

# 2012 PCA 2014

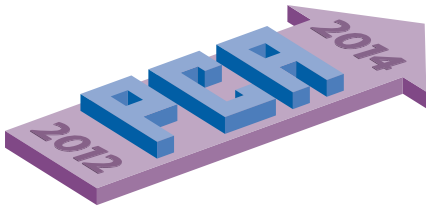
**THE CASE FOR CHANGE** PORTLAND CEMENT ASSOCIATION STRATEGIC PLAN, 2012-2014

**PCA**  
Portland Cement Association

think  
harder.  
concrete®

# Executive Summary

PCA's strategic plan sets a course for the industry and the association for the next three years. It's also a communication tool used to convey direction to members, staff, and allied organizations.



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The development process hinged on two components: external and internal, or members and PCA staff. Members set strategic direction that forms the core of the plan. PCA staff developed specific initiatives and programs.

The member perspective came from the PCA Executive Committee at a direction-setting meeting on February 22, 2011. The goal of the session was two-fold:

- 1. Provide ample opportunity for Executive Committee members to openly discuss key PCA strategy topics—capture the overarching industry megatrends within the present day challenges.**
- 2. Arrive at conclusions that will communicate strategic direction to PCA's Board, committees, and staff, as well as engage with allied organizations.**

The internal or staff side of the equation was to execute or implement the direction of the members. That means translating Board direction into strategic initiatives, plans of work, and measures of success. PCA senior staff met in May and July to develop the plan.

From these meetings emerged the PCA strategic roadmap, called the "Plan on a Page." The goal of the Plan on a Page is to present a clear, concise, and simple representation of the plan that is easily communicated both internally and externally. It also serves as a reference point as we move forward in the three-year plan.

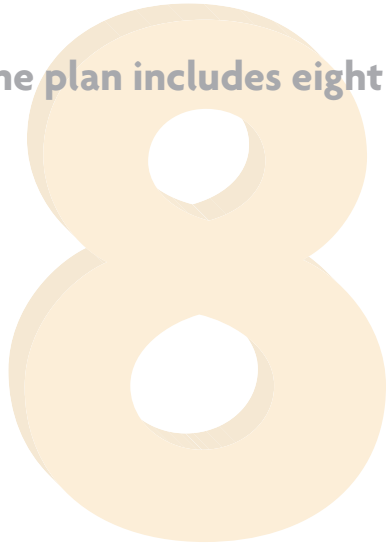
Issues identified by the Executive Committee fall into two broad categories:

**Market Development:** Factors that influence increasing the overall size of the market for cement and cement-based products.

**Business Continuity:** Issues and factors affecting member companies' ability to continue profitable operations.

Two other areas—Sustainable Development and Infrastructure/Business Processes—are equally important factors in the plan. These two areas are considered foundational to meeting our strategic objectives and shown as such on the Plan on a Page.

The plan includes eight strategic initiatives:



## Business Continuity

1. Implement a comprehensive regulatory strategy to address near-term challenges
2. Develop and implement comprehensive sustainable manufacturing program to address long-term challenges
3. Elevate visibility and adoption of concrete's social values
4. Leverage MIT initiative to influence public policy

## Market Development

1. Advocate for local policy changes beneficial to the industry
2. Promote concrete for increased market share
3. Leverage imaging and branding to influence targeted internal and external audiences
4. Position MIT results to support industry initiatives

# Plan Development

The role of PCA members in plan development is to set strategic direction for the organization, essentially setting the value of membership and the best way to show that value. The role of PCA staff members is to translate the strategic direction into strategies, goals, and tactics. Ultimately, the end products are work plans and budgets incorporating key performance indicators and market metrics.

The development process was as follows:

**February 2011:** Direction setting meeting of the PCA Executive Committee

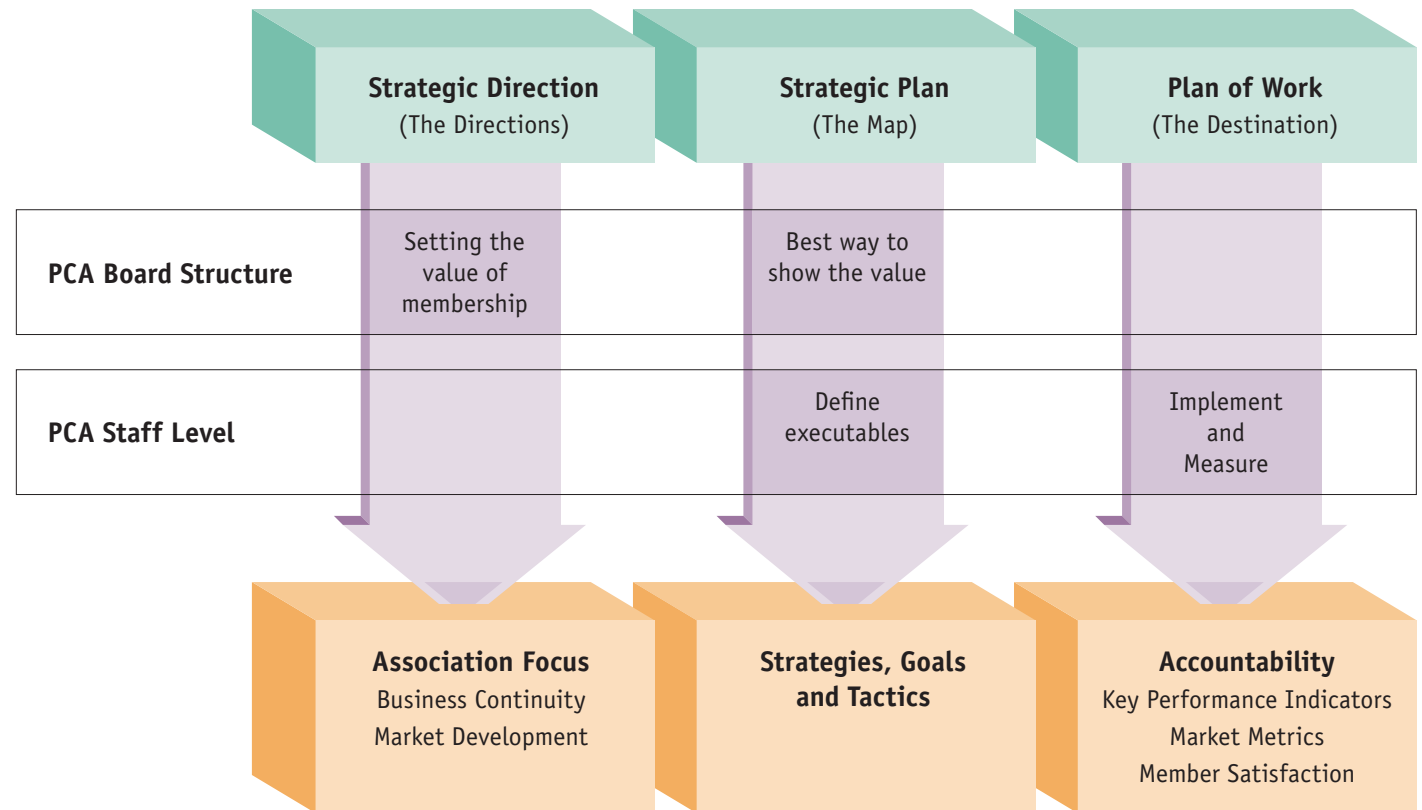
**April 2011:** Findings sent to PCA Board for review and comment

**April 2011:** Findings sent to PCA committee chairs for review and comment

**May 2011:** PCA senior staff meets to develop strategic initiatives based on member input

**July 2011:** PCA senior staff meets to refine initiatives and develop tactics and milestones

**August 2011:** PCA committees review progress to date



# New Thinking for New Challenges

Part of the planning process involves not only what we do, but how we do it. It means re-evaluating, re-calibrating, and re-assessing not just the issues we undertake, but also our fundamental approach to them.

Re-examining  
Re-thinking  
Re-assessing  
Re-setting  
Re-evaluating  
Re-calibrating

## Making the case for change means:

1. Re-examining and re-setting the issues we address as an industry
2. Re-thinking how we approach these issues and implement programs to address them—challenging our traditional thinking to reflect the new normal of funding and efficiency.

### Transformational Thinking

1. Market Share vs. Market Size
2. Focused vs. General
3. Value vs. Features
4. External vs. Internal Focus
5. Partners vs. Customers

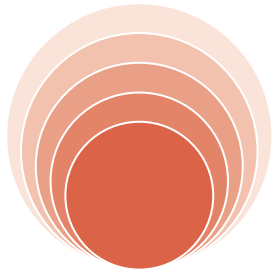
### Framing the Issues

1. Imaging and Branding
2. Regulatory Advocacy and Sustainable Manufacturing
3. Federal Advocacy
4. Local Advocacy and Promotion
5. MIT Concrete Sustainability Hub

### Addressing the Issues

1. Situational Analysis
2. Future Vision
3. Strategic Initiatives
4. Roles and Responsibilities
5. Tactics, Milestones, and Metrics

# Transformational Thinking



*We must increase market share of a static or even shrinking market.*

## 1. Market Share vs. Market Size

The paving market is the largest single market for concrete and other cement-based materials. Yet current use barely scratches the surface of potential. Concrete pavement represents only about 6% of the almost 4 million centerline miles of existing U.S. roadways.

The traditional approach for the concrete industry was to partner with other road-building stakeholders to increase funding for infrastructure. Both on the state and federal level, we joined coalitions to lobby for highway bills and funding mechanisms such as gas taxes.

This approach is currently not viable to increase market share. Given the economic downturn, the dire financial condition of many states, and the political appetite to control government spending, the pie is no longer growing. To increase the market for cement and concrete, we must increase market share of a static or even shrinking market.

The dynamics of private sector construction markets are different than public works projects, but the premise is similar. In this period of flat or slow growth in buildings and housing, the only option for growth is taking market share from competing materials.

## 2. Focused vs. General

The traditional PCA approach was all-encompassing. “Wherever cement and concrete is concerned, so is the Portland Cement Association” was our watchword for decades. This philosophy helped establish PCA as a broad technical resource and provided valuable support to wide-ranging customer and user groups.

Today’s economic realities demand that we focus our promotion and advocacy efforts on markets and initiatives with the greatest return on investment. There is also need for more focused, goal-oriented initiatives with specific milestones and accomplishments—programs or campaigns with beginning and ending points. While this approach invites more risk, it is also easier to measure and to demonstrate value to the membership.

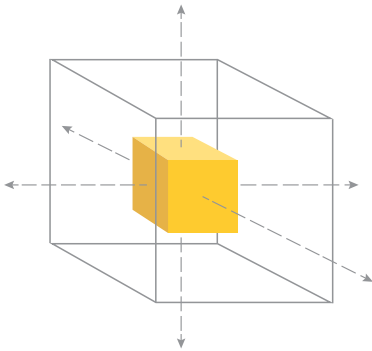


*We must focus our promotion and advocacy efforts on markets and initiatives with the greatest return on investment.*



# FEATURESVALUE

*We need to make the transition from promoting product features to promoting product value.*



*We need to be more externally focused.*

## 3. Value vs. Features

When it comes to marketing and promotion strategies there are two basic directions we can take. We can talk about the features of concrete and concrete construction, or we can talk about its value to customers, users, and owners.

In transition from a technical organization to a market-driven group, we need to make the transition from promoting product features to promoting product value.

To reach our goals in imaging and marketing, we need to translate features into values that resonate with people outside our industry.

## 4. External vs. Internal Focus

It's time to start listening to our customers, our customers' customers, and even our competitors rather than ourselves. Likewise, it's time to put our ear to the ground for best practices—what works in other industries and markets.

In our marketing, in our communications, and in the partnerships we build, we need to be more external focused in order to validate our messages and how we deliver them.

An external approach helps us look at a new project from many perspectives, including competition, audience, resources, and relevance to PCA's strategic direction.

## 5. Partners vs. Customers

Partnerships have already strengthened as the industry mobilized to meet unprecedented challenges of sweeping regulatory changes such as NESHAP. On the promotion side, they are engaged in the MIT Sustainability Hub and the Mercury advocacy programs supporting adoption of life-cycle cost assessment by the federal government.

To fully realize the potential of the partnership approach, however, we need to clarify our relationships and roles. Too often, the partner designation is used to describe customer relationships and advance commercial interests rather than to reach common industry goals.

We also need to integrate the roles and responsibilities of partner organizations into the strategic plan. The success of the strategic initiatives depends on participation by PCA, PCA members, and partners.

In many cases, the face of promotion and advocacy are not PCA or the cement industry, but partner and customer groups such as contractors and ready mixed concrete suppliers.



*We need to clarify our relationships and roles.*

# Framing the Issues

Meeting in February 2011, the PCA Executive Committee identified five issues that should be addressed by the strategic plan. These five issues form the backbone of the plan's strategic initiatives.

1

## Imaging/Branding

Imaging differs from advocacy or promotion, but can be an essential deterrent or boost to both. Your image is what people feel and say about you.

In the past PCA has focused on promoting products and features, not on an industry image. But the rise of sustainability as a key social issue and the aggressiveness of environmental activities have changed the game. We need to change what and how we communicate.

The communications challenge we face is translating features and benefits into things that people outside the industry value, appreciate, and care about, and in ways they can easily understand, remember, and repeat. The other major challenge is, in the absence of a centralized national imaging campaign, to get enough industry associations and member companies sufficiently aligned on key elements of the imaging strategy to create the critical mass that will produce a 'force multiplier effect' with external audiences in a message-overloaded world.

*We need to change what and how we communicate.*

*The US cement industry has during its long history focused on enhancing its environmental stewardship.*

2

## Regulatory Advocacy/Sustainable Manufacturing

During the past two years EPA accelerated the rate of new regulations in the midst of the worst economic recession

3

## Federal Advocacy

In the past two years a deep recession coupled with unprecedented over-regulation across all fronts have brought the cement industry to its knees. Without having fully addressed these problems, now a more fiscally conservative Congress is embarking to discipline government spending, at a time when budget-strapped states have already cut public construction. Preserving and protecting infrastructure investment levels during the next two years will be a challenge. At the same time, it is unclear to what extent the political tug-of-war will create a more favorable environment for business and residential construction investment.

Federal advocacy (outside EPA) involves several fronts:

- Federal regulation: MSHA, labor, etc.
- Federally funded transportation investment
- Increasing concrete intensity in public projects
- Creating a more favorable environment for business and residential investment growth

4

## Local Advocacy and Promotion

As we ramp-up the industry's national efforts, we realize that these will only bear fruit with parallel success at state and local levels. Construction markets are extremely localized with local codes, standards, practices, relationships, and politics



*Preserving and protecting infrastructure investment levels during the next two years will be a challenge.*

*In addition to project promotion and technical services, we need to address entrenched political barriers.*

*We gain the needed credibility for industry messages.*

since the Great Depression. Cement has been one of the most affected industries. This came to a head in September 2010 with publication of the new National Emission Standards for Hazardous Air Pollutants rule, requiring compliance by September 2013. Estimated implementation cost is \$3.4 billion dollars (roughly one-half of the entire US cement industry's annual revenue), as well as causing 12% of US capacity to shut down and increasing operating costs by \$15/ton.

The US cement industry has during its long history focused on enhancing its environmental stewardship. The industry also has a long history of investments that have produced both greater efficiency and an improved environmental footprint. The most recent surge of such win-win investments was in the boom years 1995-2005. However, this significant investment will not enable the industry to meet the challenges currently posed by EPA rules.

In fact, the US cement industry has evolved into one of the largest recyclers of industrial and urban byproducts (tires, fly ash, slag, biomass, etc), often at the encouragement of regulators. EPA's rules now threaten to penalize the industry even for its recycling investments and initiatives.

affecting design and materials decisions. This is focused primarily at the state level, but can vary considerably even within a given state.

The traditional focus is on promotion of individual projects rather than creating the conditions and removing the obstacles that will lead to the use of concrete in the next thousand jobs. Another area of emphasis is developing technical solutions and tools rather than working the political levers that will remove obstacles or create conditions favorable to concrete.

As a result, concrete's share of construction materials has not much improved over decades. Volume has simply ridden the construction cycles. In addition to our tradition approach of project promotion and technical services, we need to address entrenched political barriers.

## 5 MIT Concrete Sustainability Hub

For many years, the industry has conducted research and delivered messaging on concrete's superior performance related to sustainability and life-cycle cost. While sometimes effective, the industry-sourced information lacked validation from a significant third party authority. By partnering with MIT, the world's most renowned institution for engineering and economics, we gain the needed credibility for industry messages. The MIT Concrete Sustainability Hub's (CSH) mission can perhaps be summarized in three words: Validate-Innovate-Execute.

The primary challenge is managing MIT's work to generate useable results in the planned timeframes and then converting these findings into advocacy and promotion messages that will be effectively communicated at federal, state and local levels, and translated into policies and actions that benefit the industry.

A secondary challenge is benefiting in practical ways from MIT's concrete science work and creating an effective bridge between academic findings and industrial practice.

# Addressing the Issues



## 1. Situational Analysis

The first step in developing the plan was a situational analysis—an honest assessment of where we are today both as an organization and an industry. The Plan on a Page begins with a benchmark of Today's Reality for the two key strategic areas:

**Business Continuity:** PCA's advocacy, research, information gathering, and dissemination support the continued viability of member operations and jobs in the context of a challenging regulatory and economic environment.

**Market Development:** PCA is an industry leader with resources concentrated on current high-priority markets. As the industry transitions from demand cycling to competitive share increases, this requires greater participation, and coordinated involvement from member companies and partners.

## 2. Future Vision

The next step was determining where we wanted to be in three years—Tomorrow's Vision on the Plan on a Page:

**Business Continuity:** Through advocacy, research, standards, product adaptations, and knowledge transfer, PCA changes the regulatory mindset and positions the industry for success in an environment that demands

## 4. Roles and Responsibilities

The traditional model for PCA and many other associations is that members financially support and govern association-executed programs. That's changing as the industry faces advocacy challenges that demand direct engagement and participation by members and, in some cases, their customers and suppliers.

More than ever, we need to engage members and allies to embrace and use promotion and advocacy tools. The reality is that PCA cannot implement the strategic initiatives alone. We need the participation and coordinated involvement of member companies and partner organizations such as the National Ready Mixed Concrete Association, the American Concrete Pavement Association, and groups both inside and outside of the industry.

The Strategic Plan formalizes these roles and relationships in a chart showing the level of participation for each strategic initiative in three categories: PCA, members, and partners.

## 5. Tactics, Milestones, and Metrics

The Plan on a Page outlines high-level goals and strategies to meeting them. The next step is to drill down and establish tactics for implementing each strategic initiative. Also included are milestones for each year of the planning period.

sustainable products and practices.

**Market Development:** Through enhanced advocacy, education, training, and communication on identified key initiatives and messages, the industry is transformed into a more informed, integrated, and effective force for market development, resulting in greater share of high-priority markets.



### 3. Strategic Initiatives

Once the bookends of Today's Reality and Tomorrow's Vision are in place, the next step is to develop strategic initiatives for each area:

**Business Continuity:** Enhance and Defend PCA Member Company Viability

1. Implement a comprehensive regulatory strategy to address near-term challenges
2. Develop and implement comprehensive sustainable manufacturing program to address long-term challenges
3. Elevate visibility and adoption of concrete's social values
4. Leverage MIT Initiative to influence public policy

**Market Development:** Develop an Integrated Approach for Current High-Priority Markets With Members and Partners

1. Advocate for local policy changes beneficial to the industry
2. Promote concrete for increased market share
3. Leverage imaging and branding to influence targeted internal and external audiences
4. Position MIT results to support industry initiatives

The milestones and the industry metrics determine interim and outcome measures of success for each strategic initiative. Ultimately, they roll up into the broad goals of Tomorrow's Vision on the Plan on a Page.

Milestones and industry metrics are subject to change over the three-year planning horizon. In quarterly business review meetings, PCA senior staff will review progress toward the milestones and the industry metric to determine if they are still valid, and if adjustments should be made.

For example, external circumstances may alter the desired outcome. Internal changes such as budgets and work program may also alter the scope. And lastly, we need to differentiate between metrics for which PCA is responsible and has control versus industry metrics, which are likely to depend on our members and partners.

## Strategic Initiatives

Today's Reality  
As of January 1, 2012**Business Continuity**

PCA's advocacy, research, information gathering, and dissemination support the continued viability of member operations and jobs in the context of a challenging regulatory and economic environment.

**Market Development**

PCA is an industry leader with resources concentrated on current high-priority markets. As the industry transitions from demand cycling to competitive share increases, this requires greater participation and coordinated involvement from member companies and partners.

PCA

Members

Partners

**Enhance and Defend PCA Member Company Viability**

1. Implement a comprehensive regulatory strategy to address near-term challenges
2. Develop and implement comprehensive sustainable manufacturing program to address long-term challenges
3. Elevate visibility and adoption of concrete's social values
4. Leverage MIT Initiative to influence public policy

**Develop an Integrated Approach for Current High-Priority Markets With Members and Partners**

1. Advocate for local policy changes beneficial to the industry
2. Promote concrete for increased market share
3. Leverage imaging and branding to influence targeted internal and external audiences
4. Position MIT results to support industry initiatives

Tomorrow's Vision  
As of December 31, 2014**Business Continuity**

Through advocacy, research, standards, product adaptations, and knowledge transfer, PCA changes the regulatory mindset and positions the industry for success in an environment that demands sustainable products and practices.

**Market Development**

Through enhanced advocacy, education, training, and communication on identified key initiatives and messages, the industry is transformed to a more informed, integrated and effective force for market development resulting in greater share of high-priority markets.

Sustainable Development and Social Values

Infrastructure / Business Processes

Mission  
Vision  
Values

To improve value and expand the uses of cement and concrete through market development, research, and public affairs.

PCA will be a global leader in the concrete industry as the catalyst for sustainable, economical, resilient, and environmentally responsible construction solutions that will enhance quality of life and social values.

Leadership, innovation, integrity, teamwork, and accountability are the core values that shape our professional lives, our decisions and our priorities.

## Strategic Initiative Participation

Today's Reality  
As of January 1, 2012

Tomorrow's Vision  
As of December 31, 2014

### Business Continuity

#### Enhance and Defend PCA Member Company Viability

1. Implement a comprehensive regulatory strategy to address near-term challenges
2. Develop and implement comprehensive sustainable manufacturing program to address long-term challenges
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### Business Continuity

### Market Development

#### Develop an Integrated Approach for Current High-Priority Markets With Members and Partners

1. Advocate for local policy changes beneficial to the industry
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### Market Development

## Strategic Initiatives — Business Continuity

## Enhance and Defend PCA Member Company Viability

## 1. Implement a comprehensive regulatory strategy to address near-term challenges

Tactics	Milestones				Industry Metrics
	12/2011	12/2012	12/2013	12/2014	
Regulatory	Ongoing PCA-EPA negotiation	EPA proposes rule changes; PCA comments; negotiations continue	EPA finalizes rule changes	Rule changes effective	Favorable changes to EPA rule; more time to comply
Litigation	Completed oral arguments	DC Circuit decision issued; EPA proposes rule changes; PCA comments; negotiations continue	EPA finalizes rule changes	Rule changes effective	Favorable changes to EPA rule; more time to comply
Legislation	Legislation introduced in House and Senate	Legislation mooted by court decision or EPA rule, OR it is enacted	If enacted, EPA begins process of revising rules	EPA proposes new rules; PCA comments; negotiations continue	Legislation mooted by court decision or EPA rule changes, OR it is enacted

## 2. Develop and implement comprehensive sustainable manufacturing program to address long-term challenges

Tactics	Milestones				Industry Metrics
	12/2011	12/2012	12/2013	12/2014	
Engage in Obama regulatory reform initiatives	Comment on Proposed Obama Program	Engage with White House on Obama program; pursue supporting legislation	New regulatory programs and processes proposed	New programs and processes finalized	Constructive changes to federal regulatory process
Develop plan to address long-term regulatory challenges		Identify long-term challenges; develop desired outcomes	Develop plan to achieve desired outcomes	Implement plan	Plan to address long-term regulatory changes
Revisit metrics; re-create Sustainable Manufacturing (SM) Program		Review metrics; develop recommendations for new metrics	Modifications to SM developed; address long-term regulatory challenges	New SM program complete; responsive to long-term regulatory plan	New SM program to support long-term regulatory objectives



### 3. Elevate visibility and adoption of concrete's social values

Tactics	Milestones				Industry Metrics
	12/2011	12/2012	12/2013	12/2014	
Climate change: Expand use of life-cycle assessment (LCA) tools for climate change	Finalize LCA of low-rise buildings and pavements (MIT and Berkeley)	Develop model to compute greenhouse gas reductions using LCA framework	Test model and incorporate into federal policy	Begin utilization of model	Fully functioning tool for LCA to offset CO2 emissions
Greener cement: Increase use of portland cement-limestone	Submit ballot item on portland cement-limestone to relevant standards	Cement-limestone provisions included in relevant standards	Develop and ballot provisions for cement-limestone that address sulfate resistance and limestone quality	50% of DOTs accept provisions; relevant standards include provisions for sulfate resistance and limestone quality	Greener cement standards published and largely accepted
Product Category Rules (PCR) and Environmental Product Declaration (EPD)	Select PCR consultant and proposal; evaluate data needs	Draft PCR is complete	PCA publishes PCR standard	Industry adopts PCRs and PCA drafts industry average EPD	Industry adopts PCR and EPD's for cement products

### 4. Leverage MIT Initiative to influence public policy

Tactics	Milestones				Industry Metrics
	12/2011	12/2012	12/2013	12/2014	
Educate stakeholders	MIT results are complete	Tools to educate stakeholders are developed	Various forms are organized to educate stakeholders	Stakeholders educated	Internal and external stakeholders view MIT results favorably
Legislate/regulate	Commence development of legislative strategy to implement LCA/LCCA policies	Tools to incorporate LCA/LCCA policies developed and tested; advocacy program developed	Federal and State advocacy program implemented	Advocacy program continues, significant number of states adopt policies	LCA/LCCA policies incorporated into law and regulation (number of states)
Implement		Develop plans to implement new LCA/LCCA policies	States begin to implement new LCA/LCCA policies	More states implement policies	Fair and equitable LCA/LCCA policies exist at the state level

## Strategic Initiatives — Market Development

## Develop an Integrated Approach for Current High-Priority Markets With Members and Partners

## 1. Advocate for local policy changes beneficial to the industry

Tactics	Milestones				Industry Metrics
	12/2011	12/2012	12/2013	12/2014	
Establish and communicate goals and objectives and identify and develop member leaders on a state-by-state basis	Establish goals and objectives/identify member leaders	Members empowered and engaged	Measurable progress against policy targets	Additional policy targets are identified and we start to advocate next issue	Number of specific policy changes by state or agency, level playing field for pavement selection is achieved
Develop training programs and tools to facilitate advocacy efforts	Advocacy 101 training schedule established, playbooks and tools distributed	Refine and supplement training from member feedback	Build additional training modules and tools as required	Audit effectiveness of advocacy efforts	
Develop consistent messaging and delivery systems	Messaging and delivery systems established	Identify spokespersons by state, coach and train	Adoption and effectiveness monitored and evaluated	Expand the effort capitalizing on best practices	

## 2. Promote concrete for increased market share

Tactics	Milestones				Industry Metrics
	12/2011	12/2012	12/2013	12/2014	
Develop and use Market Intelligence information to assist in identifying market priorities	Develop template for Market Intelligence reports, develop strategies by region	Use MI reports to focus promotion efforts; deploy resources to promote target markets	Monitor success and refine product	Expand use as resources become available	Market share increase
Develop and implement a comprehensive marketing and communications plan in support of promotion targets	Develop plan	Educate internal and external audiences on benefits of cement and concrete	Monitor success or failure and reinforce or reduce as required	Refine and focus message	

### 3. Leverage imaging and branding to influence targeted internal and external audiences

Tactics	Milestones				Industry Metrics
	12/2011	12/2012	12/2013	12/2014	
Continue to develop and refine the Think Harder. Concrete branding/imaging campaign	Think Harder. Concrete. brand developed and established	Adoption by members and partners	Use by members and partners	On-going	Increased awareness of the industry, its products, and their benefits
Express brand and messaging consistently across all initiatives and to staff, members and partners	Think Harder brand applied to paving and some corporate communications materials	Think Harder and messaging incorporated into PCA communications materials	Think Harder brand and messaging applied to all marketing and advocacy programs	On-going	

### 4. Position MIT results to support industry initiatives

Tactics	Milestones				Industry Metrics
	12/2011	12/2012	12/2013	12/2014	
Facilitate adoption of life cycle concepts	Educate stakeholders on advocating LCA/LCCA, through the development of a legislative lobbying plan	Potential states selected by fiscal health and cement potential	Resources allocated and deployed	Monitor progress and adjust as required	Industry awareness of MIT findings and implications for the industry
Position concrete as <i>the</i> sustainable building material	Improve how concrete is positioned within the specifier and codes environment	Model a variety of additional concrete wall assemblies to identify optimal environmental performance capabilities	Investigate innovations to position concrete assemblies as cost effective, low carbon, high performance solutions	Arrive at cost effective concrete solutions to meet anticipated 2030 environmental performance requirements	
Local validation of MIT results	MIT results released and explained	MIT results distributed to thought leaders at the local level	Validation communicated to stakeholders	Acceptance by local stakeholders	

## Strategic Initiatives — Infrastructure/Business Processes

## 1. Develop and implement processes for continuous facility-wide improvements that enhance operations and efficiency

Tactics	Milestones				Industry Metrics
	12/2011	12/2012	12/2013	12/2014	
Build facilities plan to effectively support current and emerging requirements	Complete an analysis of the condition of the buildings and grounds; prioritize expenditures that address critical repairs, safety, health, and compliance issues	Update analysis of the condition of the buildings and grounds; build appropriate organizational structure to support the facilities plan	Update analysis of the condition of the buildings and grounds	Update analysis of the condition of the buildings and grounds	PCA adopts formal facilities and business policies and practices that are consistent with industry standards
Develop a 3–5 year replacement plan for buildings and equipment	Develop end-of-life equipment and replacement schedule to effectively support current and emerging business requirements	Update maintenance schedules and plans	Update maintenance schedules and plans	Update maintenance schedules and plans	Current and emerging needs through 2014 have been met by maintainable systems
Identify and evaluate options to make building space more productive and efficient for current and emerging needs	Develop a plan for the reconfiguration of northeast wing	Complete redesign of northeast wing as funding becomes available  Implement energy efficiency and green improvements	Develop a landscape master plan to effectively use the space	Continue to evaluate repurposing of space to align with staff requirements	Site more productive and efficient and addresses current and emerging requirements

## 2. Implement comprehensive information technology (IT) plan to support current and emerging needs consistent with industry standards

Tactics	Milestones				Industry Metrics
	12/2011	12/2012	12/2013	12/2014	
Build IT infrastructure and adopt policies that are consistent with industry standards	Connectivity is reliable 95% of the time  Deploy new accounting software	Implement IT policies consistent with insurance requirements  Deploy new website	PCA IT policies updated for compliance with industry standards  Deploy document management system	PCA IT policies updated for compliance with industry standards  Migrate all PCA microsites onto one platform	Policies and infrastructure meet industry standards and requirements of PCA

## 3. Implement comprehensive human resource plan to support current and emerging needs consistent with industry standards and support PCA values

Tactics	Milestones				Industry Metrics
	12/2011	12/2012	12/2013	12/2014	
Adopt HR practices and policies that are consistent with industry standards and regulations	Adopt changes to the PCA Employee Manual and HR practices to include all federal and state required policies	PCA HR policies updated for compliance with industry standards and regulations	PCA HR policies updated for compliance with industry standards and regulations  Execute wage and salary review to market	PCA HR policies updated for compliance with industry standards and regulations	Maintain compliance with federal and state regulatory agencies
Deploy internal communications inclusive of all PCA employees	PCA Intranet branded as acceptable source of employee information	Complete requirements for employee dashboard as web-based communication tool	Deploy PCA employee dashboard	Internal communications are evaluated	PCA staff are engaged and knowledgeable based upon consistent and timely messaging

# 8 Social Values of Concrete



## ● Conserve Resources

During their lifetime, concrete buildings, homes, and roads are efficient users of energy, water, land, and other resources.



## ● Safer Living

Concrete structures provide better safety, protection, and peace of mind.



## ● Economy

Concrete provides economic advantages both from a total cost of ownership and operation and from greater use of locally produced materials.





## ● Community Protection

Concrete offers greater disaster resistance, protecting essential community services and business continuity.



## ● Durability

Concrete outlasts the useful lives of other building materials with minimal maintenance and repair.



## ● Less Waste

Throughout its lifetime, concrete structures produce less waste and byproducts (including CO<sub>2</sub>), use the byproducts of other activities, and can ultimately be recycled.



## ● Beauty

Concrete structures can be designed to create esthetic value for the owner, user, and the community.



## ● Connecting People

Concrete provides the essential links (roads, bridges, ports, utility infrastructure, etc.) that enable society to function safely and efficiently and prosper financially.

# Looking Forward: Next Steps

Starting with the strategic plan assumptions and strategic initiatives from the strategic planning process and plan of work meetings, the PCA senior staff created the 2012 budget.

*The goal of our strategic plan is to position PCA for the future by concentrating on what we do best.*

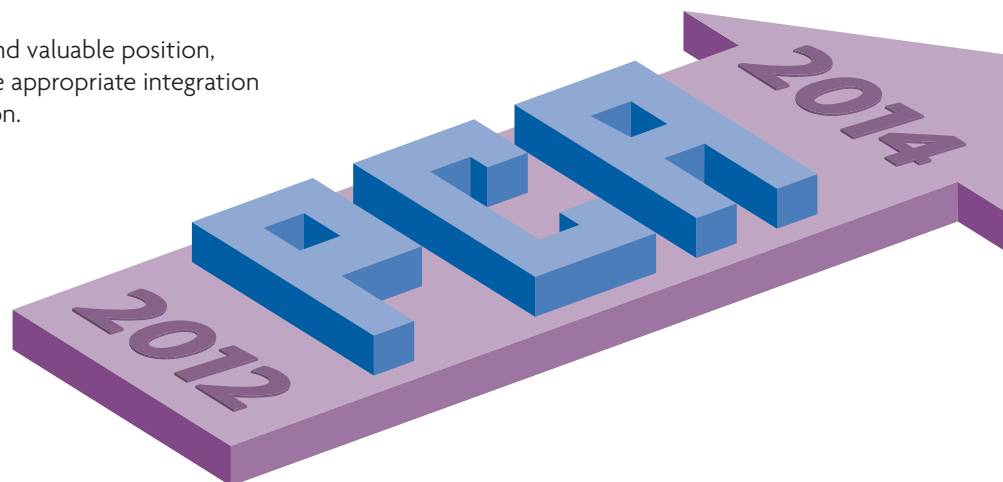
This budget reflects the realities of the current economic downturn while acknowledging that we must focus on and implement the most important priorities of the plan.

Once the budget is approved, the staff will develop a balanced scorecard supporting each of the key strategic areas, detailing both interim and outcome measures of success. Those metrics will then be incorporated into the performance management plan for each member of the PCA senior staff.

The core of leadership is determining strategy: defining and communicating PCA's unique position and integrating the Association's infrastructure to support that position.

The goal of our strategic plan is to position PCA for the future by concentrating on what we do best. The search for, and the defense of, competitive advantage lies at the heart of our leadership responsibility.

The strategic plan defines a unique and valuable position, makes clear trade-offs, and builds the appropriate integration of activities to deliver on that position.







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