

NRMCA Strategic Planning – Engineering Division

NRMCA is working on a new strategic plan cycle in 2025. The ready mixed concrete industry faces several existing and new challenges in the future and NRMCA is here to support its membership address these challenges. The RES Committee is invited to provide your feedback and be involved in this important endeavor.

The NRMCA Engineering Department will help elevate the industry with representation, research, and resources to deliver ready mixed concrete products that achieve superior quality, performance, and sustainability.

A focus group of about 25 people was convened and their suggestions for the developing Strategic Plan relevant to the NRMCA Engineering Division was solicited. The group provided their feedback that was summarized and discussed at a meeting on Jan 14. These deliberations are summarized below (the background lists current resources and work plan of the NRMCA Engineering Division).

Meeting Jan 14, 2024

Attendees: Michael Whisonant, Martin Hansberger, Hank Hauge, Alberto J Romanach, Justin Lazenby, Bryan Fulcher, Bobby Dowdy, Heather Brown, Adam Neuwald, Nathan Darling, Bruce Christensen, Eric Koehler, Bruce Blair, Michael Davy, Jay Shilstone, Eric Misenheimer.

NRMCA Staff: Deborah Malone (NRMCA COO), Colin Lobo

Deb Malone provided an overview of the process.

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| • Validation of Mission, Vision, Value | October 2024 |
| • Gathering Stakeholder Insights | October – February 2025 |
| • Identify Key Data Elements | October – January 2025 |
| • Facilitator Selection | December – January 2025 |
| • Engage Strategic Plan Development Team | January – June 2025 |
| • Validating Our Direction | February – June 2025 |
| • Plan Finalized for Distribution | June – September 2025 |
| • Board Review & Engagement | October 2025 |

Adam Manatt is the sponsor from the Association leadership, Scott Brewer will chair the strategic development team. The team will collect input from interaction with various groups to develop the strategic plan by October 2025 to be approved by the NRMCA Board of Directors. The strategic plan will be passed on to the NRMCA standing committees to develop tactics and discuss how success will be measured.

The NRMCA Vision, Mission, and Value statements were overwhelmingly supported by more than 3000 responses to surveys and there was agreement that these were representative to NRMCA.

Stakeholder information gathered will establish broad goals that will look ahead 3, 5, to 7 years. Look at industry and association opportunities and challenges, facilitate free flowing conversation. Aspirational goals were welcome and can be addressed to the best means possible.

Deb summarized the general ideas collected so far through the process.

<ul style="list-style-type: none">• Make the Industry Profitable• Produce the Product of Future• Promote a Pro-Business Environment• Secure the Industry Leadership of the Future• Mentor the Association Leadership of the Future• Engage a Diverse Committed Workforce• Share Lessons Learned• Advance the Industry Through Technology	<ul style="list-style-type: none">• Spearhead Industry Education• Leverage Coalition Relationships• Secure the Members of the Future• Make Sustainability an Opportunity• Promote the Resiliency and Durability of Concrete• Grow the Use of Concrete through Design• Share the Value of Concrete with the Public
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She also outlined what we are likely mixing - opportunities, challenges, changing membership make-up, workforce requirements, technology advancements. Deb welcomed additional insights – dmalone@nrmca.org; 202-841-1640

The strategic planning process can be aligned with a “What, Why, How” concept

Why – is a broader goal for the industry – these are not developed as the content resulting from the various sessions and others will assist in guiding that development.

What - these are the tactics or initiatives to achieve the goals – this is more in line with the list below

How - this is the process to achieve a tactic that establishes the workplan to achieve the goals and objectives – this is a later process to be developed by staff and with the Committee. Identified targets will be established along with a measurement process to document achieving goals.

Objectives Proposed:

- A strategic process of addressing industry standards (revisions or new) with industry support
- Improve concrete specifications to support performance and sustainability
- Established processes for acceptability of new materials – misuse of standards to qualify some
- Support flexibility that permits the use of multiple materials for performance and sustainability
- Develop and promote industry implementation of improved quality
- Identify and implement digital means of evaluation and acceptance of concrete
- Support and achieve implementation of improved and alternate methods of acceptance of concrete
- Establish criteria and consequences for improper concrete testing – leverage the impact on carbon footprint
- Identify processes of achieving reliable real time changes to concrete mixtures for project compliance
- Develop an evaluation protocol for constructability (contractor) needs – aspects such as pumpability, bleeding, finishability...
- Advance digital communication between stakeholders – aspects such as BIM for concrete mixture information
- Maintain a current list of industry priority research topics of relevance
- NRMCA laboratory support of industry research at 25% of effort (remainder is contract testing/lab management)
- Empower industry personnel to be a valued stakeholder with advanced technical education

Background

Engineering Division Staff:

- Two engineers
- Two support staff - plant certification, awards, lab invoicing, meeting support
- Three full time personnel at lab staffs (one manager, two technicians) and one part time person.
- Education programs receive support from learning & development and meetings departments.

Current Work Plan

- Technical Advocacy – participate on primary committees developing standards and guides impacting industry – at ACI, ASTM, TRB, AASHTO, and interaction with other public and private organizations as needed and advocate for the following:
 - Performance Specifications
 - Sustainability initiatives for low carbon concrete
 - Reliable acceptance testing
 - Acceptance of innovation
 - Proactive changes to standards to benefit industry
 - Prevent changes that adversely impact industry
 - Support promotion, sustainability, and codes and standards teams as needed
- Research and Contract Testing at the NRMCA Research Laboratory
 - Research supporting industry initiatives for performance, sustainability and evaluation of innovation
 - Contract testing for members and others, to include mining data to support initiatives

- Maintain laboratory proficiency, develop new capability, maintain accreditation
- Publish reports and journal papers to disseminate research; include in educational programs
- Establish protocol and assistance for development of low carbon concrete mixtures
- RES Committee
 - Facilitate at least two meetings of the Committee and task groups on specific issues to allow for collaborative activity of the membership on technical issues in support of the NRMCA strategic plan
 - Maintain industry research needs for concrete materials and evaluate relevant research funded by the Concrete Advancement Foundation
 - Communicate activities of the RES Committee to the NRMCA Board of Directors
 - Administer two award programs – Richard D. Gaynor for individual achievement and Quality award for company recognition
 - Develop information (publications) supporting education of industry members and user groups.
 - Develop resources for industry to improve quality, sustainability, and performance
 - Facilitate consultation with members for member and user issues
 - Facilitate progress on specific initiatives determined to be of interest to the Committee
- Certification of production facilities
 - Maintain a program relevant to current industry standards
 - Maintain approved inspectors and assistants for inspection
 - Promote the use of the program to specifiers
- Technical Education
 - Administer 2 each annually of following – Technical Short Course (Level 2 and 3 certification); Durability Course (Level 4 certification; Improving Quality (1-day); Specifications and strength testing (1-day)
 - Administer Flatwork Finisher and Pervious Concrete Contractor (to be passed on to ACI) certification through local sponsoring groups.