



THE GAME OF ROOFING

HOW WE DEFINE WINNING

At Castro Roofing, we already have our four-year mission — to be the world-class leader in the roofing industry, with unmatched talent and 1,000 service agreements by 2020. But a mission without a roadmap is nothing more than a pipe dream. To create our roadmap, we spent two days in strategic planning.

In strategic planning, we plan the entire year of 2017. Before setting our annual goal, we reflected on 2016. Many times, people tend to focus on the negative things that happened the year before and forget about the good things. After reviewing our strengths, we looked at our internal and external weaknesses. Internal weaknesses are mistakes we make and external weaknesses are threats from our competitors and industry.

We used whiteboards to write up opportunities, problems, and strategic questions. A strategic question might be, “How do we accomplish our goal given a certain roadblock we have?” For example, you could write, “How do we hire qualified and skilled workers in a low labor pool?” Out of these questions came our strategic issues.

After that, we take our 15 strategic issues and narrow them down to six to eight. We take these top strategic issues and run them against our company mission. If the strategic issue doesn’t help support our mission, we throw it out. By the end of this process, we have three to four top priorities and those become a part of our 2017 annual goal.

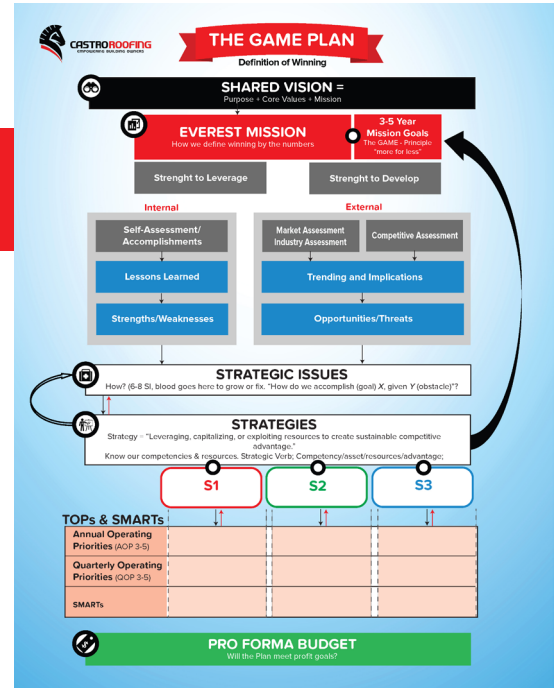
On the second day, we took our mission strategies that came out of our strategic issue exercises and completed SWOT analysis. SWOT stands for strengths, weaknesses, opportunities, and threats.

After we analyze all of our mission strategies, we take those big picture missions and work backward to create SMART goals that are tangible and have a completion date.

One of our missions is to develop leaders and people — that’s very vague. How do we do that? Well, for our annual strategy, we want to multiply people. But how do we multiply people in quarter one? Well, we can hire a certain number of people in quarter one. From there, we develop monthly SMART goals. For instance, your goal might be to hire a sales and marketing manager by a specific date in January.

Our monthly SMARTs feed our quarter goals. That way, we know what our January, February, and March targets are. We have a monthly company meeting where we assess our progress month to month. With the way our goals are set up, by the end of each quarter, we should not be surprised by where we are. If we meet our SMARTs, we’ll meet all of our quarterly goals, and our annual goal — no surprises.

We set goals for the same reason that there are rules in football. How much fun would it be if you were playing football and you didn’t know what time was left or if you were winning or losing? All the fun of the game would be lost. Your strategy (or strategic mission) might change depending on whether



you are at the beginning of the game or have 10 minutes left on the clock, but your mission stays the same — to win the game.

To be successful in football, every team member has to have the same mission and work together to achieve it. You can’t have one player going in the opposite direction from the rest of the team because the team won’t win. The same is true at Castro Roofing.

I write down goals because I want them to be in HD — so clear that our action steps are obvious. We define what it means to win so we know where we are going. If we hit all of our quarterly and yearly goals, we can call ourselves first-class. Just as every player of a football team knows that winning means getting more touchdowns than the other team by the end of the game, everyone at Castro Roofing knows what we need to do to win our company mission. Football players play football — we’re in the game of roofing.

- Rudy Rodriguez
Chief Executive Dreamer



When you exercise, you're working more than just a specific muscle. Going for a run not only stretches your legs, but it pushes your cardiovascular output and expands your lung capacity. Exercising has a full-body effect. But did you know that exercising works more than just that? Working out also stimulates your brain.

BUILDING A BETTER BRAIN

HOW EXERCISE STIMULATES YOUR MIND

YOUR HAPPINESS

According to John Ratey, M.D., an associate clinical professor of psychiatry at Harvard Medical School, when you exercise, your body produces endorphins and happiness-inducing chemicals, which boost your mood. On top of that, new research from the New England Journal of Medicine suggests that working out sparks production of myokines — a protein that helps protect your brain from stress-induced depression.

YOUR INTELLIGENCE

According to Dr. Ratey, when you work out, your body strengthens all parts of your brain tissue, including gray matter. This tissue is key to processing information, and the more of it you have, the easier it is for you to learn. It also makes your brain more resistant to stress and aging.

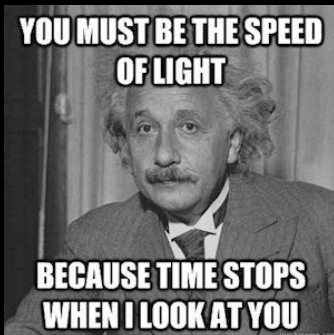
YOUR MEMORY

Exercising also boosts your memory. By working out, you increase the blood flow to your brain. This is crucial, because, according to Alfonso Alfini Ph.D., research has linked less blood flow to mild cognitive impairment and Alzheimer's disease. When you exercise, you also produce more cathepsin B, a protein linked to improving your memory.

Your brain is not like the other muscles in your body — in fact, your brain isn't a muscle at all — and there isn't a machine in the gym specifically designed for your brain. In order to maintain a proper, homeostatic environment in your body, from your head to your toes, utilize a consistent workout regimen and a proper diet. Help your brain maintain your happiness.



LAUGH OUT LOUD



BE MY VALENTINE MOCHA FUDGE



INGREDIENTS

- 2 (14-ounce) cans sweetened condensed milk
- 1 ½ pounds (24 ounces) bittersweet chocolate, coarsely chopped
- 1 tablespoon instant espresso powder
- ½ teaspoon fine salt
- 1 teaspoon vanilla extract
- 1 teaspoon flaky finishing salt

INSTRUCTIONS

1. Line an 8-by-8-inch pan with parchment paper.
2. Heat milk, chocolate, and espresso powder on the stovetop until chocolate is melted, then stir in vanilla.
3. Pour into pan and smooth top with a spatula. Sprinkle with salt.
4. Refrigerate until set, then cut.

Recipe courtesy of Chowhound.com.



IT PAYS TO MAINTAIN

THE BENEFITS OF A ROOF MAINTENANCE PROGRAM

This month in "It Pays to Maintain," we'll be talking about the nuts and bolts of roof maintenance programs and why you should have one for your roof!

You've spent good time and money installing your new roof. But have you thought about what it takes to keep your roof investment in good shape for years to come? Proper roof maintenance uncovers problems before a roof leak leads to wet insulation, structural damage to the roof deck, creates mold, and damages the interior of your building. Having a roof maintenance program in place protects the capital investment you made and adds years of life to your roof!

The first step in any roof maintenance program is to establish roof information files. This data is essential for any roof inspection and for the ongoing evaluation of a roof's condition over time. This file should include 1) Design Information, 2) Installation Records, and 3) Ongoing Maintenance logs.

After you have collected all your roof records and correspondence between the roofing contractor, architect, and engineer, the next step is to implement a periodic inspection regimen. Your roof should be inspected four times a year or twice a year before the roof falls prey to extreme weather — late fall and early spring are the best times to have your roof inspected. Additionally, roof inspections should be made after any major storms or rooftop service calls.

Before beginning an inspection, be sure to mark a checklist of problem areas and previous repairs on your roof's plan so your roof inspector knows which areas are causing problems and can check prior repairs during inspections.

The final step in any roof maintenance program is scheduling routine maintenance. You can schedule maintenance every quarter or every six months for regular checkups, in response to storm damage, or for more extensive roof restorations.

**WOULD YOU SKIMP ON MAINTAINING THIS BEAUTY?
YOUR ROOF IS JUST AS VALUABLE, IF NOT MORE.**



The good news is that we offer proactive roof maintenance programs for existing roofs so you don't have to worry about creating or maintaining a roof maintenance program yourself! We feature computerized roof maintenance technology that regularly updates photos, videos, and data regarding your roof's condition. All the information, photos, and videos are stored online so you can access the information any time and from any location.

Paper vs. Online — One challenge of having a roof program where all data reside on paper is as repairs and replacements are made to the roof, the reports will need to be updated manually which, in our experience, rarely happens. With an online program, as repairs are made, roof conditions change and roofs get replaced, the roof reports and budgets automatically are updated instantly. It is important to have living data to permit the facility manager and building owner the most current and accurate information to help them make smart roofing decisions.

According to Rick Helbig of the Veteran's Outreach Center in Rochester, New York,

"It's better to spend the few bucks on maintenance than the thousands a new roof would cost."

Roof maintenance programs need to pay for themselves. If it costs money, you should consider not having one. Leveraging state-of-the-art technology will help prove or disprove the worth of the program and will hold all parties accountable for its effectiveness. Remember, the maintenance program can't be a cost — it must be an investment.

If you would like the convenience of our roof maintenance program, to save thousands of dollars, and extend the life of your roof, ask us about our LOOKOUT™ Commercial Roof Monitoring Program today! By allowing Castro Roofing to maintain your roofs, you'll have peace of mind and experience world-class client service. To find out more about LOOKOUT™, visit our website or give us a call for more information.

Make sure to keep an eye out for "It Pays to Maintain" in our next newsletter, where we will continue to discuss the advantages of preventative roof maintenance.



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BEST BOURBONS AROUND THE ALL-AMERICAN SPIRIT

Over the years, bourbon has become as patriotic as football and apple pie. This flavorful drink is as unique as its following. It can be concocted from a blend of corn, rye, barley, and wheat, and can be enjoyed anywhere from a country bar on a hot summer night to the ritzy greens of the Kentucky Derby. Whether you're a bourbon aficionado or a casual epicurean, here is a short list of some of the best bourbons around.

- **Black Maple Hill 16-Year-Old Small Batch, \$125.** The taste of this drink is almost as mysterious as its origin. There's very little information out there about the independent label, and the ingredients, sources, and blending is not shared with the public. Regardless, this exquisite

blend is sophisticated and strong, with overtones of cherry, citrus, and honey. It has a smooth finish and can be enjoyed for any occasion.

- **Pappy Van Winkle Family Reserve 20 year, \$1,500.** This delightful spirit has quickly become one of the most popular bourbons in the world. Anything from this label is highly elusive and can fetch dizzying sums of cash. One sip and you'll know why it has become the stuff of legends. The 20-year reserve has a soft taste of wood, a sweet taste, and long finish that will leave you drooling for more.
- **Booker's Small Batch, \$55.** If you take life full-strength, then you want



a taste of Booker's. This was the first bourbon to be bottled straight from the barrel, which means it's not cut or filtered. One sip provides a raw and powerful drinking experience with notes of coffee and a smoky aftertaste. This batch is definitely not for the faint of heart.

These three distinctive brands show the wide range of bourbons on the market today. For more than 50 years, bourbon has been a reward for hard work and a celebration of individuality. Cheers to this all-American spirit!