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customers can trust

Family Values

Working together empowers
these family-owned
RSI Roofing Contractors of the Year



BELDON
ROOFING



SNYDER
ROOFING



DON KENNEDY
ROOFING

Beldon Roofing: A name customers can trust

Challenging the status quo and being open to new opportunities keep Beldon Roofing going

Mike Beldon, chairman & CEO of Beldon Roofing, San Antonio, TX, had the opportunity to meet fellow Texan and our country's new president on two occasions, back when George W. Bush was running for governor of Texas and a few years later once he was in office. Beldon, who admits he was "pre-disposed not to like Bush since a Democratic governor would typically do more for San Antonio, says he was struck by Bush's one-on-one charm and excellent memory for people and names.



Beldon's path had crossed with Bush, whose own family business was politics, due to some of his community activities, such as being president of the city's Chamber of Commerce and, later, when he was elected to chair a regional water authority.

Beldon Enterprises, a third-generation, family-owned company, recently won the Texas Family Business of the Year Award. Baylor University presented Louise and Mike Beldon, along with Nancy and Steve Sherman, with this prestigious award.

Louise, now semi-retired, worked as the company's purchasing manager, service manager and secretary/treasurer for 20 years.

Steve Sherman, a CPA, is married to Mike Beldon's sister. He joined the company in 1972, was its controller for many years, and is now responsible for credit, collections and treasury functions as the company transitions to the next generation.

Family values

The company's strong family traditions trace back to its founders, Morry and Ann Beldon (both now deceased). Together, they set high standards for community involvement and service.

During World War II, Morry brought his family to Fort Sam Houston in San Antonio after attaining the rank of Colonel as an artillery officer on General George Patton's staff. He and Ann loved the area and decided to stay, so Morry, a 1932



This metal roof, designed in the shape of a seagull, was custom fabricated on site to match the radius of the roof deck atop the headquarters of an electronics retailer. At the curve, where the "wings" meet, Beldon Roofing flashed an internal gutter to drain through the concrete wall. They also installed an SBS modified bitumen system over insulation on the main, low-slope roof section.

RSI'S 17TH ANNUAL ROOFING CONTRACTORS OF THE YEAR AWARDS

M.I.T. graduate, started a company in January 1946 with a local home builder to tap into the postwar construction boom.

The enterprise was called AAA Roofing & Supply Co. ("AAA"). Not only did it supply roofing for builders but also sold them paint, lumber and hardware. "AAA" also arranged financing and paid all the bills for builders. After nine years, this partnership ended and then Beldon Roofing & Supply was incorporated.

Mike Beldon joined his parents in the business in 1960 after studying economics at Rice University. During the next decade, Beldon Roofing broadened its scope into the remodeling business and also expanded its roofing operations to cover apartment buildings, warehouses and shopping centers. By the early 1980s, it had grown to a dominant position in roofing new buildings in the San Antonio market.

But business prospects weren't always rosy for Beldon Roofing. The Texas Depression of the mid- and late 1980s forced Beldon to write off over \$1 million in uncollectable receivables as its client base disappeared.

So, Beldon refocused its efforts on reroofing and government work, such as IDIQ (indefinite delivery, indefinite quantity) military contracts. A holding company, Beldon Enterprises (BE), was formed in 1985 to prepare for Beldon's expansion into these new market segments and now has

six subsidiaries. Beldon Roofing USA was formed to manage the company's non-Texas business in 1989. Later, Beldon International was formed to handle roofing contracts outside the U.S.

Turning over a new leaf

Three of the other holding companies all involve companies selling LeafGuard gutter protection systems. In the last six years, Beldon has acquired a number of LeafGuard operations in almost 20 cities besides San Antonio. These include Seattle, Portland, Vancouver, Nashville, Cleveland and Boston, where Mike was born.

In 1998, Beldon decided the remodeling business did not offer optimal growth opportunities and was competing for management time with the more profitable LeafGuard operations, so that division was closed. To reflect that change in focus, the main operating company began using the name Beldon Roofing Company.

The Beldon family believes that opportunity is always at hand. The company points to its beginning, in no less trying times, as a guiding example.

Beldon Enterprises recently upgraded its Web site, beldon.com, with the help of the National Roofing Contractors Association program. One goal was to differentiate the company's various divisions, such as LeafGuard and its Service operation.

What's the secret to working success-



Beldon Roofing used a cold-process modified bitumen system on the Tower Life Building, a San Antonio landmark located in the heart of downtown. Each of the building's many columns required expert workmanship to maintain watertightness.

fully with family members for so long?

"Stop and take a breath every now and then," Mike answers, before you say something you'll regret. "Plus, we do genuinely like being with each other."

How have they maintained quality while growing so dramatically?

Brad Beldon, 35, the eldest of Louise and Mike's four children and now the company president, believes there are three main reasons. "The first, without a doubt, is our people. We trust our employees to make decisions, and we live with those decisions, regardless if we think we would have made a different decision. We have provided an atmosphere which has enabled employees to grow and feel confident about making decisions that affect themselves, the company, and, more importantly, the customer."

Secondly, Brad continues, "We have well-accepted quality systems throughout the organization which were developed along with the end user.



The Beldon Roofing team includes, front row, from l., James Rosenblatt, Ramon Andrade, Pat Franks and Ron Coleman; back row, from l., Steve Sherman, Louise Beldon, Mike Beldon and Brad Beldon.

"Third, the main thread is my father, Mike Beldon, who is a true leader. He has the ability to work through difficult situations, regardless of the people involved, and end up with a positive outcome. Further, he is committed to making a better lifestyle for all of our employees. I think our mission statement best sums that up." (See sidebar box for the complete statement.)

Before joining Beldon Roofing full-time, Brad worked at a Washington, D.C. roofing company for two years after graduating from the University of Texas in 1986. He then joined Beldon full-time in 1988.

Brad's brother-in-law, James Rosenblatt, came to the company in 1998. An attorney, Rosenblatt serves as general counsel, human resources manager, and a vice president with administrative responsibilities in both the roofing and LeafGuard companies. He is also in the midst of earning his Master's degree in Business Administration.

Workmanship

Beldon Roofing is an approved applicator of most types of roofing. Its projects include malls, schools, office buildings, warehouses, manufacturing plants, multi-family centers, institutional facilities, theme parks, franchises, and single-family homes.

Beldon Roofing recently began work on a 20-building project for a new theme hotel complex at Walt Disney World.

Besides Texas, the company is licensed and/or approved as a roofing contractor in Alabama, Florida, Georgia, Louisiana, North Carolina, South Carolina and Tennessee.

A few years ago, Beldon Roofing installed a sophisticated computerized estimating system that has enabled them to better analyze labor as well as fluctuations in material costs. It also installed AutoCad 2000i at three work stations, enabling them to provide customized drawings as needed.

Beldon Roofing takes a three-pronged approach to assure customer satisfaction by giving customers several opportunities to report if a roofing crew is meeting or exceeding needs and expectations.

Lessons learned

Over the years, Mike has faced down a lot of challenges. One that hasn't changed, he says, is labor. "Never stop recruiting," he advises. "You can always use good people."

To be successful, he believes, "you have to know what you do best and pick those market niches; you can't do everything. And then you have to do it well enough so that people are willing to pay you more for your work; you don't have to be the cheapest guy on the street to get business."

And, he concludes, "Share the wealth, when you're successful, with your people."

Mike was NRCA president in 1987. He's also served as chairman of the Roofing Industry Educational Institute, and has been involved in many civic organizations, like Habitat for Humanity, the Jewish Community Center and St. Luke's Lutheran Hospital.

Brad currently serves on NRCA's board, as well as that of Goodwill Industries.

Rosenblatt, too, is active in a number of local organizations such as Community Relations Council of Jewish Federation of San Antonio.

Training initiatives

In view of the importance of job site safety, Beldon Roofing's Safety Director reports directly to the president. Extensive safety training is conducted at the company. And both English and Spanish are used in a number of its training classes. Beldon's safety program also includes an incentive program, "safety bucks," that directly reward employees.

In addition, Beldon developed some of its own, unique safety equipment. Its "back-brace lift monitors" vibrate when an employee bends incorrectly and downloads the data into a computer to encourage proper lifting postures. Mike lobbied manufacturers to produce lighter, half-sized SBS rolls and asphalt kegs. Back in the 1960s, he designed his own asphalt buckets with splash-guards and reinforced handles.

The company recently earned a two-year training grant from the state of Texas that will further enhance its programs.

Optional classes are already made available for Spanish-speaking employees to in-

crease their abilities to speak and read English, including technical terms used in roofing, as well as Spanish classes to help employees communicate in that language.

Pre-shift back exercise classes, in both English and Spanish, emphasize how to warm up for five minutes before starting work in the morning and after lunch. They are conducted by foremen on each job. Twice a year, a licensed physical therapist teaches the class.

Forty years in the roofing business have taught him, Mike reports, that you have to be flexible. **RSI**

Beldon Roofing Basics

- Year Founded: 1946
- Company Motto: Beldon Roofing, A name you can trust
- Peak # of Employees: 300
- Major products used: BUR, Modified Bitumens, Single Plies, Tile, Metal, Wood Shakes, Simulated Shakes and LeafGuard gutter systems
- Web site: beldon.com
- Markets Served: Mostly commercial reroofing, though expects to see more new construction in their market in 2001, along with military contracts and residential reroofing
- Mission Statement: "Beldon Roofing Co. is a family business committed to providing the highest quality products and services resulting in meeting or exceeding the expectations of our customers, employees and suppliers. Through teamwork and understanding, we constantly strive for continuous improvement, positive community involvement and fair profits."