permanent endowment fund to sponsor projects that support the objectives of the National Roofing Foundation (NRF) and contribute to the long-term success of the roofing industry.

Through its first 15 years of existence, the Alliance has secured more than $10 million in commitments, and has an investment policy intended to ensure the fund remains inviolate. The Alliance fund is carefully and professionally managed and invested to generate annual income and ensure the steady growth of the non-invadable endowment corpus.

The original goal of the Alliance was to have a permanent endowment fund of not less than $6 million, after allocating $1 million to initial project work. That goal has been met and the fund balance at the end of 2010 stands at about $8 million.

The leadership of the Alliance has established a new goal of having a permanent fund of not less than $12 million, to ensure that important and much-needed new programs can be funded to benefit the industry and its customers. (*FM note to Alliance: it would be helpful to better understand the implications of this new goal -- what is the timeframe, how does this affect the ability to fund projects in the short- and long-term, etc.*)

Individuals and corporations can become part of the Alliance in a number of ways. Commitments to the Alliance may be pledged over a three- to five-year period. Public recognition, in accordance with the donor’s wishes and the level of commitment, is as follows:

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<tr>
<td>Visionary Founder</td>
<td>$1,000,000</td>
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<tr>
<td>Founder</td>
<td>$500,000</td>
</tr>
<tr>
<td>Guarantor</td>
<td>$250,000</td>
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<tr>
<td>Regent</td>
<td>$100,000</td>
</tr>
<tr>
<td>Governor</td>
<td>$50,000</td>
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Supporting membership categories: (Note: While benefits for these categories differ from those of the full membership levels, we believe that being included in the Alliance member listing and supporting important Alliance projects provides a valuable opportunity for medium and smaller-sized contractors who wish to participate.)

<table>
<thead>
<tr>
<th>Membership Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Platinum</td>
<td>$25,000</td>
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<tr>
<td>Gold</td>
<td>$15,000</td>
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<tr>
<td>Silver</td>
<td>$10,000</td>
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**Funding Opportunities**

**Work force issues:** A core concern for the roofing industry — one that has been widely discussed and documented — is the likelihood it will face shortages of workers in virtually all areas of responsibility. For a variety of reasons, the most likely critical shortage is the entry-level roof mechanic. The population is aging; wage differentials are narrowing; roofing often is seen as a career of last choice; and the traditional construction industry work force has changed fundamentally.

In addition, most roofing contractors report they have difficulty finding and keeping qualified supervisors, project managers and truck drivers.

The Alliance has funded a number of crucial initiatives aimed at developing long-term solutions for this growing problem.

**Providing important information:** Like many industries, the roofing industry is undergoing unrelenting change. Business owners need to have the right information to make intelligent decisions. The Alliance believes it is crucial not only to be a good source of information, but also to commission and fund studies to develop new information to help the industry prepare for the future.

**Types of Research or Industry-related Projects Funded**

Since its inception in 1996, The Alliance has funded more than $3 million in research, educational and technical projects to help preserve a profitable and competitive industry.

Alliance members believe it is vital for the roofing industry to be on the cutting edge of research and technology so roofing work remains in the domain of roofing contractors and roofing suppliers. The Alliance looks to fund projects that help reinforce this idea. Keeping the roofing industry at the forefront of research and technology also includes continuing work with projects the Alliance currently funds. Ultimately, the Alliance looks for projects that enhance the performance of the U.S. roofing industry.

**Current projects**

Following are the studies, programs and projects that are currently in progress. Regular status reports are given to Alliance members at their yearly April and fall meetings.

**Roof reflectivity study (2005—$30,000):** NRCA’s Technical Operations Committee is working with representatives from the Chicago Roofing Contractors Association to take solar reflectivity measurements on 46 roof systems in the metropolitan Chicago area for a minimum of five years. Data are collected on an annual basis; currently, data collected through the summer of 2010 (year 3) is available.
Center for Environmental Innovation in Roofing (2007—$100,000): The Alliance approved funding to the center for the funding of research projects identified and agreed to by the center. The center commissioned Penn State's Department of Architectural Engineering to conduct a research project, "Business and Contract Strategies for Solar PV Systems in Roofing Applications." This research examined contract strategies for various types of photovoltaic systems in building integrated applications including low-slope roofing, steep-slope roofing and glazing integrated systems. The primary goals of the research were to examine the roles of roofing contractors and electrical contractors in the marketing, installation and maintenance of solar systems in these applications and identify areas of distinction between these trades. The research is complete, and a final report will be given at the April 2011 Alliance meeting.

Helping our Own (2007—funding approved on an as-need basis—$30,000 distributed): The Alliance expanded its funding initiatives to helping our own, which includes reaching out to roofing community members and helping fund projects dedicated to charitable giving. The funding mission serves to balance the programs supported by the Alliance to enable it to affect more lives in the roofing industry. Through a nomination process, the Alliance can recognize and identify the challenges associated with life-changing events and provide assistance to create sustainable solutions for individuals or families in need. To date, the Alliance has assisted two families in need.

Wall of Wind (2007—$100,000): This program funds the development of a full-scale destructive testing facility—the Wall of Wind—by the International Hurricane Research Center (IHRC) of Florida International University, which will help revolutionize the construction industry and make communities safer. This first-of-its-kind testing facility will rigorously subject residential housing, low-rise commercial buildings and building components to hurricane-force winds and rain. Such testing will lead to the development of more effective building codes, new construction technologies, innovative designs and advanced building products. The 12-fan wall-of-wind system is expected to be completed in 2011.

Melvin Kruger Endowed Scholarship Program (2007—$650,000 [$400,000 in scholarship funds have been collected since the Alliance’s inception; an additional $250,000 has been designated for the next five years]): By unanimous consent, Alliance members agreed to establish the Melvin Kruger Endowed Scholarship Program, recognizing not only a great industry leader but a person who has devoted much of his life to the cause of furthering education. The goal is to create a permanent scholarship fund of at least $2 million so that a minimum of $100,000 in scholarships can be awarded annually. Scholarships in the amount of $5,000 are awarded annually to post-secondary students from NRCA contractor and/or supplier firms.

Roofing Asphalt Fumes Research (2009—$53,700 approved for a three-year-period): This research program will clarify the results of the recently completed Asphalt Roofing Environmental Council Dermal Cancer Assay (a mouse skin-painting study) of Type IV BUR asphalt fumes. This follow-up research was proposed by the Asphalt Institute, the external Scientific Advisory Council involved in the initial study, and industry toxicologists. The proposed research is critical for the entire roofing industry so that the scientific and regulatory implications of the study just completed can be fully evaluated and understood.

RoofPoint (2010—$750,000 approved for a three-year-period): The Alliance awarded a $750,000 grant to The Center to co-sponsor the development of RoofPoint, a new guideline and rating system for the selection of roof systems that maximize energy efficiency and minimize environmental impact. The grant will provide the center critical resources to expand RoofPoint’s development and public launch. An initial pilot program began in 2010 and will continue through the first quarter of 2011. Based on the experience gained during the pilot program, a final RoofPoint program for public use will then be developed.
Completed projects

- Gallup study on worker satisfaction in the Roofing Industry (1997—$92,912)
- Roof Application Training Programs (1997—$750,000)
- Media/image communications campaign (1998—$357,733)
- National Roofing Training Institute (1998—$118,000)
- Specialty Construction Academic Consortium (1998—$20,000 for a three-year period)
- Enter Here career video (2000—$51,091)
- NRCA and Roofing Industry Educational Institute (RIEI) grants (2001—$50,000)
- Best employment practices for the roofing industry study (2002—$30,568)
- Roof longevity and replacement activity (2003—$75,000)
- Ergonomics study—industry benchmarks (2003—$60,000)
- SpecRight (2004—$110,000)
- Future trends study (2005—$75,000)
- Contractor liability insurance cost and coverage study (2005—$25,000)
- Partnership in Get Rewarded for Education and Advancement Training (GREAT) Program (2006—$25,000).
- Rebuilding Together Kickoff program (2007—$10,000)
- Penn State University (2007—$100,000)
- The Field Performance of PV Roofs: A Critical Research Opportunity—Phase One (2009—$17,000)

Member Benefits

- Contributors are recognized in NRF's annual publication of the Foundation and receive appropriate personalized recognition.
- Major investors in the Alliance for all categories except for the three supporting categories (defined as contractors who commit at least $50,000 and manufacturers or suppliers who commit at least $100,000) are accorded national public acknowledgement at NRCA's annual convention and other special events and programs. These Alliance members are invited to participate in the project task forces established to guide the Alliance's agenda, and are invited to the semi-annual meetings of the full Alliance.
- In addition, Alliance investor companies are encouraged to promote their involvement with the Alliance. Following is a sample of text Alliance members can use in their promotions:
  “XYZ Company is a proud sponsor of The Roofing Industry Alliance for Progress, the roofing industry’s initiative to enhance and strengthen the quality and standards of products and services.”

USP - Areas of Differentiation

The Alliance brings together contractors, manufacturers and suppliers for a unified voice and has a special covenant with the roofing industry. The Alliance will work to create an atmosphere to:

- Support the highest quality programs for the industry
- Ensure timely and forward-thinking industry responses to major economic and technological issues
- Initiate programs of outstanding benefit to the industry
- Enhance the long-term viability of the industry
The Center for Environmental Innovation in Roofing

Organizational Overview
With an understanding the built environment faces long-term, irreversible market trends that demand a focus on environmental stewardship, NRCA and a group of industry leaders established The Center for Environmental Innovation in Roofing (The Center).

The Center is a not-for-profit 501(c)(6) organization whose mission is to promote the development and use of environmentally responsible, high performance roof systems and technologies. Headquartered in Washington, D.C., The Center serves as a forum to draw together the entire roofing industry to the common cause of raising public awareness of the strategic value of our nation's roofs in reducing energy consumption, mitigating environmental impact and enhancing the quality of the buildings in which we live and work. The center's core purpose is to increase and disseminate the industry's collective knowledge base while advancing product innovation.

The Center endeavors to advance innovative solutions that help roofing consumers save energy, reduce the environmental effects of roofing material life cycles and promote the understanding that the spirit of collaboration between all roofing stakeholders is the critical ingredient for innovation.

Vision: The Center strives to remain the world's premier organization promoting high performance roof systems. To succeed in this goal, The Center aims to achieve the following objectives:

- Serve as an information clearinghouse for information pertaining to energy, the environment and roofing
- Coordinate and encourage objective research
- Serve as a research link between academia and industry and provide a forum for ongoing peer review of such research
- Safeguard jurisdiction to ensure new roofing products, systems and services remain within the sphere of the roofing industry
- Expand market opportunities for contractors, design consultants and manufacturers
- Perform science-based advocacy on the industry's behalf to ensure a favorable market climate for energy efficiency and renewable energy technologies
- Coordinate both US and international standards and codes
- The core functions of The Center focus on education, promotion and market opportunities in a three prong approach:
  1. Educate building designers and owners on the choices available in the high performance roof systems.
  2. Promote the integration of high performance design by honoring companies who design long lasting, energy-efficient and environmentally friendly roof systems.
  3. Identify market opportunities for the adoption and deployment of high performance roof systems in the U.S. and internationally.

Leadership
- Full time staff team of 1
- Board of Directors comprised of 14 members
- Executive Committee comprised of 4 members
Public Policy

A central component of The Center’s mission is the effort to heighten awareness and inform policy makers about the impact that buildings have on health, safety, welfare and the economy and the opportunities to design, construct and operate high performance buildings that reflect concerns for these impacts. These concerns demand multiple efforts - increasing energy efficiency, contributing to power generation when possible, assuring buildings exert a minimal influence on the environment, promoting innovative building technologies, and supporting private and public sector efforts addressing these concerns.

Summary of Fundraising Efforts

Unable to find any fundraising details in the public domain.

Types of Research or Industry-related Projects Funded

Research: The Center is the leading information source on sustainable roofing and serves as a clearinghouse for information. Through a collaborative, transparent process, The Center’s research committee members and staff maintain a comprehensive information database suited to a broad array of constituents, including building owners, design professionals, policymakers and industry stakeholders.

Research and information products are designed to help guide members’ business decisions, improve the roofing industry's policy and regulatory environment; and educate consumers on the array of environmentally friendly roofing options available.

Resources: In the resource section, you will find learning tools that help you understand not only the high performance roofing industry but also the roofing industry. Coming soon you will find a glossary of roofing terms and a learning tool that our research team is developing, “Greening of the Rooftop.” The “Greening of the Rooftop” is a ten-module presentation that provides a comprehensive overview on the green building movement and its impact on roofing.

Excellence in Design Award: The Excellence in Design award was established in 2003 by the National Roofing Contractors Association to recognize those who design long-lasting, energy-efficient, environmentally friendly roof systems according to accepted industry practices. In 2008, The Center took ownership of the Excellence in Design Award.

RoofPoint: RoofPoint is the first comprehensive roof rating system for the assessment and selection of sustainable roof systems. Organized around five primary categories of energy management, materials management, water management, durability/life-cycle management, and innovation, RoofPoint provides a comprehensive roadmap for achieving sustainable low-slope roofing systems.

The first Pilot Draft of the RoofPoint Guideline is now available. This draft provides a comprehensive roadmap for the design, selection, installation and maintenance of nonresidential roofing systems. The current draft can be used for a wide variety of roofing systems, including both low-slope as well as steep-slope systems. In addition, RoofPoint can be used with roof systems installed completely above the roof deck, roof systems installed over an attic space, structural metal roofing systems, and combinations of these systems.

During 2011, Center members are working to identify and qualify roofing projects for an inaugural pilot program. The objectives of the pilot program include the refinement of RoofPoint as an effective decision tool, developing professional expertise in the use of the
RoofPoint system, and building public awareness of the value of RoofPoint. In support of this effort, the members of The Center's Research Committee are serving as the first class of "RoofPoint Registered Professionals" who will be certified to assist building owners and managers with the application of RoofPoint. This pilot program will culminate with the public recognition of the first RoofPoint Certified Roofing Systems evaluated and qualified under the program.

At the conclusion of the pilot program, The Center will formalize the roof system certification process and make the program available to the general public. In addition, The Center will develop a certification program for "RoofPoint Registered Professionals" to support the roofing project certification process. In order to assure that the RoofPoint Guideline will evolve into an established industry standard, The Center also will begin work on developing a formal model for ongoing support of the RoofPoint Guideline, using an ANSI or similar consensus process.

**Member Benefits**

**Collective Strength:** Combining the resources of manufacturers, contractors, design professionals, academics and other stakeholders, The Center uses the strength of one collective industry voice to create economic and political support to foster the growth of the high performance roof industry.

**Focused Advocacy:** Making certain your voice is heard is one of the primary advantages of being a member. The Center is the only organization dedicated exclusively to representing the policy interests of the high performance roofing industry.

**Research:** The Center identifies critical research needs and serves as an information clearinghouse for the roofing industry. Research is commissioned to better understand, define and communicate technical challenges and opportunities important to the success of the industry.

**Critical News & Information:** Knowledge is your best asset in a fast-changing world. Through a variety of means - e-Briefings from The Center, legislative updates and action alerts - members are kept informed about the latest industry developments. Outreach and lobbying efforts provide breaking news and information to our members, giving you an edge over your competitors.

**Committee Participation:** The Center’s committees - Research, Public Policy and Communications - play a major role in shaping the policies and priorities of The Center. Committee members guide The Center’s work and strengthen the organization’s capabilities.

**Professional Recognition:** As the only organization dedicated exclusively to advancing the high performance roofing industry, The Center offers members a unique opportunity to distinguish themselves as leaders in the industry.

**Inclusive Representation:** Regardless of where you sit in the industry, you will find value in your Center membership. The Center recognizes and champions all sectors of the high performance roofing industry, whether you are a manufacturer, a contractor, investor or design professional.
USP – Areas of Differentiation

1. The narrow focus on the environmental impact of high-performance roofing and The Center’s ability to ‘own’ and bring RoofPoint to market is a compelling story. The Alliance states one of their core functions is communicating to diverse audiences, both internal and external.

2. The Center has the potential to become the unified voice of a complex group of cross-industry collaborative partners to include building owners, designers, landscape professionals, consultants, education research bodies and government agencies. All have a stake in the roofing industry; all stand to benefit from improved roofing industry practices.

According to The Center Website, they share a strong relationship with the following organizations:

**Alliance to Save Energy:** Founded in 1977, the Alliance to Save Energy is a non-profit coalition of business, government, environmental and consumer leaders. The Alliance to Save Energy supports energy efficiency as a cost-effective energy resource under existing market conditions and advocates energy-efficiency policies that minimize costs to society and individual consumers, and that lessen greenhouse gas emissions and their impact on the global climate. To carry out its mission, the Alliance to Save Energy undertakes research, educational programs, and policy advocacy, designs and implements energy-efficiency projects, promotes technology development and deployment, and builds public-private partnerships, in the U.S. and other countries.

**High Performance Buildings Congressional Caucus Coalition:** The High Performance Buildings Congressional Caucus Coalition was formed to heighten awareness and inform policymakers about the major impact buildings have on our health, safety and welfare and the opportunities to design, construct and operate high performance buildings that reflect our concern for these impacts. Fundamental to these concerns include protecting life and property, developing novel building technologies, facilitating and enhancing U.S. economic competitiveness, increasing energy efficiency in the built environment, assuring buildings have minimal climate change impacts and are able to respond to changes in the environment, and supporting the development of private sector standards, codes and guidelines that address these concerns.

**National Roofing Contractors Association:** Established in 1886, National Roofing Contractors Association (NRCA) is one of the construction industry’s oldest trade associations and the voice of professional roofing contractors worldwide. It is an association of roofing, roof deck, and waterproofing contractors; industry-related associate members, including manufacturers, distributors, architects, consultants, engineers, and city, state, and government agencies; and international members.

**The Roofing Industry Alliance for Progress:** In 1996, The Roofing Industry Alliance for Progress was established within the National Roofing Foundation (NRF)* to create an endowment fund to serve as a highly focused resource for the roofing industry and its customers.

The Alliance’s objectives are to conduct research and educational projects that support high quality programs for roofing contractors; ensure timely and forward-thinking industry responses to major economic and technological issues; and enhance the long-term viability and attractiveness of the industry to roofing workers.
U.S. Green Building Council: The U.S. Green Building Council (USGBC) is a non-profit organization committed to expanding sustainable building practices. USGBC is composed of more than 15,000 organizations from across the building industry that are working to advance structures that are environmentally responsible, profitable, and healthy places to live and work. Members includes building owners and end-users, real estate developers, facility managers, architects, designers, engineers, general contractors, subcontractors, product and building system manufacturers, government agencies, and nonprofits.

Building Envelope Industry Executives Council: The Building Envelope Industry Executives Council consists of over two dozen trade associations and manufacturers involved in some portion of the building envelope industry - walls, windows and roofs. The mission of the council is to serve an advisory role to the U.S. Department of Energy in providing input on U.S. energy policy and DOE research funding priorities.
National Electrical Contractors Association

Organizational Overview

NECA has provided over a century of service to the $130 billion electrical construction industry that brings power, light, and communication technology to buildings and communities across the United States. NECA’s national and 119 local chapters advance the industry through advocacy, education, research, and standards development.

NECA is a dynamic national organization serving the management interests of the entire electrical contracting industry. NECA is the voice of the $130 billion industry responsible for bringing electrical power, lighting, and communications to buildings and communities across the United States.

NECA represents electrical contractors from firms of all sizes performing a range of services. While most NECA contractors qualify as small businesses, many large, multinational companies are also members of the association.

NECA’s national office in Bethesda, Md., four regional offices and 119 local chapters across the country support the electrical contracting industry through advocacy, education, research, and standards development. NECA chapters are independently chartered organizations who work with national field representatives to develop effective labor agreements and market initiatives.

NECA is dedicated to enhancing the industry through innovative research, performance standards, progressive labor relations, and workforce recruiting and training. NECA offers the most comprehensive educational opportunities of any electrical association, as well as the industry’s premiere trade show and management training. NECA also publishes ELECTRICAL CONTRACTOR magazine, the industry’s top source of information on electrical construction.

Leadership

- Full time staff team of 76
- Executive Committee comprised of 17 members

USP - Areas of Differentiation

1. NECA Corporate Mentoring Program: At the 2011 annual meeting, a guest expert on Corporate Mentoring, Dr. Karl Borgstrom, will lead a discussion. Corporate Mentoring is an effective trade association practice that establishes management coaching partnerships between leaders of successful, experienced member firms (Mentors) and those companies relatively new to the business (Protégés), with the goal of improving the performance of those companies and the industry sector as a whole.

Members will have an opportunity to learn about, as well as contribute to, the development of this important program, including:

- Understanding how mentoring benefits Mentors, Protégés and the NECA.
- The important qualifications for company executives in the mentoring role.
- Strategies for effective mentoring and discussion about the challenges of implementing and sustaining the management coaching relationship.
2. **NECA Speaks Out on Electric Vehicle Opportunities:** The National Electrical Contractors Association (NECA) has issued a position statement advocating for the creation of a safe and accessible charging infrastructure to promote and support expanded use of electric vehicles nationwide. NECA’s electrical contractor members are committed to providing installations of the latest electrical vehicle supply equipment for residences and public facilities.

3. **Electrical Construction and the Environment:** NECA members have practiced environmental stewardship and conservation throughout the electrical industry’s evolution. They see the move towards sustainable construction, alternative energies, and building “green” as an important next step in the process. “Green” projects do a great job of giving back to the communities where they are located – the same communities where NECA contractors live and work.

   Buildings today are defined by their electrical and mechanical systems as much as by their design and materials. To the user, a building’s "environment" is shaped by lighting, climate control and communication networks. The heart and brain of a building are its internal systems. This is why NECA contractors have explored new ways to make these systems as sustainable as possible, and why NECA offers our contractors the tools and resources they need to integrate sustainable construction practices into their current operations.
Organization Overview

ELECTRI International: The Foundation promotes and advances the ability of electrical contractors to meet the demands of today and the challenges of the future. The Foundation is a national organization through which leaders of NECA and other segments of the electrical contracting industry work together to fund, conduct, and coordinate the industry's most critical research and education programs. The ELECTRI Council of the Foundation, made up of major contributors, directs its fund-raising and project development mission.

ELECTRI International's mission is to strengthen the fabric of the electrical industry through the development of information which will positively affect the future of the electrical industry and its service to the public.

ELECTRI International, The Foundation for Electrical Construction Inc. has a clear focus. It funds, conducts, coordinates, and monitors the industry's most critical research and commissions and delivers to the industry exemplary management education and supervisory training programs.

ELECTRI International was established in 1989 by the National Electrical Contractors Association, the voice of the $100 billion industry responsible for lighting, power, and communication systems in buildings and communities across the United States. In partnership with NECA, ELECTRI International works to help electrical contractors meet today's demands and tomorrow's challenges.

Major contributors to ELECTRI International receive a permanent appointment to the ELECTRI Council. This premiere group of individuals, companies, and industry organizations has united to support the electrical contracting industry through the Foundation's Research Center, Education Center, and International Center.

ELECTRI Council members analyze industry trends and issues, review project proposals submitted by the finest universities and research institutes, recommend major initiatives for project funding, and serve on appropriate blue-ribbon Task Forces to guide each commissioned project from start to finish. The Task Force members' insight and experience help make certain that the initiatives funded are of the highest quality and that the results are made available to every member of the electrical contracting industry.

The success of ELECTRI International is well-established and well-deserved. To date, more than $20 million has been contributed to the Foundation. ELECTRI International has funded a total of 97 research projects. Of this, 56 are complete and available and 41 are in progress. ELECTRI International's educational agenda includes transforming research results into meaningful, useful, contractor-speak educational programs and awarding annual scholarships for education presentations at the NECA Chapter level.

On the international scene, the Foundation conducts seminars, briefings, and studies on cross-border relationships to encourage business and cultural exchanges among contractors throughout North America.

ELECTRI International is proud to serve as the pro-active research and educational resource for the electrical contracting industry.

Leadership

- Full time staff team of 3 currently, but 4 is the ideal.
- Board of Trustees comprised of 25 members
Summary of Fundraising Efforts

ELECTRI is funded by ELECTRI donors to the endowment, ELECTRI Council, Associates, Chapters and other Partners.

There are many ways individuals and industry partner corporations can become part of this endeavor. Investment commitments to any of ELECTRI International’s three Centers (Research, Education and International) may be pledged over a five-year period. Major endowment investors who commit at least $100,000 receive permanent, public recognition as a member of the Foundation’s ELECTRI Council as follows:

<table>
<thead>
<tr>
<th>ELECTRI Council</th>
<th>ELECTRI Council Associates</th>
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<tr>
<td>$1,000,000</td>
<td>$50,000</td>
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<tr>
<td>President's Counsel</td>
<td>Counselor</td>
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<tr>
<td>$500,000</td>
<td>$25,000</td>
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<tr>
<td>Program Guarantor</td>
<td>Patron</td>
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<td>$450,000</td>
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<tr>
<td>Ambassador</td>
<td>Sponsor</td>
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<tr>
<td>$350,000</td>
<td>$5,000</td>
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<tr>
<td>Diplomat</td>
<td>Benefactor</td>
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| $250,000                 | Association have the opportunity, at the Chapter and regional level, to work with the Foundation in setting its research and education agenda. Program recommendations from Associates are taken into consideration by the ELECTRI Council.

Individuals who make an irrevocable commitment to the Foundation via a planned gift with a minimum face value of $250,000 are recognized as Founders of the ELECTRI Council.

Funding Opportunities

ELECTRI International is interested in receiving project proposals dealing with the following five areas of interest:

- **Career Awareness**: A shortage of competent personnel will exist in the entire construction industry in the decades to come. Efforts are needed to make individuals aware of the career opportunities in the electrical industry. The Foundation is interested in proposals that will increase career awareness, identify successful career patterns, and develop career advancement strategies for individuals entering and presently in the industry.

- **Productivity Enhancement**: One serious issue facing the electrical contracting industry is that of empowering a trade-oriented management team to function optimally in a sophisticated and rapidly changing business environment. The Foundation is interested in proposals to improve managerial skills and encourage a more efficient workforce.

- **Organizational Development**: The key to effective job management requires the most efficient methods of directing the whole business organization. The structure and practices of any organization are critical to its success in a competitive marketplace. Hence, the Foundation is interested in proposals to help the electrical contractor recognize and practice the most efficient means of management.
Industry Landscape

- **New Business Sector:** Emerging business sectors provide a special challenge for the industry. Electrical contractors need a constant source of market information, research, and education on new directions and opportunities. This is especially pertinent to the rapid development of voice-data-video and information connectivity sectors.

- **Technology Transfer:** Technology transfer is viewed as those skills necessary to recognize and apply new methods of installation and product application within an expanding body of technology. The Foundation is interested in supporting projects that encourage technology transfer from producer to user.

To strengthen and support different aspects of the industry, ELECTRI International has established three Centers for Excellence.

- **The Research Center:** commissions industry-specific, contractor-relevant, current research from universities and research institutes across the country.

- **The Education Center:** provides funding to transform sponsored research into concrete learning programs for NECA contractors and their management personnel.

- **The International Center:** enriches the networking connection between NECA Chapters in the US and other countries through the exchange of ideas, technologies and best practices. Together, these three Centers help shape the future of the electrical contracting industry.

**Types of Research or Industry-related Projects Funded**

**Projects Completed 2007–2008**

- Emerging Green Markets (*David Riley, Ph.D., Pennsylvania State University*)
- Human Resources Management for Electrical Contractors (*John Schaufelberger, Ph.D., University of Washington*)
- The Progress of Wind Generation Systems (*Clark Pace, Ph.D., University of Washington*)
- Job Stress in Electrical Construction Supervisors (*Terry Stentz, Ph.D., University of Nebraska- Lincoln*)
- Best Safety Practices (*Clark Pace, Ph.D., University of Washington*)
- Guide for Entering the IBS Market (*Thomas Glavinich, D.E., P.E., University of Kansas*)
- Project Labor Agreements (*Dale Belman, Ph.D., Michigan State University; Matthew Bodah, Ph.D., University of Rhode Island; and Peter Phillips, Ph.D., University of Utah*)
- Single vs. Multiple Prime Contracting (*Eddy Rojas, Ph.D., University of Washington*)

**Research Center Projects Launched in January 2008**

- Achieving Performance Improvement through an Effective Project Management Strategy (*Cindy Menches, Ph.D., P.E. University of Texas*)
- Implementing the Lessons Learned from the Florida Initiative and other Small Works Agreements: Unexpected Challenges and Needed Solutions (*Ross Koppel, Ph.D., University of Pennsylvania*)
- Role of Electrical Contractors on LEED Projects with Focus on Commissioning and Innovation and Design Credits (*Matt Syal, Ph.D., Michigan State University*)
- Local Apprenticeship Program Best Practices (*Thomas Glavinich, D.E., P.E., University of Kansas*)
- Effectively Recruiting and Retaining the Supervisory Workforce of Electrical Contractors (*Eddy Rojas, Ph.D., University of Washington*)
- ELECTRI Knowledge Network Implementation (*John Messner, Ph.D., Pennsylvania State University*)
Industry Landscape

Education Center

- Wendt Scholarship Awards (16 recipients in 2007)
- Mechanical-Electrical Construction Faculty Boot Camp (*familiarizing university construction management faculty with the electrical construction industry, March 31-April 2, 2008, Auburn University, Auburn, Alabama*)
- Development of academic textbook series: Construction Firm Management; Construction Project Management; Construction Productivity

International Center

- Cross-Border Meeting San Salvador, El Salvador (*February 27–29, 2008*)

Member Benefits

- Members of the ELECTRI Council receive periodic reports describing the Foundation's progress and endowment growth.
- They have opportunities to suggest additional programs and projects for the Foundation agenda and are invited to participate in the project Task Forces established to guide the Foundation's agenda.
- The ELECTRI Council is accorded national public acknowledgement at NECA's annual meeting and other special events.
- All members of the Council and the Associates are recognized in an annual publication of the Foundation.
- ELECTRI International offers exclusively-named project funding for activities initiated through its Education Center.
- Investors in the Education Center are involved in the specific educational project for which the grant is made. Corporations, other organizations, and individuals who provide project grant support through the Education Center are also recognized publicly for their involvement with and support of the industry.

USP - Areas of Differentiation

1. Legacy Initiative: Recognizing that transition, retirement, and estate planning are key financial factors that every electrical contractor must address, Dick and Darlene McBride made a $250,000 commitment to establish the Legacy Initiative -- a concentrated effort to help educate contractors about the variety of ways that they can structure their estate plan to maximize income and, at the same time, give back to the industry that has been such an important part of their lives and their success.

2. Talent Initiative: Working together on the Talent Initiative, NECA, NECA Chapters, ELECTRI International and educational institutions across the country can concentrate on attracting the “best and brightest” construction management interns and graduates to electrical construction. The components of the Talent Initiative include:
   - establishing and nurturing successful, productive NECA Student Chapters
   - offering scholarships for construction management students
   - providing “congratulatory awards” to each student who completes a successful internship with an electrical construction company
   - conducting an annual national competition for construction management student teams
   - curriculum development and field trips for CM students
   - offering Mechanical/Electrical Construction Boot Camps dedicated to teaching university construction management faculty about electrical construction
   - developing a textbook series for university faculty and students based on ELECTRI International research projects with the following topics: Construction Productivity, Construction Project Management, and Construction Firm Management
Professional Landcare Network: PLANET

Organizational Overview

The Professional Landcare Network (PLANET) is an international association serving lawn care professionals, landscape management, design/build/installation professionals, and interior plantscapers. PLANET provides its members with a good business foundation to help them evaluate, plan, and better manage their companies. Member firms have direct access to marketing tools, industry-specific business publications, updates on legislative issues, and networking opportunities that can assist them in becoming more profitable.

PLANET also has a strong certification program. Becoming "Landscape Industry Certified" through PLANET provides a sense of accomplishment, increased respect and recognition from industry peers, and perhaps most important, a way to demonstrate your skills and knowledge to your customers. Now with more than 7,000 certifications awarded and hundreds of testing sites across the nation, the program is increasing in prestige, popularity, and accessibility every year.

PLANET offers several certification programs, including:

- Landscape Industry Certified Manager
- Landscape Industry Certified Technician — Interior or Exterior
- Landscape Industry Certified Horticultural Technician
- Landscape Industry Certified Lawn Care Manager
- Landscape Industry Certified Lawn Care Technician

PLANET emerged on January 1, 2005, when the Associated Landscape Contractors of America (ALCA) and the Professional Lawn Care Association of America (PLCAA) joined forces to become a more encompassing network of green industry professionals.

Mission: The Professional Landcare Network cultivates and safeguards opportunities for our members — the dedicated professionals and companies who create and enhance the world’s landscapes.

Vision: To be the respected leader and voice of the green industry.

The PLANET Promise

PLANET’s strategic direction addresses five critical goals that will advance our association and industry as our nation’s environmental stewards.

To its members — those who create and maintain the QUALITY OF LIFE in communities across America — PLANET pledges to:

1. Deliver unparalleled value to PLANET members.
2. Grow the green industry workforce.
3. Expand PLANET’s position as the partner of choice.
5. Influence through proactive advocacy.
Industry Analysis

PLANET Leadership
- Full time staff team of 25
- Board of Directors comprised of 14 members

AEF Leadership
- Part-time staff team of 2 (shared responsibilities with PLANET and AEF). VP of Finance & Administration handles financial aspects of AEF and the Certification Coordinator handles all the projects.
- Board of Directors comprised of 14 members

Summary of Fundraising Efforts
- Conferences, Meetings and Events
- Membership Dues
- Publications
- Corporate Safety
- Certification
- Investment Income
- Green Industry Conference
- Student Career Days
- Publications
- Advertising
- Executive Forum
- Environmental Awards

Types of Research or Industry-related Projects Funded
No research projects appear to be funded. The Foundation funds academic assistance to promising students, hoping to pursue an education and future in the green industry. Over $500,000 has been awarded to 500 students since 1988.

Member Benefits
Joining the nearly 4,000 member companies of PLANET will be one of the most important and rewarding business decisions you will make for your company. Plain and simple: PLANET is here to help you build your business and make your company — and the green industry — more successful

- **Education & Networking:** PLANET hosts a comprehensive schedule of educational and networking events all year long — ranging from large, multi-day educational conferences, like our Green Industry Conference, to smaller symposia, to hour-long webinars.
- **Industry News & Information:** One of the most important functions of PLANET is to disseminate quality information to our members. We accomplish this through a variety of magazines, e-newsletters, web sites, our PLANET bookstore, and our safety programs.
- **Professional Development & Mentoring:** PLANET members tell us that the professional development opportunities and mentoring programs are among the best benefits of being a part of our association.
- **Government Affairs & Industry Development:** PLANET is truly "the voice of the green industry." The association advocates on the federal, state and local level to promote policies that will ensure a healthy, fair business market for green industry companies. The association also considers industry development among it's highest priorities; by developing and promoting opportunities for rising green industry stars, PLANET is ensuring a bright future for our industry.
## Industry Analysis

- **Cost Savings:** Plain and simple: PLANET saves our members money. Through various exclusive affinity and business opportunities, discount programs, etc.

### Membership Categories

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td><strong>Green Industry Service Provider</strong></td>
<td>A firm/company actively engaged in lawn care, interior plantscaping, installation/ design/build, or landscape management</td>
</tr>
<tr>
<td><strong>Green Industry Supplier</strong></td>
<td>An individual or firm supplying products/services used in landscaping and lawn care (i.e., nurseries, landscape architects, consultants, hard goods suppliers, etc.)</td>
</tr>
<tr>
<td><strong>State/Regional Associations</strong></td>
<td>Any state, provincial, or regional association representing green industry service providers.</td>
</tr>
<tr>
<td><strong>Affiliate Member</strong></td>
<td>An individual or firm with a connection to the green industry but not providing services or products, such as educators, publishers, general contractors. Also includes grounds managers for parks, nonprofits, and in-house teams.</td>
</tr>
<tr>
<td><strong>Student Chapter</strong></td>
<td>Any school with a two-year or four-year program in the horticulture field may form a student chapter. Each chapter includes a faculty advisor, who is an affiliate member.</td>
</tr>
<tr>
<td><strong>Student Member</strong></td>
<td>Full-time student currently enrolled in a two-year or four-year program and majoring in a related field of study.</td>
</tr>
<tr>
<td><strong>Dealer Membership</strong></td>
<td>A dealer is any individual or firm selling, but not producing, to an ultimate end-user a product or equipment for use in the green and outdoor industries.</td>
</tr>
<tr>
<td><strong>Franchisee</strong></td>
<td>Franchisees who are current PLANET members and can account for at least 50% of their annual sales revenue from the franchise operation.</td>
</tr>
</tbody>
</table>
USP - Areas of Differentiation

1. Volunteer-Driven Events: Every year, PLANET hosts several events that are market specific, community oriented, student faceted, and inclusive of the entire green industry. All events are created by our volunteer member committees and constantly refined through member feedback.

2. One-on-One Mentoring Programs: Trailblazers and Trailblazers On Call

3. Strong Leadership: Team Planet defines their forward-thinking organizational structure. TEAM PLANET — these two words define the essence of the new PLANET governance — that all PLANET members and staff members work together to achieve the goals of the PLANET Promise to deliver value to our association and the industry, grow the green industry workforce, expand our position as partner of choice, advance marketplace recognition, and influence through proactive advocacy.

The new governance redefines PLANET as a "flat organization" with everyone having an equal say and an equal vote — from membership to the staff, the management team, and the board. It levels the playing field and charges the PLANET board to be more strategically oriented, spending more of its time addressing "bigger" issues that will have a long-term impact on our members and the industry.
Industry Analysis

4. **Position Statements and Advocacy**: Each July PLANET holds its Legislative Day on the Hill event. Prior to this event, the Government Affairs Committee determines the national issues that are the most important to the industry and our members. We conduct briefings on the issues for Legislative Day attendees and help them set up appointments with their legislators to discuss the issues. Many times the issues are ongoing but are updated with new developments and a list of any bills that support our position. Following are the issues papers used for this year's event:

**2010 Legislative Day on the Hill Position Topics:**

- Clean Water Act Regulation
- H-2B Relief and Immigration Reform
- Immigration Reform Principles
- Lyme and Tick-Borne Diseases Prevention, Education, and Research Act of 2009
- Pesticide Regulation
- The Small Business Environmental Stewardship Assistance Act

**Other PLANET Position Topics:**

- Application of Lawn Care Materials Around Wells, Streams, and Ponds
- Comprehensive Immigration Labor Reform
- Environmental Importance of Turf
- Leaf Blowers
- Pesticide Use on Lawns & Landscapes and the Precautionary Principal
- Pre-notification and Posting
- Turfgrass Biotechnology
- Use of Written Contracts in the Lawn Care Industry
- Water Stewardship
- Worker Protection Issues

5. **Industry-wide Initiatives**

**WaterSense**: WaterSense is a voluntary public-private partnership program sponsored by the U.S. Environmental Protection Agency. Its mission is to protect the future of our nation's water supply by promoting and enhancing the market for water-efficient products and services. The WaterSense brand is a symbol that represents the importance of water efficiency in the United States. With the help of partners, WaterSense encourages water-efficient behaviors and the purchase of quality products that use less water. WaterSense partners are making water efficiency commonplace across the country. Through their efforts, American consumers can count on high-quality products and programs that help lower water bills and save water for future generations.

**Project EverGreen**: PLANET supports Project EverGreen and is working with them on a number of projects:
6. **GreenCare for Troops: Serving You While You Serve Us:** GreenCare for Troops gives back to soldiers’ families for their commitment to safeguarding the U.S. and the world through active service in the Middle East. Local participating landscape and lawn care company volunteers take care of these deserving families’ lawn and landscape needs while their family member is overseas. Our hope is that many PLANET members will participate in this rewarding program. Volunteer companies will manage the program themselves and will help a maximum of 10 families each. All volunteer companies will receive a Mission Kit from Project EverGreen so that they can successfully run the program and solicit publicity for their efforts.

**Green Plants for Green Buildings:** Green Plants for Green Buildings is committed to informing decision makers about the significant environmental, psychological, health and productivity benefits inherent with including plants in our indoor environment. Green Plants for Green Buildings is an international initiative, disseminating knowledge of the benefits of plants in a built environment.

**Industry Tools:**

**H-2B Toolkit** – The H-2B working visa is a nonimmigrant visa that allows foreign nationals to enter the United States temporarily and engage in nonagricultural employment that is seasonal, intermittent, a peak load need, or a one-time occurrence. PLANET has provided a toolkit that includes resources and templates to educate PLANET members and provide them with the information they need to help speak to Congress and help educate them on this important industry issue.

**Lawn and Landscape Issues Communication Toolkit** – This toolkit offers numerous resources, samples, and tips in one spot so you can grab what you need and help reporters write accurate stories, consumers make informed choices, and lawmakers pass balanced legislation — in effect, spread the positive, factual benefits about the establishment and maintenance of green spaces that you provide throughout the nation today. The Lawn and Landscape Issues Communication Toolkit is always under development. PLANET’s staff, Government Affairs Committee, and Public Relations Committee will be adding to and changing this toolkit frequently to bring you the latest information and resources.

7. **Marketing: Use of Member Testimonials - in their own words...**

> "With so many service providers to choose from, informed customers (and they're the ones we all want to nurture) should be looking for the professional, the company that can stand behind its work with experienced, trained employees. ... That's where PLANET comes in, with its many resources, and yes, with its newly branded certification program—Landscape Industry Certified." — **Bill Hildebolt, Ph.D., Landscape Industry Certified Manager & Technician, PLANET President** (Source: PLANET News, February 2010)
8. **OSHA Alliance**: PLANET proudly announces their alliance with the Occupational Safety and Health Administration (OSHA), furthering its efforts to connect green industry businesses with valuable resources for the promotion of safety throughout the industry.

The PLANET and OSHA Alliance will focus on providing large and small landscape services industry employers with information, guidance, and access to training resources to help them protect the safety and health of their employees, including youth and low-literacy level and non-English speaking workers.

In particular, the Alliance will focus on reducing and preventing exposure to manual material handling and slip, trip, and fall hazards, and on addressing motor vehicle safety issues.

**Quick Cards:**
1. *Gasoline Powered Cut-Off Machines* in English and Spanish
2. *Personal Protective Equipment for Mixing Chemicals in Lawn Care* in English and Spanish
3. *Using Small Equipment Safely in Landscaping* in English and Spanish
4. *Interior Plantscaping Ladder Safety* in English (Spanish version will be released at a later date)

**Safety Tip Sheets:**
1. *Slip and Trip Injuries* in English and Spanish
2. *Lifting Injuries* in English and Spanish
3. *Defensive driving* in English and Spanish
4. *Reducing the risk of amputations* in English and Spanish
Research Interviews
Overview

A significant goal of this project was to speak with Alliance members and non-members to obtain their opinions and personal feedback about the Alliance. We asked interview participants to share their experience throughout their history of involvement with the organization and express their views from the past through present day. When assessing the information shared in the interviews, the objective is to create member engagement strategies which reflect the perspectives expressed throughout the Alliance interviews.

Methodology

For Momentum conducted 22 member, and 2 non-member, phone interviews. On average each interview was 30 minutes in length. We acted as objective participants encouraging interview candidates to share their thoughts and opinions freely and without concern of judgment. The option to remain anonymous was offered to all individuals interviewed. We spoke with 22 members representing the varied segments of the roofing industry*:

- Contractors – 14 (58%)
- Manufacturers- 7 (29%)
- Distributors – 4 (17%)
- Allied Industry – 1 (4%)

*Three of the companies included represent two industries each which is why the percentages exceed 100% and the total is greater than 24.

Member Interview Questions

1. Tell us a little about your company? Your role, size of company, area of focus?
   Is the company a:
   - Contractor
   - Manufacturer
   - Supplier
   - Distributor
   - Other

2. How long have you involved with the NRCA?

3. How long have you been an Alliance member?

4. Why did you/your company join the Alliance?

5. In your words, what is the purpose of the Alliance?

6. Can you describe the objectives of the Alliance? Do you feel the Alliance is meeting its objectives? If no, why? If yes, how?

7. Do you have any suggestions or ideas for the Alliance that would make your membership more valuable?

8. What types of member activities would you like to see the Alliance adopt? Are there activities you would like to see discontinued?

9. Let’s talk a bit about the projects the Alliance financially supports. What project, if any, stands out to you?

10. What type of projects should the Alliance fund in the future? Is there a specific organization/cause you would like the Alliance to fund?

11. Do you plan to be active with the Alliance?

12. Your comments will be included as a part of a final report. Is it ok to include your name or would you like to remain anonymous?

13. Do you have any additional comments?
Alliance Members Interviewed

1. Victor Anthony, GAF Materials Corporation
2. Brad Beldon, Beldon Roofing Company
3. Dick Bus, ATAS International Inc.
4. Geoff Craft, Roofing Supply Group
5. Reed Gooding, GSM Roofing
6. Bill Hamlin, The Hamlin Company
7. Rob Kornahrens, Advanced Roofing Inc.
8. Steve Kruger, L.E. Schwartz & Sons
9. Rhonda Lohmar, CNA
11. Jamie McAdam, F.J. Dahill Company
12. Bruce McCrory, Kiker Corporation
14. Tim Rainey, Supreme Roofing
15. Robert Therrien, Melanson Company Inc.
16. Derek Thomas, Thomas Roofing
17. Mike Vall, Firestone Building Products Company, LLC
18. Gary Wolfe, Wolfe Roofing

Plus 4 Anonymous Members

Non-Members Interviewed

We interviewed two non-members and changed the questions slightly to ascertain why they declined becoming an Alliance member.

1. Bennett Judson, Executive Director, The Roofing Industry Alliance for Progress
2. Anonymous
Key Findings

Objectives of the Alliance:
- Yes, they are being met, 32% (6 = 3C, 1M, 1CD, 1O)
- Partially being met, 47% (9 = 6C, 2D, 1CD)
- No, they are not being met, 21% (4 = 3M, 1CM)
- Comments: Need a fulltime opinion leader as Executive Director (like NRCA and The Center) (2 = 1C, 1CM); not enough PR or promotion beyond members (2 = 1C, 1M)

Suggestions to make membership more valuable:
- Improve communication between meetings (4 = 2C, 2D)
- Less expensive hotels for meetings (3 = 2C, 1M)
- Address generational issues (2 = 1C, 1D)
- Frequency of meetings reduced (3 times too many), more communications with Webinars & conference calls (more cost effective) (2C)
- More networking and opportunities to work with industry peers (2 = 1C, 1M)
- Other – meeting-related: piggyback Alliance meeting onto NRCA meeting (1C), and pick central location (1C)
- Other – general: financial commitment too high (1C), make Alliance part of NRCA (1M), Alliance should not replicate what NRCA does (1D), engage advocacy efforts in DC (1C), and items voted on too quickly (1D)

Member activities to adopt or discontinue:
- The meeting has a good work/social balance (4 = 1C, 1D, 1CD, 1CM)
- Too much golf (3 = 1C, 1M, 1D)
- Golf at end of meeting is preferred (2 = 1M, 1CD)
- Pre-meeting conference calls to make better use of face-to-face time (3 = 2C, 1D)
- Make April meeting less social (3 = 2M, 1D)
- Other: Mid-week meeting (1M), Tie activities together (NRCA, The Center, Solar) (1C)

Current projects that stand out:
- Wall of Wind (5 = 2C, 1M, 1CD, 1O)
- The Center (6 = 3C, 2M, 1D)
- MVP (4 = 1C, 1M, 1D, 1CM)
- RoofPoint (4 = 2M, 1CM, 1O)
- Scholarships (4 = 2C, 1M, 1D); Kruger Scholarship (1CM)
- Penn State Solar & Green (5 = 2D, 1C, 1CM, 1O)
- Ergonomic Studies (3 = 2C, 1D)
- None (3 = 2C, 1M)
- Helping Our Own (2C)
- Other: NRCA (1C), OSHA Projects (1M), 25-year Roofing Industry Projections (1C), Education Videos (1C), Lifecycle Analysis (1M), Gallup Survey (1C), Future Study (1C), Body of Works (1C), Changing Tax Code (1M)

Future projects the Alliance should fund:

Workforce-related projects:
- Training (3 = 2C, 1D)
- Schooling/Accreditation (3C)
- Attract people to the roofing industry (2C)
- Other: Scholarship promotion (1D), Workforce variances between Hispanic, African American and Caucasian employees (1C), Healthcare (1C), OSHA (1C), MVP (1M)
Industry-related projects:
- RoofPoint (3 = 1C, 2M)
- Alternative Energy and Sustainability (3 = 1C, 1D, 1M)
- Building Codes (2 = 1C, 1M)
- The Center (2 = 1C, 1M)
- Industry-wide market statistics (ARMA, SPRI, BURSI) (2M)
- Other: Solar (1D), Promote high-end performance vs. warranties (1M), Legislation (1M), Roofing CRM (1C), Reduce spend on Alliance admin (1M)

Future plans to be active with the Alliance:
- Yes 75% (15 = 6C, 3M, 2D, 1O, 2CD, 1CM)
- Partially Active 20% (4 = 3C, 1M)
- Undecided 5% (1M)

Legend: C = Contractor, M = Manufacturer, D = Distributor, O = Other

Conclusions
The Alliance has many loyal and long-term members that care a great deal about the roofing industry and the organization. The roofing industry is a critical part of the economy, as said by a wise Alliance member “everyone needs a roof.” However, continued fund raising needs to be addressed, the current membership base needs to be re-energized and strategies need to be set to attract the representation of the younger, up and coming generation of roofing contractors.

Plus, it is widely felt that the Alliance needs to make some decisions to position the organization to stand out as an industry leader and demonstrate greater impact on the roofing industry. Considerations include:
- Assess current financial structure in light of the Alliance’s stated objectives
- Add fund raising strategies and annual components
- Review current lack of membership terms, revisit member benefits including structure of bi-annual meetings and stagnant benefits
- Address endowment rules tied to corpus spending which prevent the Alliance from having the flexibility to impact the industry with large-scale effect as issues surface
- Need to stay ahead of governmental changes being made to codes, labor issues, regulations, etc.
- Identify ways Alliance can bring significant value to members, roofing industry, other trades and the general public
- Leverage modern communication vehicles to increase frequency and effectiveness of Alliance member communication
- Determine appropriate role for Alliance and Center as collaborators and competitors
- Need to position The Center as leader, among roofing contractors, electricians and landscapers, in ‘greening’ efforts in roofing systems
- Generate greater awareness and better public opinion of the roofing industry as a career choice
SWOT Analysis

Member Engagement Concepts

Next Steps Summary

The Roofing Industry ALLIANCE for Progress
Overview
The interview results were analyzed and participant feedback was utilized to build a membership SWOT Analysis to identify organizational:

Strengths – internal characteristics
Weaknesses – internal characteristics
Opportunities – external characteristics
Threats – external characteristics

Note: SWOT items are lettered for discussion/navigation purposes and do not indicate priority.

Strengths
A. The Alliance provides a welcome forum and opportunity for open communication between industry segments:
   a. Manufacturers
   b. Suppliers
   c. Distributors
   d. Contractors
B. Past efforts by the Alliance to improve perception of roofing contractors has been positive
C. Alliance’s investments in nearly 25 projects since inception, including key projects:
   a. The Center
   b. Scholarship programs
   c. Penn State University project
   d. Wall of Wind
D. Bi-annual meetings provide opportunity to get members face-to-face
E. Level of multi-generational member participation
F. Despite any perceived shortcomings, the Alliance has a loyal and committed member base
G. Recent change to new meeting structure with work sessions at front end and social activities at back end is viewed as a positive
H. Members want to be involved participants in where roofing industry is headed
I. Members want to see Alliance succeed
J. Alliance provides opportunity to build stronger and new relationships within the varying segments of the industry
K. The Alliance is an important financial player in The Center’s ability to achieve their goals
L. MVP Awards differentiate Alliance as only organization in the industry to recognize roofing workers
M. Scholarship programs support industry growth
Weaknesses

A. Alliance currently does not have enough of a voice or credibility within industry, government or other trade associations

B. Lack of clear differentiation in the messages of the Alliance, The Center and NRCA to make the objectives and accomplishments of Alliance stand out

C. Significant confusion among internal audiences about the differences between the work of the Alliance, The Center and NRCA

D. No common understanding or clarity of projects completed/supported by Alliance

E. For some members the connection of how the Alliance benefits their business is not clear

F. Getting consensus from Alliance members and/or Board on the best way to spend Alliance dollars is not easy and somewhat political

G. Some members feel the Alliance is falling short of meeting member expectations

H. Corpus will last a long time but is not generating enough money to make a significant impact on the industry or give Alliance real freedom to fund a “Big Wow” project

I. Corpus was built with funds raised during initial peer-to-peer outreach upon creation of Alliance but significant fund raising has not occurred since that time due to lack of response from potential prospects

J. Awards and assistance programs do not drive meaningful industry impacts

K. Membership has no term, some members are unaware of this fact

L. Not enough engaged younger Alliance members

M. Lack of direction and follow up for individuals interested in volunteering

N. No continued fundraising is seen as a weakness on two fronts: activities could provide an increase in annual funds plus be used as the means to get members more involved

O. Only options to participate include a significant financial contribution – $50K & up (FM NOTE: this was recently amended in October, 2010 to include three lower levels of financial commitment but members didn’t seem to be aware of this.)

P. Lack of efforts targeting new members to become active participants

Q. Organization needs a key opinion leader and visionary to provide sustained direction and leadership (paid staff)

R. Only lodging one option provided for Alliance meetings

S. Image improvement has not occurred within potential industry workforce

T. Perceived image of roofing contractors has not been positively impacted (general public)

U. Ineffective communication tactics exist within the Alliance membership

V. Funding of projects is based on amount of money generated by return on endowment investment which makes committing to high-dollar, long-term projects difficult

W. Focus on certain industry issues is too narrow (example: "low slope" v. "steep slope")
SWOT Analysis

Opportunities

A. Reevaluate Alliance mission statement and compare mission statements of Alliance and The Center to create appropriate place in the industry

B. Establish up-to-date roofing industry-focused training programs that could be offered in vocational schools, on-line and via other venues

C. Alliance could compile and disseminate industry data to create easy to read accessible, comprehensive, up-to-the-minute industry statistics and become the valued industry resource for this type of information

D. Allow additional levels of monetary participation/member fees to join the Alliance with tiered member benefits

E. To impact recruitment, educate the younger generation as to the purpose and importance of Alliance and provide participation options better suited to their life-stage needs

F. A campaign focused on the promoting the importance of roofing contractors/roofing industry to all

G. Support funding of OSHA-related projects (as roofing is hard on the body) to show the Alliance is deeply concerned about the health and safety of its workers

H. Existence of new technologies opens doors to new, efficient and effective member communication and interaction options

I. Invite “green” professionals to Alliance meetings and explore ways to collaborate

J. Protecting the corpus, augmenting it with new fundraising and then letting it grow over time so that one day it will be big enough to do something that is an industry “game changer”

K. Potential new government regulations could result in required upgrades/changes to existing roofs thus creating new business

L. Set short-term goals that address issues (codes, regulations, workforce) which can build and feed into longer-term Alliance strategic objectives

M. The Center is a potential partner for projects that significantly impact the roofing industry - better differentiation and clarity among roles and goals is of utmost importance

N. Evaluate pros/cons of combining The Center and Alliance into one much stronger organization

O. Activities can be programmatic in nature and provide a new source of funds. For example, PLANET demonstrates this with their successful Landscape Industry certification program
**Threats**

A. The Alliance was conceived by the previous generation of industry players, today’s second and third generation business owners have different work/life balance needs, value systems and approaches to business

B. Aging work force requires a plan to attract younger workers

C. The perception is that the overall public perception of roofing contractors continues to be negative

D. Marketplace of industry-related associations and activity is growing, thereby creating the need for members and potential member to make choices about which organizations to fund

E. Other comparable associations in marketplace show more value to their members (i.e., The Center, SPRI)

F. Uncertain economy continues to impact the construction industry

G. Partisanship within industry tends to divide constituencies

H. Developments in solar, wind, and ‘green’ technologies are perceived as responsibilities of The Center

I. Pending changes to government regulations could eliminate existing roofing materials and techniques

J. Issues, such as e-verify related to obtaining government contracts, makes successful commercial sales more difficult

K. Legalizing work-force and immigration regulations will impact availability of labor within industry

L. The Center is a competitor for the same funding dollars and member base

M. The Center dilutes the message of the Alliance and is positioning itself as the roofing industry leader and industry ‘game changer’ therefore diminishing the need for that portion of Alliance support

N. Blurring between missions of Alliance and The Center
Overview
A main objective of this project, and the primary goal of the industry interviews and research, was to lead to the creation of thoughtful and strategic ideas for future directional member engagement and fundraising concepts for the Alliance. As previously stated, due to a number of internal and external factors including the economy, limitations created by the financial structure of the Alliance, workforce changes to the industry and its own generational member base, the Alliance has the opportunity to make a significant decision about what the Alliance will look like moving forward.

Following are the initial areas and key issues we discussed during the facilitated meeting session on April 15, 2011.

1. Changing Workforce
2. Technology and Innovation
3. Data Source for the Roofing Industry
4. Legacy and Engaging the Next Generation
5. Fundraising
6. Communications and Public Relations

1. Changing Workforce
In response to the ever-changing marketplace that affects the construction industry as a whole, the Alliance could develop projects to address both current and future workplace issues.

Thought starters provided to Discussion Group Leaders to share with the group
- Develop a standardized curriculum that could be made available to high school, technical or vocational schools
- Develop communications strategies (including Social Media) to attract younger candidates
- Create a mentoring program for students
- Create of a roofing contractor “stewardship” plan to help build a career path
- Consider a program designed to increase employment opportunities within the industry for veterans
- Promote entrepreneurial spirit of the industry

Discussion Group Summary
- Identify future Alliance projects with a focus on
  - Improving the image of industry
  - Addressing aging workforce
  - Making industry more attractive to younger workforce prospects by potentially increasing school presence
  - Dispelling image of roofing at “bottom of list” to young people who are not college bound
  - Address the role government plays in recruiting workforce
- Evaluate ways to address language barrier and immigration issues
- Determine methods to attract new employees
  - Utilize a higher starting wage as a hook
  - Identify and promote ‘green’ jobs
  - Outline potential of roofing as a clear career path
  - Create a training apprenticeship program (Department of Labor Approved)
2. **Technology and Innovation**

Embracing innovation and utilizing technology will add value to members on a number of fronts. The Alliance could take a leadership role to engage collaborative industry segments in these efforts.

NOTE: Innovations could mean new materials, training advancements, communications channels, delivery systems, products, etc.

** Thought starters provided to Discussion Group Leaders to share with the group **

- Create an online ‘contest’ whereby members identify projects (or categories of projects) they are interested in seeing funded. For a time period, members would be encouraged to select from a project list and ‘vote’ online to determine the ‘Alliance winners’. This initial concept is similar to the popular and successful Pepsi Refresh or American Express Members Project which engage consumers in the selection of charitable activities the corporation commits to invest in.
- Another possible role would be to identify – and fund – research needs as emerging technologies enter the marketplace.
- Positioning could help build the perception of the Alliance as the core provider of research for such things as rooftop solar roof systems, vegetative roof systems and energy-efficient roof designs.

**Discussion Group Summary**

- Identify emerging technologies and organizations (Oak Ridge, MIT, Stanford, Berkley, etc.) to proactively approach
- Develop strategic partnerships to exchange technology information
- Educate contractors on how new technology affects their business
- Create a new technology forum that is made available to Alliance members for a nominal fee (also provides new revenue stream)
  - Invite outside leading tech speakers which may attract more members to attend meetings
- Increase access to tile and metal roofing experts for current technology information
  - NOTE: if we adopt this idea, the Alliance mission statement will need to be updated
- Study the potential to become the clearing house for technology data
- Become a testing ground to help manufacturers test materials before going to market
- Create a clearing house for research and education of emerging technologies
- Communicate and share contractors/manufacturers success stories of new technology and materials use to Alliance and other target audiences
  - Perhaps create a technology newsletter
  - Dedicated section in Professional Roofing magazine
  - Could have ‘technology tip/idea of the month’
  - Host an idea sharing forum
  - Develop Alliance ‘smart brief’
  - Make it technology specific
- Establish a Facebook page and utilize social networking technologies to communicate existence and promote achievements
  Use existing technology to communicate more, share updates (i.e. email, Facebook, Twitter)
- Recruit technology advertisers/sponsors for newsletters and other ideas
3. **Data Source for the Roofing Industry**
   Given the current lack of a consolidated source of market-wide data, the Alliance could fill this existing gap by collecting and aggregating for the purpose of dissemination to both consumer and trade audiences. Sustained levels of relevant communication will positively impact a number of internal and external audiences.

**Thought starters provided to Discussion Group Leaders to share with the group**

Data might include:
- Aggregate information on product usage
- Information on energy savings provided by the industry
- Wage and salary information
- Market trends
- Other consumer-facing compelling data points to reposition the negative perception of the roofing industry

**Discussion Group Summary**
- Collect existing data (now held by manufacturers of their own areas of interest)
- Promote value of one central, focused repository of independent data
  - Identify and communicate value data has for contractors as this is currently more difficult to obtain
- Owners and contractors need more information on roof life cycle and other industry specifics, such as:
  - Information to help building owners make decisions, such as life cycle and product costs
  - Itself v. industry wide data
  - Manufacturer data v. longevity data v. warranty data
  - Salary, wages and benefits
  - Regional concerns and differences
  - Inconsistencies among industry terminology
- Existing need for data sources that inform all types of Alliance members
- Use data as an incentive for new members to join Alliance (one way to secure the desired data)
- Several considerations will need to be addressed before data gathering begins:
  - Legalities
  - Is it obtainable; and if so, what is the process
  - How to aggregate (ex: something like Costar for real estate, the #1 provider of commercial real estate information, marketing and analytic services)
  - Who would aggregate
    - Staffing needs, this could be part of the responsibilities of new full-time paid director role is created
    - Utilize outside vendor
  - Create a ‘hook’ that builds member value
  - Avoid blurring with role of NRCA
- If the Alliance plans to effectively lobby and advocate, data is necessary
- Strategy could incorporate idea of starting small, increasing confidence, then expanding efforts
- Data could provide information for
  - Supporting sales and marketing
  - Consumer information
- Establish benchmarking trends to show overall industry losses and/or gains
4. Legacy and Engaging the Next Generation

As the Alliance reaches a milestone of 15 years of service there is an opportunity to accelerate awareness and engagement. This concept could include celebratory components and strategies that address generational differences as family-owned businesses move to 2nd and 3rd generation leadership.

Thought starters provided to Discussion Group Leaders to share with the group

Anniversary Celebration
- Create a series of community-building initiatives that could take place over a specific time period (minimum of 12-18 months).
- Activities could target different key audiences of consumers, academia, advocacy, 2nd/3rd generation business owners, Hispanic/Spanish speaking employees, women, retiring business owners, etc.
- Some activities would be purely programmatic while others would be fundraising activities.

Addressing Generational Differences
- The Alliance organizational culture and personality adopts new strategies that more closely align with the values and characteristics of today’s business owners. Many are the sons, daughters and grandchildren of the founding Alliance members who want nothing more than to honor the commitment of their families made to the industry.
- To signify the Alliance is willing to adopt the same philosophies these business owners find themselves operating under, potentially shift the way Alliance business is conducted with conference calls or single-day, centrally-located face-to-face meetings.
- Consider assigning members to committees with defined terms, responsibilities and expected outcomes.
- Consider investing in a visionary, opinion-leader to gain respect among this constituency.

Discussion Group Summary
- Anniversary (15 year) presents opportunity to review and clarify Mission Statement
  - Should the original foundation of the Alliance remain
  - Positioning should focus on re-engaging current members, especially contractors
    - Testimonials may entice contractors to become more active participants
- Anniversary celebration/event ‘theme’ could be focused on “looking back and moving forward”
  - Should form a task force to work on this
- Look at allied industries as future supporters of the Alliance
  - Solar
  - Coatings
  - Metal
  - Do not re-solicit current members for additional support
- Create a full-time Alliance leadership position to lead and sustain effort
- Need to clearly identify target audiences to promote Alliance, and accomplishments of Alliance, to gain their involvement
  - One target audience is the next generation of members
  - Could utilize roofing trade publications as promotional vehicles
  - Need multifaceted marketing efforts to reach and engage other audiences
- Establish clear distinction between Alliance, The Center and NRCA
  - These lines need to be defined even within the Alliance itself
- Create a cause program to differentiate Alliance from other organizations
Member Engagement Concepts

- “Roof Care for Troops” – roof maintenance program for families of troops serving away from home
- Identify the value brought to Alliance, not to the overall roofing industry but to the organization itself through their support of The Center and other projects.
  - Demonstrate how this contributes to longevity of organization
- Ideas for an Anniversary Event
  - Alliance “Boot Camp”
  - Utilize on-line promotion and communication vehicles
    - Webinars
    - Facebook
    - Twitter
- Multiple purposes to engage in an Anniversary Concept
  - To re-engage current members
  - Engage next generation (kids of members)
  - Possibly attract a 2nd tier of potential members
- Engage members by creating clear, measurable tasks and requesting participation, tracking and recognizing when tasks complete, etc.
- Continue face-to-face requests for new members appropriate financial level
- Work with current members to identify new member prospects
5. Fundraising
To assure a healthy future, enhance and expand fundraising efforts. There is no single approach to fundraising that fits all organizations; therefore, the Alliance should explore a number of strategies for further consideration.

Thought starters provided to Discussion Group Leaders to share with the group
• Develop a planned giving program, perhaps with the help of an investment advisor
• Create and define a limited number of areas of focus similar to the ELECTRI “Centers of Excellence” model
• Review existing membership terms, levels, benefits, etc.
• Offering sponsorship opportunities for new projects
• Looking at an annual giving program
• Conduct fundraisers

Discussion Group Summary
• Determine how to best address the “chicken and egg” situation of Alliance endowment fund
  o Funds are not great enough to support a project large enough to passionately engage current members or greatly increase new membership yet members want endowment fund to remain intact
• Establish CLEAR goals of why we are fundraising
  o Need to reinvent ourselves
• Evaluate mission based on what fits Alliance today
  o Need new members
  o More involvement from existing members
• Incorporate plan elements that benefit the Alliance in the short term plus the long term
• New members may have different benefits and or fundraising structure outside of the established one time endowment gift
• Hire a fulltime experienced leader
  o Consider outsourcing to a company such as Kellen
  o Brings continuity and ability maintain Alliance mission and goals
  o Fundraising efforts should incorporate peer-to-peer in person visits leading to sustained approach
• Fundraising Ideas
  o Sponsorship opportunities such as auctions, receptions (like IRE), golf outings to offer a blend of social and business activities to prospective sponsors
  o Implement an auction event that alternates years with the ROOFPAC Auction
  o Follow OMG model to utilize NRCA exhibit booth to raise additional funds for Alliance
    ▪ Activity in booth at conference raised $6,000
  o Opportunity to reach and involve new partners, but need to carefully assess past participation when approaching partners for support
  o Offer companies that have never been involved with the Alliance the opportunity to become a ‘test’ member for a defined time period
  o Planned Giving
    ▪ Becomes a responsibility of new staff role
    ▪ Needs clear plan of work including a marketing and communication component
• Data collection presents a fundraising opportunity to monetize the process
• Build the Alliance Member prospect pipeline
  o Revisit top company prospects
  o Declines, change in business or leadership
• Government funds, we could pursue State/Regional/National grant opportunities
  o Evaluate additional local economic development partnership opportunities
6. Communications and Public Relations

Adopting a charitable initiative could enhance the reputation of the Alliance and creating activities of this nature could help expand awareness amongst consumers and the general population.

Thought starters provided to Discussion Group Leaders to share with the group

- One way to achieve this would be to develop a relationship between the Alliance and Rebuilding Together.
- Perhaps the Alliance could add in a new component that would encourage volunteerism and reward roofing workers who volunteer to work on Rebuilding Together projects.
- Or the Alliance could work with Rebuilding Together and Sears to provide new roofs to returning veterans in need, through Sears Heroes at Home program, which is administered by Rebuilding Together.

Discussion Group Summary

- Expand awareness amongst consumers and general population to enhance the image of the roofing industry and profession with the objective of attracting and retaining the best employees
- Create a cause program like ‘PLANET’s Green Care for Troops’ but initiative must be separate from NRCA, The Center and Rebuilding Together’s efforts in order to distinguish Alliance
  - Position to be environmentally friendly
  - Supporting veterans with a good will project
    - Job Fair Recruiting
  - Whatever we do, we need to make it unique
- Need to establish clear goals and objectives for an overarching Alliance communications and public relations plan
  - Leverage tactics to encourage increase of Contractor members
  - Promote stories showing the value of an Alliance membership on businesses
- Continue focus on workforce retention, training and recruitment as foundations of the Alliance
- Create an award among Alliance members (like Gold Circle Award) to serve as a promotional and fundraising opportunity
**Discussion of Next Steps Summary**

A main objective of this project is to engage the member in determining the future direction of Alliance activities. Following is summary of ideas for next steps as discussed by the members on April 15.

- **Establish ‘Plan of Action’**
  - Specify goals
  - Identify party responsible for completing
  - Create timeline(s) and budget(s)
- **Re-examine Alliance Organizational Structure**
  - Assess staffing
  - Evaluate relationship with NRCA/Center
- **Revisit Mission Statement**
  - Clarify purpose
  - Update if necessary to distinguish from Center
- **Assess Membership Benefits**
  - Create clear, distinct definitions of member benefits to promote a greater understanding
  - Use data to increase membership and/or to increase participation
- **Increase Membership**
  - Identify prospect pipeline, revisit ‘top’ company rankings and recent declines
  - Create plan for current Alliance members to recruit new members and determine ‘carrot’ for joining
  - Divvy up strategies, prospects and responsibilities
  - Establish a leader
  - Create a supportive process
- **Invigorate and Excite Members with Improved Communication**
  - Increase frequency
  - Explore benefits of Wiki space
  - Potential vehicles to consider
    - Webinars
    - Monthly e-news updates, Blogs, Others
  - Consider incorporating more visible updates on website
  - Promote and gather feedback on current initiatives
  - Invite nominations of potential projects
- **Create Strategic Plans: 6 month, 2 years and 5 year plans**
  - Include a detailed communication plan
  - Outline strategies to address target audiences
    - Potential members
    - Members
    - Unengaged members
- **Establish Task Forces to Activate Member Engagement Concepts**
  - Establish Leadership Committee to steer process
  - Set priorities
  - Evaluate and determine which concepts to pursue
- **Communicate Process to Members who Did Not Attend Meeting**
  - Could share initial, directional survey results with full membership base
- **Decide on What Type of Research is Required to Move Forward**
  - Gather information from more members and non members
  - Consider using Survey Monkey
  - Conduct another round of personal phone surveys
  - Dig deeper into leading industry organizations
  - Look at other industry trade associations (ARMA, SPRI, PIMA, GRHC, etc.) plus the regional roofing organizations’ impact and influence on the Alliance
501(c) - an American tax-exempt, nonprofit corporation or association under Section 501(c) of the United States Internal Revenue Code

501(c)3 – refer to Religious, Educational, Charitable, Scientific, Literary, Testing for Public Safety, to Foster National or International Amateur Sports Competition, or Prevention of Cruelty to Children or Animals Organizations.

501(c)6 – refers to Business Leagues, Chambers of Commerce, Real Estate Boards, etc.

ASAE, the Center for Association Leadership – ASAE is considered the gateway to associations, it is the largest organization of its kind working to advance and promote the association profession. ASAE is the membership organization for nearly 23,000 association professionals in the United States and in 50 countries worldwide, as well as the industry partners who provide products and services to associations.

Associations Advance America (AAA) Awards – annual award which celebrates the association profession and raises funds for the ASAE’s Power of A (PWRA) Fund. Previously called the AAA Fund, the AAA Fund was renamed in 2011. The PWRA Fund provides resources the ASAE needs to lobby Congress, activate grassroots networks, hold forums with elected officials, perform research and continue to share the Power of A message with legislators, the media and other opinion leaders.

Business-to-Business (B2B) – describes marketing and sales activities of businesses targeting other businesses with products and/or services. An example of a B2B promotion would be a paper supplier's marketing efforts promoting their product to office supply retailers.

Business-to-Consumer (B2C) – describes activities of businesses targeting end consumers with products and/or services. An example of a B2C transaction would be an individual buying a pair of shoes from a retailer.

Cause Alliance – a formal, collaborative relationship between organizations, created to leverage each partners’ assets and capabilities to address shared interests. Alliances provide access to the resources and relationships of others, in exchange for reciprocal benefits.

Cause-Related Marketing – a corporate commitment to make a contribution or donate a percentage of revenues to a specific cause based on product sales or other consumer activity. Also known as Commercial Co-venture, Transactional Cause Marketing, Proceeds Partnerships or Proceeds Programs.

Endowment - a permanent fund bestowed upon an individual or institution, such as a university, museum, hospital, or foundation, to be used for a specific purpose.

Green Roofs for Healthy Cities (GRHC) – a network consisting of public and private organizations founded as a direct result of a research project on the benefits of green roofs and barriers to industry development. In 2004, GRHC became a 501(c)(6) association, managed under contract to the Cardinal Group Inc. and run by an independent board.

Mentoring Program (from NECA) – an effective trade association practice that establishes management coaching partnerships between leaders of successful, experienced member firms (Mentors) and those companies relatively new to the business (Protégés), with the goal of improving the performance of those companies and the industry sector as a whole.
**Planned Giving** - a method of supporting a nonprofit with a variety of financial instruments which provide future income to the nonprofit. Donors can fund planned gifts with cash, equity, property or other assets. These arrangements typically require more planning and counsel because there are complex estate and tax rules defined by the IRS. A planned gift is a major gift, made in lifetime or at death, as part of a donor’s overall financial and estate planning.

**Strategic Philanthropy** – philanthropic decisions that are integrated with corporate citizenship and other key strategic organizational performance-related decisions. Also referred to as Tactical Philanthropy or Strategic Giving.

**Unique Selling Proposition (USP)** – Attributes or benefits that uniquely differentiate and set apart a brand (or organization) from its competitors. A USP is seen as strategic and critical in defining an organization’s competitive advantage and branding strategy.