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Union Threats: The Rules of the Game Have Changed!

If you are currently union-free – and fervently wish to remain that way – then what we are about to discuss is an imperative read, for the rules we have known and understood for decades have drastically changed – and not for the better.

PHILIP S. MORTENSEN

2015 Mixer Driver Recruitment and Retention Survey

NRMCA’s 2015 Mixer Driver Recruitment and Retention Survey examined the state of the mixer driver employment pool from January 1, 2014 to December 31, 2014. The study reported on staffing level, retention rate, average age, tenure rate and internal job mobility (continued online).

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I am proud to announce that NRMCA is launching a new comprehensive program to promote concrete for buildings, with the primary goal of regaining market share lost to the wood industry. According to F.W. Dodge, concrete’s share in the mid-rise market segment has deteriorated from 30% in 2004 to 22% in 2014, while wood’s share has increased from 23% to 40% during that same period. This is especially disturbing since the commercial and multi-family residential market segments comprise 40% of all ready mixed concrete consumption, which translates to roughly 130 million cubic yards, based on 2014 NRMCA production data.

What poses the greatest risk for the concrete industry is the formation of the Softwood Building Promotion Program. Lumber Board in 2012, through which the wood industry has invested at least $33 million over the last two years to promote wood products for low- and mid-rise buildings. And its objective is to continue to invest increasing amounts over the foreseeable future to accelerate the use of wood framing for multi-family and commercial construction.

Let me illustrate what this means to a concrete producer by way of a simple example. A typical 200,000 square foot apartment building using concrete frame construction consumes 7,000 cubic yards. However, when the same building uses wood framing, concrete use falls to 2,000 cubic yards. The loss of 5,000 cubic yards for a single project roughly translates to a loss of $500,000 in revenue for a concrete producer.

The commercial and multi-family segments offer the greatest opportunity for growth over the next five years. According to FMI economic data, these segments are expected to grow from $431 billion of construction put in place in 2014 to $593 billion in 2019, a 38% increase. In the longer term, Dr. Arthur C. Nelson, professor of urban planning and real estate at the University of Arizona, estimates the U.S. will build 287 billion square feet of new construction between 2010 and 2040, more than doubling the existing building stock. Clearly, the concrete industry has considerable opportunity for growth in these segments but it also has the most to lose, especially considering the resources committed by the wood industry to take advantage of this growth.

NRMCA Low- and Mid-Rise Promotion Plan

At meetings in September, the NRMCA Board of Directors took decisive action and approved a plan to regain share for concrete in the building segment. The plan builds on existing strategies that have demonstrated success in other markets. In particular, NRMCA’s Design Assistance Program (DAP) for parking lots and streets has yielded success rate of over 50% in favor of concrete. The new building promotion program proposes a DAP for buildings whereby NRMCA will provide developers and their design consultants with preliminary designs, cost estimates and operating cost benefits with the purpose of influencing them to use concrete framing for their projects.

NRMCA will promote concrete framing systems consistent with the needs of the building owner, including low first-cost and optimized life cycle cost. The program will include...
promote conventional and post-tensioned cast-in-place flat plate, tilt-up, ICFs, and other concrete wall and floor systems as the most environmentally friendly, energy efficient and durable building systems for low- and mid-rise construction.

The program will also provide much needed education for design professionals on the economical design of concrete buildings. Through face-to-face seminars, Webinars and conferences, NRMCA intends to reshape the way design professionals utilize concrete in the buildings they design for their clients. New methodologies for design-build and innovative project delivery will be presented during these education programs. The intention is to provide design teams with design assistance where needed, but also educate them on innovative concrete systems and construction techniques which will ultimately offer developers and properties the greatest value.

The new program incorporates an unprecedented communications campaign with the objective of changing the hearts and minds of decision makers in favor of concrete. We’ve engaged DDC Public Affairs, a world renowned communications firm, to craft the right message to our key target audiences based on interviews, focus groups and surveys. DDC will help with public relations, advertising and social media to reinforce the benefits of concrete. In addition, the communication program will include exhibiting at appropriate trade shows. Advertising will drive customers to a Web site where visitors can find information on the benefits of concrete, education programs and details of design assistance. Design guidance, fact sheets and project case studies will be available for download. In addition, research results from MIT Concrete Sustainability Hub will be highlighted.

Finally, NRMCA will continue to work on sustainability, resilience, and codes advocacy both at the national and local levels. NRMCA will promote concrete as part of resilience standards, urban heat island reduction and stormwater management solutions. In particular, NRMCA will work to develop a resilient design standard and certification for buildings as a way to distinguish concrete construction from wood construction. We will also continue to develop our green building certifications, including Environmental Product Declarations, Responsible Sourcing and Material Ingredient Disclosure to position our members to take advantage of the growing green building sector.

Taking on a major program like this will take resources, including professional staff and financial resources to compete against the wood industry. Earlier this fall, the NRMCA board approved the addition of 10 professional staff starting with six in 2016 and two additional professionals in 2017 and 2018, respectively. A total of $4 million per year will be invested in the program for marketing communications, design assistance and advocacy. And although this is a significant investment it’s just the beginning. For the new plan to be successful we will partner with our industry allies at the national and state levels. The Portland Cement Association, Concrete Reinforcing Steel Institute and other industry groups are focused on the building market along with many of NRMCA’s state affiliates which have realized the threat against concrete in the building market.

Initial feedback from developers has been positive. Interviews with several key property development leaders provide valuable insight into the opportunities for concrete. There is no doubt that first cost is the biggest hurdle we will have to overcome. Wood is a cheap form of construction. However, developers understand the value of concrete – durability, noise reduction and fire resistance – and some developers have said they are willing to pay a reasonable premium for these benefits. They would appreciate seeing concrete alternatives through our DAP program. Many long-term property owners also understand the risks of wood versus the benefits of concrete and do take into account life cycle cost into their property investment strategy. Others have also indicated they see an increasing preference for "green building" among tenants.

Reversing the slide and accelerating growth in this important market for concrete won’t be easy. We are up against a formidable opponent with vast resources. But with this comprehensive NRMCA program along with cooperative efforts from industry allies we plan to take back what is traditionally ours. I encourage you to view the NRMCA low/mid-rise promotion plan in detail at http://www.nrmca.org/PROMOTION/Overview.asp.

Robert Garbini is the president of the National Ready Mixed Concrete Industry. To respond to this column, e-mail him at rgarbini@nrmca.org.
Creating Partnerships and Facing Labor Shortages, “Can’t We All Get Along?”

I n 1991, Rodney King was arrested after a high speed chase in the city of Los Angeles. Four LAPD officers pulled King from his car and beat him, all while their actions were recorded on video by an amateur photographer. The officers’ acquittal in April 1992 triggered riots in South Central Los Angeles. More than 50 people were killed, more than 2,000 were injured and 9,500 were arrested for rioting, looting and arson, resulting in $1 billion in property damage. On the third day of the riots, King made a public appearance, making his now famous plea: “People, I just want to say, Can’t we all get along?”

King’s request for unity was in the wake of great social unrest, but it is a plea that the concrete industry is giving new meaning to as we take on threats to our livelihood. We call “getting along” partnerships, and in the growing number of threats to concrete’s market share, getting along and partnering will determine our future.

Zig Ziglar, bestselling author and motivational speaker in the 1970’s and 80’s, preached that “you cannot hit a target you cannot see”. And Michael Corleone shared his father’s wisdom in Godfather II to “keep your friends close but your enemies closer”. So what does all of this have to do with concrete and concrete construction, you might now be asking?

I recently was in a large meeting room with over 80 concrete contractors. I started my presentation asking if anyone in the room had heard of the Wood First Initiative. No hands went up. I was surprised. I thought in a group this large, with all of them presumably earning their livings building with concrete at least some of them would have heard of this well-funded threat to their livelihood. But not a single hand went up. Oh, they might have seen the press release about the 12-story wood building in one city, or the 10-story wood building in another, or had even driven past the 7-story wood building in their downtowns, but none had realized these projects were part of an ever growing number of low to midrise buildings that in years past would have been either some type of concrete structure or steel, or a combination of both.

See keeping your friends and allies close is good and important, but knowing what your competition is doing, aka your business enemy, is even more important. And once you have your business enemy in your sights, it becomes much easier to hit “the target you can see”. My most important job that day in front of this gathering of concrete contractors was to share this information, and to impress upon them that even though there might be competitors in the room, our competition was not in the room. We are all partners in the face of the true competitors, the wood and asphalt industries, and we must “all get along” and work together to succeed.

Partnering for success is easier said than done when compensation comes into play. I have been in meetings where I have observed concrete industry rivals belittle and disrespect each other in front of important companies and clients. One such incident was related to me by an NRMCA National Account client some years back. During an initial meeting at its headquarters, one of its construction and design members made the comment to me that “you concrete guys don’t play well together.” When I asked him to elaborate, he told me how individual company representatives would comment on

John Hansen, NRMCA Senior Vice President, Local Paving
how a competitor didn’t know what it was doing or that the client had been given bad advice by the competitor. In another example, a national client approved the request of the flatwork contractor to change the concrete mix design, which resulted in excessive slab curling. The producer, unwilling to contradict the contractor, was now being blamed. The end result is really the tragic part of this story. The client stopped specifying concrete for the application and switched to asphalt. This brings to mind another famous quote, one I don’t know who said: “We had it sold, and then through our own fault we bought it back.”

And in the reverse order of the title of this article, I want to touch on the topic of labor shortages and I think the best way to explain it is in another story. A good friend, now in his 80’s is a gifted carpenter. I saw him recently and asked him what he was doing in retirement. “Retirement,” he said, “Who can retire? I am as busy as I want to be every day.” And you want to know something? he asked me. “I make more money now than I ever did. There are no young guys that want to work anymore.”

Little did my friend know that he pretty much summed up the condition of construction labor on a national level. This is another “enemy” we need to hold close. All of us, every day should make a point to talk to one high school aged person and plant the idea of making a career in the construction trades. Or take a bolder step and get an appointment with a high school guidance counselor to become a resource for questions and opportunities in construction. Unlike the myth of the saying “if you ignore something it will go away” if we ignore our shortage of construction workers they will certainly go away.
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Is It the Same Thing as Environmental Compliance?

Douglas Ruhlin

We talk to an awful lot of concrete producers about the idea of sustainability and sustainable practices in their companies and in their plants. Invariably, we get asked, “What else do we need to do, we have all our permits.” (Often even this is debatable, just a word of caution.) Since sustainability is somewhat of a vague concept to many concrete producers that are a lot more familiar with years of mandated environmental regulations and compliance activities, it’s reasonable that this confusion between sustainability and environmental compliance occurs. But if you want to run a truly sustainable operation, and participate in the sustainability movement and the benefits provided by a sustainable operation, it’s important that concrete producers understand the difference between sustainability and environmental compliance.

Sustainability can be defined a lot of different ways (adding somewhat to the confusion), but it’s generally considered to be operating a business or plant in a manner that allows future generations the opportunity to enjoy the same (or better) standard of living. Kind of like a savings plan, saving today for future years. Except in the case of sustainability we’re saving things like the environment, the planet, limited natural resources and quality of life for all. And, the idea is also to do it in a way that adds to the bottom line rather than detract from it. That’s pretty broad and pretty encompassing, but also unfortunately a bit vague for most concrete producers to grasp.

Environmental regulatory compliance on the other hand is pretty limited. Although it might seem at times like there are a large number of environmental rules and regulations with which to comply, there’s really only a handful of major environmental regulations that are required by concrete producers in the United States (NPDES permits, air permits, SPCC plans, hazardous materials reporting, TRI reporting, etc.) and often fewer internationally depending on the country. These are the regulatory programs that the government considers necessary in order to operate a concrete plant (or any other type of facility) in a manner that doesn’t impact the environment. Notice that there’s nothing in these regulations about things like conservation of resources or protection of quality of life for people, which are some of the primary tenets of sustainability (and little to nothing about profitability, as this really isn’t taken into account with environmental regulations).

So it might seem like there is little in common between sustainability and environmental compliance, right? Well, they actually are connected in a meaningful way. We often say that environmental compliance is one of the pillars of the foundation of sustainability. Without it, you really can’t operate in a sustainable manner, since if you’re not in full compliance, you might have an impact on the environment. So to be truly sustainable, you need to be in full compliance. But full environmental compliance is only a part of the sustainability program of your company or concrete plant, not the whole thing.

The obvious answer is no: sustainability is not the same thing as environmental compliance. If you’re in compliance, that doesn’t mean you run a sustainable concrete plant or company, but conversely you can’t be sustainable without being in compliance. All concrete sustainability certifications (NRMCA Sustainable Plant Certification, the new Concrete Sustainable Council Responsible Sourcing Certification) require a demonstration to some degree of full environmental compliance. These certifications recognize that full compliance is a basic principle of sustainability, although there’s much more to it.

So there’s no getting around it. If you want to operate your concrete company or plant in a truly sustainable manner, and you’re not sure where to start, environmental regulatory compliance is a good place to begin. While it won’t ensure that your company or plant is completely operating in a sustainable manner, you’ll have made a good first step.

Douglas Ruhlin is an environmental/sustainability consultant at Resource Management Associates. For more information, contact him at 609-693-8301 or doug@RMAgreen.com. His company’s Web site is www.RMAgreen.com.
NRMCA Producer Member Uses Team Approach for Promotion to Help Pacific Northwest Auto Dealership

“Build Concrete Tough”

Doug O’Neill, NRMCA Senior Director, Local Paving

When it comes to taking advantage of the many uses of ready mixed concrete, it’s going to be hard to top Washington’s newest car dealership, Marysville Ford. Not only did the owner choose concrete tilt-up walls for the building, but also polished concrete floors, stained and polished concrete entranceways, an exterior elevated concrete platform made from a Redi-Rock wall system and five acres of concrete for their “exterior” showroom (see below). This project was recently honored by the Washington Aggregates & Concrete Association with the Excellence in Concrete Awards program to pay tribute to stained and polished floors.

Mark Crawford, vice president and general manager of Smokey Point Concrete in Arlington, WA, which supplied all the concrete for this project including the Redi-Rock wall system, explained how the project came about. “Our team of Branch Manager Scott Mickels and Sales Manager Tedd Riggan were instrumental in converting this project from asphalt pavement to concrete,” Crawford said. “They had developed a relationship with the owner Victor Fernandez a while back by offering a concrete solution to problems with deteriorating asphalt at his other location.”

Roughly 700 yards of concrete paving went into repairing the older site and the owner was thrilled with not only the look of concrete but also the maintenance-free characteristics. “Follow up is so important when developing and maintaining relationships and during one of our follow up meetings the owner mentioned his plans for a new facility,” Crawford said. “That’s when Mickels and Riggan decided to seek out NRMCA’s Design Assistance Program so that they could submit a properly designed concrete alternate to the owner for consideration.”

Although Crawford singled out the efforts of Mickels and Riggan, Mickels was quick to point out that the success of this project was because of a total team effort. “When you consider how important scheduling and delivery is, this customer’s initial experience with our company and concrete paving was exceptional...”
thanks to our drivers, dispatchers and everyone else that make this company a success,” he said. “The support of NRMCA and its Design Assistance Program gave us the technical expertise that helped the customer feel comfortable with our proposal and our contracting arm followed conventional concreting practices to the letter which provided a final product that the all of us could be proud of.”

The entire project at Marysville Ford, including tilt-up walls and polished floors, used approximately 5,000 cubic yards of concrete utilizing fly ash as a way to reduce the carbon footprint, with the parking area totaling 3,300 cubic yards. Combined with durability and other life cycle benefits that concrete provides, albedo, or the reflectivity of light, allows for reduction of exterior lighting fixtures or the wattage of the bulbs used, creating savings in both initial costs and operating costs. In this case, the exterior lighting package, designed for asphalt, was already purchased before the concrete alternate had been chosen. This fact doesn’t concern the owner because what he sees is bright, crisp, clean lighting that offers his customers a safe and inviting viewing area, which is another reason why they refer to the concrete parking lot as their “Exterior Showroom”.

The team at Smokey Point Concrete recognizes the need to develop relationships with local businesses and is actively promoting the company and the benefits of ready mixed concrete throughout Skagit and Snohomish counties in northwestern Washington State. It supplies ready mixed concrete, aggregates and are a Redi-Rock retaining wall and ARXX ICF distributor.

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Propportioning pervious concrete mixtures is different compared to procedures used for conventional concrete. When developing pervious concrete mixtures, the goal is to obtain a target or design void content that will allow for the infiltration of water. The void content of a pervious concrete mixture will depend on the characteristics of the ingredients, how they are proportioned and how the mixture is consolidated. More so than in any other concrete mix design, coarse aggregate properties affect the proportions of all other materials within a pervious concrete mix.

Importance of Aggregate on Mix Design

All coarse aggregates are not created equal and the characteristics (such as size, shape and absorption) must be taken into consideration in the mix design process. If the coarse aggregate is of a reasonably uniform size (gap graded), the voids will be large enough to accommodate an adequate quantity of paste while leaving enough interconnecting voids for good permeability. As the gradation of the aggregate becomes more varied, the overall voids are decreased and if too small may not be sufficient for quality pervious concrete.

Therefore, the first step in proportioning the mix is determining the void content of the aggregate. This is accomplished by obtaining both the SSD unit weight via ASTM C29 and the aggregate specific gravity, and entering them into a pervious concrete mix proportioning spreadsheet. The density of the aggregate, combined with the unit weight (ASTM C29) is used to determine the volume of solids/voids in the aggregate.

While the suggested void range of pervious concrete is 15 to 25 percent voids, most professional pervious mixes target 18-22% void content. Mix designs must then be proportioned such that the voids available in the aggregate match the percent of paste specified. If the aggregate contains less than 38% voids, the mix must have a paste volume of 20% or less. Mixes with too little void, or with excess paste, will result in low permeability.

Cementitious Content and W/C Ratio

With traditional concrete, more cement equates to stronger concrete and it seems
logical to apply this thinking to pervious concrete as well. This being the case, in the past it was not unusual to see pervious concrete mix designs calling for 600 to 700 pounds of cement per cubic yard. However, many of these early mixes experienced significant raveling from poor aggregate bonding and other issues with regard to durability. Utilizing petrography to analyze some of these compromised pavements, researchers discovered large amounts of un-hydrated cement, causing a weakness within the paste. From a microscopic viewpoint, the early zero slump/high cement factor pervious concretes were littered with dead cement. This was especially problematic in hot dry conditions, where moisture loss and the lack of humidity contributed to low cement hydration.

Typical water to cement ratios for those early, high cement content mixes were restricted to the .25-.28 range, resulting in a dry heavy mix. Not only is such a mix very difficult to discharge from the truck, but it is equally difficult to place and compact. Adding more water to change the consistency would increase the paste volume, thereby reducing voids and “choking” or sealing the slab resulting in an impervious surface; the mixes had to be poured quite dry.

With regard to mix water, it is important to introduce the water at the appropriate time during the batching process. Mixing water should be charged into the drum prior to all other materials. Once the aggregate and cementitious materials have been added, larger quantities of water will not mix in properly. For this reason, it is not prudent to intentionally hold back significant amounts of water.

Because pervious concrete is limited to a particular maximum quantity of cement paste based on the aggregate voids, high cementitious contents require restricting the amount of water. Besides the previously mentioned impact on aggregate bonding, too much cement paste can also lead to scaling of the slab, while too little water severely limits the ability of cement to hydrate.

Quite surprisingly, dropping the cement content and increasing the water volume, while maintaining the same paste volume, resulted in significant improvements in both the installation process and quality of the finished product. Field experience shows that a target cementitious content in the range of 450 to 550 pounds per cubic yard and water-to-cement ratios in the 0.30-0.36 range are most desirable and will produce a manageable, and durable, pervious concrete mixture.

NRMCA has developed Mix Proportioning Software for Pervious Concrete Mixtures that will help the user to establish mixture proportions for pervious concrete for a design void content and optimum consistency. Along with the software, two documents are included. The first document is a guideline that details the pervious concrete mixture proportioning methodology. The second document is a research report that provides experimental validation of the mixture proportioning methodology based on testing conducted at the NRMCA Research Laboratory. The software is available at http://my.nrmca.org/scriptcontent/BeWeb/Orders/ProductDetail.cfm?pc=2PE001

Silica Fume and Pervious Concrete

There is a difference between the density of the pavement structure and the density within the body of the paste. Since quality pervious concrete pavement should contain about 20% voids, the pavement is obviously reduced density. The paste which coats the aggregates and forms the aggregate-to-aggregate bridge requires sufficient density for strength and to resist absorption. Mixes with lower cement content are proving to be more durable because the complete cement hydration increases paste density. Evidence shows there is a correlation between aggregate absorption and the ability to resist freeze damage. This also applies to the cement paste. Pervious concrete pastes are very thin, so paste quality is critical.

Many state DOT specifications call for MicroSilica (Silica Fume) as a densifier in their bridge deck mixes. Field observations and durability trials have shown encouraging results for silica fume in pervious concrete. Silica fume improves paste density through particle packing and by reactions with byproducts of cement hydration at the very small ‘micro’ scale. Research conducted by Dr. John Kevern at University of Missouri demonstrated that a 5% replacement of portland cement with silica fume can provide increased strength and abrasion resistance. Additionally, at the 5% replacement rate, silica fume increases the rheology or “flow rate” of the pervious concrete, making it easier to discharge and place.

Admixtures

As with conventional concrete mixes, pervious concrete utilizes admixtures to enhance performance and assist in placement. Initially, ready mix producers would use a “cocktail” of mid-range or high-range water reducers (MRWR/HRWR), hydration stabilizers and viscosity-modifying admixtures (VMA) to overcome the challenges of placement, which range from discharge from the ready mix truck to improper compaction and rapid moisture loss. As pervious concrete has gained acceptance, many admixture manufacturers have begun to produce pervious-specific admixtures that demonstrate the properties of all three of these single admixtures.

More recently, the introduction of super absorbent polymers (SAP) has afforded producers and contractors improved workability. Only a few hundred nanometers in diameter an SAP particle is capable of absorbing and holding many times its weight in water. When used in a pervious concrete mix, SAP’s act as tiny reservoirs that hold an extra supply of water without thinning or lowering the viscosity of the paste to the point where it would run off the aggregate and seal the bottom of the slab. This additional water greatly increases workability and speed of installation while also providing ample water for full hydration. Pervious professionals in the field report that they can now routinely produce and install pervious concrete mixes with w/c ratios in the .39-.41 range and cement contents as low as 400 pounds per cubic yard.

Perhaps the most important component of pervious concrete durability is proper curing. Research has shown that SAP can enhance both curing and strength for pervious concrete while reducing internal stress and shrinkage (Kevern 2012). Soybean oil can also be used for curing pervious concrete; studies show that pervious concrete mixtures cured with soybean oil had higher strength and better abrasion resistance than those cured with traditional curing chemicals.

Summary

By following these mix design guidelines and implementing a good quality control plan, any ready mix producer can provide a high-quality, durable pervious concrete mix. Working closely with a qualified pervious concrete contractor is also a key to success. For more information, contact concrete@nrmca.org.
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Union Threats:
The Rules of the Game Have Changed!

Philip S. Mortensen, Attorney, Barton LLP

Unions! You either have one (or more!) or you don’t. If a union currently represents some or all of your employees or you don’t care if a union comes into your business, then read no further. This article is not for you! However, if you are currently union-free – and fervently wish to remain that way – then what we are about to discuss is an imperative read, for the rules we have known and understood for decades have drastically changed – and not for the better!

Until April 14 this year, those members who suffered through a union organizing drive shared a fairly similar experience. One or more employees sought out a union or, as often as not, a union targeted the company to be organized. Unwitting employees signed what are called “union authorization cards,” designating the union as their exclusive collective bargaining representative to deal with their employers over matters concerning their wages, hours and other terms and conditions of employment. If the union obtained cards from a mere 30 percent...
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of the workforce, it could file a representation petition with the National Labor Relations Board ("NLRB" or "Board"), requesting that a secret ballot election be scheduled whereby employees could decide for certain whether they thought it was in their best interest to have union representation. Or, if the union obtained authorization cards from a simple majority of the employees, it could request the employer to voluntarily recognize the union, thereby bypassing the secret ballot election entirely.

Assuming the employer did not voluntarily recognize the union, the NLRB would schedule a hearing to be held at which time the hearing officer would hear testimony and receive evidence relating to which classifications of employees should be included in the “appropriate bargaining unit”; i.e., which employees would be eligible to vote in the yet-to-be scheduled election. If we go back 30 or 40 years, the result of “going to a hearing” often caused a serious delay in the holding of the election; it was not too unusual that the time from the filing of the representation petition to the holding of the secret ballot election was several months.

Over the course of the past two or three decades, the NLRB clamped down on what unions claimed was management’s “stalling tactics.” Hearings could still be held if there were legitimate issues, but even then the elections were typically held in six or seven weeks from the filing of the petition. Often, there were no serious issues and the parties would enter into a “Stipulated Election Agreement” (commonly referred to as a “Stip”), wherein the parties, with the Board’s assistance, would mutually determine the scope of the bargaining unit (i.e., which employees would be eligible to vote), the date, time and place of the election. While the practice at the Board might have varied from region to region, typically the election was scheduled for about six weeks (42 days) from the time the petition was filed. Once the Stip was finalized, the parties would normally embark on their respective campaigns to win over the employees. The unions would promise the “golden goose,” with more this and that, better wages, better benefits, easier working conditions, etc., etc., etc. The company would strive to bring the employees “back down to earth,” explaining that unions were not the panacea they were made out to be. With a lawful, honest, no-nonsense approach, employers were usually able to convince employees that they were better off without union representation to drive an unnecessary wedge between employees and management.

While 42 days may not seem to be a lot of time to educate the voting workforce, employers typically were able to turn the tide. This was true even where the unions, at the time of filing the petition, had support from 60, 70 or 80 percent of the employees – or even more – as demonstrated by the signed authorization cards. And, again, it was done via an effective, well-planned direct and truthful campaign.

The unions were distraught! They cried foul! They said it wasn’t fair that the employers had so much time (42 days!) to point out the lies, exaggerations and untruths the union agents had been feeding the unknowing employees. They (the unions) were losing more elections than they were winning. It just wasn’t right! So what did they do? They turned to the NLRB of course to give them an edge. And, what an edge they got!
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Effective April 14 of this year, the NLRB substantially revised the election rules that had been in place for decades. Now, when a representation petition is filed, the hearing — if any — will generally be scheduled for eight days later. There is no guarantee that there will be a hearing even if the employer raises legitimate issues concerning the scope of the bargaining unit (i.e., the job classifications to be included in the secret ballot election). For example, if the number of employees in question — the job classifications that in the past would have been subject to a hearing — constitute no more than 20 percent of the overall group, the Board will likely defer any hearing until after the election. Those employees would vote what are called “challenged ballots.” Granted, some issues may still be litigated before the election, but the driving force behind the Board’s new rules is to drastically reduce the time from the filing of the petition to the holding of the election. And the results have been most dramatic! As noted earlier, prior to the rule changes, the median time from petition filing to election was about 42 days. However, since April 14, that time has been reduced to a mere 23 days! What does all this mean to employers desirous of maintaining their union-free status? Let’s consider:

Pre-April 14, the timing went something like this. A day or so after petition filing, the employer would receive its copy. A hearing would be scheduled for 10-14 days later. The employer would retain labor counsel and jointly consider the options, including what the appropriate bargaining unit should be. Over the course of the next week or so, the strategy would have been fine-tuned and the parties would either proceed to hearing or stip to an election, which would be scheduled for approximately six weeks from the date of the petition. At the same time, the employer would gather relevant information about the petitioning union and begin preparing its communications program. This normally would have included obtaining copies of the union’s financials, constitution and bylaws, etc. The employer might have also considered obtaining useful videos to further assist in the program. From the time of the filing of the petition to this point perhaps two weeks had passed. Then the hard work would commence — that is, the employer would then embark on its program to educate the workforce so that, when election day rolled around, the voters would be making an informed, educated, knowledgeable decision. And, as stated earlier, with four weeks remaining for the “campaign,” employers generally found that to be adequate time to get the message across. The result usually meant resounding defeat for the invading union!

Now, consider how all that has changed. Forget a four week “campaign.” By the time the employer receives the petition, even if the employer were prepared to immediately start its communications program, it would have already lost one crucial week! So, at best, the employer would be forced to consolidate a “typical” four week campaign down to about three weeks. That is at best! Realistically, unless the employer has had the foresight to plan well in advance, it would likely be forced to engage in a very rushed communications program. The likelihood for success in that situation is greatly reduced. No wonder the new NLRB rules have a new moniker: “quickie elections” or “ambush elections.” And, the unions could not be happier!

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So, what is the enlightened employer to do – the employer who fervently wishes to remain union-free? It would seem that that employer has no choice but to prepare to “hit the ground running” when/if a petition arrives. In order to do this effectively, it is suggested that the employer take the following steps now:

• Conduct a “vulnerability audit” to assess the likelihood of a union being successful in mounting an organizing drive and take the necessary steps to place the employer in a better position.

• Train all managers and supervisors so that they can effectively and lawfully discuss with their employees the disadvantages of union representation.

• Preview and, if desired, obtain relevant videos to assist the management team if a petition is filed.

• Obtain the constitution and financials of the union(s) most likely to attempt to organize the employees (Teamsters?).

• If it can be reasonably “narrowed down,” obtain the bylaws and financials of the local(s) most likely to cause a threat.

• Develop a draft “calendar” of a communications program that would enhance the employer’s ability to withstand a union attack.

These are just a few of the preventive steps the enlightened employer should consider to better insulate itself from possible union organizing attempts. Obviously, in all such endeavors management should include its general counsel and labor counsel in developing its overall strategy.

Philip Mortensen, a partner at Barton LLP, limits his practice to labor and employment law, representing management exclusively. He can be reached at 212-687-6262 or via e-mail at pmortensen@bartonesq.com. Mr. Mortensen is not a member of NRMCA and his views do not necessarily represent those of the National Ready Mixed Concrete Association.
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NRMCA’s 2015 Mixer Driver Recruitment and Retention Survey examined the state of the mixer driver employment pool from January 1, 2014 to December 31, 2014. It is the first comprehensive study of this commercially licensed driver segment. The study reported on staffing level, retention rate, average age, tenure rate and internal job mobility. It then looked at turnover analyzing the total turnover rate, voluntary turnover rate, involuntary turnover rate, layoff turnover rate and reasons for termination as well as reasons mixer drivers quit. Finally, the study analyzed the 2014 hiring rate, vacancy rate, the projected 2015 hire, hiring trends and hiring challenges.

Anonymous responses were submitted by ready mixed concrete producers from March 1, 2015 to May 31, 2015. The survey’s data set represents 161 companies or company divisions. The response rate for the 21-question survey was 97%.

The 2014 Mixer Driver Employment Pool
Staffing Level and Retention Rate
NRMCA’s 2015 Fleet Benchmarking & Costs Survey’s estimated 70,000 mixer drivers were employed in 2014. The Bureau of Labor Statistics (BLS) reported in its Occupational Employment Statistics Report in May 2014 that...
there were 1,700,000 heavy and tractor trailer truck drivers. Mixer drivers are counted in that population, at 4% of the total. NRMCA also estimated the total 2014 industry population at approximately 125,000 employees; mixer drivers were estimated to be 56% of that total.

In order to ascertain the success of retaining enough employees to maintain an effective business, one calculates the rate of retention. It is determined by taking the number of “stayers” at the end of the calculation period divided by the number of employees at the beginning of the calculation period. It is reported by percentage. Retention rate does not factor turnover, that is, those who left in the same period. That consideration follows.

With a 98% response rate, this sample collectively employed 17,908 mixer drivers on January 1, 2014. On December 31, 2014, respondents employed 19,024 mixer drivers (97% response rate). To calculate the retention rate, 19,024 was divided by 17,908. The total increase of the survey population between January 1 and December 31 was 6.2%, or a 106.2% retention rate. The average producer employed 122.7 mixers drivers on January 1, 2014 and 131.7 mixer drivers on December 31, 2014. The median was 44 drivers per producer on January 1 and 50 drivers on December 31, 2014. This survey’s December 31, 2014 population represented 27% of the estimated 70,000 mixer drivers.

**Average Age**

Mixer drivers’ average age in 2014 was calculated at 44.7 years old, with a median of 45 years old. The U.S. Department of Transportation reported in 2013 the average age of a commercially licensed driver was 46.5 years with nearly 51% over 45. Finally, they reported 17% of commercial drivers are over 55; this survey found only 5% of respondents’ driver pools average age was 55+. BLS reported the average age of the American worker was 42.3 years in 2014. Twenty-eight percent of mixer drivers in this survey were younger than the average American worker. The response rate was 94%.

**Tenure**

The average company tenure for mixer drivers was 10 years. The median was 9 years. The BLS reported the average tenure of American workers in 2014 was 4.6 years. Tying age and tenure together, only 5% of respondents reported their mixer driver pool was below both the U.S. average age of 42.3 years and had less than the U.S. average tenure of 4.6 years. As for figures within the ready mixed concrete industry, 8% were below the industry’s combined average age and tenure; 39% had a combined higher industry average age and higher industry average tenure.

**Internal Job Mobility Analysis**

With a 93% response rate, 57% moved mixer drivers internally to another full time job. That is, the driver no longer drove a mixer truck but performed another job, such as batchman, dispatcher, yardman, QC technician, fleet mechanic, materials hauling or sales. The average producer moved 2.7 drivers; the median moved one driver.

**Separation from the Company**

**Turnover Rates**

While the retention rate measures the staffing level at the end of a period, the turnover rate measures departures within the same period. Coupled together, they paint a fuller picture of the fluidity of a company’s staff. The total turnover rate was calculated by dividing the total number of mixer drivers in 2014 by the total of the number of employed mixer drivers on January 1, plus all hired in 2014. The industry’s national turnover rate was 15%, with an average turnover of 25 mixer drivers; the median turnover was 10 mixer drivers. Respondents’ departure pool was 3,671 drivers. Projecting that to the estimated driver population of 70,000, approximately 13,500 mixer drivers left their employer in 2014 (3,671 x 70,000 / 19,024).

The BLS June 2015 Jobs Openings and Labor Turnover Survey (JOLTS) calculated the 2014 turnover rate for the transportation sector at 15%; the American Trucking Associations (ATA) reported its members’ first quarter 2015 turnover between 83% to 84%, a drop of 10% from 2014.

This survey reported approximately two-thirds of mixer drivers quit to one-third who were released by the company. ATA and BLS reported approximately the same ratio for CDL drivers. Unlike their calculations, NRMCA’s do not reflect 2013 over 2014 but rather a percent of total separations in 2014.

The voluntary turnover rate was calculated by taking the number of quits divided by the total of 2014 hires plus the number of full time mixer drivers on January 1, 2014. The national voluntary turnover rate for mixer drivers was 9%. The average voluntary turnover was 15 mixer drivers. The median turnover was five mixer drivers.

The involuntary turnover rate represents separations initiated by the company. It was calculated by taking the total number of involuntary separations divided by the sum of 2014 hires and mixer drivers on staff on January 1, 2014. The involuntary turnover rate included layoffs, discharges, retirements and any other circumstances initiated by the producer. The involuntary turnover rate was 6%. The average voluntary turnover was 10 mixer drivers. The median turnover was 3 mixer drivers.

Within the involuntary turnover category, NRMCA calculated the involuntary temporary turnover rate. It was calculated by taking the total layoffs divided by the sum of total hires in 2014 plus the total number of mixer drivers on January 1, 2014. Twenty-eight percent of respondents reported they temporarily laid off mixer drivers, representing 3.1% of the this survey’s total 2014 population of mixer drivers. The national involuntary temporary
The turnover rate was 3%. The average involuntary voluntary turnover was six mixer drivers. The median turnover was 0 mixer drivers.

The following chart details turnover results.

### Why Producers Terminated Mixer Drivers’ Employment

The survey asked respondents to rank the top three reasons why mixer drivers were released from employment. There were nine choices. Those choices were modified from the Society of Human Resource Management (SHRM) list. The response rate was 87%. All nine on the list were ranked in top three. The lowest response was “died,” with seven companies listing it in their top three. The highest response was “poor job performance.”

Of all the questions in the survey, this one had the most consistent responses from every sector analyzed, that is, nationally, by geographic region, by cubic yardage or by company market type (mixed, rural or urban). The same three responses, and approximate percentages, repeated.

Nationally, they are:
1. Poor job performance, with 82% ranking it in the top three.
2. CDL issues, with 67% ranking it in the top three.
3. Poor job attitude, with 51% ranking it in the top three.

The following chart details the results.

<table>
<thead>
<tr>
<th>Why Producers Released Mixer Drivers</th>
<th>Rank</th>
<th>Percent of Total Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor job performance</td>
<td>1</td>
<td>82%</td>
</tr>
<tr>
<td>CDL issues</td>
<td>2</td>
<td>67%</td>
</tr>
<tr>
<td>Poor job attitude</td>
<td>3</td>
<td>51%</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
<td>31%</td>
</tr>
<tr>
<td>Illness or injury</td>
<td>5</td>
<td>24%</td>
</tr>
<tr>
<td>Business slow down</td>
<td>6</td>
<td>17%</td>
</tr>
<tr>
<td>Change in company policy or operation</td>
<td>7</td>
<td>14%</td>
</tr>
<tr>
<td>Moved</td>
<td>8</td>
<td>9%</td>
</tr>
<tr>
<td>Died</td>
<td>9</td>
<td>5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Why Drivers Quit</th>
<th>Rank</th>
<th>Percent of Total Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Got better pay at the next job</td>
<td>1</td>
<td>55%</td>
</tr>
<tr>
<td>Wanted better benefits</td>
<td>2</td>
<td>39%</td>
</tr>
<tr>
<td>Wanted a guaranteed income</td>
<td>3</td>
<td>36%</td>
</tr>
<tr>
<td>Had commercial driver’s license (CDL) issues</td>
<td>4</td>
<td>32%</td>
</tr>
<tr>
<td>Wanted a Monday to Friday job</td>
<td>5</td>
<td>24%</td>
</tr>
<tr>
<td>Retired</td>
<td>6</td>
<td>20%</td>
</tr>
<tr>
<td>Other reasons not listed</td>
<td>7</td>
<td>18%</td>
</tr>
<tr>
<td>Company policy(ies)</td>
<td>8</td>
<td>16%</td>
</tr>
<tr>
<td>Job stress</td>
<td>9</td>
<td>12%</td>
</tr>
<tr>
<td>Does not want night work</td>
<td>10</td>
<td>11%</td>
</tr>
<tr>
<td>Wanted the same shift</td>
<td>11</td>
<td>10%</td>
</tr>
<tr>
<td>Issues with the supervisor</td>
<td>12</td>
<td>8%</td>
</tr>
<tr>
<td>Dangerous job / felt unsafe</td>
<td>13</td>
<td>6%</td>
</tr>
<tr>
<td>Lack of advancement opportunity; lack of a career path</td>
<td>14</td>
<td>5%</td>
</tr>
<tr>
<td>We don’t track why drivers quit</td>
<td>15</td>
<td>4%</td>
</tr>
<tr>
<td>Lack of training</td>
<td>16</td>
<td>2%</td>
</tr>
</tbody>
</table>
Where Mixer Drivers Go When They Quit

NRMCA asked respondents where their mixers drivers went after they quit. There were seven choices as well an eighth option (“Other”) that allowed respondents to write in their own answers. There was a 96% response rate. Respondents could check more than one answer. There were 271 responses. As a result, a percent calculation was the result of taking the number of times a factor was cited divided by the total number of respondents. Calculations are reported nationally, ranking all eight answers.

Ranking first was “local short-haul carrier, not in the ready mixed-concrete industry.” Of note is “retired” was third. “Drive for another ready mixed concrete producer” ranked fifth, in the middle. Finally, “drive for a long-haul trucking company” was sixth. In the “Other” category, respondents wrote in their drivers went to college or school (3), to work in a car dealership (1), oil fields (1) and public work projects (1).

Since the second highest response (35%) reported that its company did not track where mixer drivers went after they left the respondent’s employ, the answers were re-calculated taking that factor out. Now the response rate was 75% with 221 responses.

The following chart details the results.

### Hiring Analysis 2014-2015

<table>
<thead>
<tr>
<th>Hiring Analysis 2014-2015</th>
<th>Response Rate</th>
<th>Average Number of Mixer Drivers</th>
<th>Median Number of Mixer Drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>How many mixer drivers did you hire in 2014?</td>
<td>99%</td>
<td>39.8</td>
<td>11.5</td>
</tr>
<tr>
<td>How many full time mixer driver vacancies did you have on 12/31/14?</td>
<td>99%</td>
<td>11.3</td>
<td>5</td>
</tr>
<tr>
<td>How many mixer drivers do you expect to hire in 2015?</td>
<td>98%</td>
<td>26.7</td>
<td>10</td>
</tr>
</tbody>
</table>

### 2015 Projected Mixer Driver Hiring Analysis

The third question asked how many mixer drivers the respondent anticipated hiring in 2015. The survey reported 3,891 mixer drivers. If calculated to the projected population of 70,000 mixer drivers, the industry would hire approximately 14,300 in 2015. The average company would hire 26.7 drivers and the median hire would be 10 drivers. Twenty-five percent would hire less than five drivers; 14% would hire more than 50; 1% would hire none.

The following chart details the results.

### Industry Hiring Trends

Using the information from the three questions just discussed, three additional factors were examined. The first looked at the mixer driver hiring trend between 2014 and 2015. That is, did producers project to hire more, or fewer, drivers in 2015 than they did in 2014?
The calculation divided the projected hire in 2015 (3,891) by the actual number hired in 2014 (5,893). Nationally, 34% fewer drivers would be hired in 2015 than 2014 or producers’ rate of hire in 2015 would be 66% of the total hired in 2014.

The second factor projected the national total mixer driver pool increase for 2015 over 2014. The calculation added the projected hire in 2015 to the number of drivers on staff on December 31, 2014, minus all drivers who left in 2014, divided by the total number of full time drivers on December 31, 2014. The forecast showed a 1.16% gain in the national mixer driver population.

The third hiring trend looked at the level of part-time drivers. In CareerBuilder’s 2015 U.S. Job Forecast, CEO Matt Ferguson noted temporary employment is expected to pick up as employers struggle to fill in-demand roles and strive to maintain more flexibility in their workforce. Forty-six percent plan to hire temporary or contract workers. Of those, 56% plan to transition some temps into fulltime positions. With that in mind, this survey asked producers to report part time mixer driver employment in order to collect data for a future trend analysis. Nineteen percent reported they hired part-time drivers in 2014, equating to 0.5 employees per respondent company.

### Industry Hiring Challenges

NRMCA asked the survey respondents what were their biggest challenges hiring mixer drivers. All but two replied for a 99% response rate. This was an open-ended, fill-in-the-blank question. As a result, NRMCA conducted a word search to count the same or like words. Eleven “challenges,” or themes, were tracked and then ranked according to frequency. Eleven “challenges,” or themes, were tracked and then ranked according to frequency. Eleven “challenges,” or themes, were tracked and then ranked according to frequency. Eleven “challenges,” or themes, were tracked and then ranked according to frequency.

<table>
<thead>
<tr>
<th>Biggest Challenges Hiring Mixer Drivers</th>
<th>Rank</th>
<th>Percent of Replies</th>
<th>Terms Counted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finding qualified CDL’s / finding qualified drivers</td>
<td>1</td>
<td>25%</td>
<td>71</td>
</tr>
<tr>
<td>Finding drivers with RMC experience</td>
<td>2</td>
<td>17%</td>
<td>50</td>
</tr>
<tr>
<td>Small pool of candidates / no availability of candidates</td>
<td>3</td>
<td>14%</td>
<td>41</td>
</tr>
<tr>
<td>Not meeting hiring and company business standards</td>
<td>4</td>
<td>10%</td>
<td>29</td>
</tr>
<tr>
<td>Work ethic; finding a quality worker</td>
<td>5</td>
<td>9%</td>
<td>25</td>
</tr>
<tr>
<td>RMC seasonality and/or inconsistent schedule</td>
<td>6</td>
<td>6%</td>
<td>17</td>
</tr>
<tr>
<td>Competition – other job opportunities</td>
<td>7</td>
<td>6%</td>
<td>16</td>
</tr>
<tr>
<td>Retention is the issue, not hiring</td>
<td>8</td>
<td>5%</td>
<td>14</td>
</tr>
<tr>
<td>No interest in the RMC industry</td>
<td>9</td>
<td>4%</td>
<td>12</td>
</tr>
<tr>
<td>Pay rate not competitive</td>
<td>10</td>
<td>3%</td>
<td>10</td>
</tr>
<tr>
<td>Federal regulations</td>
<td>11</td>
<td>1%</td>
<td>4</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td>289</td>
</tr>
</tbody>
</table>

To put this in perspective, SHRM reported on a Harris Poll survey that revealed finding qualified talent is the biggest hiring concern (48%). Assuming “qualified” can include a qualified CDL as well as qualified with ready mixed concrete experience, when those two factors are added they equal 42% to SHRM’s 48%, placing the ready mixed concrete industry relatively close to the general population's biggest hiring challenge. Ranking third was, “availability/too small a pool of driver candidates,” at 14%.

NRMCA then looked to see if there any similarities between recruitment and retention challenges. The data showed the same top two challenges in hiring were the same top two reasons for releasing mixer drivers. CDL issues ranked in the top two for both. Finding drivers with RMC experience can tie to poor job performance.

But the inverse was true when looking at hiring challenges versus how respondents ranked reasons why mixer drivers quit. While...
the top three reasons why mixer drivers quit were compensation-related, compensation ranked 10th out of 11 challenges, or considerations, when hiring.

**Industry Recruitment Methods**

This survey looked at 22 recruitment methods adapted from those commonly used by human resource professionals across all industries, as reported by SHRM. Respondents were asked to check one or more of their most successful methods. There was a 99% response rate. There was also a write-in option, “other”. “Other” responses were walk-ins, word-of-mouth, acquisition, community referral, customer referral and union referral.

The average respondent used 3.5 methods to recruit mixer drivers. The median was 3 methods. Twenty-six percent of respondents reported they used more than 5 methods. Twelve percent reported they used 1 method. Fifteen wrote in “Craig’s List” and those responses were rolled into “Internet” searches. “Employee referral” was the clear front runner with 75.7% of respondents using it. There were close similarities across all sectors analyzed, be it nationally, by region, by cubic yardage or by mixed/rural/urban markets.

In looking at the literature, the ready mixed concrete industry’s recruitment methods fall within the national norm. The HR Daily Advisor’s 2014 Employee Recruiting and Retention Survey found employee referral programs (77.8%) was the most frequently used recruitment method. Posting on the company Web site (70.8%), the internet (70.8%), word-of-mouth (65%), and print ads (49.3%) rounded out their top five methods. It noted that the most recruited positions online are mid- to senior-level positions.

SHRM reported that employers were struggling to hire hourly workers as turnover rises. Respondents reported to SHRM that employee referrals (71%) followed by the company Web site (59%), online job boards (59%), walk-ins (48%), social media (34%) and local advertising (34%) work best. Furthermore, 82% believe recruiting millennials was critical; at the same time, 70% believed retiring baby boomers would leave them with a major skill gap.

The 2015 Mixer Driver Recruitment & Retention Survey was conducted under the auspices of NRMCA’s Operations, Environmental and Safety Committee, Human Resource Task Group. It acknowledges and thanks respondents for their time and information.

<table>
<thead>
<tr>
<th>Biggest Challenges Hiring Mixer Drivers</th>
<th>Rank</th>
<th>Why Mixer Drivers Quit</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finding qualified CDL’s / finding qualified drivers</td>
<td>1</td>
<td>Got better pay at next job</td>
<td>1</td>
</tr>
<tr>
<td>Finding drivers with RMC experience</td>
<td>2</td>
<td>Wanted better benefits</td>
<td>2</td>
</tr>
<tr>
<td>Low pool of candidates / availability</td>
<td>3</td>
<td>Wanted a guaranteed income</td>
<td>3</td>
</tr>
<tr>
<td>Not meeting hiring and company business standards</td>
<td>4</td>
<td>Had Commercial Drivers’ License (CDL) issues</td>
<td>4</td>
</tr>
<tr>
<td>Work ethic; quality worker</td>
<td>5</td>
<td>Wanted a Monday to Friday job</td>
<td>5</td>
</tr>
<tr>
<td>RMC seasonality and/or inconsistent schedule</td>
<td>6</td>
<td>Retired</td>
<td>6</td>
</tr>
<tr>
<td>Competition – other job opportunities</td>
<td>7</td>
<td>Other reasons not listed</td>
<td>7</td>
</tr>
<tr>
<td>Retention is the issue, not hiring</td>
<td>8</td>
<td>Company policy(ies)</td>
<td>8</td>
</tr>
<tr>
<td>No interest in the RMC industry</td>
<td>9</td>
<td>Job stress</td>
<td>9</td>
</tr>
<tr>
<td><strong>Pay rate not competitive</strong></td>
<td>10</td>
<td>Does not want night work</td>
<td>10</td>
</tr>
<tr>
<td>Federal regulations</td>
<td>11</td>
<td>Wanted same shift</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Issues with supervisor</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dangerous job / felt unsafe</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lack of advancement opportunity; lack of a career path</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>We don’t track why drivers quit</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lack of training</td>
<td>16</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Producer Recruitment Methods</th>
<th>Rank</th>
<th>Percent Who Used Method Successfully</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Referral</td>
<td>1</td>
<td>75.7%</td>
</tr>
<tr>
<td>Newspaper ads</td>
<td>2</td>
<td>45.9%</td>
</tr>
<tr>
<td>Post on company’s Web site</td>
<td>3</td>
<td>34.5%</td>
</tr>
<tr>
<td>Internet</td>
<td>4</td>
<td>33.8%</td>
</tr>
<tr>
<td>Post at plant gate</td>
<td>5</td>
<td>27.7%</td>
</tr>
<tr>
<td>Company’s CDL program</td>
<td>6</td>
<td>25.7%</td>
</tr>
<tr>
<td>Producer Recruitment Methods</td>
<td>Rank</td>
<td>Percent Who Used Method Successfully</td>
</tr>
<tr>
<td>------------------------------------------------------------</td>
<td>------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td>Job fair</td>
<td>7</td>
<td>16.9%</td>
</tr>
<tr>
<td>Social media</td>
<td>8</td>
<td>15.5%</td>
</tr>
<tr>
<td>Private trucking school programs</td>
<td>9</td>
<td>12.8%</td>
</tr>
<tr>
<td>Community college trucking school programs</td>
<td>10</td>
<td>12.2%</td>
</tr>
<tr>
<td>State unemployment office</td>
<td>11</td>
<td>10.8%</td>
</tr>
<tr>
<td>3rd party staffing company</td>
<td>12</td>
<td>10.1%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>13</td>
<td>6.8%</td>
</tr>
<tr>
<td>Radio ads</td>
<td>14</td>
<td>6.1%</td>
</tr>
<tr>
<td>Post on mixer trucks &amp; other company vehicles</td>
<td>15</td>
<td>5.4%</td>
</tr>
<tr>
<td>Recruit at technical schools</td>
<td>16</td>
<td>5.4%</td>
</tr>
<tr>
<td>Military release &amp; training programs</td>
<td>17</td>
<td>4.7%</td>
</tr>
<tr>
<td>Post at construction sites</td>
<td>18</td>
<td>4.7%</td>
</tr>
<tr>
<td>Post at company home office</td>
<td>19</td>
<td>4.7%</td>
</tr>
<tr>
<td>Recruit at high schools</td>
<td>20</td>
<td>2.7%</td>
</tr>
<tr>
<td>Prison re-training program</td>
<td>21</td>
<td>1.4%</td>
</tr>
<tr>
<td>Post sign at bus stops and on buses</td>
<td>22</td>
<td>1.4%</td>
</tr>
<tr>
<td>Post at truck stops</td>
<td>23</td>
<td>0.7%</td>
</tr>
</tbody>
</table>
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