

NRMCA BOARD OF DIRECTORS' MEETING

**FRIDAY, OCTOBER 10, 2025
3:00 PM – 5:00 PM**

**GAYLORD PALMS RESORT &
CONVENTION CENTER
KISSIMMEE, FLORIDA**





NRMCA 2025 Board of Directors' Meeting
Friday, October 10, 2025
3:00 pm - 5:00 pm
Gaylord Palms Resort & Convention Center

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NRMCA BOARD OF DIRECTORS' MEETING

CONSENT AGENDA

These items are considered routine and are enacted by one motion. There will be no separate discussion of these items unless removal of the item from the consent agenda is requested by a Board member for full Board discussion. If such a request is made, there is no need for a second, a vote or discussion as the item will be pulled from the consent agenda and placed on the regular agenda. Supporting documents for each item listed on the consent agenda are referenced in the Board book.

Consent Item (1)

Review of the NRMCA Antitrust Statement - Page 06

Summary: The Board meeting will be conducted in strict accordance with the NRMCA Antitrust Statement and all U.S. Antitrust Laws.

Consent Item (2)

Minutes of the Board Meeting of March 7, 2025 - Pages 07-15

Summary: The Board members are asked to approve the minutes of the last NRMCA Board of Directors' Meeting, held on Friday, March 7, 2025, at the JW Marriott Tucson Starr Pass Resort & Spa in Tucson, Arizona.

Consent Item (3)

Approve Selection of Auditor for 2025 Audit - Pages 16-19

Summary: The Board members are asked to approve the selection of the auditing firm of T&F Certified Public Accountants LLC to complete the 2025 Audit for NRMCA as moved by the Executive Committee.



AGENDA

NRMCA BOARD OF DIRECTORS' MEETING Friday, October 10, 2025 3:00 pm - 5:00 pm

**Gaylord Palms Resort & Convention Center
Kissimmee, Florida**

Presiding Officer: G. Carlton Golden, Jr., Chairman

3:00 pm - 3:10 pm

1. OPENING - Messrs. Cooper and Golden

Action 1: Adoption of Consent Agenda Items - Page 02
Action 2: Review of NRMCA Meeting Rules - Page 05

Suggested Motion: The NRMCA Board of Directors hereby approves the Consent Agenda items as shown.

3:10 pm - 3:20 pm

2 CHAIRMAN'S REPORT - Mr. Golden

3:20 pm - 3:30 pm

3. PRESIDENT'S REPORT - Mr. Roche - Pages 20-24

A. Developing Industry Leaders Matriculation Ceremony - Jeannette Munroe

3:30 pm - 3:40 pm

4. FINANCIAL ACTIVITIES - Messrs. Brewer and Roche

A. 2024 Draft Audit - Pages 25-45

Suggested Motion: The NRMCA Board of Directors hereby approves the 2024 Draft Audit as presented.

B. 2025 YTD Financial Activities

1. Glossary of Financial Terms and Statements of Activities - Pages 46-49
2. Statements of Financial Position - Page 50
3. Cash & Investment Report - Pages 51-61
4. Dues Analysis, Membership Report and Collections Policy - Pages 62-64
5. Production Report - Pages 65-66
6. CONCRETEPAC Report - Page 67

3:40 pm - 3:50 pm

5. NOMINATING COMMITTEE REPORT - Mr. Parson

Scott Parson, Nominating Committee Chairman, will report to the Board on the actions of the Nominating Committee.

3:50 pm - 4:00 pm

6. NRMCA BYLAWS UPDATE - Mr. Parson - Pages 68-75

4:00 pm - 4:10 pm

7. SHARED ASSOCIATION SERVICES UPDATE - Messrs. McKean and Roche

4:10 pm - 4:30 pm

**8. STRATEGIC PLAN AND BUILD WITH STRENGTH PROMOTION STRATEGY -
Messrs. Batten, Brewer, Killingsworth and Manatt - Pages 76-83**

Suggested Motion: The NRMCA Board of Directors hereby approves the 2026-2028 NRMCA Strategic Plan as presented.

4:30 pm - 4:45 pm

9. FISCAL YEAR 2026 PROPOSED BUDGET - Messrs. Brewer and Roche - Pages 84-86

Suggested Motion: The NRMCA Board of Directors hereby approves the 2026 Budget as presented.

4:45 pm - 4:50 pm

10. FUTURE BOARD OF DIRECTORS' MEETINGS - Mr. Golden - Page 159

- February 27 - March 2, 2026, at Fontainebleau in Las Vegas, Nevada in conjunction with the NRMCA 2026 Annual Convention and CONEXPO-CON/AGG being held March 3-7, 2026, at the Las Vegas Convention Center.
- October 15 - 18, 2026, at the Gaylord Opryland Resort and Convention Center in Nashville, Tennessee in conjunction with NRMCA's 2026 ConcreteWorks.

4:50 pm - 5:00 pm

11. OTHER BUSINESS - Mr. Golden

5:00 pm

12. ADJOURNMENT - Mr. Golden



National Ready Mixed Concrete Association Board of Directors' Meeting Rules

1. Directors must go to the microphone to be recognized and state their names before beginning to speak.
2. Only voting Directors may make motions and vote. Non-voting Members of the Board may debate but may not make motions or vote.
3. Each Director may speak once to each debatable motion. A Director wishing to speak a second time on a motion must yield to anyone who has not yet spoken on that motion.
4. Each Director may speak for up to two minutes when recognized.
5. Directors shall refrain from side conversations or other distractions during the meeting.
6. Cell phones shall be turned off or put in vibrate mode. No cell phone conversations shall be permitted in the meeting room.



ANTITRUST POLICY STATEMENT

The National Ready Mixed Concrete Association assigns the highest priority to full compliance with both the letter and the spirit of the antitrust laws. Agreements among competitors that unreasonably limit competition are unlawful under federal and state antitrust laws, and violators are subject to criminal fines and incarceration, civil fines and private treble-damage actions. Even the successful defense of antitrust litigation or an investigation can be very costly and disruptive. It is thus vital that all meetings and activities of the Association be conducted in a manner consistent with the Association's antitrust policy.

Examples of illegal competitor agreements are those that attempt to fix or stabilize prices, to allocate territories or customers, to limit production or sales, or to limit product quality and service competition. Accordingly, it is inherently risky and potentially illegal for competitors to discuss under Association auspices, or elsewhere, the subjects of prices, pricing policies, other terms and conditions of sale, individual company costs (including planned employee compensation), the commercial suitability of individual suppliers or customers, or other factors that might adversely affect competition.

It is important to bear in mind that those in attendance at Association meetings and activities may include competitors, as well as potential competitors. Any discussion of sensitive antitrust subjects with one's competitors should be avoided at all times before, during, and after any Association meeting or other activity. This is particularly important because a future adversary may assert that such discussions were circumstantial evidence of an illegal agreement, when viewed in light of subsequent marketplace developments, even though there was, in fact, no agreement at all.

If at any time during the course of a meeting or other activity, Association staff believes that a sensitive topic under the antitrust laws is being discussed, or is about to be discussed, they will so advise and halt further discussion for the protection of all participants. Member attendees at any meeting or activity should likewise not hesitate to voice any concerns or questions that they may have in this regard.

Adopted by the NRMCA Membership, April 3, 2006, and reaffirmed by legal counsel January 19, 2024.



MINUTES

NRMCA BOARD OF DIRECTORS' MEETING

Thursday, March 7, 2025

9:00 am - 11:30 am

**JW Marriott Tucson Starr Pass Resort & Spa
Tucson, Arizona**

Presiding Officer: Nathan McKean, Chairman

Board Members in Attendance:

Doug Anderson, CalPortland Co., Portland, OR
Henry Batten, Concrete Supply Co., LLC, Charlotte, NC
Sarah Beasley, Vulcan Materials, dba Capital Concrete, Inc., Norfolk, VA
Tim Becken, Cemstone Products Co., Mendota Heights, MN
Steve Bishop, Maschmeyer Concrete Co., Orlando, FL
Jason Blyth, Thomas Concrete, Inc., Raleigh, NC
Scott Brewer, Dolese Bros. Co., Oklahoma City, OK
Christian Brown, American Ready Mix, Inc., Sparks, NV
Herb Burton, Central Concrete Supply Co., Inc., San Jose, CA
John Carew, Carew Concrete & Supply Co., Inc., Appleton, WI
Edilson Chimilovski, Votorantim Cimentos, Toronto, ON
Kurt Croell, Croell Redi-Mix, New Hampton, IA
Chris Eagon, Master Builders Solutions, Beachwood, OH
John Ernst, Ernst Concrete, Dayton, OH
Kirk Farmer, Farmer Companies, Jefferson City, MO
G. Carlton Golden, Jr., Builders Supply Co., Bossier City, LA
Derek Gordon, Martin Marietta Materials, Dallas, TX
Brian Gray, Knife River, Portland, OR
Rodney Grogan, MMC Materials, Inc., Madison, MS
Allen Hamblen, CalPortland Co., Las Vegas, NV
Martin Hansberger, Holliday Rock Co., Inc., Upland, CA
Terry Harris, GCP Applied Technologies, Alpharetta, GA
Hank Hauge, Strata Corporation, West Fargo, ND
Jarod Hendricks, Lyman-Richey Corp (CRH), Omaha, NE
Chris Hobby, Heidelberg Materials, Irving, TX
Les Howell, Delta Industries, Inc., Jackson, MS
Ryan Jacoby, Chaney Enterprises, Gambrills, MD
Teddy Keller, Sysdyne Technologies, Calera, AL
Cassie Krauss, Carew Concrete & Supply Co., Inc., Appleton, WI
Justin Lazenby, Thomas Concrete, Inc., Atlanta, GA
Toby Lee, Heidelberg Materials, Nedrow, NY
Michael LeMonds, Holcim, Chicago, IL

Jeremiah Lemons, CRH Americas Materials, Spokane, WA
John Malcolm, Carew Concrete & Supply Co., Inc., Appleton, WI
Adam Manatt, Manatt's, Inc, Brooklyn, IA
Nathan McKean, BMC Enterprises, Inc., St. Louis, MO
Victor McMillan, B&B Concrete Co., Inc., Tupelo, MS
Lenny Morris, Sysdyne Technologies LLC, Vestavia Hills, AL
Bill Mullen, CalPortland Co., Las Vegas, NV
David Nabavi, CEMEX, Orlando, FL
Todd Ohlheiser, Colorado Ready Mixed Concrete Assoc., Centennial, CO
David Ojeda, Fritz-Pak Corp., Mesquite, TX
Scott Parson, CRH Americas Materials, Inc., Ogden, UT
Louis Petrillo, Titan America LLC, Norfolk, VA
Jeremy Quinn, Knife River, Sauk Rapids, MN
Charlie Rohde, King's Material, Inc., Cedar Rapids, IA
James Schelzi, Woburn Redi Mix Concrete LLC, Woburn, MA
Cherish Schwenn, WI Ready Mixed Concrete Association, Madison, WI
Laurence Silvi, III, Silvi Materials, Inc., Fairless Hills, PA
Ric Suzio, The L. Suzio Concrete Co., Inc., Meriden, CT
Rich Umbel, Four Corners Materials, Grand Junction, CO
Robb VanderSchaaff, BURNCO Colorado, Henderson, CO
Melissa Verwest, Knife River, Spokane Valley, WA
Pierre Villere, Allen-Villere Partners, Mandeville, LA
Kent Webber, The Monarch Cement Co., Humboldt, KS

Board Members Absent:

Andy Arnold, BMC Enterprises, Inc., St. Louis, MO
Kevin Bechely, Ozinga, Mokena, IL
Thor Becken, Cemstone Products Co., Mendota Heights, MN
Judd Beech, MMC Materials, Inc., Madison, MS
Oliver Brooks, Martin Marietta - Southwest Division, Lakewood, CO
Daryn Bundtrock, GB Redi-Mix, Nampa, ID
Ken Cook, Ozinga, Mokena, IL
Duane Coy, Dolese Bros. Co., Oklahoma City, OK
Bob Chandler, Chandler Concrete Co., Inc., Burlington, NC
Ted Chandler, Chandler Concrete Co., Inc., Burlington, NC
Brendan Clemente, Bonded Concrete, Inc., Watervliet, NY
Craig Dauphinais, MA Concrete & Aggregate Producers Assoc., Grafton, MA
Carol Hagan, The Vince Hagan Co., Dallas, TX
Chris Hagan, The Vince Hagan Co., Dallas, TX
Will Ho, Teichert Materials, Sacramento, CA
John Holliday, Holliday Rock Co., Upland, CA
Bart Jones, Carolina Ready Mix & Builders Supply, Inc., Swannanoa, NC
Abbott Lawrence, Martin Marietta - West Division, Lakewood, CO
Pete Lyons, Irving Materials, Inc., Greenfield, IN
Scott Olin, Dickinson Ready Mix Co., Dickinson, ND
T.J. Oneglia, O&G Industries, Inc., Torrington, CT
Justin Ozinga, Ozinga, Mokena, IL
Jay Ritchie, Geneva Rock Products, Inc., Murray, UT
Francisco Rivera, CEMEX, Folsom, CA
Terrance Savage, Geneva Rock Products, Inc., Salt Lake City, UT
Camilla Schroeder, Advance Ready Mix Concrete, Inc., Louisville, KY
Brad Slabaugh, Hilltop Companies, Covington, KY

D. Van Smith, Van-Smith Concrete Co., Charleston, SC
Neil Smith, CON-E-CO, an Astec Brand, Blair, NE
Kirk Taylor, Alamo Concrete Products Co., San Antonio, TX
Jon Tuggle, MC Ready Mix, Kennesaw, GA
Timothy Vaughn, Redimix Companies, Inc., Manchester, NH
Matthew Walter, Continental Mixers, Cynthiana, KY
Bob Welker, Argonics, Inc., Gwinn, MI
Chip Wildman, Concrete Supply Co., LLC., Charlotte, NC
Rusty Winters, Capitol Aggregates, Inc., San Antonio, TX
Chris Wurtz, Digital Fleet, Chicago, IL
Tom Zais, BURNCO Texas, Irving, TX
Jill Zhang, Sysdyne Technologies LLC, Stamford, CT
Corey Zollinger, CEMEX, Houston, TX

Guests:

Doug Anderson (Anderson Concrete Corp.), Bruce Christensen (Master Builders Solutions), Steve Antonoff (CalPortland Co.), Brett Baker (Irving Materials, Inc.), Deb Carew (Carew Concrete & Supply Co., Inc.), Steve Coppinger (CalPortland Co.), Steve Cox (Command Alkon), John Cunningham (Aggregate & Ready Mix Association of MN), Joseph Ferrara (Aggregate and Cement Trucking, LLC). Michael Gallant (HaulHub Technologies), Julie Garbini (Concrete Advancement Foundation), Joseph Gallagher (Boston Sand & Gravel Co.), Adrienne Heidema (Consumers Concrete Corp.), Brennan Heidema (Consumers Concrete Corp.), David Henson (Master Builders Solutions), Dee Dee Kennedy (Maryland Ready Mixed Concrete Assoc.), Clint Kirk (Hawkeye Ready Mix), Anne Klute (NE Concrete & Aggregates Association), Nicole Maher (CIM National Steering Committee), John McCulla (Allen-Villere Partners), Brian Morton (Preferred Materials, a CRH Co.), Greg Mulder (Iowa Ready Mixed Concrete Association), Shane Naccari (Allen-Villere Partners), Stephen Render (Vulcan Materials Co.), Marcia Salsbury (J.J. Kennedy, Inc.), Laurence Silvi !! (Silvi Materials), Max Stephens (Stephens Mfg.), Caroline Sutton (Carolinas Ready Mixed Concrete Association), Jessica Wilson (Carolinas Ready Mixed Concrete Association)

NRMCA Personnel:

Jeff Bowers, Tim Cooper, Darryl Dixon, Heather Houck, Amanda Hult, Brian Killingsworth, Lionel Lemay, Deb Malone, Patrick, Matsche, Julian Mills-Beale, Shamim Rashid-Sumar, Tiffany Reed-Villarreal, Joe Roche, Derek Torres and Jessica Walgenbach

1. GENERAL BUSINESS

- A. Mr. McKean recognized the sponsors, Board members, special guests and NRMCA state affiliates.
- B. NRMCA meeting rules and voting procedures were reviewed and adopted for this meeting under the general consent.
- C. Mr. McKean requested any additional agenda items from the Board. There were none.
- D. Members were asked to review the overall Board Activity Report.
- E. Approval of Consent Agenda Items.

Motion: The NRMCA Board of Directors hereby approves the Consent Agenda Items, including the adoption of the NRMCA Antitrust Statement and minutes from the NRMCA Board of Directors' meeting held on October 11, 2024, at the Gaylord Rockies Resort & Convention Center in Aurora, Colorado.

2. EXECUTIVE REPORT

Mr. Roche reminded the Board that NRMCA is building on the strong foundation it has built over the years. Last year's success was driven by record-breaking events, including the largest National Mixer Driver Championship in history with 111 drivers, eight of whom were women. Build With Strength educated over 50,000 individuals and Pave Ahead made its mark in over 30 states. For the first time ever, a defense bill was introduced without mass timber provisions. NRMCA had a hand in amending the ASME B30 Concrete Pump Safety Standards and CONCRETEPAC had a record-breaking year in both personal contributions and corporate sponsorship. NRMCA's Learning & Development team began utilizing iPads in the classroom as well. The NRMCA lab conducted over 200 testing projects and NRMCA's social media efforts resulted in over 1.2 million impressions. The work NRMCA is doing is evident as NRMCA celebrated a membership retention rate of 94%.

The Association is starting 2025 off with a bang. Over 450 industry leaders are in attendance at the Annual Convention to learn, network, and guide the priorities of the industry. Mr. Roche commended the PAC on its successful Hollywood Under the Stars event, rising over \$173,000 to begin the 2025-2026 election cycle.

Ms. Malone agreed the Association is continuing to build on its success. The PAC's 91% effective rate and 98% re-election rate is very impressive. The Government Affairs team is welcoming new members of Congress and building relationships on Capitol Hill, which has been key in spearheading an industry coalition which urged the Administration to exercise caution in establishing tariffs that would impact the industry.

The SEO Committee remains focused on recognizing best practices in safety and environment. The team is gearing up for the 2025 National Mixer Driver Championship which should prove to be the biggest and best yet. She reminded the Board to reach out with any questions regarding complex regulatory compliance issues.

The RES Committee and Lab continue to work to move the industry forward. With input from NRMCA's research team, the ACI 318 Building Code (2025) was published with a focus on sustainability. The team was successful in negotiating several changes in standards to address supply issues of traditional materials and the use of new raw materials to support sustainability. The lab has been collaborating on two projects with the Concrete Advancement Foundation on projects and it published a position statement regarding improving acceptance testing of concrete. Plant and truck certifications have been experiencing an increase in numbers as well, with a 5% increase last year.

The Build With Strength (BWS) team plans to host events in South Carolina, Washington, Georgia, California, Utah, Illinois and Minnesota this year, educating participants on the value of concrete. BWS continues to bring resilient and sustainable concrete to the forefront of the design community, hosting various meetings and lunch and learns for influential designers in the Southern California market and other storm impacted areas. The BWS team also took the lead in revising the Concrete Product Category Rule (PCR). The revised rule is scheduled to be released for public comment in Q2 2025. Build With Strength is up for renewal this fall and NRMCA is currently working to re-envision the program for the future, building upon its success.

The Pave Ahead team recently hosted a Day of Concrete educational opportunity which saw 50 attendees in Chico, California, to learn and network together. It has also conducted four boot camps in Texas, providing education on construction practices and expanded project bid opportunities through the NRMCA Design Assistance Program (DAP).

The Learning & Development team continues to move the NRMCA education program forward. In implementing the results of the curriculum review, it is launching a new course scheduling strategy called The Semester Series, all while continuing to modernize the learning environment using electronic devices.

Ms. Munroe took the stage and reviewed the program overview and timeline for the reimaged Developing Industry Leaders (DIL) Program.

Ms. Malone took the opportunity to congratulate Shamim Rashid-Sumar on her recent success of being named the president-elect of the Society of Fire Protection Engineers.

Membership remains a priority. NRMCA membership team has already logged a lot of miles in 2025 and it has more trips planned to attend state association meetings and industry events. The team will be visiting NRMCA members and prospects in their home offices to share challenges and successes throughout the industry. Ms. Malone reminded the Board to reach out to Ms. Muller and Ms. Kirby if it has questions on how to best leverage its membership.

3. FINANCIAL REVIEW

Mr. Golden referred Board members to the materials that were sent electronically, noting they included the final financial statements for 2024 and the first forecast for 2025.

Last year was a good year for NRMCA. The Association is financially strong with solid reserves ensuring that we can have an impact as an industry for many years to come. NRMCA is continuing to grow and in 2024 delivered a bottom line better than budgeted, in no small part because of a membership that continues to grow and remain engaged.

Outreach to members has been driving membership engagement. Classes are full, and 2024's Annual Convention and ConcreteWorks both hit record setting numbers. In 2024, the Association attracted 48 new Producer members and 36 new Associate members. Revenues of \$20 million exceeded budgeted revenues by almost \$1.1 million. The investment portfolio gained 10.7% for the year, increasing by more than \$700,000.

In 2025, NRMCA already has 13 NEW Producer members and eight new Associate members, but we know it is going to be a challenging year. Mr. Golden has faith in the staff at NRMCA and its ability to pivot where necessary to keep the Association financially secure. In 2024, NRMCA delivered back to you a dues savings of a penny per yard, and the Association will continue to evaluate programs to deliver the best services to its members while strengthening the Association.

Mr. Roche noted the forecast shows what was committed in the budget presented in the fall. There are already changes - some up and some down - but the bottom line is that the forecast shows growth in revenue and growth in expenses with the anticipation that

there will be a surplus at year-end.

A. 2024 Financial Review

1. **Statement of Activities** - In 2024, the Association continued to deliver on its initiatives and programs while posting a surplus exceeding \$1.0 million - \$261,000 from operations, \$753,000 from investment gains. Expenses were within \$97,000 of budget.
2. **Statement of Financial Position** - Total assets were \$18.3 million on December 31, 2024. This represents an increase of approximately \$810,000 year over year. This net increase is a result of a surplus generated from operations as well as an increase in gain on investments of \$713,000. The cash balance increased year over year by \$1,020,000 due to surpluses and continued focus on billing and collection.

Total liabilities decreased by \$0.2 million. The two largest components of this are the decrease in the long-term portion of operating lease liabilities of \$490,000 and the decrease in accounts payable and accrued expenses of more than \$386,000.
3. **Cash & Investment Report** - The Association had a total of \$11,974,905 in investments and cash. Investments year over year increased \$713,018. Investments grew 10.7% in 2024.
4. **Dues Analysis** - The dues report is based on the calendar year. The reported yards for week 5 in 2025 are 76,765,815. The overall percentage of companies reporting yardage for this year to date is 55% compared to 52% for the same week in calendar year 2024.
5. **Membership Report** - The membership report as of January 31, 2025, shows the Association has gained 13 new/rejoined Producer members in 2025, with a loss of five Producer members. In addition, the report shows eight new/rejoined Associate members.
6. **Production Report** - This report shows U.S. ready mixed concrete production reporting through November 2024. The overall percent change from 2023 to 2024 is -5.6%.
7. **CONCRETEPAC Report** - CONCRETEPAC has a current balance of \$224,462. For the 2025-2026 election cycle CONCRETEPAC has received \$10,750 in pledged contributions as of February 11, 2025, as well as \$185,000 in pledged sponsorships in 2025.

B. 2025 Financial Forecast

1. **Budget/Forecast Detail Report** - This report shows the Association's 2025 budget which was approved by the Board in October 2024. NRMCA leadership has reviewed changes and has updated the current forecast for 2025. The overall impact of the forecast shows an increase to the bottom line of \$215,272.

4. STRATEGIC PLANNING UPDATE

Mr. Manatt updated the Board on the progress of the group. He noted the Strategic Planning discussion started last year. The Association has been leaning on the same Strategic Plan for too many years and conversations began early about how to proceed with making necessary changes. The goal for the new plan is to rethink what is needed going forward. Focus groups met during ConcreteWorks in Aurora, Colorado, last fall and the group had its first in-person meeting this week. The group was carefully curated as a team to represent the entirety of the industry both geographically and by size. Mr. Manatt acknowledged that NRMCA cannot do everything every member wants but the goal of the Strategic Planning team is to determine the Association's priorities so when it is time to make decisions regarding what services to provide for members it can be done in a thoughtful and informed way.

The Strategic Plan will ultimately be used as a tool for member retention as well as new member recruitment. The information the group is reviewing was gathered through online surveys and the focus groups that met in Aurora last fall. NRMCA committees asked members for input and NRMCA staff has traveled to state association meetings to gather further information.

Now the challenging work of putting together a simple and dynamic plan that is actionable to the association begins. Between now and July this information will be reviewed and assembled to present to the Audit & Finance Committee and the Executive Committee for review so the budget can be created for next year. From July until the Board meets again at ConcreteWorks the document will be distributed to the Board and broader membership for validation of the plan so there are no surprises. The group wants the membership to be aware of what has been done and agree with the direction that has been set. The vote to approve the updated Strategic Plan will come in October.

Mr. Manatt introduced the team that is working hard for the Association and industry. He also took the opportunity to thank Mr. Brewer for his help in co-leading the group. The first in-person meeting showed a group that was very engaged, vocal, asked tough questions and wants to get this right. He is committed to creating a plan that will be simple, straight forward and focused on driving the Association forward.

Ms. Malone asked anyone who has more input and information to contact her to pass on to the team.

5. CHAIRMAN'S REPORT

Mr. McKean told the Board that 2025 will be a heavy lift under Mr. Golden's guidance. The Association will be reviewing Build With Strength as it comes up for renewal this fall, onboarding a new president, Strategic Planning, collaboration efforts with PCA and NSSGA to determine how the associations can be more cost competitive and efficient with services each provides its membership and, ultimately a full Bylaws review.

Mr. McKean expressed his love and devotion for the Association, its members, leadership and staff. He appreciates all he has learned from the leaders who came before him and the Board for allowing him to lead over the past year.

6. CHAIRMAN'S AWARD PRESENTATION

Mr. McKean presented the 2025 Robert A. Garbini Chairman's Award to Adam Manatt, Manatt's Inc. The runner-up was Mr. Henry Batten.

7. NOMINATING COMMITTEE REPORT

Mr. Parson, Chairman of the Nominating Committee, reported during the Association's Annual Members meeting that the Officers for 2025-2026 were elected. G. Carlton Golden, Jr. for Chairman, Henry Batten for Vice Chairman and Scott Brewer for Secretary/Treasurer.

He reported that Rick Pucci from Holcim has resigned from the Board, leaving a seat with a term expiring in 2027 vacant.

Motion: The NRMCA Board of Directors hereby approves Jason Blasé of Conewago Ready Mix to fill the vacated seat with a term expiring in 2027.

Mr. Parson presented the slate of elected Board members for the 2025-2026 Executive Committee. They are Sarah Beasley, Steve Bishop, Brian Gray, Michael LeMonds, Bill Mullen, David Nabavi, Charlie Rohde, and D. Van Smith, Jr. They will serve alongside Past Chairman Rodney Grogan who was elected by the Nominating Committee in accordance with NRMCA's Bylaws.

Motion: The NRMCA Board of Directors hereby approves the slate of 2025-2026 Executive Committee members as presented.

NRMCA Past Chairman Abbott Lawrence retired at the end of 2024. The Nominating Committee has selected Mr. Lawrence to serve as an Honorary Member of the Board of Directors.

Motion: The NRMCA Board of Directors hereby approves Past Chairman Abbott Lawrence to serve as an Honorary Member of the Board of Directors.

7. INSTALLATION OF NEW NRMCA CHAIRMAN

Mr. McKean installed Mr. Golden as NRMCA's 2025-2026 Chairman.

8. NEW COMMITTEE CHAIR ANNOUNCEMENTS

Mr. Golden introduced the 2025-2026 Standing Committee Chairs:

Business Advancement Committee - Blaine Weeks, Geiger Ready-Mix Co., Inc.
Concrete Promotion Committee (Buildings) - Andrew Lester, MMC Materials, Inc.
Concrete Promotion Committee (Paving) - Corey Zollinger, CEMEX
Concrete Promotion Committee (Sustainability) - Melissa Verwest, Knife River
Government Affairs Committee - Jeremiah Lemons, CRH Americas Materials, Inc.
Membership Promotion Committee - James Schelzi, Woburn Redi Mix
Nominating Committee - Scott Parson, CRH Americas Materials, Inc.
Research, Engineering & Standards Committee - Justin Lazenby, Thomas Concrete, Inc.
Safety, Environmental & Operations Committee - Will Ho, Mathews Ready Mix, Inc.
Workforce Development Committee - Cassie Krause, Carew Concrete & Supply Co., Inc.

Mr. McKean introduced the 2024-2025 Associate Member Division and Bureau Chairs:

Manufacturers Products & Services Division - Teddy Keller, Sysdyne Technologies
Materials Division - David Ojeda, Fritz-Pak Corporation
Concrete Plant Manufacturers Division - Chris Hagan, The Vince Hagan Company
Truck Mixer Manufacturers Bureau - Matthew Walter, Continental Mixers

Volumetric Mixer Manufacturers Bureau - Andrew Coates, ProAll International Manufacturing, Inc.

9. OUTGOING COMMITTEE CHAIRS AND EXECUTIVE COMMITTEE RECOGNITION

Mr. McKean thanked all outgoing Committee Chairs, Division Chairs, Executive Committee members and Board members for their service to the Association and noted that a donation will be made to the Concrete Advancement Foundation in their names.

10. FUTURE MEETINGS REPORT

The next meeting of the Board of Directors will be held in October at the Gaylord Palms Resort and Convention Center in Kissimmee, Florida.

11. ADJOURNMENT

There being no further business, the meeting was adjourned.

Respectfully Submitted By:

**Heather Houck
Recorder**



T&F

Certified Public Accountants LLC

July 10, 2025

Board of Directors of the
National Ready Mixed Concrete Association
66 Canal Center Plaza, Suite 250
Alexandria, VA 22314

We are pleased to confirm our understanding of the services we are to provide for the **National Ready Mixed Concrete Association** for the year ending December 31, 2025.

We will audit the financial statements of the **National Ready Mixed Concrete Association**, which comprise the statement of financial position as of December 31, 2025, and the related statements of activities and cash flows for the year then ending, and the related notes to the financial statements.

We will also prepare the Association's Federal 2025 Form 990 (Return of Organization Exempt from Income Tax) and Form 990-T (Exempt Organization Business Income Tax Return) for the year ending December 31, 2025.

AUDIT OBJECTIVE

The objective of our audit is the expression of an opinion about whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America and will include tests of your accounting records and other procedures we consider necessary to enable us to express such an opinion. We will issue a written report upon completion of our audit of the **National Ready Mixed Concrete Association's** financial statements. Our report will be addressed to the Board of Directors of the **National Ready Mixed Concrete Association**. We cannot provide assurance that an unmodified opinion will be expressed. Circumstances may arise in which it is necessary for us to modify our opinion or add an emphasis-of-matter or other-matter paragraph. If our opinion is other than unmodified (unqualified), we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed an opinion, we may decline to express an opinion, or withdraw from this engagement.

AUDIT PROCEDURES

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts and direct confirmation of receivables and certain assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions (if necessary). We will also request written representations from the Association's attorneys as part of the engagement (if necessary), and they may bill you for responding to this inquiry. At the conclusion of our audit, we will require certain written representations from you about the financial statements and related matters.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the Association or to acts by Management or employees acting on behalf of the Association.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements may exist and not be detected by us, even though the audit is properly planned and performed in accordance with U.S. generally accepted auditing standards. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. However, we will inform the appropriate level of management of any material errors or any fraudulent financial reporting or misappropriation of assets that comes to our attention. We will also inform the appropriate level of Management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

Our audit will include obtaining an understanding of the Association and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures. An audit is not designed to provide assurance on internal control or to identify deficiencies in internal control. However, during the audit, we will communicate to you and those charged with governance internal control related matters that are required to be communicated under professional standards.

MANAGEMENT RESPONSIBILITIES

Management is responsible for making all management decisions and performing all management functions; for designating an individual with suitable skill, knowledge, or experience to oversee the tax services and any other non-attest services we provide (i.e. preparation of Federal Form 990); and for evaluating the adequacy and results of those services and accepting responsibility for them. We will advise you with regard to tax positions taken in the preparation of the information returns, but the responsibility for the information returns remains with Management.

Management is responsible for establishing and maintaining internal controls, including monitoring ongoing activities; for the selection and application of accounting principles; and for the preparation and fair presentation of the financial statements in conformity with U.S. generally accepted accounting principles. Management is also responsible for making all financial records and related information available to us and for the accuracy and completeness of that information. You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, (2) additional information that we may request for the purpose of the audit, and (3) unrestricted access to persons within the organization from whom we determine it necessary to obtain audit evidence.

Management's responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

Management is responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the Association involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the Association received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring the Association complies with applicable laws and regulations.

You agree to assume all management responsibilities for the tax services, financial statement preparation services, and any other nonattest services we provide; oversee the services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of the services; and accept responsibility for them.

With regard to the electronic dissemination of audited financial statements, including financial statements published electronically on your website, you understand that electronic sites are a means to distribute information and, therefore, we are not required to read the information contained in these sites or to consider the consistency of other information in the electronic site with the original document.

Certain communications involving tax advice are privileged and not subject to disclosure to the IRS. By disclosing the contents of those communications to anyone, or by turning over information about those communications to the government, you, your employees, or agents may be waiving this privilege. To protect this right to privileged communication, please consult with us or your attorney prior to disclosing any information about our tax advice. Should you decide that it is appropriate for us to disclose any potentially privileged communication, Management agrees to provide us with written, advance authority to make that disclosure.

Management is required to disclose in the financial statements the date through which subsequent events have been evaluated and whether that date is the date the financial statements were issued or were available to be issued. You agree that you will not date the subsequent event note earlier than the date of the management representation letter.

ENGAGEMENT ADMINISTRATION

We understand that your employees will prepare all cash, investment, receivables, and other confirmations we request and will locate any documents selected by us for testing.

Mitchell A. Freed, CPA is the engagement partner and is responsible for supervising the engagement and signing the report or authorizing another individual to sign it. We expect to begin our audit on approximately April 1, 2026 (or earlier date if necessary) and to issue our draft report no later than June 30, 2026 (or earlier date if necessary).

Our audit engagement ends on delivery of our audit report, and tax returns. Any follow-up services that might be required will be a separate, new engagement. The terms and conditions of that new engagement will be governed by a new, specific engagement letter for that service.

Management may request that we perform additional services not addressed in this engagement letter. If this occurs, we will communicate with you the scope of the additional services and the estimated fees. We also may issue a separate engagement letter covering the additional services. In the absence of any other written communication from us documenting such additional services, our services will continue to be governed by the terms of this engagement letter.

ENGAGEMENT FEES AND OTHER

Audit of December 31, 2025 Financial Statements	\$ 24,900
Preparation of 2025 Federal Form 990/990-T	<u>2,700</u>
Total Engagement Fees	<u><u>\$ 27,600</u></u>

You will also be billed for certain out-of-pocket costs such as travel, parking, report production, postage, etc. Additional expenses are estimated to be less than \$300. The fee estimate is based on anticipated cooperation from the Association's personnel and the assumption that unexpected circumstances will not be encountered during the engagement. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur the additional costs. Our invoices for these fees will be rendered as work progresses and are payable on presentation. In accordance with our firm policies, work may be suspended if your account becomes 30 days or more overdue and will not be resumed until your account is paid in full. If we elect to terminate our services for nonpayment, our engagement will be deemed to have been completed upon written notification of termination, even if we have not completed our report. You will be obligated to compensate us for all time expended and to reimburse us for all out-of-pocket expenditures through the date of termination.

We appreciate the opportunity to be of service to the Association and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Thank You,



Mitchell A. Freed, Partner

T&F Certified Public Accountants LLC

RESPONSE:

This letter correctly sets forth the understanding of the **National Ready Mixed Concrete Association**.

Management signature: _____

Title: _____

Date: _____

President's Report – October 2025

ConcreteWorks Update

- NRMCA's square footage goal was 17,000 sq. ft. sold, and it **reached 20,300 sq. ft. sold**. With 108 exhibitors, this year marks the strongest exhibitor turnout in ConcreteWorks history.
- The National Mixer Driver Championship has also surpassed last year's record with 128 drivers currently registered.
- NRMCA's ConcreteWorks 2025 sponsorship revenue has surpassed the approved budget by 38%, driven by new opportunities such as the Community Service Project - a charitable initiative where snack kits will be assembled and delivered to veterans and their families at the *Orlando Fisher House*.
- The National Mixer Driver Championship (NMDC) exceeded its 2025 sponsorship revenue budget by 21%.
- NRMCA is unveiling multiple pilot programs at this year's event, including moving the education sessions into a "Learning Lab" located in the exhibit hall, exhibitor demonstrations, exhibitor/producer speed networking, and the implementation of a Driver Swag Suite, where drivers will have a unique area to pick up their donated sponsor swag.

Business Advancement

- NRMCA has created the Business Advancement Fellowship, offered to current and incoming MBA students in the CIM program, and welcomed its inaugural Fellow on October 1, 2025.
- The BAC is piloting an effort to extend Monthly Metric reporting to non-NRMCA members as a way to collect more data as well as demonstrate to non-members the value of NRMCA's benchmarking reports.
- AskConcrete, NRMCA's concrete-specific ChatGPT style tool, is being bolstered by research and publications from MIT's Concrete Sustainability Hub and the Concrete Advancement Foundation.

Communications

The value of NRMCA communications continues to shine through stronger strategies, increased engagement, and elevated visibility for our industry.

- **Social Media Growth:** NRMCA has rolled out new strategies across our social platforms, resulting in increased engagement, broader reach, and more conversations celebrating the success of our members, NRMCA, and the ready mixed concrete industry.
- **Celebrating Success:** From highlighting member achievements to showcasing industry milestones, our communications have strengthened pride in membership and amplified NRMCA's leadership voice.
- **Looking Ahead:** Several exciting projects are already underway for year-end, including the NRMCA Annual Video Recap, new member-facing content, and fresh celebration features to close out 2025 on a high note.

Want to share a success story, or looking for support in amplifying your company's impact? Contact the NRMCA Communications Team: comms@nrmca.org

Compliance & Operations

- Hosting 125+ concrete delivery professionals for this year's 19th National Mixer Driver Championship – the largest field of drivers to date!
- The new Think First “Safety Pathways” initiative was soft launched in August, as a means to identify all the pathways safety impacts business.
- Successfully staved off onerous safety component applications for mixer truck manufacturing, proposed by the SAE Ready Mixed Concrete Truck Committee.
- Continued the industry's advocacy efforts toward lessening regulatory burdens.
 - Movement has been achieved on 56% of the regulations NRMCA has relayed to the Trump Administration ripe for deregulation.
 - Movement has been achieved on 60% of the regulations NRMCA identified for the Trump Transition Team, since the January delivery.
 - Of the 90+ regulatory issues NRMCA monitors, some level of activity has been achieved or observed on 33% of the issues.
 - Numerous regulatory updates given to state associations over the last 6 months.
 - Regulations of note that are moving toward withdrawal or favorable amendment:
 - EPA Heavy-Duty Truck Emissions, Enviro. Justice, WOTUS, Cumulative Impacts Studies, Enforcement
 - DOT Truck Speed Limiters, Hours of Service
 - Construction Environmental Permitting
 - OSHA's General Duty Clause and Enforcement
 - DOL Davis-Bacon, Overtime Rule, Independent Contractors
 - Bevy of NLRB guidance/memos
- Both the Environmental and Safety Awards saw record nominations this year. Winners were chosen and announced in August.
- Successfully executed the 2025 Fleet Benchmarking & Costs Survey through a 3rd party CPA firm for the first time ever, which netted record participation, and mixer trucks represented.
- Successfully executed the 2025 Safety Benchmarking Survey & Contest through a 3rd party CPA firm for the first time ever, which netted record member participation, plants represented, and plants receiving Safety Contest Certificates.
- Review w/ SEO members has begun for potentially joining the “We Are Safer Together” construction coalition.

CONCRETEPAC

- **CONCRETEPAC's** current bank balance is over \$311,000, having raised over \$190,000 so far this year. The PAC is set to raise over \$200,000 which is a record-breaking number for a non-election year.
- **CONCRETEPAC** has raised \$216,550 in sponsorship in 2025, also another record-setting number in a non-election year. The previous record in a non-election year was \$117,000.
- **CONCRETEPAC** has disbursed \$72,500 to 34 campaigns so far this election cycle.

Engineering Division

- Participated at ASTM and AASHTO meetings and addressing ballots covering standards on cement, concrete, and aggregates.
- Will attend ACI Convention in October addressing revisions to building code, specifications, and several other initiatives
- The NRMCA laboratory completed contract testing for 250 projects and initiated work on one project of industry interest supported by the Concrete Advancement Foundation. Obtaining new equipment, including a strength testing machine to increase resources and capabilities at the laboratory.
- NRMCA has consistently increased the certification of concrete production facilities and delivery vehicles annually.
- NRMCA completed a sold-out Technical Short Course in Maryland with 50 attendees; scheduled courses on Concrete Durability, Specifications and Testing, and a newly revamped Concrete Fundamentals at NRMCA Fall Semester series.
- Administered the NRMCA Excellence in Quality Award to recognize 44 member companies or divisions at ConcreteWorks.

Government Affairs

- Dozens of industry leaders from NRMCA member companies came to Washington to participate in a joint fly-in with NSSGA and NAPA, reinforcing our collaboration and speaking with one voice on the critical importance of reauthorizing the surface transportation programs.
- NRMCA leads an impressive coalition of industries in support of allowing perishable goods – including ready mixed concrete – to be hauled at higher weight limits on federal roads, with an eye to including the legislation in the upcoming highway bill.
- The North American Concrete Alliance, which includes NRMCA, ACA, ACPA, and others, conducted a series of meetings with members of the Environment and Public Works Committee, stressing the importance of increasing funding for next year's surface reauthorization.

Learning & Development

- Launched the ***Developing Industry Leaders*** program in July 2025 with full enrollment and a lot of enthusiasm! All cohort members were featured on LinkedIn during August, as part of Employee Appreciation Month.
- Looking ahead to our first-ever ***Sales Symposium*** in Salt Lake City, December 9 - 10, 2025. The program is featured in LinkedIn during September as part of Back-to-School, and we have some promotions in place for ConcreteWorks. We could use help from the Board of Directors to push registration for this event.
- Looking ahead to our ***Fall Semester Series*** in Dallas, TX, November 17 - 21, 2025. Registrations already exceed Spring Semester and we will continue to market and promote all courses through LinkedIn and at ConcreteWorks, including; Concrete Durability, Concrete Fundamentals, Dispatch 101, Environmental, Handling Concrete Specs, Supervisors Course, ThinkFirst Safety, and Think Like an Owner.
 - New Course Alert! ***Concrete Fundamentals***, a newly developed two-day course, will be offered for the first time at Fall Semester, November 20 – 21, 2025.

- New Faculty Alert! Many of our Fall Semester Courses will be taught by our **newest adjunct faculty** who participated in the Adjunct Faculty Workshop during Spring Semester.
- The 2026 National Training Calendar will be published in October 2025 and the course catalog will be published in December 2025.

Membership

The value of NRMCA membership continues to be recognized by our key stakeholders, as shown through strong renewals, active participation, and new member growth.

- **Dues Outlook:** As of September 2025, only about **\$61,000 in 2025 dues remain non-committed**, a strong position heading into year-end.
- **Membership Growth:** NRMCA has already surpassed the budgeted production goal for new and returning members – a clear indicator of membership value and market impact.
 - **Budgeted Goal:** 2.5 million yards
 - **Current Milestone:** 3.1 million yards (and climbing)
- **Associate Membership:** Growth isn't limited to producers – associate membership continues to increase year over year, expanding NRMCA's network of suppliers, partners, and service providers and further strengthening our reach and influence.
- **Engagement:** The Membership Team has been highly active in the field, participating in State Affiliate meetings and major industry conferences. These in-person connections strengthen relationships, reinforce the value of membership, and open doors to future opportunities. With more events still ahead this year, momentum and outreach continue to build.

Promotion

- **Build With Strength** exhibited at AIA25 and generated numerous leads with key architectural firms.
 - Notably, the BWS exhibit booth was awarded by the E3 Exhibiting Effectiveness Evaluation Team for its Effective Visual Communications.
 - The E3 Team commented that “The National Ready Mixed Concrete Association’s Build With Strength exhibit features well-placed messaging that communicates purpose with clarity.”
- **Build With Strength** team members recently spoke at Climate Week NYC 2025!
 - Two team members engaged with experts across industries to discuss ways to tackle climate challenges head-on.
- **Build With Strength** continues to meet the requests of engineers and architects by providing timely and innovative webinars through its Concrete Innovations series.
 - To date, 33 webinars have been presented providing educational training to thousands of attendees about the latest concrete innovations.
- The **Pave Ahead** team supported a Placer Day Event in Seattle in conjunction with the Washington Aggregates & Concrete Association (WACA).
 - The finishing class was held at the Cement Masons Local 528 Training Center at the South Seattle College Georgetown Campus.

- The interactive workshop attracted approximately 45 contractors, finishers, materials suppliers, designers, engineers, and apprentices.
- The goal was to help concrete finisher crews and contractors effectively place and handle concrete mix designs featuring Portland-Limestone Cement (PLC) and other supplementary cementitious materials (SCMs) through a hands-on format.
- The **Pave Ahead** team is also participating in ACA's Blended Cement Workshops.
 - The first workshop was held in Indianapolis, IN in conjunction with the American Society of Concrete Contractors meeting. Two upcoming workshops will be held this year in Atlanta, GA and Denver, CO.
 - At these events, NRMCA covers Review of Mill Test Reports, Mortar Tests, and Concrete Tests.
- Recently, the **Pave Ahead** team continued building a longstanding relationship with the Denver International Airport.
 - Pave Ahead members met with engineers at the Airport to discuss sustainable paving solutions and tour two major active construction sites.



**NATIONAL READY MIXED
CONCRETE ASSOCIATION**

FINANCIAL STATEMENTS

YEARS ENDED DECEMBER 31, 2024 AND 2023

NATIONAL READY MIXED CONCRETE ASSOCIATION
FINANCIAL STATEMENTS
DECEMBER 31, 2024 AND 2023

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of the
National Ready Mixed Concrete Association
 Alexandria, Virginia

OPINION

We have audited the accompanying financial statements of the National Ready Mixed Concrete Association (a nonprofit organization) which comprise the Statement of Financial Position as of December 31, 2024 and 2023, and the related Statements of Activities, Functional Expenses, and Cash Flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the National Ready Mixed Concrete Association as of December 31, 2024 and 2023, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

BASIS FOR OPINION

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the National Ready Mixed Concrete Association and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

RESPONSIBILITIES OF MANAGEMENT FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about National Ready Mixed Concrete Association's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the National Ready Mixed Concrete Association's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the National Ready Mixed Concrete Association's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

TYF Certified Public Accountants, LLC

Gaithersburg, Maryland

July XX, 2025

NATIONAL READY MIXED CONCRETE ASSOCIATION

STATEMENTS OF FINANCIAL POSITION

DECEMBER 31, 2024 AND 2023

	2024	2023
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	\$ 4,579,016	\$ 3,555,843
Accounts receivable, net	1,441,688	1,350,237
Due from related party (net) - CAF	116,256	147,095
Due from affiliates	544,994	923,540
Prepaid expenses	333,445	307,734
Total Current Assets	<u>7,015,399</u>	<u>6,284,449</u>
OTHER ASSETS		
Investments	7,374,692	6,686,356
Operating lease right-of-use asset	2,212,508	2,572,866
Property, plant and equipment (net)	1,749,810	1,823,434
Security deposit	122,517	122,517
Investment (deficit) in International Concrete and Aggregates Group, Inc (ICAG)	66,465	49,066
Total Other Assets	<u>11,525,992</u>	<u>11,254,239</u>
TOTAL ASSETS	<u><u>\$ 18,541,391</u></u>	<u><u>\$ 17,538,688</u></u>
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and accrued expenses	\$ 1,001,973	\$ 1,528,284
Deferred revenue	1,179,881	506,310
Current portion of operating lease liabilities	554,821	541,275
Total Current Liabilities	<u>2,736,675</u>	<u>2,575,869</u>
NON-CURRENT LIABILITIES		
Long-term operating lease liabilities	<u>2,565,437</u>	<u>3,054,406</u>
Total Non-current Liabilities	<u>2,565,437</u>	<u>3,054,406</u>
TOTAL LIABILITIES	<u><u>5,302,112</u></u>	<u><u>5,630,275</u></u>
NET ASSETS		
Without donor restrictions - undesignated	5,864,587	5,222,057
Without donor restrictions - Board-designated endowment	<u>7,374,692</u>	<u>6,686,356</u>
TOTAL NET ASSETS	<u><u>13,239,279</u></u>	<u><u>11,908,413</u></u>
TOTAL NET ASSETS AND LIABILITIES	<u><u>\$ 18,541,391</u></u>	<u><u>\$ 17,538,688</u></u>

See Notes to Financial Statements

NATIONAL READY MIXED CONCRETE ASSOCIATION

STATEMENTS OF ACTIVITIES

YEARS ENDED DECEMBER 31, 2024 AND 2023

	2024	2023
REVENUES AND SUPPORT WITHOUT DONOR RESTRICTIONS		
Membership dues	\$ 11,332,931	\$ 12,435,491
Registration fees	2,286,466	1,937,962
Sponsorship	1,919,264	2,653,154
Investment income (loss)	727,994	830,058
Publication sales	154,568	179,086
Plant certification	840,870	864,625
Lab research revenue	533,985	527,375
Management services	696,038	679,058
Other income	1,283,148	1,147,368
Sales training fees	50,250	65,980
Exhibit sales	352,800	259,280
Advertising revenue	48,897	34,932
Total Revenues and Support Without Donor Restrictions	<u>20,227,211</u>	<u>21,614,369</u>
EXPENSES		
Program Services:		
Engineering	1,305,524	1,324,365
Government affairs	892,278	984,780
Education	758,201	1,252,312
Build with Strength	5,105,636	5,999,698
Promotional activities	2,112,060	2,562,881
Shows/meetings	1,838,884	2,268,190
Member services	588,347	532,487
General and administrative	6,312,814	5,257,342
Total Expenses	<u>18,913,744</u>	<u>20,182,055</u>
CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS - BEFORE OTHER CHANGES		
	1,313,467	1,432,314
OTHER CHANGES		
Equity in income of ICAG	<u>17,399</u>	<u>54,432</u>
TOTAL CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS		
	1,330,866	1,486,746
NET ASSETS WITHOUT DONOR RESTRICTIONS- BEGINNING	<u>11,908,413</u>	<u>10,421,667</u>
NET ASSETS WITHOUT DONOR RESTRICTIONS- ENDING	<u>\$ 13,239,279</u>	<u>\$ 11,908,413</u>

See Notes to Financial Statements

NATIONAL READY MIXED CONCRETE ASSOCIATION
STATEMENTS OF CASH FLOWS
YEARS ENDED DECEMBER 31, 2024 AND 2023

	2024	2023
OPERATING ACTIVITIES		
Increase (decrease) in net assets	\$ 1,330,866	\$ 1,486,746
Adjustments to reconcile increase (decrease) in net assets to net cash provided by (used for) operating activities:		
Equity in (income) loss of ICAG	(17,399)	(54,432)
Depreciation and amortization	179,397	207,375
Net realized and unrealized (gain) loss on investments	(649,469)	(672,447)
Changes in operating assets and liabilities:		
(Increase) decrease in accounts receivable, net	(91,451)	(106,804)
(Increase) decrease in due from related party - CAF	30,839	(6,686)
(Increase) decrease in due from affiliates	378,546	(276,952)
(Increase) decrease in prepaid expenses	(25,711)	5,337
(Increase) decrease in inventory	-	6,588
(Increase) decrease in operating lease right-of-use asset	360,358	350,398
(Increase) decrease in security deposits	-	-
Increase (decrease) in accounts payable and accrued expenses	(526,311)	311,761
Increase (decrease) in deferred revenues	673,571	(400,548)
Increase (decrease) in operating lease liabilities	(475,423)	(452,407)
Net cash provided by (used for) operating activities	<u>1,167,813</u>	<u>397,929</u>
INVESTING ACTIVITIES		
Purchases of property and equipment	(105,773)	(17,965)
Net (purchases)/sales of investments	<u>(38,867)</u>	<u>(125,121)</u>
Net cash provided by (used for) investing activities	<u>(144,640)</u>	<u>(143,086)</u>
FINANCING ACTIVITIES		
Net borrowing (repayment) on line of credit	-	-
Net cash provided by (used for) financing activities	<u>-</u>	<u>-</u>
NET CHANGE IN CASH AND CASH EQUIVALENTS	<u>1,023,173</u>	<u>254,843</u>
CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR	<u>3,555,843</u>	<u>3,301,000</u>
CASH AND CASH EQUIVALENTS - END OF YEAR	<u>\$ 4,579,016</u>	<u>\$ 3,555,843</u>

SUPPLEMENTAL CASH FLOWS DISCLOSURES:

Interest paid	\$ -	\$ -
Income taxes paid	\$ 21,429	\$ -

NATIONAL READY MIXED CONCRETE ASSOCIATION
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

Program Services										Supporting Services		
Engineering	Government Affairs	Education	Build With Strength	Promotional Activities	Shows / Meetings	Member Services	Total Program Services	Management	Total Supporting Services	2024 Total	2023 Total	
\$ 4,900	\$ 175,500	\$ 24,911	\$ 1,460,719	\$ 147,243	\$ 134,204	\$ 34,200	\$ 245,205	\$ 1,778	\$ 246,983	\$ 382,866		
10,114	-	-	-	-	-	37,131	1,850,894	379,503	2,230,397	2,611,394		
3,602	54,059	6,145	55,105	25,169	3,850	1,668	10,114	169,283	179,397	207,375		
10,507	-	23,654	2,937	627	-	1,230	149,598	9,436	159,034	125,531		
-	-	-	-	-	-	-	38,956	331,671	370,627	434,339		
Insurance	-	-	-	-	-	-	-	113,949	113,949	104,930		
Inventory costs	-	-	10,406	-	-	-	-	-	10,406	9,566		
Legal and professional	-	44,500	-	-	-	-	44,500	-	291,126	335,626		
Meetings	71,307	304,409	227,911	204,490	72,226	1,562,159	16,432	2,458,934	141,546	2,600,480		
Occupancy	-	-	-	-	-	-	-	446,589	446,589	437,359		
Office expense and supplies	19,127	480	20,308	1,001	503	1,581	898	43,898	25,723	69,621		
Other expenses	98,574	7,500	4,321	6,355	-	150	117,100	252,100	369,200	284,299		
Postage and delivery	19,398	3,504	24,768	6,945	1,799	2,610	1,132	60,157	42,228	102,385		
Printing	-	496	6,415	264	5,165	-	6,459	18,800	130,774	97,198		
Rental	-	-	-	-	-	-	-	111,974	128,385	128,385		
Repairs and maintenance	19,433	-	-	-	-	-	-	17,076	17,076	30,455		
Salaries and related benefits	1,002,000	258,899	318,102	2,902,901	1,564,129	239,451	19,433	19,433	43,927	46,065		
Telephone	-	432	405	6,515	3,586	-	422,468	6,707,949	3,630,017	10,337,966		
Travel and meals	46,562	42,499	90,130	382,128	157,408	28,742	42	10,980	166,662	177,642		
								814,006	157,659	971,665	200,455	
TOTAL EXPENSES	\$ 1,305,524	\$ 892,278	\$ 758,201	\$ 5,105,636	\$ 2,112,060	\$ 1,838,884	\$ 588,347	\$ 12,600,930	\$ 6,312,814	\$ 18,913,744	\$ 20,182,055	

NATIONAL READY MIXED CONCRETE ASSOCIATION**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2024**

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**Nature of Activities:**

The National Ready Mixed Concrete Association (the “Association”) is a nonprofit organization located in Alexandria, Virginia. The Association was formed to provide a means through which the members of the ready mixed concrete industry can coordinate their efforts in handling problems of common concern.

A summary of the Association’s significant accounting policies are as follows:

Basis of Accounting:

The accompanying financial statements have been prepared on the accrual method of accounting. Under this method, support and revenue are recognized when earned, and expenses are recognized when incurred.

Basis of Presentation:

The Association reports information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

Net Assets without Donor Restrictions:

These net assets generally result from revenues generated by receiving contributions that have no donor restrictions, providing services, and receiving interest from operating investments, less expenses incurred in providing program related services, raising contributions, and performing administrative functions.

Net Assets with Donor Restrictions:

These net assets result from gifts of cash and other assets that are received with donor stipulations that limit the use of the donated assets, either temporarily or permanently, until the donor restriction expires, that is until the stipulated time restriction ends or the purpose of the restriction is accomplished, the net assets are restricted.

See Note 2 for more information.

Board Designated Net Assets:

The Association’s Board has established a Long Term Quasi-Endowment Fund (the “Fund”). The Fund is classified under net assets without donor restrictions as “Board Designated Endowment”. The purpose of the Fund is to grow the long-term cash reserves of the Association by deriving excess investment contributions to the Fund from the cash payments received from the CONEXPO-CON/AGG (CECA) Show through the year 2041 that are not used for normal Association operations. The Association requires approval by a favorable vote of a simple majority of the Board of Directors prior to any funds being utilized in the course of executing other Association investment activities and/or operations.

NATIONAL READY MIXED CONCRETE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2024

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)Use of Estimates:

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts of assets and liabilities, the disclosures of contingent assets and liabilities at the date of the financial statements, and the reported amounts of support and revenue and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

Reclassifications:

Certain accounts in the prior-year financial statements have been reclassified for comparative purposes to conform to the presentation in the current-year financial statements. Net assets and changes in net assets are unchanged due to these reclassifications.

Cash and Cash Equivalents:

Cash and cash equivalents include cash on hand and cash in banks.

Financial Risk:

The Association maintains its cash in bank deposit accounts which, at times, may exceed federally insured limits. The Association has not experienced any losses on such accounts, and believes it is not exposed to any significant financial risk on cash.

The Association invests in a professionally managed portfolio that contains money market funds, equities, municipal bonds, corporate bonds and government backed securities. Such investments are exposed to various risks such as market and credit. Due to the level of risk associated with such investments, and the level of uncertainty related to change in the value of such investments, it is at least reasonably possible that changes in risks in the near term would materially affect investment balances and the amounts reported in the financial statements.

Accounts Receivable:

Receivables are carried at original invoice amounts less an estimate for doubtful receivables based on an annual review of all outstanding amounts. Management determines the allowance for doubtful accounts by identifying troubled accounts using historical experience applied to an aging of accounts. Receivables are written off when deemed uncollectible, and recoveries of receivables previously written off are recorded when received. At December 31, 2024 and 2023, there was an allowance for doubtful accounts of \$20,000 and \$20,000, respectively.

Investments:

Investments in marketable securities are stated at fair value in the statements of financial position. The fair value of equity securities is determined based upon quoted prices in active markets (Level 1 measurements). The fair value of corporate bonds, municipal bonds, and government and federal agency obligations is based upon quoted prices for similar securities in active markets (Level 2 measurements). Realized and unrealized gains and losses are included in the change in net assets, and are included in the statements of activities as net investment income (see Note 5).

NATIONAL READY MIXED CONCRETE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2024

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)Property, Plant and Equipment:

The Association carries its property, plant and equipment at its original cost. Major additions and betterments with a cost of at least \$2,000, and a useful life greater than one year are capitalized while expenditures for maintenance and repairs that do not improve or extend the lives of the respective assets are expensed as incurred. Depreciation is provided using the straight-line method over the estimated useful lives of the assets, which range from 3 to 30 years.

Inventory:

Inventory consists primarily of publications, and is valued at the lower of cost or market, using the first-in, first-out (FIFO) method. There is no allowance for obsolescence, based on management's evaluation of the salability of inventory as of December 31, 2024 and 2023.

Valuation of Long-Lived Assets:

The Association accounts for the valuation of long-lived assets under Accounting Standards that long-lived assets and certain identifiable intangible assets be reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of long-lived assets is measured by a comparison of the carrying amount of the asset to future undiscounted net cash flows expected to be generated by the asset. If such assets are considered to be impaired, the impairment to be recognized is measured by the amount by which the carrying amount of the assets exceeds the estimated fair value of the assets. Assets to be disposed of are reportable at the lower of the carrying amount or fair value, less costs to sell.

Revenue Recognition:

Dues revenue is recognized over the applicable dues period. Revenue generated by conferences, shows and meetings is recognized when the event takes place. Publications sales revenue is recognized when publications are shipped. Revenue received in advance of the period in which it is earned is recorded as deferred revenue.

Allocation of Functional Expenses:

The cost of providing the various program and related services and supporting services are summarized on a functional basis in the statements of activities. Accordingly, certain costs have been allocated among the program and related services and supporting services benefited.

Leases:

The Association determines if an arrangement is or contains a lease at inception. Leases are included in right-of-use (ROU) assets and lease liabilities in the statement of financial position. ROU assets and lease liabilities reflect the present value of the future minimum lease payments over the lease term. Operating lease expense is recognized on a straight-line basis over the lease term. The Association does not report ROU assets and lease liabilities for its short-term leases (leases with a term of 12 months or less). Instead, the lease payments of those leases are reported as lease expense on a straight-line basis over the lease term.

NATIONAL READY MIXED CONCRETE ASSOCIATION**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2024**

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**Federal Income Taxes:**

The Association is exempt from federal and state income taxes under Section 501(c)(6) of the Internal Revenue Code except for unrelated business income earned from advertising. During the years ended December 31, 2024 and 2023, total income tax expense was \$10,000 and \$20,000, respectively.

Management has determined that the Association does not have any uncertain tax positions and associated unrecognized benefits that materially impact the financial statements or related disclosures. Because tax matters are subject to some degree of uncertainty, there can be no assurance that the Association's tax returns will not be challenged by the taxing authorities, and that the Association will not be subject to additional tax, penalties and interest as a result of such challenge.

The Association has exempt organization filings open to Internal Revenue Service audit for tax years 2020 to 2023.

NOTE 2. RECENT ACCOUNTING PRONOUNCEMENTS

The Association adopted Accounting Standards Update (ASU) No. 2016-02, Leases, which requires lessees to recognize leases on the statement of financial position and disclose key information about leasing arrangements. The Association elected not to reassess at adoption (i) expired or existing contracts to determine whether they are or contain a lease, (ii) the lease classification of any existing leases, or (iii) initial direct costs for existing leases. As a result of implementing ASU No. 2016-02, the Association recognized an ROU asset of \$3,263,399 as of December 31, 2021, and lease liabilities totaling \$4,477,823 as of December 31, 2021 in its statement of financial. The adoption did not result in a significant effect on amounts reported in the statement of activities for the year ended December 31, 2021.

The Association adopted Accounting Standards Update (ASU) No. 2020-07, Presentation and Disclosure by Not-for-Profit Entities for Contributed Nonfinancial Assets, which increases the transparency of contributed nonfinancial assets for not-for-profit entities through enhancements to presentation and disclosure. The presentation and disclosure of contributed nonfinancial assets have been enhanced in accordance with the standard. The adoption of the standard did not change the recognition and measurement requirements for contributed nonfinancial assets.

NATIONAL READY MIXED CONCRETE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2024

NOTE 3. AFFILIATES

The Association provides general and administrative services for which an annual, predetermined fee is charged to the following organizations:

- Concrete Plant Manufacturers Bureau (CPMB)
- Truck Mixer Manufacturers Bureau (TMMB)
- Volumetric Mixer Manufacturers Bureau (VMMB)
- ND and UT Ready Mixed Associations
- American Cement Association (ACA)

Fees received from services provided, and an allocable portion of general operating costs are recorded as management services on the Association's statements of activities. For the year ended December 31, 2024 and 2023, management fees charged to affiliates totaled \$696,038 and \$679,058, respectively. Amounts due from affiliates as of December 31, 2024 and 2023 were \$544,994, and \$923,540, respectively.

The Association also has a 50% interest, along with National Stone Sand and Gravel Association (NSSGA), in the International Concrete and Aggregates Group (ICAG). NSSGA reimburses the Association for its share of common expenses that are paid by the Association (see Note 7).

NOTE 4. ACCOUNTS RECEIVABLE

The following is a summary of receivables as of December 31, 2024 and 2023:

	December 31, 2024	December 31, 2023
Accounts receivable, producer member dues	\$ 199,853	\$ 199,853
Due from affiliates, CECA	600,000	600,000
Accounts receivable, other	661,835	570,384
	<hr/> 1,461,688	<hr/> 1,370,237
Less allowance for doubtful accounts	<hr/> (20,000)	<hr/> (20,000)
Accounts receivable, net	<hr/> \$ 1,441,688	<hr/> \$ 1,350,237

NATIONAL READY MIXED CONCRETE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2024

NOTE 5. FAIR VALUE OF INVESTMENTS

The following tables summarize the Association's investments measured at fair value as of December 31, 2024 and 2023:

<u>December 31, 2024</u>	Level 1	Level 2	Level 3	Total Investments
Asset-backed securities	\$ -	\$ 1,327,273	\$ -	\$ 1,327,273
Corporate Bonds	-	2,636,256	-	2,636,256
Common stock and equities	3,388,103	-	-	3,388,103
Municipal Securities	-	-	-	-
Money Market Fund	23,060	-	-	23,060
	\$ 3,411,163	\$ 3,963,529	\$ -	\$ 7,374,692

<u>December 31, 2023</u>	Level 1	Level 2	Level 3	Total Investments
Asset-backed securities	\$ -	\$ 1,495,507	\$ -	\$ 1,495,507
Corporate Bonds	-	1,620,751	-	1,620,751
Common stock and equities	3,534,166	-	-	3,534,166
Municipal Securities	-	-	-	-
Money Market Fund	35,932	-	-	35,932
	\$ 3,570,098	\$ 3,116,258	\$ -	\$ 6,686,356

The Association used the following methods and significant assumptions to estimate fair value for assets recorded at fair value:

LEVEL 1 - Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that the Association has the ability to access. Types of investments include money market funds, common stock and mutual funds that have quoted market prices in active markets.

LEVEL 2 - Inputs to the valuation methodology include quoted prices for similar assets or liabilities in active markets, and inputs that are observable for the asset or liability, directly or indirectly, for substantially the full-term of the financial instrument. Types of investments include U.S. Government securities, mortgage-backed securities, and corporate and municipal bonds. Prices are obtained from independent quotation bureaus that use computerized valuation formulas to calculate current values.

NATIONAL READY MIXED CONCRETE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2024

NOTE 5. FAIR VALUE OF INVESTMENTS (CONTINUED)

The following schedule summarizes the investment return for the years ended December 31, 2024 and 2023:

	December 31, 2024	December 31, 2023
Interest and dividend income	\$ 78,525	\$ 157,611
Unrealized gain (loss) on investments	649,469	694,891
Realized gain on investments	-	(22,444)
	<u>\$ 727,994</u>	<u>\$ 830,058</u>

NOTE 6. PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment and accumulated depreciation and amortization as of December 31, 2024 and 2023, are as follows:

	December 31, 2024	December 31, 2023
Land	\$ 789,827	\$ 789,827
Buildings	224,483	224,483
Building improvement	140,133	87,868
Equipment	1,373,171	1,335,952
Furniture and fixtures	539,569	523,280
Leasehold improvements	1,302,031	1,302,031
	4,369,214	4,263,441
Less: accumulated depreciation and amortization	(2,619,404)	(2,440,007)
	<u>\$ 1,749,810</u>	<u>\$ 1,823,434</u>

Depreciation and amortization expense for the years ended December 31, 2024 and 2023 was \$179,397 and \$207,375 respectively.

NOTE 7. INVESTMENT IN INTERNATIONAL CONCRETE AND AGGREGATES GROUP (ICAG)

The Association has a 50% interest in ICAG, an organization formed for the purpose of association management, and the coordination of activities, projects, and trade shows of associations generally engaged in the concrete and aggregates trade. The Association accounts for its investment in ICAG using the equity method. The Association's portion of net income (loss) generated by ICAG for the years ended December 31, 2024 and 2023, totaled \$17,399 and \$54,432, respectively, and is reflected as equity in income (loss) of ICAG in the statements of activities. Distributions for the years ended December 31, 2024 and 2023, totaled \$294,164 and \$722,026, respectively. Summarized financial information of ICAG is as follows:

NATIONAL READY MIXED CONCRETE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2024

NOTE 7. INVESTMENT IN INTERNATIONAL CONCRETE AND AGGREGATES GROUP (ICAG) (CONTINUED)

	December 31, 2024	December 31, 2023
Condensed statement of financial position		
Total Assets	\$ 948,287	\$ 883,376
Total Liabilities	<u>(815,356)</u>	<u>(785,244)</u>
Net Assets, unrestricted	<u>\$ 132,931</u>	<u>\$ 98,132</u>
50% owned by NRMCA	<u>\$ 66,466</u>	<u>\$ 49,066</u>
Condensed statement of activities and changes in net assets		
Total Revenue	\$ 1,176,115	\$ 3,044,424
Total Expense	<u>(552,989)</u>	<u>(1,491,469)</u>
Loss from Operations	623,126	1,552,955
Non-operating Income	-	-
Net Income	623,126	1,552,955
Net Distributions	<u>(588,328)</u>	<u>(1,444,092)</u>
Changes in Net Assets	<u>\$ 34,798</u>	<u>\$ 108,863</u>
50% owned by NRMCA	<u>\$ 17,399</u>	<u>\$ 54,432</u>

NOTE 8. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

The following is a summary of accounts payable and accrued expenses as of December 31, 2024 and 2023:

	December 31, 2024	December 31, 2023
Accounts payable and accrued expenses, trade	\$ 502,347	\$ 1,144,717
Accrued severance and taxes	287,317	176,677
Accrued leave	115,111	128,257
Unapplied overpayments	66,284	49,341
Payroll and other withholdings	20,914	9,292
Accrued income taxes	<u>10,000</u>	<u>20,000</u>
	<u>\$ 1,001,973</u>	<u>\$ 1,528,284</u>

NATIONAL READY MIXED CONCRETE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2024

NOTE 9. DEFERRED REVENUE

The following is a summary of deferred revenue as of December 31, 2024 and 2023:

	December 31, 2024	December 31, 2023
Producer member dues	\$ 218,711	\$ 239,585
Associate member dues	54,750	41,500
Other registrations, classes and exhibit fees	<u>906,420</u>	<u>225,225</u>
	<u><u>\$ 1,179,881</u></u>	<u><u>\$ 506,310</u></u>

NOTE 10. LEASE COMMITMENTS**Office Lease:**

On December 12, 2018, the Association entered into a lease agreement for new office space in Alexandria, Virginia. Certain terms of the lease were subsequently amended on February 13, 2019. The term of the lease is for eleven years, and is scheduled to commence on the earlier of August 1, 2019, or the date on which the Association begins to conduct business at the premises. The amended lease called for a security deposit in the amount of \$122,517, which was paid to the landlord on December 26, 2018. The Association also made a prepayment of rent in the amount of \$40,839 on December 26, 2018, which will be applied to the first month of the lease agreement. The Association is responsible for a pro rata share of operating and real estate taxes, and the monthly lease payments are scheduled to be abated by 100% for months thirteen through twenty-four of the lease agreement. The landlord is also providing an improvement allowance of \$878,301, of which only \$175,660 can be used for furniture, fixtures and other “soft” costs.

The Association evaluated current contracts to determine which met the criteria of a lease. The ROU assets represent the Association's right to use underlying assets for the lease term, and the lease liabilities represent the Association's obligation to make lease payments arising from these leases. The ROU assets and lease liabilities, all of which arise from the Association's office space operating lease, were calculated based on the present value of future lease payments over the lease terms. The Association has made an accounting policy election to use a risk-free rate in lieu of its incremental borrowing rate to discount future lease payments. The weighted average discount rate applied to calculate lease liabilities as of December 31, 2022, was 2.15%. The Association's operating lease consists of a real estate lease for its office space. For the year ended December 31, 2024, total operating lease cost was \$446,589. As of December 31, 2024, the remaining lease term for the Association's operating lease was approximately 6 years.

Cash paid for the office operating lease for the year ended December 31, 2024 was \$546,605. There were no non-cash investing and financing transactions related to leasing.

NATIONAL READY MIXED CONCRETE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2024

NOTE 10. LEASE COMMITMENTS (CONTINUED)

As of December 31, 2024, future minimum rental payments due under the lease are as follows:

Year Ending December 31,	Rental Payments	Rental Expense (Straight-Line)
2025	\$ 560,256	\$ 430,645
2026	574,237	430,645
2027	588,578	430,645
2028	603,323	430,645
2029 and thereafter	984,291	681,855
Total lease payments	3,310,685	2,404,435
Less: Present value discount	(190,427)	-
Total minimum lease payments	\$ 3,120,258	\$ 2,404,435

Rent expense (straight-line accounting) was \$430,645, for the year ended December 31, 2024.

NOTE 11. CONEXPO-CON/AGG SHOW

Through September 30, 2005, the Association was a co-sponsor, along with National Stone, Sand and Gravel Association, of the CONEXPO-CON/AGG Show (the “Show”) which is held every three years. Under the terms of the agreement, the Association received a sponsorship fee from ICAG which was based upon the total square footage of exhibit space sold in conjunction with the Show.

A subsequent agreement was approved in 2004, calling for the CONEXPO-CON/AGG Show (the “Show”) to be produced every three years through 2020. The new agreement approved a single management structure vested in the Association of Equipment Manufacturers (AEM) starting with the 2008 Show, versus the old dual structure of AEM and ICAG. AEM paid a termination fee to ICAG of \$3,600,000, of which the Association received a 50% requisite share of \$1,800,000, which is being amortized over 15 years. In addition, over the term of the agreement, ICAG will receive an annual sponsorship fee of \$1,600,000 (in non>Show years) for the use of the “CON/AGG” brand name, of which the Association shall receive its requisite share of sponsorship fees based on its 50% ownership interest of ICAG. Every third year (i.e. a “Show” year), ICAG receives \$1.00 per net square foot of paid exhibit space for the Show, in which the Association will receive its 50% share.

NATIONAL READY MIXED CONCRETE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2024

NOTE 11. CONEXPO-CON/AGG SHOW (CONTINUED)

On May 11, 2018, a new agreement was executed which extends the partnership between AEM, NSSGA and the Association. The new agreement continues the CONEXPO-CON/AGG Show (the “Show”) to be produced every three years through 2041. For the 2020 Show, the Association will receive three annual payments totaling \$3.0 million (the “Base Payment”), which will be paid over a three year period starting on August 31, 2018 and ending on March 31, 2020. The 2023 Show payment will be calculated using the Base Payment of \$3.0 million adjusted by the percentage change in exhibit space revenue from the 2017 Show to the 2020 Show, minus the percentage change in Direct Costs from the 2017 Show to the 2020 Show. This amount will become the Base Payment for the 2023 Show, which may be greater than or less than the Base Payment for the 2020 Show. The Base Payment for the 2023 Show will be paid annually over a three year period from August 31, 2021 through March 31, 2023, at an annual payment rate of 25%, 25%, and 50%. This payment structure will continue through the 2041 Show year.

NOTE 12. RELATED-PARTY TRANSACTIONS – CONCRETE ADVANCEMENT FOUNDATION

On March 22, 2020, the Association made an “in-kind” pledge contribution to the Concrete Advancement Foundation (CAF) in the amount of \$125,000. The Association and CAF have common officers and board members. The pledge agreement calls for five equal payments of \$25,000 to be paid in annual installments over five years, through 2024. In order to satisfy the terms of the pledge, the Association agreed to donate office facilities, professional services, and equipment usage to CAF, which is valued at approximately \$25,000 per year. This arrangement is a non-cash transaction, and therefore has no financial impact (i.e. “in-kind”) on the Association’s net assets.

The Association also receives reimbursements from CAF related to lab testing, program expenses, postage, printing and other office related expenditures which are paid by the Association on CAF’s behalf. Below is a schedule which summarizes reimbursed expenses (accrual basis) for the years ended December 31, 2024 and 2023.

	December 31, 2024	December 31, 2023
Salary, benefits and payroll withholdings	\$ 462,225	\$ 506,750
Other reimbursed expenses	8,266	10,794
	<hr/> 470,491	<hr/> 517,544
Less: Employee 401(k) withholdings due to CAF	(33,106)	(34,198)
	<hr/> \$ 437,385	<hr/> \$ 483,346

As of December 31, 2024, CAF owed the Association \$116,256.

NATIONAL READY MIXED CONCRETE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2024

NOTE 13. EMPLOYEE BENEFIT PLANS

The Association sponsors a tax-deferred 401(k) retirement plan covering all employees meeting certain age and service requirements. Participants become fully vested after four years of service with the Association. The plan was amended and restated effective January 1, 2013. The Association makes a safe-harbor matching contribution in the amount equal to 100% of the employee's elective deferral or catch-up contributions that are not in excess of 6% of the employee's compensation. The Association made contributions of \$481,957 and \$480,334 to the 401(k) plan for the years ended December 31, 2024 and 2023, respectively.

NOTE 14. LINE OF CREDIT

TriState Capital Bank provides the Association with an open end revolving line of credit facility. Borrowing on the line of credit bears a variable interest rate based upon the Secured Overnight Financing Rate (SOFR) plus 2.00% per annum, but will not be less than 2.15% per annum. Interest and principal are due on demand. As of December 31, 2024, the interest rate was 6.49% and the outstanding balance on the line of credit was \$0. Interest expense for the years ended December 31, 2024 and 2023 was \$0 and \$0, respectively.

NOTE 15. LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

The Association monitors its liquidity so that it is able to meet its operating needs and other contractual commitments while maximizing the investment of its excess operating cash. The Association has the following financial assets that could be made available within one year of the balance sheet to fund expenses without limitations:

	2024	2023
Cash and cash equivalents	\$ 4,579,016	\$ 3,555,843
Accounts receivable, net	1,441,688	1,350,237
Due from related party (net) - CAF	116,256	147,095
Due from affiliates	544,994	923,540
Investments	7,374,692	6,686,356
	<hr/> \$ 14,056,646	<hr/> \$ 12,663,071

In addition to the financial assets available to meet general expenditures over the year, the Association operates with a balanced budget and anticipates covering its general expenditures by collecting sufficient current year dues and other revenues related to the overall normal operations of the Association.

NATIONAL READY MIXED CONCRETE ASSOCIATION**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2024**

NOTE 16. SALE OF REAL ESTATE

On February 28, 2019, the Association (the “Seller” entered into an Agreement of Sale with CA Senior Living Holdings LLC (the “Purchaser”) to sell the real property located at 900 Spring Street (NRMCA Headquarters). Since the date of the original agreement, there have been several amendments which have adjusted various terms and conditions of the original Agreement of Sale. The most recent amendment has a total purchase price of \$6,363,315. An initial deposit of \$250,000 was placed with an escrow agent during 2019, which is non-refundable to the purchaser, except in the event of a seller default.

In 2021, the Purchaser backed out of the agreement, and therefore the non-refundable deposit of \$250,000 was recorded as Other Income on the books of the Association.

As of December 31, 2024, the building has been demolished, and all the capitalized costs and accumulated depreciation associated with the building and related building improvements have been removed from the books of the Association. The cost of the land still remains on the statement of financial position of the Association as of December 31, 2024.

NOTE 17. SUBSEQUENT EVENTS

Management of the Association has evaluated subsequent events through **July XX, 2025**, which is the date the financial statements were available to be issued.

Glossary for Financial Statements

STATEMENT OF FINANCIAL POSITION

Assets

Cash & Money Market Accounts	Checking & Overnight Sweep Accounts - Truist
Investments	Board-designated reserves & are held with Cypress
Accounts Receivable	Dues, Pubs, Registrations, ICAG, etc.
Allowance for Doubtful Accounts	Bad Debt estimate (accrual accounting requirement)
Accounts Receivable – Affiliates	A/R between PCA, TMMB, CPMB, VMMB, RMC, Utah, North Dakota
Prepaid Expenses	Payments made for future obligations (Insurance, Property Taxes, etc).
Investment in ICAG	50% of ICAG's most recent Fund Balance
Inventory	Publications held for resale
Buildings	Lab
Building Improvements	Improvements made to Lab
Land	900 Spring Street & Lab at cost
Computers	Desktops, Laptops, Servers, Software, etc.
Furniture & Equipment	Furniture & Fixtures, Copiers & Postage Equipment, etc.
Security Deposit	Deposit on Alexandria office

Liabilities:

Accounts Payable & Accrued Expenses	Current obligations & estimates of expenses due
Capital Lease Obligation	GAAP lease accounting rules
Accrued Vacation	Vacation Accrual updated monthly
Deferred Revenue	Dues, Registrations and other revenue sources (using accrual method)

Net Assets:

Unrestricted	Net assets not restricted or designated in any manner
Unrestricted – Board Designated	Net assets designated by the board - held with Cypress.

STATEMENT OF ACTIVITIES

Income:

Dues	Includes Producers, Manufacturers & Materials (accrual method)
Publications	All publications and education materials
Interest Income	Interest earned on cash and fixed income investments
Management Fees	TMMB, CPMB & VMMB and Portland Cement Association
Registrations & Exhibit Sales	All Events and seminars
Event Sponsorships/ConcretePac Events	Sponsorship Programs
Lab Research Revenue	Research Lab revenue earned
Plant Certification	Certification of Plants and Trucks
Sales Training	Sales Training Certification Program
Advertising Sales	Membership Directory and Concrete Infocus Magazine
Greenstar Certification Fees	Certification of Plants as Greenstar certified
Unrealized Gain (Loss) on Investments	The amount investments have gained or loss since they were purchased
Realized Gain (Loss) on Investments	The excess/deficiency of proceeds from investment sales vs. their cost.
CECA Show Contribution	Annual CECA show payment from AEM
EPD Program	Environmental Product Declaration program revenue
Royalties	Payments for NRMCA materials used in teaching courses
Driver Certification Fees	Driver certification program
Quality Certification Fees	Certification of producer quality management systems
Other	Miscellaneous items not categorized elsewhere

Expenses:

Salaries	Includes vacation accruals
Taxes, Benefits & Insurance	Medical Benefits, Pension, Payroll Taxes
Outside Services & Fees	Legal, Auditing, Building, Computer, Promotional, Printing, etc.
Utilities	Electric, Water, etc.
Travel & Member Services	Staff & Volunteer travel & meal expenses
Meetings & Conferences	Meeting rooms, catering, speakers, etc.
General Office	Postage, Telephone, Supplies, etc.
Other Operating	Depreciation, Property Taxes, COGS (Cost of Goods Sold), etc.

NATIONAL READY MIXED CONCRETE ASSOCIATION
STATEMENTS OF ACTIVITIES
For The Seven Months Ended July 31, 2025 and 2024
And For The Year Ended December 31, 2024

Column:	A	B	C	D	E	F	G	H	I	J
Line	GL#	REVENUE								
1	4001	DUES - PRODUCER - REGULAR	\$ 2,947,096	\$ 3,357,792	(410,696) A	\$ 6,146,077	\$ 6,006,000	\$ 140,077 A	\$ 3,204,709	\$ 6,440,382
1A	4000	DUES - PRODUCER - BUILD WITH STRENGTH	2,026,128	2,308,482	(282,354) A	4,283,377	4,130,000	153,377 A	2,203,237	4,438,299
2	4000	DUES - ASSOCIATE	279,050	278,400	650	488,500	480,000	8,500	261,631	484,250
3	4008	REGISTRATIONS	930,233	763,627	176,666 B	2,035,000	2,235,505	(200,305) B	903,468	2,286,465
4	4103	CONTRIBUTIONS - BUILD WITH STRENGTH	250,000	250,000	-	500,000	500,000	-	513,640	986,624
5	4103	CONEXPO - CONAG SHOW	794,586	794,000	586	794,586	794,000	586	1,059,449	1,088,751
6	4016	LAB RESEARCH CONTRACTS	466,500	276,960	189,540	600,000	535,000	65,000	360,630	533,985
7	4002	PUBLICATION SALES	80,828	72,725	8,103	157,150	157,150	-	111,812	154,569
8	4010	EVENT SPONSORSHIPS	719,200	600,500	118,700	735,000	635,800	49,200	567,500	592,500
9	4007	MANAGEMENT FEES	372,352	406,033	(36,681)	705,229	705,229	-	351,383	696,038
10	4007	CERTIFICATIONS - PLANT	687,710	546,500	141,210	900,000	900,000	-	538,070	840,870
11	4012	CERTIFICATIONS - DRIVER	69,880	66,000	3,850	120,000	62,500	57,500 C	107,800	148,700
12	4023	CERTIFICATIONS - EPD PROGRAM	146,300	68,500	77,800	200,000	125,000	75,000	65,700	108,060
13	4012	EXHIBIT SALES	-	-	-	439,400	323,000	116,400	-	352,800
14	4018	SALES TRAINING	34,040	29,000	5,040	45,000	45,000	-	42,200	50,250
15	4017	ADVERTISING	62,051	64,500	(2,449)	62,051	64,500	(2,449)	45,894	65,189
16	4009	CONCRETEPAC EVENTS	210,550	116,006	94,544	216,550	153,400	63,150 D	238,013	238,012
18	4099	OTHER	12,873	25,000	(12,127)	295,000	317,500	(22,500)	28,587	23,473
19		Operating Revenue	10,089,406	10,017,025	72,381	18,722,920	18,219,384	503,536	10,604,023	19,499,217
20										18,515,084
21	4005	INVESTMENT INCOME	412,233	239,030	173,203	530,000	530,000	-	465,888	727,994
22		EQUITY IN INCOME OF ICAG	-	-	-	-	-	-	-	410,000
23										-
24		Non-Operating Revenue	412,233	239,030	173,203	530,000	530,000	-	465,888	745,393
25										410,000
26		TOTAL REVENUE	10,501,639	10,256,055	245,584	19,252,920	18,749,384	503,536	11,068,911	20,244,610
27										18,925,084
28		EXPENSES								
30	5001	SALARIES	4,188,956	4,583,968	(395,012)	7,428,585	8,213,854	(785,269) E	4,323,616	8,278,837
31	5101	PAYROLL TAX - FICA / SOC. SEC.	307,951	338,658	(31,707)	485,457	526,869	(41,412)	317,758	563,870
32	5102	PAYROLL TAX - FUTA	2,115	3,849	(1,734)	4,000	4,000	-	118	2,000
33	5103	PAYROLL TAX - SUTA	8,941	9,074	(133)	10,000	10,000	-	9,397	8,574
34										10,000

Column:	A	B	C	D (B - C)	E Current Year	F	G (E - F)	H	I	J	Prior Year	
											Year Ended 12/31/2024	
2025												
35	5105	INSURANCE - MEDICAL / DENTAL	507,991	528,767	(20,777)	819,126	911,668	(92,542)	497,377	871,444	1,048,380	
36	5106	INSURANCE - LIFE, AD&D, DISABILITY	34,306	40,210	(5,903)	65,405	69,327	(3,922)	37,720	63,341	76,895	
37	5107	401(k) EMPLOYER CONTRIBUTIONS	249,395	313,904	(64,509)	481,307	535,638	(54,331)	266,659	481,957	545,108	
39	5199	OTHER BENEFITS	17,314	27,465	(10,151)	50,150	53,150	(3,000)	21,767	59,942	62,150	
40	Taxes, Benefits and Insurance			1,128,013	1,262,927	(134,914)	1,915,445	2,110,652	(195,207)	E	1,150,796	
41	42	TEMPORARIES	27,538	4,000	23,538	30,000	5,000	25,000	6,015	13,324	5,000	
43	5202	LEGAL	17,521	21,933	(4,413)	75,000	49,500	25,500	20,819	108,345	49,500	
44	5203	ACCOUNTING & AUDITING	19,575	22,000	(2,425)	24,000	24,000	-	20,363	23,362	24,000	
45	5204	PRINTING / PHOTOCOPYING	89,633	58,305	31,328	104,400	104,400	-	66,826	130,775	97,175	
46	5206	ADVERTISING & MARKETING	93,292	149,089	(55,797)	273,550	273,550	-	114,428	244,392	257,050	
47	5207	RECRUITING	128,242	-	128,242	135,000	-	135,000	F	52,578	-	
48	5209	PAYROLL SERVICES	19,256	21,462	(2,206)	41,000	41,000	-	19,102	32,514	37,500	
49	5210	CONSULTANTS / CONTRACT LABOR	1,247,926	966,000	287,926	2,214,700	1,771,700	443,000	G	1,175,746	2,266,645	
50	5217	COMPUTER CONSULTANTS / TRAINING	36,483	13,400	23,093	48,000	24,000	24,000	96,704	79,033	22,000	
51	5219	Maintenance Contracts	33,746	12,450	21,296	45,000	19,000	26,000	18,220	43,927	28,000	
52	5221	INVESTMENT MANAGEMENT	32,117	21,000	11,117	40,000	30,000	10,000	29,161	39,658	30,000	
53	5299	OTHER OUTSIDE SERVICES	24,688	40,000	(15,312)	66,600	66,600	-	6,997	42,068	59,500	
54	Outside Services			1,770,026	1,323,639	446,387	3,097,250	2,408,750	638,500	1,626,959	3,129,623	
55	5302	ELECTRIC	13,350	18,383	(5,033)	31,000	31,000	-	15,010	32,495	31,000	
56	5303	GAS & WATER	829	661	168	1,200	1,200	-	680	1,694	1,200	
58	Utilities			14,179	19,044	(4,865)	32,200	32,200	-	15,690	34,189	32,200
59												
60	5401	TRANSPORTATION	157,721	181,140	(23,419)	304,000	362,280	(58,280)	128,804	275,653	381,960	
61	5402	HOTEL	207,440	230,038	(22,598)	450,000	460,075	(10,075)	154,041	310,149	435,325	
62	5403	MEALS	67,468	111,920	(44,452)	216,840	223,840	(7,000)	81,832	185,435	218,235	
63	5404	AUTO MILEAGE REIMBURSEMENT	17,048	11,758	5,290	23,515	23,515	-	18,881	30,913	26,870	
64	5405	METRO / PARKING	26,742	45,590	(18,848)	81,180	91,180	(10,000)	21,255	47,450	92,615	
65	5406	CAR RENTAL	24,501	33,398	(8,897)	56,655	66,795	(10,140)	21,255	47,450	56,255	
66	5407	MEETING & SEMINAR REGISTRATION	32,745	29,350	3,395	59,474	58,700	774	23,935	60,220	59,474	
67	5408	VOLUNTEERS	7,421	16,135	(8,714)	32,270	32,270	-	396	396	31,340	
68	5499	OTHER TRAVEL & ENTERTAINMENT	1,102	1,888	(786)	6,090	6,090	-	784	4,367	7,520	
69	Travel and Related			542,188	661,216	(119,027)	1,230,024	1,324,745	(94,721)	457,406	971,669	1,309,594
70												
71	5501	MEETING ROOM (ANY)	182,518	203,880	(21,362)	509,700	509,700	-	237,718	396,300	401,350	
72	5502	CATERING	578,663	600,240	(21,577)	1,500,600	1,500,600	-	441,900	1,226,437	1,151,300	
73	5503	EXHIBITS	149,769	150,000	(231)	199,250	199,250	-	56,219	198,271	299,250	
74	5504	SPAKERS	100,363	101,000	(637)	172,135	172,135	-	59,175	115,546	189,685	
75	5506	SPECIAL EVENTS	229,513	230,000	(487)	264,100	264,100	-	164,808	386,206	264,600	
76	5599	OTHER MEETING & CONFERENCE	76,514	75,000	1,514	94,930	94,930	100	12,841	68,590	80,520	
77	Meetings and Conferences			1,317,339	1,360,120	(42,781)	2,740,715	2,740,615	100	972,661	2,391,350	2,386,705

Column:	A	B	C	D (B-C)	E	F	G (E+F)	H	I	J	Prior Year		
											Year Ended 12/31/2024		
	YTD Actual 7/31/2025	YTD Budget 7/31/2025	YTD Over/(Under) Actual vs. Budget	Forecast	Annual Budget	YTD Over/(Under) Forecast vs. Budget	YTD Actual 7/31/2024	Actual	Budget				
79	5601	OFFICE & COMPUTER SUPPLIES	225,330	212,437	12,893	366,270	-	88,185	345,850	358,520			
81	5604	POSTAGE & COURIER & SHIPPING	53,304	63,517	(10,213)	146,905	-	71,900	164,272	147,605			
82	5607	RENTAL / LEASE AGREEMENTS	5,309	5,320	(21)	10,000	10,000	-	9,334	17,076	10,000		
83	5608	SUBS / PUBS / DUES	72,744	75,000	(2,256)	120,849	120,849	-	49,938	159,034	105,350		
84	5609	PRESIDENT AUTO EXPENSES	-	7,000	(7,000)	-	12,000	(12,000)	7,000	8,000	12,000		
86	5613	INSURANCE - PROFESSIONAL LIABILITY	78,273	78,500	(227)	93,000	93,000	-	64,833	113,949	93,000		
88	5616	TELEPHONE	53,982	69,128	(15,146)	157,100	156,500	600	80,583	177,642	157,100		
90	5618	SPONSORSHIPS	66,171	47,799	18,372	84,750	84,500	250	110,866	134,401	84,750		
91	5619	BUILDING RENT	263,640	254,853	8,787	438,645	438,645	-	253,366	443,443	438,645		
92	5699	OTHER GENERAL OFFICE	11,705	14,454	(2,749)	26,050	26,050	-	28,823	48,303	26,050		
93		General Office	830,458	828,208	2,250	1,443,569	1,443,719	(11,150)	784,628	1,611,970	1,433,020		
94													
95	5702	BANK SERVICE CHARGES	7,536	7,000	596	12,000	12,000	-	3,230	5,606	12,000		
96	5703	CREDIT CARD FEES	94,984	58,300	36,684	130,000	100,000	30,000	88,888	150,069	100,000		
97	5704	PROPERTY / REAL ESTATE TAXES	16,125	12,749	3,376	20,600	20,600	-	25,311	73,100	25,600		
98	5706	DEPRECIATION - BUILDING	1,660	1,660	0	2,846	2,846	-	1,660	2,846	2,846		
99	5707	DEPRECIATION - IMPROVEMENTS	5,129	2,687	2,442	9,000	4,688	4,312	3,805	7,268	4,688		
100	5708	DEPRECIATION - FURNITURE	20,844	18,391	2,453	31,673	31,673	-	19,047	33,790	31,673		
101	5709	DEPRECIATION - COMPUTERS	7,201	33,723	(26,522)	24,000	62,350	(38,350)	12,872	17,577	62,350		
102	5710	AMORTIZATION - L-HI	68,784	65,750	3,034	117,915	117,915	-	68,784	117,916	117,915		
104	5799	OTHER OPERATING	106	5,578	(5,472)	16,100	16,100	-	12,252	33,661	22,100		
105		Other Operating	222,429	205,838	16,591	364,134	368,172	(16,038)	235,649	441,833	379,172		
106													
107		TOTAL OPERATING EXPENSES											
108		CHANGES IN NET ASSETS											
109													

Notes:

A Dues revenue is recognized monthly over the year once payments are received. At July 31, large payments were outstanding so no revenue was recognized.

B Payments were received in August and revenues exceeded budget. Based on commitments and new member growth Dues revenue is expected to exceed budget.

C Annual Convention attendance and attendance at the Spring Semester series were less than anticipated. This reduction will carry through to year-end.

D Driver certifications are ahead of budget due to state requirements and will continue to stay ahead through year-end.

E The PAC event at the Annual Convention was very successful and continued success is expected at ConcreteWorks.

F Vacancies and planned delays in hiring have driven savings in Salaries and Benefits.

G Recruiting costs related to President's search were not in the 2025 budget.

H Due to delayed timing of hiring, certain functions in the Association are being done by consultants.

NATIONAL READY MIXED CONCRETE ASSOCIATION
STATEMENTS OF FINANCIAL POSITION
July 31, 2025 and 2024

		7/31/2025	7/31/2024	VARIANCE
1	ASSETS			
2				
3				
4	Current Assets:			
5	Cash and cash equivalents:	4,521,384	5,373,248	(851,864)
6				
7	Accounts receivable:			
8	Dues, publications, events and other programs	1,305,097	2,383,363	(1,078,266) A
9	Affiliated accounts	611,896	1,000,403	(388,507)
10	Total accounts receivable	<u>1,916,993</u>	<u>3,383,766</u>	<u>(1,466,773)</u>
11	Prepaid expenses	310,319	269,280	41,039
12	Total current assets	<u>6,748,696</u>	<u>9,026,294</u>	<u>(2,277,598)</u>
13				
14	Investments	9,754,808	7,123,083	2,631,725 B
15				
16	Operating lease right of use asset	2,212,508	2,368,467	(155,959) C
17				
18	Property and Equipment:			
19	Buildings	224,483	224,483	-
20	Building Improvements	140,133	87,868	52,265
21	Leasehold Improvements	1,302,031	1,302,031	-
22	Land	789,827	789,827	-
23	Computers	1,547,944	1,342,299	205,645
24	Furniture & equipment	539,895	511,540	28,355
25	Total property and equipment	<u>4,544,313</u>	<u>4,258,048</u>	<u>286,265</u>
26	Less accumulated depreciation	<u>(2,723,022)</u>	<u>(2,517,878)</u>	<u>(205,144)</u>
27	Property and equipment - net	<u>1,821,291</u>	<u>1,740,170</u>	<u>81,121</u>
28	Security Deposit	122,517	122,517	-
29	Investment in ICAG	66,465	49,066	17,399
30				
31	TOTAL ASSETS	<u>\$ 20,726,285</u>	<u>\$20,429,597</u>	<u>\$ 296,688</u>
32				
33	LIABILITIES AND NET ASSETS			
34				
35	Current Liabilities:			
36	Accounts payable and accrued expenses	\$ 214,863	\$ 185,840	\$ 29,023
37	Line of credit	-	-	-
38	Accrued vacation	94,396	108,899	(14,503)
39	Current portion of operating lease liabilities	553,660	538,760	14,900 C
40	Deferred revenue (dues & non-dues)	3,641,672	3,349,490	292,182
41	Total current liabilities	<u>4,504,591</u>	<u>4,182,989</u>	<u>321,602</u>
42				
43	Long-term portion of operating lease liabilities	<u>2,491,216</u>	<u>2,815,699</u>	<u>\$ (324,483) C</u>
44				
45	TOTAL LIABILITIES	<u>6,995,807</u>	<u>6,998,688</u>	<u>(2,881)</u>
46				
47	NET ASSETS			
48	Unrestricted	3,975,670	6,307,826	(2,332,156)
49	Unrestricted - board designated	9,754,808	7,123,083	2,631,725
50				
51	TOTAL NET ASSETS	<u>13,730,478</u>	<u>13,430,909</u>	<u>299,569 D</u>
52				
53	TOTAL LIABILITIES & NET ASSETS	<u>\$ 20,726,285</u>	<u>\$20,429,597</u>	<u>\$ 296,688</u>

Notes:

- A** ConExpo/ConAGG annual payment of approximately \$750,000 which is due annually was made in Q1 2025 vs. Q3 2024.
- B** Investments year over year generated market returns of 8.1%. In addition, \$2,000,000 was moved from cash into investments during the year.
- C** In accordance with new accounting standards, leases are required to be reported on the Statement of Financial Position. The asset is the right to use the leased assets and the liability is amounts due to be paid on the leases.
- D** Net Assets are equal to 8.5 months of budgeted operating expenses.

NATIONAL READY MIXED CONCRETE ASSOCIATION

CASH AND INVESTMENTS

July 31, 2025

CASH AND INVESTMENTS HISTORY

	<u>12/31/2020</u>	<u>12/31/2021</u>	<u>12/31/2022</u>	<u>12/31/2023</u>	<u>12/31/2024</u>	<u>7/31/2025</u>
3 Cash & Cash Equivalents	2,446,881	2,699,808	3,304,910	3,539,176	4,575,531	4,521,384
4 Investments	4,871,087	5,447,294	5,888,788	6,686,356	7,374,692	9,754,808
5 Total	\$ 7,317,968	\$ 8,147,102	\$ 9,193,698	\$ 10,225,532	\$ 11,950,223	\$ 14,276,192
6						
7						
8						
9 INVESTMENTS - 12/31/2024						
10						
11						
12 Fair Value, beginning						Y-T-D
13 Gains (Losses):						Summary
14 Realized (1)						-
15 Unrealized (2)						363,257
16 Total gains (losses)						363,257
17 Interest Income (3)						48,976
18 Total income (loss)						412,233
19 Securities Purchased (Sold)						2,000,000
20 Fees:						
21 Management fees						(32,117)
22 Other fees						-
23 Total fees						(32,117)
24 Fair Value, ending						\$ 9,754,808

FOOTNOTES:

(1) A realized gain is the excess of proceeds derived from an investment sale over the price originally paid for the investment.

A realized loss results from selling an investment for less than it originally cost.

(2) An unrealized gain or loss is how much an investment increases or decreases in value while you own it and continue to hold it.

If \$100 was paid for an investment one year ago and it is now worth \$200, there is a \$100 unrealized gain. When it is sold, that \$100 unrealized gain will then be REALIZED in the form of cash paid to you (\$200 received - \$100 original cost = \$100 realized gain)

(3) Interest income is derived from residual cash held at Schwab as well as from fixed-income securities such as corporate bonds and U.S. government and government backed securities.



Keystone Private Wealth
73575 El Paseo, Suite 2300
Palm Desert, CA 92260

Monthly Report

as of 9/28/2025

National Ready Mixed Concrete
66 Canal Center Plaza
Alexandria, VA 22314

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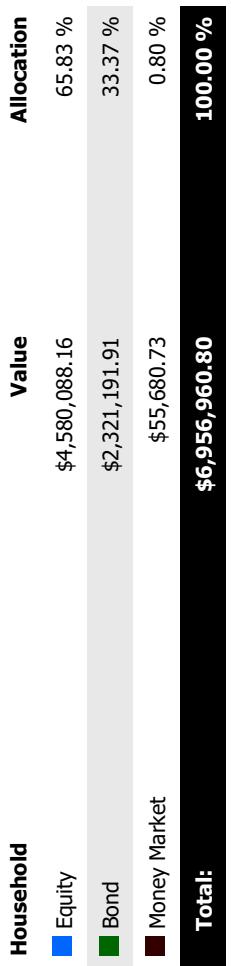


Balance Summary

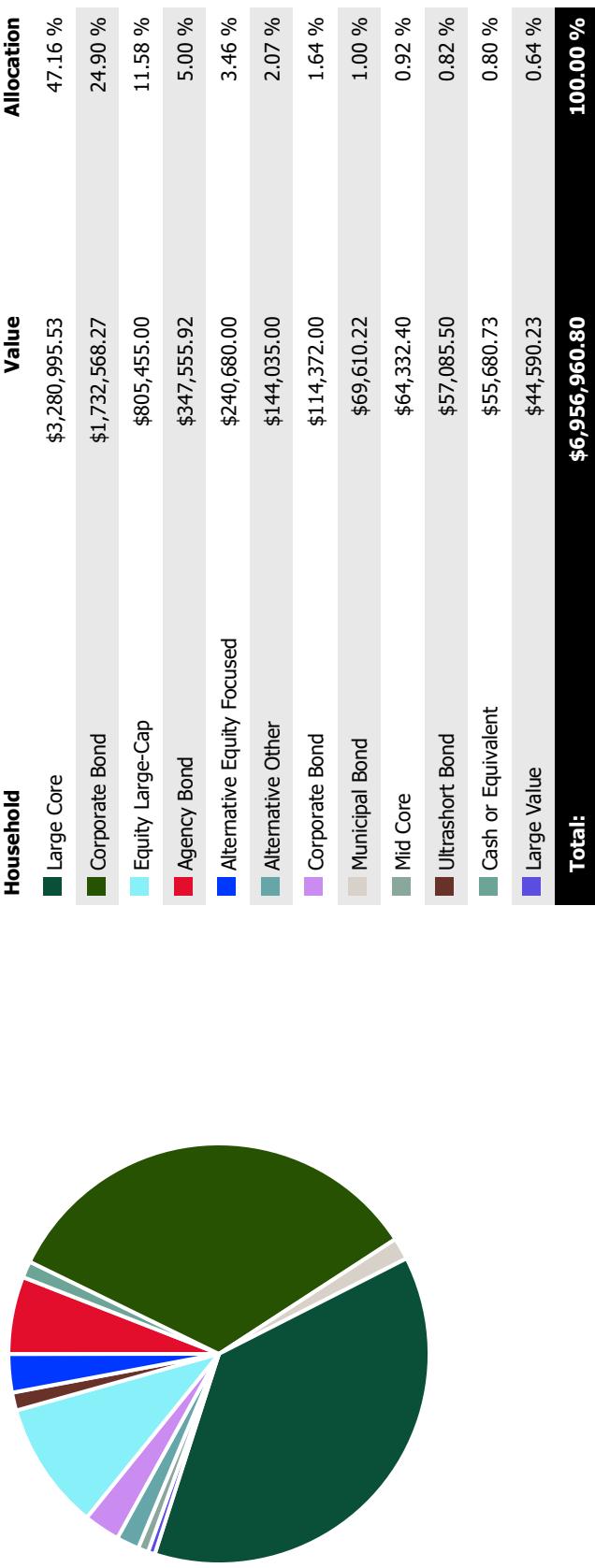
Balance Summary			
Account Number	Account Name	Custodian	Fund Family
46821549	National Ready Mixed Concrete	Schwab	Schwab
Total:			\$6,956,960.80



Allocation Overview



Allocation Overview





Holdings

Units	Security	Total Cost	Price	Market Value	Percent of Assets	Unrealized Gain/Loss	Estimated Annual Income	Current Yield
National Ready Mixed Concrete-Corporation 46821549								
55,680.73	Schwab Bank Sweep	\$55,680.73	\$1.00	\$55,680.73	1.27 %	\$0.00	\$0.00	0.00 %
50,000.00	At&t Inc 2.25% 2/1/2032	\$49,864.00	\$0.87	\$43,741.05	1.05 %	-\$6,304.20	\$1,125.00	2.58 %
200,000.00	FFCB 1.14% 2/16/2029	\$199,092.00	\$0.91	\$182,539.13	3.32 %	-\$16,825.20	\$2,280.00	1.25 %
50,000.00	Kinder Morgan, Inc. 2.00% 2/15/2031	\$50,139.50	\$0.88	\$44,288.22	0.54 %	-\$5,973.50	\$1,000.00	2.26 %
1,500.00	First Trust CBOE Vest US Equity Buffer ETF December	\$52,500.75	\$49.11	\$73,661.40	0.90 %	\$21,160.65	\$0.00	0.00 %
416.00	iShares Core S&P 500	\$155,285.98	\$664.89	\$276,594.24	3.38 %	\$121,308.26	\$3,213.20	1.16 %
220.00	Vanguard Mid-Cap	\$45,367.30	\$292.42	\$64,332.40	0.79 %	\$18,965.10	\$732.89	1.14 %
239.00	Vanguard Value ETF	\$25,795.27	\$186.57	\$44,590.23	0.55 %	\$18,794.96	\$706.65	1.58 %
100,000.00	FFCB Bond 1.04% 1/25/2029	\$98,964.00	\$0.91	\$91,164.49	1.11 %	-\$7,984.40	\$1,040.00	1.14 %
13,450.00	First Trust CBOE Vest US Equity Buffer ETF August	\$503,053.42	\$51.67	\$695,019.34	5.81 %	\$191,965.92	\$0.00	0.00 %
7,597.00	First Trust CBOE Vest US Equity Buffer ETF January	\$259,956.13	\$50.00	\$379,880.39	4.65 %	\$119,924.26	\$0.00	0.00 %
100,000.00	Morgan Stanley Finance Llc. No Te Indxx Lnkd 0% 8/3/2027	\$100,025.00	\$1.44	\$144,035.00	1.76 %	\$44,010.00	\$0.00	0.00 %
50,000.00	Brighthouse Finl Inc 5.625% 5/15/2030	\$48,517.50	\$1.02	\$52,121.97	0.62 %	\$2,557.60	\$2,812.50	5.51 %
50,000.00	Athena Holding Ltd Note M/W Cl B1 6.15% 4/3/2030	\$49,917.00	\$1.06	\$54,667.98	0.65 %	\$3,247.65	\$3,075.00	5.78 %
50,000.00	Altria Group Inc Note Call Make Whole 2.45% 2/4/2032	\$36,934.00	\$0.88	\$43,982.45	0.54 %	\$6,861.30	\$1,225.00	2.80 %
50,000.00	Bat Capital Corporation Note M /W Clb 4.742% 3/16/2032	\$43,679.50	\$1.00	\$50,191.62	0.61 %	\$6,426.50	\$2,371.00	4.73 %
6,800.00	Innovator S&P 500 Power Buffer ETF - November	\$201,323.48	\$41.01	\$278,868.00	3.41 %	\$77,544.52	\$0.00	0.00 %

Units	Security	Total Cost	Price	Market Value	Percent of Assets	Unrealized Gain/Loss	Annual Income	Estimated Gain	Current Yield
National Ready Mixed Concrete-Corporation 46821549									
N/A	Boston Property L 3.20% 1/15/2025	N/A	N/A	\$0.00	-0.31 %	N/A	N/A	N/A	N/A
30,000.00	Comerica Inc 4.00% 2/1/2029	\$24,018.00	\$0.99	\$29,773.00	0.36 %	\$5,561.67	\$1,200.00	4.06 %	4.06 %
10,897.00	FT CBOE Vest U.S. Equity May Buffer ETF	\$404,524.73	\$52.12	\$567,897.16	6.94 %	\$163,372.43	\$0.00	0.00 %	0.00 %
18,100.00	First Trust CBOE Vest US Equity Buffer ETF June	\$741,711.20	\$55.75	\$1,009,075.00	12.34 %	\$267,363.80	\$0.00	0.00 %	0.00 %
150,000.00	Jpmorgan Chase & Var 0.00% 4/1/2025	\$150,025.00	\$1.81	\$222,130.00	3.33 %	\$122,105.00	\$0.00	-13.57 %	-13.57 %
25,000.00	Globe Life Inc Note M/W Cbl 2.15% 8/15/2030	\$20,103.25	\$0.89	\$22,429.29	0.27 %	\$2,260.35	\$537.50	2.40 %	2.40 %
50,000.00	Deutsche Bank A 6.15% 5/31/2034	\$50,150.00	\$1.01	\$51,488.07	0.62 %	\$330.15	\$3,075.00	6.09 %	6.09 %
200,000.00	Bnp Paribas Medium T 29f Due 7/2/2029	\$200,025.00	\$1.23	\$245,400.00	3.00 %	\$45,375.00	\$0.00	0.00 %	0.00 %
250,000.00	JP Morgan Chase Bank NA 0.00% 7/3/2028	\$250,025.00	\$1.15	\$287,925.00	3.52 %	\$37,900.00	\$0.00	-4.86 %	-4.86 %
200,000.00	Gs Fin 0.00% 8/17/2029	\$200,025.00	\$1.20	\$240,680.00	2.94 %	\$40,655.00	\$0.00	-4.62 %	-4.62 %
32,000.00	Citigroup Inc Medium Term Sr 2.00% 8/17/2035	\$24,882.88	\$0.77	\$28,042.16	0.30 %	-\$115.39	\$640.00	2.58 %	2.58 %
75,000.00	Wells Fargo & Co Ser T Mtn 2.50% 6/17/2035	\$61,350.00	\$0.82	\$61,591.60	1.06 %	\$179.10	\$1,875.00	3.05 %	3.05 %
23,000.00	Citigroup Inc Medium Term Sr 3.00% 2/26/2037	\$18,779.04	\$0.80	\$18,351.75	0.22 %	-\$490.54	\$690.00	3.77 %	3.77 %
50,000.00	Helmerich & Payne Inc 2.90% 9/29/2031	\$43,546.00	\$0.88	\$44,854.25	0.54 %	\$583.25	\$1,450.00	3.29 %	3.29 %
85,000.00	Bank Of America 5.10% 9/16/2036	\$84,872.50	\$0.97	\$82,291.36	1.42 %	-\$2,737.68	\$4,335.00	5.28 %	5.28 %
20,000.00	Ffcb 5.46%38 Due 3/17/2038	\$19,990.00	\$0.99	\$19,930.44	0.24 %	-\$95.96	\$1,092.00	5.49 %	5.49 %
50,000.00	Woodside Fin Ltd 5.10% 9/12/2034	\$49,928.50	\$0.99	\$49,445.42	0.60 %	-\$603.50	\$2,550.00	5.17 %	5.17 %
75,000.00	Royal Bank 5.00% 9/17/2036	\$74,812.50	\$0.98	\$73,849.63	0.90 %	-\$1,087.88	\$3,750.00	5.09 %	5.09 %
950.00	First Tr Enhanced Short Maturity	\$56,996.96	\$60.09	\$57,085.50	1.40 %	\$88.54	\$2,560.73	4.49 %	4.49 %
75,000.00	Sempra Energy Fxd Rt Senior Note 3.80% 2/1/2038	\$62,325.00	\$0.85	\$64,279.00	1.54 %	\$1,494.83	\$2,850.00	4.47 %	4.47 %
100,000.00	Cenovus Energy Inc 5.25% 6/15/2037	\$98,167.00	\$0.97	\$98,928.97	2.37 %	-\$754.70	\$5,250.00	5.39 %	5.39 %
75,000.00	Bank Of Montreal 5.40% 11/21/2036	\$72,795.00	\$0.98	\$74,997.30	1.79 %	\$762.30	\$4,050.00	5.51 %	5.51 %
65,000.00	Cook Cnty IL 6.205% 11/15/2033	\$69,695.65	\$1.05	\$69,610.22	1.67 %	-\$1,586.70	\$4,033.25	5.92 %	5.92 %
50,000.00	Citizens Finl Group Inc Note 4.30% 12/3/2025	\$47,431.00	\$1.00	\$50,644.98	1.22 %	\$2,521.20	\$2,150.00	4.30 %	4.30 %
50,000.00	General Mtrs Co 5.15% 4/1/2038	\$49,146.00	\$0.95	\$48,818.19	1.15 %	-\$1,601.00	\$2,575.00	5.42 %	5.42 %
50,000.00	CVS Health Corporation 4.78% 3/25/2038	\$47,632.00	\$0.93	\$46,609.66	1.13 %	-\$1,048.90	\$2,390.00	5.13 %	5.13 %

Units	Security	Total Cost	Price	Market Value	Percent of Assets	Unrealized Gain/Loss	Annual Income	Estimated	Current Yield
National Ready Mixed Concrete-Corporation 46821549									
50,000.00	Phillips 66 2.15% 12/15/2030	\$50,173.50	\$0.89	\$44,849.96	1.07 %	-\$5,634.10	\$1,075.00	2.41 %	
50,000.00	Cubesmart L P 2.00% 2/15/2031	\$49,621.50	\$0.87	\$43,604.62	1.05 %	-\$6,139.10	\$1,000.00	2.30 %	
50,000.00	Genuine Parts Co 1.875% 11/1/2030	\$49,474.50	\$0.88	\$44,191.37	1.06 %	-\$5,668.55	\$937.50	2.14 %	
50,000.00	Tapestry Inc. 3.50.00 3.05% 3/15/2032	\$43,409.50	\$0.90	\$45,189.91	1.09 %	\$1,721.10	\$1,525.00	3.38 %	
50,000.00	Kilroy Rty L P 2.65% 11/15/2033	\$39,531.00	\$0.82	\$41,287.99	0.98 %	\$1,263.80	\$1,325.00	3.25 %	
5,400.00	First Trust Intermediate Duration Inv Gr ETF	\$111,167.10	\$21.18	\$114,372.00	2.77 %	\$3,204.90	\$4,671.00	4.08 %	
50,000.00	Safehold Oper Lp 6.10% 4/1/2034	\$49,673.50	\$1.05	\$53,921.86	1.28 %	\$2,740.30	\$3,050.00	5.82 %	
50,000.00	Deutsche Bank A 6.25% 5/16/2034	\$50,234.00	\$1.00	\$51,239.51	1.22 %	-\$149.00	\$3,125.00	6.24 %	
50,000.00	Boston Pptys Ltd Partnership Sr Nt 5.75% 1/15/2035	\$49,859.50	\$1.02	\$51,499.82	1.23 %	\$1,049.35	\$2,875.00	5.65 %	
50,000.00	Deutsche Bank Ak 5.70% 8/30/2036	\$50,225.00	\$0.99	\$49,624.58	1.21 %	-\$830.00	\$2,850.00	5.77 %	
50,000.00	Barclays Plc 5.00% 31f 8/28/2031	\$50,012.50	\$0.99	\$49,624.78	1.20 %	-\$603.00	\$2,500.00	5.06 %	
50,000.00	Jeffries Finl Grou 6.00% 9/16/2036	\$50,010.00	\$1.01	\$50,548.73	1.23 %	\$430.40	\$3,000.00	5.95 %	
50,000.00	Goldman Sachs Group Inc MTN 5.25% 9/15/2034	\$50,165.00	\$1.00	\$50,130.48	1.23 %	-\$136.60	\$2,625.00	5.25 %	
40,000.00	Voya Finance nl, Inc. 5.00% 34 9/20/2034	\$39,979.60	\$0.99	\$39,685.92	0.96 %	-\$343.68	\$2,000.00	5.05 %	
35,000.00	Ares Capital 5.80% 3/8/2032	\$35,085.05	\$1.02	\$35,702.68	0.86 %	\$499.21	\$2,030.00	5.70 %	
	Total:	\$5,667,674.02		\$6,956,960.80	100.00 %	\$1,267,514.80	\$101,223.21	0.56 %	



Report Disclaimer

This is a performance report and not a statement. In accordance with the Investment Advisers Act of 1940, we urge you to compare all performance reports received from us to the statements you receive on a regular basis from your custodian.

The reports we present to clients are based on data gathered from third-parties we believe are reliable sources. It is not guaranteed as to accuracy, does not purport to be complete and is not intended to be used as a primary basis for investment decisions.

This report may contain assets that are not billed on. The assets shown are net of fees. Your account report may also include other accounts/assets that are not managed or monitored by our firm and the values for these accounts/assets have been supplied by you or other vendors. Examples: life insurance contracts, long-term care contracts or fixed annuity policies.

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Past performance is no guarantee of future results. The value of any investment may increase or decrease over time.

Keystone Private Wealth reminds clients of their responsibility to inform their financial advisor of any changes to their financial situation, objectives, or if they wish to add and/or modify reasonable restrictions on the management of their account. Please inform us immediately if you have any such changes.

Footnotes: u = unknown cost basis



KEYSTONE
PRIVATE WEALTH

September 29, 2025

Joe Roche
National Ready Mixed Concrete Association
66 Canal Center Plaza, Suite 250
Alexandria VA 22314

Dear Joe,

As it pertains to the "Stability Reserve Fund" referenced in the investment policy statement, the current asset allocation (without the T-bills) is 65.83% stock, 33.37% fixed income, and .80% cash.

Please let me know if you need any further information.

Best regards,

Shad F. Lamm, CRPC
Partner and Senior Financial Advisor

Shad Lamm CRPC®
Partner and Senior Financial Advisor
D: 760.818.7035
Shad@Keystonepw.com

73575 El Paseo, Ste C2300
Palm Desert, CA 92260

A		B		C		D		E		F		G		H		I		J	
1 2024 vs 2025 YTD Dues Comparison as of 09/12/2025 WEEK 37																			
2																			
3				2023 Yards		Submitted		2024 Yards		Reported for 25		% of 2023 Yards		Reported for 24		% of Total Dues		% of Total Yards	
4 TOT AL\$		2024 Dues		Reported for 24		\$4,943,610		91,557,332		\$4,661,624		93.247,284		94.3%		90.9%		45.6%	
5 Category A (4 million cyds or greater)		\$4,943,610		\$2,767,078		51,255,745		\$2,667,523		47,679,623		96.4%		93.0%		26.1%		26.1%	
6 Category B (1 million - 3,999,999 cyds)		\$851,570		16,162,430		\$897,582		16,028,267		105.4%		99.2%		8.8%		8.8%		5.0%	
7 Category C (500,000 - 999,999 cyds)		\$823,747		15,254,573		\$736,905		14,288,791		95.5%		93.5%		7.7%		7.8%		9.7%	
8 Category D (250,000 - 499,999 cyds)		\$406,176		7,775,288		\$452,379		7,594,700		104.7%		97.7%		90.8%		4.2%		4.2%	
9 Category E (150,000 - 249,999 cyds)		\$692,176		13,177,812		\$669,562		11,964,974		96.7%		90.8%		6.6%		6.5%		43.8%	
10 Category F (20,001 - 149,999 cyds)		\$114,577		2,169,105		\$108,738		1,983,900		94.9%		90.1%		1.1%		1.1%		23.8%	
11 Category G (Minimum 20,000 cyds)																			
12 TOTAL		\$10,599,565		197,352,285		\$10,217,314		182,737,539		96.4%		92.6%							
14																			
15 Overall % Companies Reporting 2024: 91%																			
16 Overall % Reporting 2024 Week 37: 91%																			
17 % reporting by WEEK 37 2025:																			
18																			
19 Category A - Total Companies		11				Category E - Total Companies		42		98%				2025 Producer					
20 % Companies renewed		100%				% Companies renewed or committed		100%		# Companies reporting yardage up from PY		16		Dues Approved		Budget/Current Forecast			
21 % Companies renewed or committed		100%								# Companies reporting yardage up from PY		16		\$10,136,000.00		\$			
22 # Companies reporting yardage up from PY		1						# Companies reporting yardage down from PY		19		# Companies reporting static yardage		4		2023		# Companies	
23 # Companies reporting yardage down from PY		10				# New Members		# New Members		# Companies committed but not submitted		1		2023 yards		# current dues		\$209,501.60	
24 # Companies reporting static yardage		0								# Non-Renewed									
25 # New Members		0						# Companies		29		# Companies		11					
26 # Companies committed but not submitted		0								2023 yards		@ current dues		\$61,359.95		# current dues		101%	
27 Category B - Total Companies		29				Category F - Total Companies		203		% of 2025 Goal including				2025 Producer					
28 % Companies renewed		93%				% Companies renewed or committed		86%		# Companies		# Companies		103%		103%			
29 % Companies renewed or committed		10																	

New & Rejoined Members				
PRODUCERS				
Company	State	Category	Company	State
57 Concrete LLC	TX	CONT	CMT Technical Services	UT
Abilene Ready Mix	TX	CONT	Martin Concrete Construction	GA
Austin Ready Mix	TX	MATL	Chem Concrete	CA
Available Redi-Mix	OH	MATL	Graymont	UT
Capitol Ready-Mix Inc.	IL	MATL	Stalite Lightweight Aggregate	NC
Coastwide Ready-Mix	OR	MATL	Universal Matter Inc.	Canada
Concrete Services Corp.	PA	MATL	Yancey Concrete Solutions	TN
Concrete Strategies LLC	MO	MFTR	Aarcomm Systems Inc	Canada
Cumberland Supply Company, Inc.	TN	MFTR	American Payments Group	NY
Eagle Redi-Mix Concrete LLC	OK	MFTR	Bay-Lynx Manufacturing Inc.	Canada
Golden State Municipal Concrete, Inc.	CA	MFTR	Bulk Exchange	CA
Gra-Rock Redi Mix & Precast LLC	IN	MFTR	CheckProof U.S. Inc.	TX
Hawley Rock Products, Inc.	UT	MFTR	Chimica Edile USA Corp.	FL
High Definition Concrete Ltd.	VC	MFTR	Concrete Machinery Company	TN
Hooker Creek	CA	MFTR	Concrete Sustainability Council	IL
Jenco Concrete	NY	MFTR	Domat USA Concrete Machinery	FL
MetroCon, Inc.	SC	MFTR	Engine	CO
MudMeNow	MI	MFTR	Fractal	OH
NEPA Concrete and Asphalt	PA	MFTR	Furno Materials	CA
Precision Ready Mix	AL	MFTR	Insurance Office of America (IOA)	FL
Quality Materials and Concrete, LLC	TX	MFTR	Kales Truck and Heavy Equipment	SC
R&K Ready Mixed	NV	MFTR	Lyten	CA
River City Ready Mix	LA	MFTR	Marsh McLennan Agency	LA
Rudy Ready Mix	OK	MFTR	Medellin Concrete Chipping Service	TX
Saccente Ready Mix	NY	MFTR	ODISA Concrete Equipment	Mexico
Schmitz Ready Mix	WI	MFTR	OneCrew	CA
Select Quality Materials and Concrete, LLC	TX	MFTR	Roman Cement	UT
Southwest Concrete Corp	FL	MFTR	skEYEwatch, Inc.	FL
Stevenson-Weir/Southern LLC	SC	MFTR	Sparrow Company, Executive Search & Staffing	TX
SurRoca Redi-Mix, LLC	OK	MFTR	Suppli	TX
Toa Concrete and Supplies	WA	MFTR	Trident Structures	TX
Wapenish Sand and Gravel	WA			
West Ready Mix, Inc.	LA			
Wheeler Rock Products	WA			
Drops (result in reduction of yardage/dues)			Mergers/Acquisitions (no loss of dues)	
Producers				
Company	State	Company	State	
Bonded Concrete, Inc.	NY	Jolley Concrete, Inc.	CT	
Conn Crete	AL	Kearney Concrete Co.	NE	
Delaware Valley Concrete Co., Inc.	PA	Monumental Concrete	DC	
Essex Concrete Corporation	VA	Moriarty Concrete Products	NM	
Foremost Paving, Inc.	TX	MUDco Concrete	TX	
Louisiana Concrete LLC	LA	Powhatan Ready Mix	VA	
MC Ready-Mix LLC	GA			
Rockport Ready Mix	OH			
Titusville Supply Co. Inc.	PA			
Associates				
Category	Company	State		
MFTR	Acuity	WI		
MFTR	AirFoam	BC		
MFTR	Concrete-AI	CA		
MFTR	Gilson Company, Inc.	OH		
MFTR	Helix Steel	MI		
MFTR	Insight Financial, LLC	FL		
MFTR	Marcotte Systems Ltd.	Canada		
MFTR	MEGASLAB	GA		
MFTR	Predictive Safety	CO		
MFTR	Spiro.AI	MA		

NRMCA MEMBERSHIP RENEWAL AND COLLECTIONS POLICY

- Annual Invoices - Membership mails annual invoices in early December for the following year.
- Re-invoicing for Non-Respondents - Membership re-invoices non-respondents in early February. They are re-invoiced again in March via email/mail and a cut-off date is established.
- Second-Fourth Quarter Invoicing - Membership generates invoices for second, third and fourth quarter. Second quarter due out on March 31 or last day of March; third quarter due out on June 30 or last day of June; fourth quarter due out on September 30 or last day of September.
- Charge Card Processing - Charges for annual dues are processed as received. Charges for quarterly dues are charged on January 15, April 15, July 15, and October 15, as appropriate.
- Member Mails in Invoice/Paperwork - Paperwork/Invoice is received either via the lockbox, mail delivery to headquarters or by email (for credit card payments).
- Accounting Processes Paperwork - Makes copy of payment and application for membership.
- New Members - Accounting gives membership application and copy of check to Membership. Membership creates master record in membership database. Membership then enters new member payment.
- Membership Inputs into Database - Membership ensures that any data updates are made to company and individual records.
- Membership Processes Payment - Inputs dues information in database master company record.
- Membership mails Renewal Package - Sends renewal acknowledgement.
- Termination of Membership Services – Termination of member services will take place on April 1 if the company has failed to respond to prior requests for renewal/payment, however the Chief Operating Officer and the President have the discretion to delay termination of services as they deem appropriate. Once member services are suspended, those companies are referred to as suspended members. If a suspended member fails to renew and pay dues by the end of that calendar dues year, that company will be referred to as a prospect company as of the first of the following year.



INDUSTRY FACT SHEET

NATIONAL READY MIXED CONCRETE ASSOCIATION

66 Canal Center Plaza, Ste 250 Alexandria, Virginia 22314 (703) 706-4800

U. S. READY MIXED CONCRETE PRODUCTION



Month	2025 Monthly Production (cu.yd.)	Percent Change from 2024	2025 YTD Production (cu.yd.)	Percent Change from 2024	Projected Annual Production*
January	21,054,000	-3.1%	21,054,000	-3.1%	
February	22,341,000	-19.7%	43,396,000	-12.4%	
March	29,733,000	1.6%	73,128,000	-7.2%	373,423,000
April	33,246,000	-1.4%	106,375,000	-5.5%	
May	32,747,000	-7.5%	139,121,000	-6.0%	
June	33,672,000	-2.2%	172,793,000	-5.3%	368,622,000
Estimated ready mixed concrete production for 2024, yd ³					379,149,000
Percentage of cement shipped to ready mixed concrete industry					75%
*Error of estimate of projected production from 1st quarter production: ±16 million yd ³					

Production Statistics @

https://my.nrmca.org/Main/Members_Only/Main/MembersOnly/Home.aspx



2025 YTD Ready Mixed Concrete Production by State, cubic yards

State	Jun. 2024	Jun. 2025	% change from 2024	State	Jun. 2024	Jun. 2025	% change from 2024
Alabama	3,116,000	2,903,000	-7%	Montana	589,000	541,000	-8%
Alaska	279,000	276,000	-1%	Nebraska	2,093,000	1,833,000	-12%
Arizona	6,131,000	5,520,000	-10%	Nevada	2,771,000	2,928,000	6%
Arkansas	1,836,000	1,619,000	-12%	New Hampshire	338,000	298,000	-12%
California	16,104,000	15,117,000	-6%	New Jersey	2,291,000	2,164,000	-6%
Colorado	3,497,000	3,472,000	-1%	New Mexico	1,322,000	1,535,000	16%
Connecticut	921,000	871,000	-5%	New York	4,951,000	4,472,000	-10%
Delaware	360,000	345,000	-4%	North Carolina	5,834,000	5,394,000	-8%
Dist. of Columbia	163,000	95,000	-42%	North Dakota	655,000	685,000	5%
Florida	16,399,000	15,263,000	-7%	Ohio	5,392,000	5,187,000	-4%
Georgia	6,339,000	5,655,000	-11%	Oklahoma	2,892,000	2,842,000	-2%
Hawaii	554,000	586,000	6%	Oregon	1,449,000	1,482,000	2%
Idaho	1,384,000	1,394,000	1%	Pennsylvania	4,097,000	3,908,000	-5%
Illinois	4,286,000	4,255,000	-1%	Puerto Rico	1,048,000	1,334,000	27%
Indiana	3,633,000	3,500,000	-4%	Rhode Island	210,000	217,000	3%
Iowa	2,537,000	2,649,000	4%	South Carolina	3,854,000	3,473,000	-10%
Kansas	2,360,000	2,302,000	-2%	South Dakota	759,000	733,000	-3%
Kentucky	2,143,000	1,901,000	-11%	Tennessee	4,037,000	3,674,000	-9%
Louisiana	2,936,000	2,910,000	-1%	Texas	32,895,000	32,288,000	-2%
Maine	464,000	381,000	-18%	Utah	2,749,000	2,824,000	3%
Maryland	2,092,000	1,780,000	-15%	Vermont	152,000	141,000	-7%
Massachusetts	1,617,000	1,505,000	-7%	Virginia	3,953,000	3,813,000	-4%
Michigan	3,128,000	2,858,000	-9%	Washington	2,905,000	2,609,000	-10%
Minnesota	2,138,000	2,142,000	0%	West Virginia	709,000	772,000	9%
Mississippi	1,512,000	1,423,000	-6%	Wisconsin	2,571,000	2,466,000	-4%
Missouri	3,314,000	3,144,000	-5%	Wyoming	375,000	389,000	4%

State production estimates are updated each Quarter



2025 CONCRETEPAC PROGRESS REPORT

as of 9/19/2025

2025-2026 Election Cycle Progress (through 5/1/2025)

Bank Balance	\$311,340
Total Receipts	\$189,724
Total Disbursed	\$72,500

2025 Receipts

Total Pledged to Date	\$189,724
Total Collected to Date	\$186,749
Total Outstanding to Date	\$2,975*
Individual Contributors	147
Board Member Contributors	46
NRMCA Employee Contributors	4
PAC to PAC Contributions	3
Number of Company Prior Authorizations	92

2025 Disbursements

Disbursements to Date	\$72,500
Supported Campaigns to Date	34
Member Requested Supported Campaigns to Date	12

2025 Corporate Sponsorship (YTD)

\$216,550

2023-2024 Election Cycle Overview

Receipts	\$534,826
Disbursements	\$537,386
Supported Campaigns	139
Corporate Sponsorship Funds Raised	\$348,360

*\$2,975 to be invoiced in January 2026. Member hit max contribution limit for 2025.

BYLAWS
of the
National Ready Mixed Concrete Association

Article I - Name

9 Section 1. The name of this organization shall be the National Ready Mixed Concrete
10 Association.

12 Section 2. The principal office of the association shall be determined by the board of directors.

Article II - Object

15 The objects of the association shall be to:

- Provide an organization through which the members of the ready mixed concrete industry may coordinate their efforts in the handling of problems of common concern;
- Generally perform such acts and services for the industry where group rather than individual action is more effective;
- Conduct such work and create such resources as needed to achieve the goals and objectives outlined in the Association's strategic plan, which shall be reviewed regularly.

ARTICLE III - Members

25 Section 1. There shall be two classes of membership: active and associate.

27 Section 2. Active Members – Any person, firm or corporation engaged in the production of ready
28 mixed concrete shall be eligible for active membership in accordance with procedures
29 established by the board of directors. Active members in good standing are those persons,
30 firms or corporations who pay dues on all ready mixed concrete production of which they have a
31 majority interest and whose dues are current. These members shall have the right to full
32 participation in meetings and programs of the association. Questions of membership eligibility
33 shall be determined by the executive committee, with the right of appeal to the board of
34 directors. The action of the board of directors shall be final.

Section 3. Associate Members

- A. Associate members shall have the right to attend meetings and enter into debate but shall not have the right to vote.
- B. There shall be three classes of associate members:
 - 1. Those who produce or sell raw materials of concrete, including cement, fine and coarse aggregates, admixtures and additives;
 - 2. Those who manufacture or supply equipment or services used by the ready mixed concrete industry, publish trade magazines, or are members of technical or professional societies and organizations interested in the ready mixed concrete industry; and
 - 3. Those engaged as a business enterprise using ready mixed concrete.

48 Section 4. Questions of membership eligibility shall be determined by the board of directors.

50 Section 5. Dues – Annual dues for all members shall be as prescribed by the board of directors.

51 Section 6. Materials Division – There shall be a materials division composed of associate
52 members. The materials division shall elect its own officers in accordance with such procedures
53 as it may establish, and shall elect members to the NRMCA board of directors as otherwise
54 provided in these bylaws.

55
56 Section 7. Manufacturers, Products & Services Division – There shall be a manufacturers,
57 products & services division composed of associate members. The manufacturers, products &
58 services division shall elect its own officers in accordance with such procedures as it may
59 establish and shall elect members to the NRMCA board of directors as otherwise provided in
60 these bylaws.

61
62 Section 8. Truck Mixer Manufacturers Bureau – There shall be a truck mixer manufacturers
63 bureau affiliated with the association, the object of which is to provide an organization through
64 which its members may coordinate their efforts in handling problems considered to be of
65 common concern. The term “truck mixer manufacturer” shall mean a manufacturer of truck
66 mixers for use in the ready mixed concrete industry. Whenever the words “truck mixer” appears
67 in these bylaws, they shall mean truck mixers and agitators of all types. The bureau shall elect
68 its own officers and shall establish such rules of procedure as it considers necessary for the
69 transaction of its responsibilities.

70
71 Section 9. Concrete Plant Manufacturers Bureau – There shall be a concrete plant
72 manufacturers bureau affiliated with the association, the object of which is to provide an
73 organization through which its members may coordinate their efforts in handling problems
74 considered to be of common concern. The term “concrete plant manufacturer” shall mean a
75 manufacturer of completely engineered plants for the handling storing, proportioning and mixing
76 of materials for the production of portland cement concrete. The bureau shall elect its own
77 officers and shall establish such rules of procedure as it considers necessary for the transaction
78 of its responsibilities.

79
80 **Article IV - Officers**

81 Section 1. The elected officers of the association shall be the chairman of the board, vice
82 chairman, and secretary/treasurer. They shall be responsible to interpret and oversee
83 implementation of policies adopted by the board of directors. No two officers may be employed
84 by the same company or firm.

85
86 Section 2. The elected officers shall be elected by the active members at the annual meeting of
87 the association and shall hold office for a term of one year beginning and ending upon
88 adjournment of the annual meeting of the association, or until a successor has been elected
89 and assumes office.

90 Section 3. Chairman – The chairman shall preside at all meetings of the board of directors, the
91 executive committee, and of the members. He shall appoint, subject to the approval of the
92 board of directors, committee chairmen and vice chairmen, and shall be an ex-officio member of
93 all committees and subcommittees. The chairman shall perform other duties and have other
94 responsibilities as outlined in the governing documents, or as delegated by the board of
95 directors or executive committee.

96
97 Section 4. Vice Chairman – The vice chairman shall assume the chairmanship in the absence of
98 the chairman or in the event of a vacancy in that office. The vice chairman shall perform other
99 duties and have other responsibilities as outlined in the governing documents or as delegated
100 by the chairman, the board of directors, or the executive committee.

101 Section 5. Secretary/Treasurer – The secretary/treasurer shall be responsible for the accurate
102 production of minutes of all the meetings of the members, board of directors, and executive
103 committee, and shall ensure that all notices are duly given in accordance with these bylaws or
104 as required by law. The secretary/treasurer shall be responsible for the preparation of the
105 annual budgets and review of the annual audit report, as well as to perform all other duties
106 incidental to the office of secretary/treasurer and such other duties as may be prescribed by the
107 governing documents of the association or the board of directors.

108

Article V - Meetings

109 Section 1. Annual Meeting - There shall be at least one meeting of the association for the
110 election of officers and directors and for the transaction of such other business as may properly
111 be brought before the meeting, each year at a time and place as set by the board of directors.
112 All members of the association shall be sent notice of the time and place of the meeting at least
113 twenty days in advance of the meeting.

114

115 Section 2. Special Meetings – Special meetings of the members may be called by the chairman
116 of the board and shall be called upon the written request of a majority of the members of the
117 board of directors. The object of the special meeting must be stated in the call of the meeting,
118 which must be mailed to all members at least twenty days in advance of the meeting.

119

120 Section 3. Voting and Quorum - Each active member in good standing shall have one vote. A
121 quorum for any meeting of the members shall be 10 percent of the active members rounded to
122 the next higher integer.

123

124 Section 4. Action at Meeting -- When a quorum is present at any meeting, the affirmative vote of
125 a majority of votes cast by active members present and voting shall decide any matter to be
126 voted upon by the members at such meeting, except when a different vote is required by
127 express provision of law, the certificate of incorporation of this association, these bylaws, or
128 parliamentary authority.

129

Article VI - Board of Directors

130 Section 1. Composition – Each voting member of the board of directors must be actively
131 engaged in the affairs of an active member of NRMCA. For purposes of these bylaws, a person
132 shall be deemed to be “actively engaged” in such affairs only if such person is an employee of a
133 member with policy-making responsibility for such member with respect to its operations in the
134 ready-mixed concrete industry. Questions of eligibility for election shall be determined by the
135 executive committee, with the right of appeal to the NRMCA board of directors. The action of the
136 board of directors shall be final. The board shall be composed of the following:

137

- 138 A. The chairman, vice chairman, and secretary/treasurer;
- 139 B. The chairman of the Truck Mixer Manufacturers Bureau;
- 140 C. The chairman of the Concrete Plant Manufacturers Bureau;
- 141 D. No fewer than 36 and no more than 60 directors elected from nominations
142 received either through the at-large nomination process or from state affiliate partners.
143 All nominees must be active members in good standing with NRMCA, and state affiliate
144 nominees must further be members in good standing of the state association making
145 the nomination.
- 146
- 147 E. Three representatives from the manufacturers, products and services division elected or
148 appointed from within that division in accordance with the division bylaws;

150 F. Three representatives from the materials division elected or appointed from within that
151 division in accordance with the division bylaws; and
152 G. Past chairmen (including past presidents who served prior to 1975) who are actively
153 engaged as an employee of an association producer member company.

154
155 Section 2. Nonvoting board members – the following shall have the right to participate in the
156 deliberations of the board, but shall have no vote:

157 A. Past chairs of the manufacturers, products & services division, provided they are actively
158 involved as an employee of an NRMCA member manufacturing company;
159 B. Past chairs of the materials division, provided they are actively involved as an employee
160 of an NRMCA member materials company;
161 C. Honorary directors for life – those individuals who have been elected by the board of
162 directors in recognition of distinguished service to the ready mixed concrete industry;
163 D. Chairmen of NRMCA standing committees; and
164 E. No fewer than three and no more than six state association executives, from any states
165 that are active affiliates with NRMCA, who shall be elected for a period of three years to
166 serve beginning and ending upon the adjournment of the annual meeting. Terms shall
167 be staggered so that one third of the state association executives shall be elected each
168 year.

169
170 Section 3. Terms of office – Terms of office for the board of directors shall be as follows:

171 A. The directors shall be elected for a period of three years to serve beginning and ending
172 upon the adjournment of the annual meeting. Terms shall be staggered; however, no
173 more than 25 seats shall be filled in a given year.
174 B. No more than five percent of the voting members of the board of directors may be
175 persons from any one active or associate member.

176
177 Section 4. Authority – The board of directors shall:

178 A. Have the full authority to conduct the affairs of the association, subject to the provisions
179 of these bylaws and other governing documents;
180 B. Approve NRMCA policies;
181 C. Approve the annual budget;
182 D. Serve as advocates for the association and liaisons to the industry and other NRMCA
183 members;
184 E. Have the authority to appoint and to remove the NRMCA president;
185 F. Hold the president and executive committee accountable for meeting association
186 objectives; and
187 G. Set the date and location of the annual meeting of the members.
188 H. Determine the number and boundaries of regions.

189
190 Section 5. Meetings – The board of directors shall:

191 A. Meet at least two times per year at a time and place as determined by the board. The
192 board may meet by telephone conference call or by other electronic means as allowed
193 by law.
194 B. Special meetings of the board may be called by the chairman or upon the written
195 request of 10 voting directors. Notice of board meetings shall be sent in writing at least
196 seven business days prior to the meeting. Notice may be waived before, during or after
197 the meeting by the voting directors but attendance at such a meeting will be considered
198 as waiver of notice.
199 C. A majority of the voting directors then in office shall constitute a quorum.

200 Section 6. Vacancies – Any vacancy occurring on the board of directors shall be filled for the
201 remainder of the term by a majority of the members of the board. Service for a partial term shall
202 not be considered as a term under Section 3 of this article.

203

204 Section 7. Personal Liability of Directors –

205 A. A director shall not be personally liable, as such, for monetary damages for any action
206 taken unless the director has breached or failed to perform the duties of his office, as
207 specified under Pennsylvania law, and the breach or failure to perform constitutes self-
208 dealing, willful misconduct or recklessness.

209

210 B. The exemption from liability provided in this section shall not apply, however, to the
211 responsibility or liability of a director pursuant to any criminal statute, or to the liability of
212 a director for the payment of taxes pursuant to applicable federal, state, or local law.

213

214 Section 8. Executive Committee –

215 A. There shall be an executive committee composed of the officers, the immediate past
216 chair, a past chairman elected by the Nominating Committee and eight members elected
217 by the board of directors from among the sitting elected directors, who shall serve for a
218 period of one year or until a successor is elected and assumes office. No more than one
219 of the eight members elected by the Board of Directors may be employed by the same
220 active producer member. The nominating committee may propose candidates to the
221 board of directors.

222 B. The executive committee shall have all the authority of the board of directors between
223 meetings but may not counteract established board policy. The executive committee
224 shall be responsible to develop and recommend policy to the NRMCA board, to provide
225 counsel to the NRMCA officers, and to recommend an annual budget and program of
226 work to the board.

227 C. The executive committee shall meet at the call of the chairman and must meet upon the
228 written request to the chairman by a majority of the members of the executive
229 committee. At any duly called meeting of the Executive Committee a quorum shall
230 consist of a majority of the members of the Executive Committee.

231

232 Section 9. Compensation – No member of the board of directors shall be entitled to
233 compensation from the association for such service.

234

235 **Article VII - Nomination and Election**

236 Section 1. Nominating Committee –

237 A. There shall be a nominating committee composed of nine members, including the
238 current board chairman, the immediate past board chairman, and the past board
239 chairmen from the previous seven years, provided that they are actively engaged in the
240 industry. Any vacancies as a result of an insufficient number of active past board
241 chairmen shall be filled first by a past board chairman still active in the industry from the
242 years previous to the past seven years, in ascending order. If there are no eligible past
243 chairmen, the vacancy shall be filled by lot from the current board-elected members of
244 the executive committee, provided that such vacancy shall not be filled by anyone
245 employed by the same active producer as someone currently sitting on the committee.
246 The president shall be a nonvoting ex-officio member of the committee. The nominating
247 committee chairman shall be selected by the past board chairmen on the committee.

248 B. The nominating committee shall be responsible to present candidates for the board of
249 directors, officers, and executive committee, as well as recommendations for candidates
250 to fill vacancies on the board of directors.

251 C. At any duly called meeting of the Nominating Committee a quorum shall consist of a
252 majority of the members of the Nominating Committee.

253 D. If a member of the nominating committee wishes to be a candidate for any elected
254 position, he or she must resign from the committee prior to any consideration by the
255 committee. Members of the nominating committee must recuse themselves from
256 deliberations and vote on any nominee who is an employee of the same company, firm
257 or subsidiary. If such recusal results in the loss of a quorum, the quorum number shall
258 be reduced accordingly to allow the remaining members of the committee to act.

259 E. The committee shall keep all deliberations confidential. A member of the committee who
260 breaches the confidentiality of the committee deliberations may be removed from the
261 nominating committee by majority vote of the remaining committee members. Such a
262 vacancy shall not be filled, and the removed member shall not be eligible for future
263 service on the committee.

264 F. Each region is allowed to nominate as many as three directors. Subject to approval by
265 the board of directors, each region shall adopt their own procedures for selecting
266 nominees. The board of directors shall retain final authority over the adoption of regional
267 nominating procedures, including specifying who may participate in the nominating
268 process within each region.

269 G. Regions must have candidates presented to the nominating committee by July 1 of each
270 year. If there are not enough nominations to fill the region seats, the remaining seats will
271 be considered at large seats and nominated as such by the nominating committee.

272 **Article VIII - Committees**

273 Standing and special committees shall be created by the board of directors as the need arises.

274 **Article IX - Certification**

275 A. There may be one or more certification departments created by the NRMCA board of
276 directors to administer board authorized certification programs for specific areas of practice.
277 Each board authorized program shall be governed by its own certification board that shall
278 operate independently of the NRMCA board of directors, except that one nonvoting member
279 of the certification board may be appointed by the NRMCA board of directors to serve as a
280 liaison. Certification department and certification board members need not be members of
281 NRMCA.

282 B. Each certification board shall have the sole authority to set certification policy and
283 requirements for its area of practice and shall fairly and equitably represent the interests of
284 all concerned parties.

285 C. Certification departments must maintain separation from the educational programs of
286 NRMCA. No person may serve as both an instructor and an examiner (including grading
287 exams) for the same training course.

288 D. The certification department shall maintain a compliance program to ensure compliance with
289 certification policies.

290 **Article X - Administration**

291 Section 1. Association office –The association shall maintain an office for the conduct of the
292 business of the association. Such office shall be under the direct supervision and authority of
293 the president. The president shall be the principal staff officer of the association, appointed or
294 designated by the executive committee and ratified by the board of directors. The president
295 shall administer the business of the association in accordance with board policies.

296 Section 2. Indemnification – The association shall indemnify any person who was or is a party or
297 is threatened to be made a party to any threatened, pending or completed action, suit or
298

301 proceeding, whether civil, criminal, administrative or investigative (other than an action by or in
302 the right of the association) by reason of the fact that such person is or was a director, officer,
303 employee, agent or representative of the association, or was serving at the request of the
304 association as a director, officer, employee, agent or representative of another domestic or
305 foreign corporation, partnership, joint venture, trust or other enterprise, against expenses
306 (including attorney's fees), judgments, fines and amounts paid in settlement actually and
307 reasonably incurred by such person in connection with the action or proceeding if such person
308 acted in good faith and in a manner such person reasonably believed to be in, or not opposed
309 to, the best interests of the association and, with respect to a criminal action or proceeding, had
310 no reasonable cause to believe such person's conduct was unlawful. The termination of any
311 action, suit, or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo
312 contendere or its equivalent shall not, of itself, create a presumption that such a person did not
313 act in good faith and in a manner which he reasonably believed to be in or not opposed to the
314 best interests of the association, and with respect to any criminal action or proceeding, had
315 reasonable cause to believe that such person's conduct was unlawful.
316

317 The association shall indemnify any person who was or is a party or is threatened to be made a party
318 to any threatened, pending or completed action by or in the right of the association to procure a judgment in its favor by reason of the fact that such person is or was a director,
319 officer, employee, agent or representative of the association, or was serving at the request of the association as a director, officer, employee, agent or representative of another domestic or
320 foreign corporation, partnership, joint venture, trust or other enterprise, against expenses
321 (including attorneys' fees) actually and reasonably incurred by such person in connection with the defense or settlement of the action if such person acted in good faith and in a manner such person reasonably believed to be in, or not opposed to, the best interests of the corporation.
322 Indemnification shall not be made under this paragraph in respect of any claim, issue or matter as to which such person has been adjudged to be liable to the association unless and only to the extent that the court of common pleas of the judicial district embracing the county in which the registered office of the corporation is located or the court in which the action was brought determines upon application that, despite the adjudication of liability but in view of all of the circumstances of the case, such person is fairly and reasonably entitled to indemnity for such expenses that the court of common pleas or other court shall deem proper. Expenses
323 (including attorneys' fees) incurred by any such person in defending any action or proceeding referred to in this section shall be paid by the association in advance of the final disposition of the action or proceeding upon receipt of an undertaking by or on behalf of the persons seeking such advances to repay the amount if it is ultimately determined that such person is not entitled to be indemnified by the association as authorized in these bylaws or otherwise; provided, however, that such advances need not be made if the board of directors determines that such person is unlikely to be entitled to indemnification for such expenses.
340

341 The indemnification provided pursuant to this section shall not be deemed exclusive of any other rights to which those seeking indemnification may be entitled under any agreement or contract of insurance. The association shall have power to purchase and maintain insurance on behalf of any person who is or was a director, officer, employee, or agent of the association against any liability asserted against him and incurred by him in such capacity, or arising out of his status as such, whether or not the association would have the power to indemnify him against such liability under the provisions of this section.
342

343 Section 3. Group Disaster – In furtherance of its responsibility for the supervision, control and direction of the affairs of the association, the board of directors may provide such special rules or suspend such provisions of these bylaws as the board deems necessary during a period of
344
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351 national emergency or in the event of a group disaster involving members of the board. In the
352 event of a national emergency or group disaster, the surviving members of the board of
353 directors residing within jurisdiction under control of the United States Government shall have
354 the full authority of the board until normal conditions have been restored and a reasonable
355 opportunity has been provided for elections to be conducted in accordance with the provisions
356 of these bylaws. A majority of the surviving members of the board shall constitute a quorum
357 during the period of national emergency or disaster.

358

Article XI - Parliamentary Authority

360 The rules contained in the *Robert's Rules of Order Newly Revised, 12th Edition* shall govern this
361 association in all cases to which they are applicable and in which they are not inconsistent with
362 these bylaws and any special rules of order the association may adopt. When a new edition of
363 the parliamentary authority is published, the board may, by majority vote and after ensuring that
364 they have familiarized themselves with the changes in the new version, update the edition
365 reference in the bylaws. Members shall be notified promptly after the change is made.

366

Article XII - Amendment

367 These bylaws may be amended at any meeting of the association by two thirds of the members
368 present and voting, provided that the exact text of the amendment to be proposed is sent to all
369 members at least thirty days before the meeting.

370

Article XIII - Merger, Consolidation, and Dissolution

371 The association may merge, consolidate, or be dissolved at any time in accordance with
372 Pennsylvania law, provided that a plan of merger or consolidation receives the affirmative vote
373 of a majority of the votes of active members present entitled to vote thereon, and that a plan of
374 dissolution receives the affirmative vote of a majority of the votes cast by active members
375 entitled to vote thereon.

376

377

Executive Cover Sheet: NRMCA Strategic Plan 2026–2028

The Strategic Planning Committee presents the Final Plan and foundational framework for Board approval. This document represents the culmination of an intensive 18-month collaborative process designed to establish NRMCA's direction and operational success through 2028.

Architecture and Intentional Design

This plan represents a deliberate departure from conventional planning approaches. Rather than producing an exhaustive list of initiatives, the Committee developed a precision framework built around three carefully sequenced pillars: Membership Value, Industry, and People.

This sequence is intentional. Member value forms the core from which industry leadership and workforce development naturally flow. The hierarchy is designed to guide both resource allocation and decision-making priorities. Each word, phrase, and objective underwent rigorous vetting through multiple stakeholder groups. The Committee invested significant effort in linguistic precision, ensuring terminology resonates across NRMCA's diverse membership while maintaining clarity. The result is a framework designed for both immediate comprehension and long-term implementation.

Process and Stakeholder Engagement

The Planning Committee included diverse Member representation, including consideration of company size and geography as well as individual roles, contribution and longevity. While small producer involvement in the Committee declined over time, their early input remains incorporated. All members had the opportunity to inform the plan through a combination of in-person focus groups, virtual roundtables, committee discussion, online polls/surveys and individual reach outs. Shanslym, Inc. facilitated both live and virtual drafting sessions that processed all feedback received. Each stage was designed for iteration, ensuring revisions reflected input from membership, affiliates, associates and staff. During six formal Member and Associate feedback sessions in the plan's final stages, over 120 individual participants provided input. Additionally, at this stage, the Planning Committee received input from the Executive Committee, state affiliates, and committee leadership. Consistently positive feedback generated actionable refinements that confirmed and strengthened the final framework.

Framework Overview

The three-pillar structure provides hierarchical guidance:

- 1. Membership Value** (Core): Advocacy, collaboration, fiscal sustainability, affiliate partnerships, demonstrated impact
- 2. Industry** (Growth Engine): Market positioning, stakeholder engagement, concrete value elevation, sustainability leadership
- 3. People** (Future Enabler): Workforce development, career pathways, partnerships to build and retain talent

Each pillar contains precisely crafted objectives that balance aspirational vision with operational clarity, enabling both Board oversight and practical implementation through tactical staff and committee work.

NRMCA Strategic Plan

MEMBERSHIP VALUE

Drive member success by elevating advocacy and amplifying value.

Influence legislation, policy, and regulation to advance the collective interests of membership.

Serve as the hub for collaboration, networking, and operational best practices.

Secure NRMCA's future with sound fiscal strategy, adaptable services, and membership growth.

Deepen engagement with affiliates and industry partners to tackle shared challenges and align member needs.

Demonstrate NRMCA's impact and value to ensure membership retention.

INDUSTRY

Lead industry growth by positioning concrete as the material of the future.

Engage with all industry stakeholders, prioritizing contractors and the design community, to foster innovation and grow ready-mixed concrete's market share.

Elevate concrete's value as an essential product for every community.

Advocate ready-mixed concrete as the preferred construction material.

Promote the durability, resiliency, and lifecycle value of concrete as the sustainable solution.

PEOPLE

Attract, strengthen, and sustain the concrete workforce.

Evolve and expand education, training, and professional development programs.

Illustrate how the ready-mixed concrete industry offers a range of meaningful long-term opportunities with clear career paths.

Collaborate with industry stakeholders and educational institutions to continuously engage and prepare the future workforce.

Create and promote compelling pathways to support recruitment, retention, and growth.

OUR FOUNDATION

VISION

Lead a united and prosperous industry ensuring ready-mixed concrete is the premier construction material for building resilient and sustainable communities.

MISSION

The National Ready Mixed Concrete Association creates opportunities for our members and the industry to prosper through leadership in safety, environmental, and operational excellence, promotion, advocacy, workforce development, and concrete technology advancements.

VALUES

The National Ready Mixed Concrete Association leads with:

- Integrity
- Transparency
- Innovation
- Accountability
- Responsiveness
- Collaboration

NRMCA Promotion Program

Implementation Roadmap (2026-2028)

Date: September 23, 2025

Executive Summary

The NRMCA Promotion Program highlights the benefits of concrete and aligns with NRMCA's draft strategic goal to lead industry growth by positioning concrete as the material of the future. This roadmap translates member feedback into an execution plan for 2026 and beyond, organized around four pillars: Promotion, Communications, Education, and Advocacy.

NRMCA's Promotion Program, supported by the nationally recognized Build With Strength and Pave Ahead brands, is the ready-mix industry's advocacy, marketing, and promotion campaign designed to position ready mixed concrete as the material of choice for modern construction. The campaign emphasizes concrete's unmatched resilience, strength, safety, durability, energy efficiency, and environmental performance to influence design and construction decisions in favor of concrete solutions. The campaign emphasizes human-centered storytelling, regional activation with State Affiliates, integrated advocacy, and measurable outcomes tied to project conversions and long-term code advantages.

Concrete Promotion Mission

- We champion concrete as the superior choice for commercial, multifamily, institutional, and public infrastructure projects by:
 - **Positioning Concrete as Essential:** Promoting its proven strength, versatility, and longevity as the ideal material for high-performance buildings and infrastructure.
 - **Protecting Communities Through Resilience:** Advocating for construction that can endure the harshest forces of nature—fire, wind, heat, floods—protecting lives and reducing long-term costs.
 - **Driving Sustainability Forward:** Advancing the next generation of climate-conscious innovations that support environmental stewardship without compromising performance.
 - **Empowering the Building Community:** Delivering design and technical support to architects, engineers, owners, developers, and contractors—turning vision into viable, resilient reality.

A Unified Voice for Concrete:

The Build With Strength and Pave Ahead brands unify NRMCA's outreach across education, technical resources, code and policy advocacy, and public awareness—reinforcing the essential role of concrete in resilient, sustainable infrastructure and building projects.

Program Context & Objectives

Context: Over the last decade, NRMCA's promotion program has consisted of paving promotion through the Pave Ahead brand and building promotion through the Build With Strength (BWS) brand. Paving promotion has been supported by core dues and building promotion has been supported through a special dues assessment lasting 5-years in duration. During the last decade, the BWS program focused on low- to mid-rise building conversions, key account consulting, and advancing concrete as the sustainable, resilient choice. Key metrics have demonstrated a strong ROI for BWS investments over its lifetime and a restoration of building market share for concrete. To maintain momentum of the paving and building promotion programs, a member-led Task Group has recommended the following steps be taken in conjunction with the implementation of the 2026-2028 NRMCA strategic plan:

- Fully integrate Build With Strength into NRMCA's core promotion program,
- Refocus promotion from 'where concrete is used' to 'what problems concrete solves,'
- Align promotion with legislative, regulatory, and political advocacy priorities,
- Share the impact and benefit of our industry through innovative communications, and
- Measure progress and clearly communicate our successes.

Initial tactical plans for the revised concrete promotion program have been developed and are organized around four pillars: Promotion, Communications, Education, and Codes and Standards Advocacy.

Alignment with the NRMCA Strategic Plan

The revised NRMCA strategic plan for 2026-2028 addresses three key goals for the Association:

- **Members:** Drive member success by elevating advocacy and amplifying value.
- **Industry:** Lead industry growth by positioning concrete as the material of the future.
- **People:** Attract, strengthen, and sustain the concrete workforce.

Though the noted goals are interrelated, and the strategies and tactics proposed herein may address elements of multiple goals, the primary focus of the tactical plans would be the alignment of the NRMCA Promotion Program with the noted goal addressing **Industry** and the objectives designed to further that goal. Specifically:

- Engage with all industry stakeholders, prioritizing contractors and the design community, to foster innovation and grow ready-mixed concrete's market share.
- Elevate concrete's value as an essential product for every community.
- Advocate ready-mixed concrete as the preferred construction material.
- Promote the durability, resiliency, and lifecycle value of concrete as the sustainable solution.

Pillar 1 – Promotion Plan

Objective: Accelerate project conversions and member value via regional programming, decision tools, and insurer-oriented risk messaging.

Key Tactics

- Regional activation with State Affiliates: priority metros; localized content; co-funded outreach.
- Member ‘menu of offerings’: pick-and-play kits for segments (multifamily, schools, data centers, health, infrastructure, etc.).
- Lifecycle value storytelling and calculators that surface cost-of-risk, schedule certainty, and insurability.
- Partnerships with state affiliates, contractors, engineers, and design organizations for joint events and showcases.
- Project pipeline hygiene: intake management, CRM tagging, and quarterly conversion reviews.

Pillar 2 – Communications Plan

Objective: Deliver modern, scalable communications that humanize the industry, increase national/state/local visibility, and generate qualified demand for concrete solutions.

Key Tactics

- Targeted regional campaigns that highlight local impact (jobs, safety, tax base) and environmental performance.
- Humanized storytelling: project features; workforce and community narratives; ‘day-in-the-life’ vignettes.
- Integrated social plan: editorial calendar, reels/shorts, LinkedIn thought leadership, paid/organic synergy.
- Influencer activation: partner with a respected architect/engineer or resilience specialist; organic influencer development within industry.
- Brand governance: co-branding guidelines and templates for State Affiliates and members.
- Measurement: share-of-voice gains, engagement rates, click-to-lead, and campaign-assisted conversions.

Pillar 3 – Education Plan

Objective: Build a pipeline of informed students, designers, contractors, officials, and community stakeholders who choose concrete based on lifecycle value, resilience, safety, and sustainability.

Key Tactics

- Develop age-appropriate curriculum and kits (K-12, Technical Schools, University) including hands-on activities and digital simulations.
- Sponsor national architecture/engineering student design contests with juried finals at ConcreteWorks.
- Expand CEU catalog: resilience in codes, lifecycle cost tools, low-carbon concrete strategies, and design best practices.
- Create 'train-the-trainer' for affiliates and member champions; provide turnkey slide decks and speaker notes.
- Gamify key concepts (durability, resilience, lifecycle value, sustainability) for classrooms and public exhibits.
- Track outcomes: CEUs issued, institutions engaged, contest entries, workforce placement touchpoints.

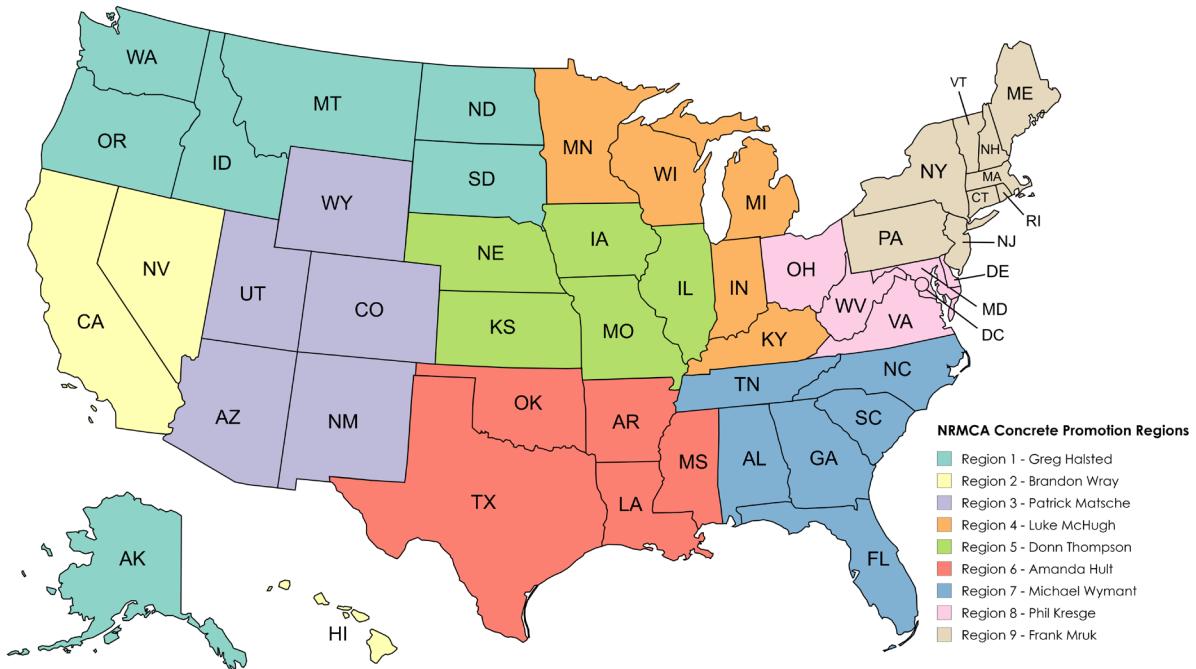
Pillar 4 – Codes and Standards Advocacy Plan

Objective: Align promotion with NRMCA's legislative, regulatory, legal, and political agenda to secure durable, pro-concrete codes, standards, and policies.

Key Tactics

- Codes & Standards: continue proactive engagement at ICC and other bodies (structural, energy, fire) to optimize for safety, resilience, and performance-based design.
- EPD Program: administered by Codes & Standards team; expand producer coverage and benchmarking; align with procurement policies and owner expectations.
- Integrated advocacy: synchronized grassroots/grassroots actions with affiliates; unified calls-to-action; coalition with allied groups.
- Procurement & Policy: provide model specifications, Buy Clean guidance, and embodied-carbon positioning that reflects lifecycle value and durability.
- Measurement: track code proposal outcomes, adoptions, hearings, endorsements, and transparency uptake.

Appendix A – NRMCA Concrete Promotion Regions



NRMCA BUDGET/FORECAST DETAIL

2025 Forecast and Budget and 2026 Proposed Budget

Description	CURRENT FORECAST			APPROVED BUDGET			PROPOSED BUDGET			Over (Under)
	Accrual	Change	Cash basis	Accrual	Change	Cash basis	Accrual	Change	Cash basis	
1 DUES - ASSOCIATE	\$ 488,500	\$ -	\$ 488,500	\$ 480,000	\$ -	\$ 480,000	\$ 490,000	\$ -	\$ 490,000	\$ 1,500
2 DUES - PRODUCER REGULAR	\$ 6,146,077	\$ -	\$ 6,146,077	\$ 6,006,000	\$ -	\$ 6,006,000	\$ 8,411,948	\$ -	\$ 8,411,948	\$ 2,265,871
3 DUES - PRODUCER BWS	\$ 4,283,377	\$ -	\$ 4,283,377	\$ 4,130,000	\$ -	\$ 4,130,000	\$ -	\$ -	\$ -	\$ (4,283,377) A
4 PUBLICATION SALES	\$ 157,150	\$ -	\$ 157,150	\$ 157,150	\$ -	\$ 157,150	\$ 83,500	\$ -	\$ 83,500	\$ (73,650) D
5 INTEREST INCOME	\$ 200,000	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ 200,000	\$ -
6 MANAGEMENT FEES	\$ 705,229	\$ -	\$ 705,229	\$ 705,229	\$ -	\$ 705,229	\$ 712,803	\$ -	\$ 712,803	\$ 7,574
7 REGISTRATION	\$ 2,035,000	\$ -	\$ 2,035,000	\$ 2,235,305	\$ -	\$ 2,235,305	\$ 2,277,145	\$ -	\$ 2,277,145	\$ 242,145 C
8 CONTRIBUTIONS	\$ 500,000	\$ -	\$ 500,000	\$ 500,000	\$ -	\$ 500,000	\$ 500,000	\$ -	\$ 500,000	\$ -
9 CONCRETEPAC EVENTS	\$ 216,550	\$ -	\$ 216,550	\$ 153,400	\$ -	\$ 153,400	\$ 151,000	\$ -	\$ 151,000	\$ (65,550) D
10 EVENT SPONSORSHIPS	\$ 735,000	\$ -	\$ 735,000	\$ 685,800	\$ -	\$ 685,800	\$ 780,800	\$ -	\$ 780,800	\$ 45,800
11 EXHIBIT SALES	\$ 439,400	\$ -	\$ 439,400	\$ 323,000	\$ -	\$ 323,000	\$ 300,000	\$ -	\$ 300,000	\$ (139,400) D
12 PLANT CERTIFICATION	\$ 900,000	\$ -	\$ 900,000	\$ 900,000	\$ -	\$ 900,000	\$ 900,000	\$ -	\$ 900,000	\$ -
13 LAB RESEARCH	\$ 600,000	\$ -	\$ 600,000	\$ 535,000	\$ -	\$ 535,000	\$ 655,000	\$ -	\$ 655,000	\$ 55,000
14 ADVERTISING	\$ 62,051	\$ -	\$ 62,051	\$ 64,500	\$ -	\$ 64,500	\$ 45,000	\$ -	\$ 45,000	\$ (17,051)
15 SALES CERTIFICATION	\$ 45,000	\$ -	\$ 45,000	\$ 45,000	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ (45,000)
16 DRIVER CERTIFICATION	\$ 120,000	\$ -	\$ 120,000	\$ 62,500	\$ -	\$ 62,500	\$ 150,000	\$ -	\$ 150,000	\$ 30,000
17 EPD PROGRAM CERTIFICATION	\$ 200,000	\$ -	\$ 200,000	\$ 125,000	\$ -	\$ 125,000	\$ 250,000	\$ -	\$ 250,000	\$ 50,000
18 ROYALTIES	\$ 23,099	\$ -	\$ 23,099	\$ 19,500	\$ -	\$ 19,500	\$ 19,500	\$ -	\$ 19,500	\$ (3,599)
19 OTHER INCOME	\$ 271,901	\$ -	\$ 271,901	\$ 298,000	\$ -	\$ 298,000	\$ 174,000	\$ -	\$ 174,000	\$ (97,901) D
20 UNREALIZED GAINS (LOSSES)	\$ 230,000	\$ -	\$ (230,000)	\$ 230,000	\$ -	\$ (230,000)	\$ 292,000	\$ -	\$ (292,000)	\$ 62,000 B
21 REALIZED GAINS (LOSSES)	\$ 100,000	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ 100,000	\$ -
22 CEGA Show Agreement	\$ 794,586	\$ -	\$ 794,586	\$ 794,000	\$ -	\$ 794,000	\$ 1,586,000	\$ -	\$ 1,586,000	\$ 791,414
23 INCOME	\$ 19,252,920	\$ (230,000)	\$ 19,022,920	\$ 18,749,384	\$ (230,000)	\$ 18,519,384	\$ 18,078,696	\$ (292,000)	\$ 17,786,696	\$ (1,174,224) E
24 PAYROLL	\$ 7,428,585	\$ -	\$ 7,428,585	\$ 8,213,854	\$ -	\$ 8,213,854	\$ 6,982,790	\$ -	\$ 6,982,790	\$ (445,795) E
25 PRESIDENT AUTO ALLOWANCE	\$ 7,428,585	\$ -	\$ 7,428,585	\$ 8,225,854	\$ -	\$ 8,225,854	\$ 6,982,790	\$ -	\$ 6,982,790	\$ (445,795) E
26 SALARIES & VACATION	\$ 7,428,585	\$ -	\$ 7,428,585	\$ 7,428,585	\$ -	\$ 7,428,585	\$ 7,428,585	\$ -	\$ 7,428,585	\$ (445,795) E
27										
28 PAYROLL TAX - FICA / SOC. SEC.	\$ 485,457	\$ -	\$ 485,457	\$ 526,869	\$ -	\$ 526,869	\$ 474,629	\$ -	\$ 474,629	\$ (10,828)
29 PAYROLL TAX - FUTA	\$ 4,000	\$ -	\$ 4,000	\$ 4,000	\$ -	\$ 4,000	\$ 3,000	\$ -	\$ 3,000	\$ (1,000)
30 PAYROLL TAX - SUTA	\$ 10,000	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ 7,000	\$ -	\$ 7,000	\$ (3,000)
31 GROUP MEDICAL / DENTAL INS.	\$ 819,126	\$ -	\$ 819,126	\$ 911,668	\$ -	\$ 911,668	\$ 883,646	\$ -	\$ 883,646	\$ 64,520
32 LIFE, AD&D, DISABILITY INS.	\$ 65,405	\$ -	\$ 65,405	\$ 69,327	\$ -	\$ 69,327	\$ 63,874	\$ -	\$ 63,874	\$ (1,531)
33 PENSION - ER CONTRIBUTIONS	\$ 481,307	\$ -	\$ 481,307	\$ 535,638	\$ -	\$ 535,638	\$ 457,983	\$ -	\$ 457,983	\$ (23,324)
34 EMPLOYER PAID COMMUTING	\$ 33,000	\$ -	\$ 33,000	\$ 36,000	\$ -	\$ 36,000	\$ 36,000	\$ -	\$ 36,000	\$ 3,000
35 OTHER TAXES, BENEFITS & INS.	\$ 17,150	\$ -	\$ 17,150	\$ 17,150	\$ -	\$ 17,150	\$ 17,150	\$ -	\$ 17,150	\$ -
36 TAXES, BENEFITS, INSURANCE	\$ 1,915,445	\$ -	\$ 1,915,445	\$ 2,110,652	\$ -	\$ 2,110,652	\$ 1,943,282	\$ -	\$ 1,943,282	\$ 27,837 E
37										
38 OFFICE SUPPLIES/COMPUTER SUPPLIES	\$ 366,270	\$ -	\$ 366,270	\$ 366,270	\$ -	\$ 366,270	\$ 432,400	\$ -	\$ 432,400	\$ 66,130 F
39 POSTAGE & COURIER	\$ 146,905	\$ -	\$ 146,905	\$ 146,905	\$ -	\$ 146,905	\$ 130,855	\$ -	\$ 130,855	\$ (16,050) F

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ACCRAUL

CURRENT FORECAST

APPROVED BUDGET

PROPOSED BUDGET

Description

Description	Accrual	Change	Cash basis	Over (Under)									
40 RENTAL / LEASE AGREEMENTS	\$ 10,000	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ -
41 SUBS / PUBS / DUES	\$ 120,849	\$ -	\$ 120,849	\$ 120,849	\$ -	\$ 120,849	\$ 120,849	\$ -	\$ 120,849	\$ 285,779	\$ 285,779	\$ 285,779	\$ 164,930 G
42 INSURANCE	\$ 93,000	\$ -	\$ 93,000	\$ 93,000	\$ -	\$ 93,000	\$ 93,000	\$ -	\$ 93,000	\$ 93,000	\$ 93,000	\$ 93,000	\$ -
43 PHONE AND WEB	\$ 157,100	\$ -	\$ 157,100	\$ 156,500	\$ -	\$ 156,500	\$ 156,500	\$ -	\$ 156,500	\$ 82,690	\$ 82,690	\$ 82,690	\$ (74,410) H
44 SPONSORSHIP FEES EXTERNAL	\$ 84,750	\$ -	\$ 84,750	\$ 84,500	\$ -	\$ 84,500	\$ 84,500	\$ -	\$ 84,500	\$ 102,500	\$ 102,500	\$ 102,500	\$ 17,750
45 OCCUPANCY	\$ 438,645	\$ 94,625	\$ 533,270	\$ 438,645	\$ 121,611	\$ 560,256	\$ 438,645	\$ 135,592	\$ 574,237	\$ 574,237	\$ 574,237	\$ 574,237	\$ -
46 OTHER GENERAL OFFICE EXPENSES	\$ 26,050	\$ -	\$ 26,050	\$ 26,050	\$ -	\$ 26,050	\$ 26,050	\$ -	\$ 26,050	\$ 61,350	\$ 61,350	\$ 61,350	\$ 35,300
47 GENERAL OFFICE & ADMIN	\$ 1,443,569	\$ 94,625	\$ 1,538,194	\$ 1,442,719	\$ 121,611	\$ 1,564,330	\$ 1,637,219	\$ 135,592	\$ 1,772,811	\$ 193,650	\$ 193,650	\$ 193,650	\$ -
48 MEETING ROOM EXPENSES (A/V)	\$ 509,700	\$ -	\$ 509,700	\$ 509,700	\$ -	\$ 509,700	\$ 509,700	\$ -	\$ 509,700	\$ 440,790	\$ 440,790	\$ 440,790	\$ (68,910)
49 CATERING / FOOD EXPENSES	\$ 1,500,600	\$ -	\$ 1,500,600	\$ 1,500,600	\$ -	\$ 1,500,600	\$ 1,500,600	\$ -	\$ 1,500,600	\$ 1,537,150	\$ 1,537,150	\$ 1,537,150	\$ 36,550
50 EXHIBITS / DECORATING	\$ 199,250	\$ -	\$ 199,250	\$ 199,250	\$ -	\$ 199,250	\$ 199,250	\$ -	\$ 199,250	\$ 177,700	\$ 177,700	\$ 177,700	\$ (21,550)
51 SPEAKER FEES	\$ 172,135	\$ -	\$ 172,135	\$ 172,135	\$ -	\$ 172,135	\$ 172,135	\$ -	\$ 172,135	\$ 187,310	\$ 187,310	\$ 187,310	\$ 15,175
52 SPECIAL EVENTS EXPENSES	\$ 264,100	\$ -	\$ 264,100	\$ 264,100	\$ -	\$ 264,100	\$ 264,100	\$ -	\$ 264,100	\$ 311,450	\$ 311,450	\$ 311,450	\$ 47,350
53 OTHER MEETING & CONFERENCE EXP	\$ 94,930	\$ -	\$ 94,930	\$ 94,830	\$ -	\$ 94,830	\$ 94,830	\$ -	\$ 94,830	\$ 50,180	\$ 50,180	\$ 50,180	\$ (44,750)
54 MEETINGS & CONFERENCES	\$ 2,740,715	\$ -	\$ 2,740,715	\$ 2,740,615	\$ -	\$ 2,740,615	\$ 2,740,615	\$ -	\$ 2,740,615	\$ 2,704,580	\$ 2,704,580	\$ 2,704,580	\$ (36,135)
55 BANK SERVICES & CHARGES	\$ 12,000	\$ -	\$ 12,000	\$ 12,000	\$ -	\$ 12,000	\$ 12,000	\$ -	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ -
56 CREDIT CARD TRANSACTION FEES	\$ 130,000	\$ -	\$ 130,000	\$ 100,000	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ 100,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 20,000
57 PROPERTY / REAL ESTATE TAXES	\$ 20,600	\$ -	\$ 20,600	\$ 20,600	\$ -	\$ 20,600	\$ 20,600	\$ -	\$ 20,600	\$ 21,000	\$ 21,000	\$ 21,000	\$ 400
58 DEPRECIATION - BUILDING	\$ 2,846	\$ (2,846)	\$ 0	\$ 2,846	\$ -	\$ 2,846	\$ (2,846)	\$ -	\$ 2,846	\$ (2,846)	\$ -	\$ (2,846)	\$ -
59 DEPRECIATION - BLDG.IMPRO.	\$ 9,000	\$ (9,000)	\$ 0	\$ 9,000	\$ -	\$ 9,000	\$ 4,688	\$ (4,688)	\$ 9,000	\$ 5,500	\$ (5,500)	\$ (5,500)	\$ (3,500)
60 DEPRECIATION - F & F	\$ 31,673	\$ (31,673)	\$ 0	\$ 31,673	\$ -	\$ 31,673	\$ (31,673)	\$ -	\$ 31,673	\$ (31,673)	\$ (31,673)	\$ (31,673)	\$ 0
61 DEPRECIATION - COMPUTERS	\$ 24,000	\$ (24,000)	\$ 0	\$ 24,000	\$ -	\$ 24,000	\$ 62,350	\$ (62,350)	\$ 24,000	\$ 128,000	\$ (128,000)	\$ (128,000)	\$ 104,000 I
62 AMORTIZATION - LHI	\$ 117,915	\$ (117,915)	\$ 0	\$ 117,915	\$ -	\$ 117,915	\$ (117,915)	\$ -	\$ 117,915	\$ (117,915)	\$ (117,915)	\$ (117,915)	\$ 0
63 OTHER OPERATING EXPENSES	\$ 16,100	\$ -	\$ 16,100	\$ 16,100	\$ -	\$ 16,100	\$ 16,100	\$ -	\$ 16,100	\$ 14,600	\$ 14,600	\$ 14,600	\$ (1,500)
64 OTHER	\$ 364,134	\$ (185,434)	\$ 178,700	\$ 368,172	\$ (219,472)	\$ 148,700	\$ 483,534	\$ (285,934)	\$ 148,700	\$ 197,600	\$ 197,600	\$ 197,600	\$ 116,554
65 TEMPORARIES	\$ 30,000	\$ -	\$ 30,000	\$ 5,000	\$ -	\$ 5,000	\$ 5,000	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ (25,000)
66 LEGAL FEES	\$ 75,000	\$ -	\$ 75,000	\$ 49,500	\$ -	\$ 49,500	\$ 49,500	\$ -	\$ 49,500	\$ 50,000	\$ 50,000	\$ 50,000	\$ (25,000)
67 ACCOUNTING & AUDITING FEES	\$ 24,000	\$ -	\$ 24,000	\$ 24,000	\$ -	\$ 24,000	\$ 24,000	\$ -	\$ 24,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 6,000
68 PRINTING / PHOTOCOPYING	\$ 104,400	\$ -	\$ 104,400	\$ 104,400	\$ -	\$ 104,400	\$ 104,400	\$ -	\$ 104,400	\$ 160,700	\$ 160,700	\$ 160,700	\$ 56,300
69 ADVERTISING & MARKETING	\$ 273,550	\$ -	\$ 273,550	\$ 273,550	\$ -	\$ 273,550	\$ 273,550	\$ -	\$ 273,550	\$ 153,250	\$ 153,250	\$ 153,250	\$ (120,300)
70 RECRUITING FEES	\$ 135,000	\$ -	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
71 PAYROLL SERVICES	\$ 41,000	\$ -	\$ 41,000	\$ 41,000	\$ -	\$ 41,000	\$ 41,000	\$ -	\$ 41,000	\$ 41,000	\$ 41,000	\$ 41,000	\$ -
72 CONSULTANTS / CONTRACT LABOR	\$ 2,214,700	\$ -	\$ 2,214,700	\$ 1,771,700	\$ -	\$ 1,771,700	\$ 320,000	\$ -	\$ 2,091,700	\$ 2,412,672	\$ 2,412,672	\$ 2,412,672	\$ 197,972
73 COMPUTER CONSULTANTS / TRAIN.	\$ 48,000	\$ -	\$ 48,000	\$ 24,000	\$ -	\$ 24,000	\$ 24,000	\$ -	\$ 24,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ (44,000)
74 MAINTENANCE CONTRACTS & AGREE.	\$ 45,000	\$ -	\$ 45,000	\$ 19,000	\$ -	\$ 19,000	\$ 19,000	\$ -	\$ 19,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ (10,000)
75 457 PLAN FEES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (40,000)
76 INVESTMENT MGMT FEES	\$ 40,000	\$ -	\$ 40,000	\$ 30,000	\$ -	\$ 30,000	\$ 30,000	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ (10,000)
77 IT SERVICE CONTRACTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (40,000)
78 OUTSIDE SERVICES & FEES	\$ 66,600	\$ -	\$ 66,600	\$ 66,600	\$ -	\$ 66,600	\$ 66,600	\$ -	\$ 66,600	\$ 7,000	\$ 7,000	\$ 7,000	\$ (59,600)
79 OUTSIDE SERVICES	\$ 3,097,250	\$ -	\$ 3,097,250	\$ 2,408,750	\$ -	\$ 2,408,750	\$ 320,000	\$ -	\$ 2,728,750	\$ 2,988,622	\$ 2,988,622	\$ 2,988,622	\$ (73,628)
80 TRANSPORTATION EXPENSES	\$ 304,000	\$ -	\$ 304,000	\$ 362,280	\$ -	\$ 362,280	\$ 358,960	\$ -	\$ 362,280	\$ 358,960	\$ 358,960	\$ 358,960	\$ 54,960

	D	E	F	G	H	I	J	K	L	M
	FYE 12/31/2025						FYE 12/31/2026			
	CURRENT FORECAST						APPROVED BUDGET			
Description	Accrual	Change	Cash basis	Accrual	Change	Cash basis	Accrual	Change	Cash basis	Over (Under)
81 HOTEL EXPENSES	\$ 450,000	\$ -	\$ 450,000	\$ 460,075	\$ -	\$ 460,075	\$ 493,475	\$ -	\$ 493,475	\$ 43,475
82 MEALS	\$ 216,840	\$ -	\$ 216,840	\$ 223,840	\$ -	\$ 223,840	\$ 183,178	\$ -	\$ 183,178	\$ (33,663)
83 AUTO MILEAGE REIMBURSEMENT	\$ 23,515	\$ -	\$ 23,515	\$ 23,515	\$ -	\$ 23,515	\$ 22,555	\$ -	\$ 22,555	\$ (960)
84 METRO / PARKING	\$ 81,180	\$ -	\$ 81,180	\$ 91,180	\$ -	\$ 91,180	\$ 114,337	\$ -	\$ 114,337	\$ 33,157
85 CAR RENTAL	\$ 56,655	\$ -	\$ 56,655	\$ 66,795	\$ -	\$ 66,795	\$ 59,545	\$ -	\$ 59,545	\$ 2,890
86 MEETING & SEMINAR REGISTRATION	\$ 59,474	\$ -	\$ 59,474	\$ 58,700	\$ -	\$ 58,700	\$ 65,855	\$ -	\$ 65,855	\$ 6,381
87 VOLUNTEER EXPENSES	\$ 32,270	\$ -	\$ 32,270	\$ 32,270	\$ -	\$ 32,270	\$ 27,020	\$ -	\$ 27,020	\$ (5,250)
88 OTHER T & E EXPENSES	\$ 6,090	\$ -	\$ 6,090	\$ 6,090	\$ -	\$ 6,090	\$ 6,170	\$ -	\$ 6,170	\$ 80
89 TRAVEL	\$ 1,230,024	\$ -	\$ 1,230,024	\$ 1,324,745	\$ -	\$ 1,324,745	\$ 1,331,095	\$ -	\$ 1,331,095	\$ 101,071
91 ELECTRIC	\$ 31,000	\$ -	\$ 31,000	\$ 31,000	\$ -	\$ 31,000	\$ 31,000	\$ -	\$ 31,000	\$ -
92 GAS & WATER	\$ 1,200	\$ -	\$ 1,200	\$ 1,200	\$ -	\$ 1,200	\$ 2,000	\$ -	\$ 2,000	\$ 800
93 UTILITIES	\$ 32,200	\$ -	\$ 32,200	\$ 32,200	\$ -	\$ 32,200	\$ 33,000	\$ -	\$ 33,000	\$ 800
94 Total Expenses	\$ 18,251,932	\$ (90,809)	\$ 18,161,113	\$ 18,653,707	\$ 222,139	\$ 18,875,846	\$ 18,044,122	\$ 254,658	\$ 18,298,780	\$ (115,646)
95 Income (Loss)	\$ 1,000,998	\$ (139,191)	\$ 861,807	\$ 95,677	\$ (452,139)	\$ (356,462)	\$ 34,574	\$ (546,658)	\$ (512,084)	\$ (114,046)

Notes:

- A 2026 budgeted Dues reflect (1) an anticipated 5% reduction in 2025 yards produced and (2) a reduction in dues rates.
- B Realized and unrealized gains and losses and interest income are budgeted in total as 5% of the three year rolling average of cash and investments.
- C Anticipated attendance increases at Annual Convention and ConcreteWorks results in increased revenue and expenses.
- D 2025 saw large increases and volume should return to historic levels in 2026.
- E Payroll and benefits are budgeted assuming full staffing.
- F Investments are anticipated to enhance technology capabilities.
- G Additional spending focused on codes and standards.
- H Modifications to technology and equipment will result in reduced expenses.
- I Investments made in computers and computer technologies over the past year will begin to be depreciated in 2026.



**2025 - 2026 Standing Committees
Including Committee Chairs, Vice Chairs, Staff & Executive Committee Liaisons
as of March 7, 2025**

Audit and Finance Committee

Chairman: G. Carlton Golden, Jr.

Staff Liaisons: Joe Roche

Scope and Objectives: Work with the President, supervise overall financial affairs of the Association. Recommend to the Executive Committee and Board of Directors revenue and expense budgets and revisions thereof. Responsible for long-range financial planning and planning means of producing revenue, including recommendations on needed changes in the dues structures. Supervision of the finances of the International Concrete and Aggregates Show. Primarily responsible for the relationships with other Associations with which NRMCA has an official financial affiliation. Review conformity with the Associations' investment policies. Recommend selection of the outside auditor and annual review finances of the Association with the auditor. Primarily responsible for staff compensation and benefits. Recommend overall salary budgets to the Executive Committee and Board of Directors while maintaining reasonable and necessary confidentiality of individual salaries in keeping with the provisions of Article VII, Section 5 of the Bylaws of the Association. In general, to fulfill the responsibilities of the elected Officers of the Association as defined in Article VI, Section 1 of the Bylaws of the Association.

Business Advancement Committee

Chairman: Blaine Weeks

Vice Chair: Ashley Dawson

Staff Liaison: Andrew Tyrrell

Exec Comm Liaisons: Steve Bishop
and Bill Mullen

Scope and Objectives: Advocate for and advance the business performance and economic success of the ready mixed concrete industry. Oversee the maintenance, distribution and administration of NRMCA's financial performance surveys, the Performance Benchmarking Survey and Monthly Metric Survey. Promote antitrust education and compliance training. Develop educational resources to promote financial success, execution of RMC 2025 and Beyond and facilitation of sharing of best practices and antitrust compliant networking. Within the BAC, the IT Task Group exists to share and leverage technology best practices to drive digital transformation within the industry with a focus on e-ticketing, information security and integration.

Concrete Promotion Committee

Chair Buildings: Andrew Lester
Vice Chair Buildings: Matt Hinck

Staff Liaison: Brian Killingsworth
Exec Comm Liaison: Charlie Rohde

Chair Local Paving: Corey Zollinger
Vice Chair Local Paving: Jake Ables

Staff Liaison: Brian Killingsworth
Exec Comm Liaison: David Nabavi

Chair Sustainability: Melissa Verwest
Vice Chair Sustainability: Juan Gonzalez

Staff Liaison: Brian Killingsworth
Exec Comm Liaison: Charlie Rohde

Scope and Objectives: The NRMCA Concrete Promotion Committee is charged with the responsibility of maintaining a unified, on-going, nationally directed promotion program in the local paving and mid-rise buildings market for the ready mixed concrete industry. The primary objective of this program is to assist the industry in the promotion and extension of the use of ready mixed concrete and coordinating sustainability initiatives within the industry and among other NRMCA committees.

Government Affairs Committee

Chairman: Jeremiah Lemons
Vice Chair: Adrienne Heidema

Staff Liaison: Andrew Tyrrell
Exec Comm Liaison: Nathan McKean

Scope and Objectives: The committee will help to provide government affairs staff with the proper tools and resources necessary to identify political, policy, legislative, and regulatory outcomes benefitting association membership. They will actively help to engage and educate association members as well as decision makers on issues impacting the ready mixed concrete industry to ensure beneficial outcomes as directed by the Board of Directors.

***Political Action Committee**

Chairman: John Ernst
Vice Chair: Scott Olin

Staff Liaison: Andrew Tyrrell
Exec Comm Liaison: Nathan McKean

Scope and Objectives: To assist association members, as well as government affairs committee staff with building and leveraging a sector-leading political action committee and political program to elect pro-business, pro-ready mixed concrete candidates to federal office to create a 'Concrete Majority' in congress.

Membership Committee

Chairman: James Schelzi
Vice Chairman: Duane Coy

Staff Liaison: Amanda Muller
Exec Comm Liaison: Rodney Grogan

Scope and Objectives: Responsible for the planning and assisting with membership promotion and retention campaigns and the establishment of association procedures and policies that relate to membership promotion.

Nominating Committee

Chairman: Scott Parson

Staff Liaison: Heather Houck

Exec Comm Liaison: Nathan McKean

Scope and Objectives: Submit nominations at opening session of Annual Convention for twenty representatives of active members for election to the Board of Directors and Nominees for the offices of Chairman of the Board, Vice Chairman, and Secretary/Treasurer. Submit nominations to the Board of Directors at their Annual Convention Meeting for seven nominees from among elected members of the Board to serve as members of the Executive Committee with Association Officers. Responsible also for recommending to the Board of Directors nominees to fill vacancies occurring on the Board, on the Executive Committee, and among Officers of the Association where such vacancies occur because of death, resignation, or removal from office.

Research, Engineering and Standards Committee

Chairman: Justin Lazenby
Vice Chair: Bobby Dowdy

Staff Liaison: Colin Lobo
Exec Comm Liaison: D. Van Smith, Jr.

Scope and Objectives: To coordinate and consult on issues and initiatives that support NRMCA advocacy on standards that impact the industry; to support the development of recommended practices that support adoption of new technology and sustainability; to promote and promulgate the use of performance-based specifications - through proactive participation with standards setting organizations such as ACI, ASTM and transportation agencies. To establish benchmarks and industry resources for enhancing quality of ready mixed concrete. To establish policy and criteria for the certification of production facilities of plants and quality systems for companies. To support technical education and personnel certification programs that enhance the technical competence of industry workforce. To establish priorities for research at the NRMCA Research Laboratory that support industry initiatives and to advise on programs that support contract work. To develop technical publications that provide succinct and pertinent information for the industry and its customers. To facilitate technical consultation for industry members and its customers. To be available to support, as requested, technical research and education programs funded by the RMC Research and Education Foundation.

Safety, Environmental and Operations Committee

Chairman: Will Ho
Vice Chair: Todd Morris

Staff Liaison: Kevin Walgenbach
Exec Comm Liaison: Sarah Beasley

Scope and Objectives: The Committee on Safety, Environmental and Operations (SEO) provides a forum for the interchange of ideas relating to safety, equipment maintenance, environmental compliance, production and distribution, and the training of personnel in the ready mixed concrete industry. The committee advocates and reports on regulatory issues involving, in part, the Department of Labor, National Labor Relations Board, Department of Transportation, Environmental Protection Agency and the Department of Treasury. The committee also develops issue papers, authors comments on rulemakings and monitors all regulatory actions. The committee helps coordinate the annual NRMCA ConcreteWorks event and is responsible for the annual NRMCA National Mixer Driver Championship. The SEO committee has responsibility for the development of publications for operations, environmental and safety personnel. The committee conducts annual surveys including the Safety Contest and Safety Benchmarking Survey, Fleet Benchmarking Survey and Regulatory Survey and accumulates information on new developments and techniques in the areas of financial and administrative practices as well as management of the annual Industry Data Survey. The SEO committee provides content expertise to develop and deliver industry specific safety, environmental and operations related

training courses. As well, the SEO Committee is responsible for several industry recognition programs including the Annual Safety Award, Driver of the Year Award, Environmental Excellence Awards, and the Joseph E. Carpenter Award.

Workforce Development Committee

Chairman: Cassie Krause
Vice Chair: Delta Mitchum

Staff Liaison: Jeannette Munroe
Exec Comm Liaison: Brian Gray

Scope and Objectives: Support the development of the ready-mix industry workforce.

- Design, develop, and deliver modernized and expanded opportunities for learning and professional development.
- Identify, develop, and strengthen partnerships that promote the industry and its effort to recruit, retain, and grow the workforce of the future.
- Manage, analyze, interpret, and share survey data that helps members attract, strengthen, and sustain the current and future workforce.

DIVISIONS/BUREAUS

Manufacturers, Products & Services (MPS) Division

Chairman: Teddy Keller
Vice Chair: Chris Wurtz

Staff Liaison: Amanda Muller
Exec Comm Liaison: Henry Batten

Materials Division

Chairman: David Ojeda
Vice Chair: Chris Eagon

Staff Liaison: Amanda Muller
Exec Comm Liaison: Scott Brewer

Concrete Plant Manufacturers Bureau

Chairman: Chris Hagan
Vice Chair: Craig Olson

Staff Liaison: Kevin Walgenbach
Exec Comm Liaison: G. Carlton Golden, Jr.

Truck Mixer Manufacturers Bureau

Acting Chairman: Matthew Walter
Vice Chair: Bryan Datema

Staff Liaison: Kevin Walgenbach
Exec Comm Liaison: G. Carlton Golden, Jr.

Volumetric Mixer Manufacturers Bureau

Acting Chairman: Brent Holcombe
Vice Chair: Brent Holcombe

Staff Liaison: Kevin Walgenbach
Exec Comm Liaison: Scott Brewer

Business Advancement Committee

Update for Board of Directors Meeting October 10, 2025

Date prepared: September 23, 2025

Workplan for 2025. In addition to its traditional role overseeing financial benchmarking surveys and supporting financial performance education, the Committee selected five focus areas for 2025: three for the Business Advancement Committee at large, and two for the IT Task Group. The Committee conducted its work through small groups of volunteers meeting regularly to discuss and advance the focus areas.

PBS Review. The Committee reviewed the content and delivery of the Performance Benchmarking Survey, bringing topics for discussion to the Committee at the Summer Meeting. The PBS Review Working Group will present their proposed revisions at the BAC Committee meeting at NRMCA's ConcreteWorks. The Working Group will also present and solicit ideas for modernizing the delivery of the surveys.

Capital Expenditures. The Cap Ex Working Group conducted a survey to identify the interest in and need for resources providing best practices and approaches to thinking about making capital investments. In collaboration with the Workforce Development Committee, the Working Group is producing a Cap Ex 101 education resource for ready mixed concrete producers.

Solutions to Problems. The Committee is seeking to establish a forum for antitrust compliant peer support, allowing ready mix producers to seek advice and learn from the experience of industry partners in confronting challenges in their business.

Master Data. The IT Task Group has undertaken to survey Task Group participants and distill their collective experiences into best practices relating to master data, a critical exercise for companies seeking to implement ERP systems or properly manage and secure their data.

IT Budget. Utilizing data from the Performance Benchmarking Survey, and suggesting additional data points to be collected, the IT Task Group has formulated IT budgeting benchmarks, allowing companies to benchmark themselves against other similarly situated companies, comparing IT spend, headcount and other markers.

Business Advancement Fellow. NRMCA has created a Fellowship for current or incoming MBA students in the CIM program and is welcoming its first Fellow on October 1, 2025. The Fellow will support NRMCA's Business Advancement Committee and strengthen collaboration between NRMCA and the CIM program.

NRMCA Promotion Update
2025 NRMCA Board of Directors Meeting
October 10, 2025

Provided by NRMCA Staff Liaison to the Promotion Committee: Brian Killingsworth

The NRMCA Promotion Program is undergoing a strategic evaluation and redevelopment in conjunction with the 2026-2028 NRMCA Strategic Plan. Over the last decade, NRMCA's promotion program has consisted of paving promotion through the Pave Ahead brand and building promotion through the Build With Strength (BWS) brand. Paving promotion has been supported by core dues and building promotion has been supported through a special dues assessment lasting 5-years in duration. During the last decade, the BWS program focused on low- to mid-rise building conversions, key account consulting, and advancing concrete as the sustainable, resilient choice. Key metrics have demonstrated a strong ROI for BWS investments over its lifetime and a restoration of building market share for concrete. To maintain momentum of the paving and building promotion programs, a member-led Task Group has recommended the following steps be taken in conjunction with the implementation of the 2026-2028 NRMCA strategic plan:

- Fully integrate Build With Strength into NRMCA's core promotion program,
- Refocus promotion from 'where concrete is used' to 'what problems concrete solves,'
- Align promotion with legislative, regulatory, and political advocacy priorities,
- Share the impact and benefit of our industry through innovative communications, and
- Measure progress and clearly communicate our successes.

Initial tactical plans for the revised concrete promotion program have been developed and are organized around four pillars: Promotion, Communications, Education, and Codes and Standards Advocacy. A summary of the revised promotion tactical plan is included in the Board of Directors documentation.

Building Promotion (10-Year Look-Back)

As we look at the future of NRMCA's promotion program it is appropriate to summarize what Build With Strength accomplished over the last decade. The following provides a quick summary:

Market Share (low-to-mid-rise):	13% to 33%
Social Media Overview:	20,000 Total Subscribers 32% Average Open Rate (Industry Standard 21.7%) 3.8% Average Click Through Rate (Industry Standard 3.6%)
Concrete Credentials:	18,000 Downloads of 45+ Episodes
Concrete Innovations (Education):	23,000+ Hours Online (96,000+ in Total)
Website & Ad Views:	2.1 Million Ad Views (8,460 Monthly Web Views)
Project Conversion:	826 Projects Resulting in 22 Million Cubic Yards Added

Paving Promotion (10-Year Look-Back)

The Local Paving promotion program through the Pave Ahead brand has also been very successful in converting projects, educating designers and architects, and connecting with users of concrete. The following provides a summary of the past decade:

Projects Converted: 2,086 Projects Converted
15 Million Cubic Yards Added

Social Media Overview (2022-2025): 80,000 Impressions
5.9% Average Click Through Rate (Industry Standard 3.6%)

Education: 41,000 persons educated

Codes and Sustainability

The Codes and Standards team tracks changes to codes and standards that are favorable to concrete. The following table contains a historical update beginning in 2019:

Project/ Task	2019	2020	2021	2022	2023	2024	2025	Total
Energy (5 Wins)	3	2	1	1	3	4	3	17
Structural (5 Wins)	3	2	1	2	1	2	2	13
Fire Safety (4 Wins)	0	3	10	3	3	7	3	29
Green Building (6 Wins)	4	2	3	6	4	7	4	30
Sound Attenuation (3 Wins)				1				1
Resilience (6 Wins)	1	1		1				3
	11	10	15	14	11	20	12	93

Government Affairs Committee

Update for Board of Directors Meeting

Update date: September 16, 2025

Chairman: Jeremiah Lemons

Tax Policy Update. This Summer, Congress passed and the President signed the One Big Beautiful Bill Act, legislation to extend and expand upon policies from the Tax Cut and Jobs Act of 2021. This legislation includes a host of NRMCA priorities, including provisions to reset and make permanent 100% bonus depreciation and the Sec 199A 20% pass through deduction, as well as extend and expand Sec. 179 expensing, restore business interest deduction to 30% of EBITDA, make the R&D credit permanent, and increase the estate tax threshold from \$5.5 million to \$15 million, indexed to inflation.

In addition to these wins, several important policies were kept in place, including the 21% tax rate, 1031 exchanges, percentage depletion and favorable tax treatment of bonds for infrastructure. Over the past year – even before the 2024 Presidential election – NRMCA engaged heavily with Ways and Means Committee, Senate Finance Committee, key staff on both Committees, friend of the industry Ways and Means Committee Chairman Jason Smith (R-MO), business interest coalitions, and key stakeholders to lend our input and support for the formulation and passage of the tax provisions in the OBBB.

Among our work on the tax package, NRMCA convened a Tax Policy Task Group of both Government Affairs and Business Advancement Committee members; sent or joined more than a dozen letters supporting the tax provisions above; participated in meetings with key staff from W&M Tax Teams; was listed on the White House's website of OBBB supporters; and engaged in last minute calls and support efforts over the weekend of the Senate's deliberations.

Mass Timber and Material Neutrality. In partnership with the National Hardscapes and Masonry Association, NRMCA's Government Affairs team met with members of the Environment and Public Works Committee to oppose legislation to establish a preference for mass timber construction in federal buildings. The bill, the Mass Timber Federal Buildings Act, would require GSA to prefer mass timber construction when buying, leasing or building a federal building. Considering GSA's portfolio consists of more than 10,000 buildings, this policy has the potential to have a significant impact.

Leadership and Policy Forum. On September 17-18, dozens of individuals from NRMCA member companies were up on Capitol Hill, advocating for policies critical to the construction materials industries, including the passage of the surface transportation reauthorization, fixes to the Highway Trust Fund, and expansion of truck weights for ready mixed concrete delivery vehicles. The LPF 2025 underscores NRMCA's commitment to working with our partner associations in support of joint policy goals.

The FRESH Act. Among the policy priorities NRMCA's Government Affairs Committee has emphasized for the surface reauthorization is an expansion of truck weight allowances for ready mixed concrete delivery. Consequently, NRMCA is championing the FRESH Act, introduced by Rep. Mike Collins (R-GA), to allow states to apply state weight limits to the federal roads within their state. NRMCA has built a significant coalition around this proposal, gaining the support of the Farm Bureau, our asphalt colleagues, and a host of agriculture and logging organizations. Rep. Collins will be introducing a stand-alone bill and this policy will be offered for inclusion in the surface reauthorization package and, if passed, will provide significant benefit to NRMCA members.

NRMCA Membership Committee
2025 NRMCA's ConcreteWorks Board of Directors Update

James Schelzi, Chair
Rodney Grogan, Executive Committee Liaison
Amanda Muller, Committee Liaison

Goal: Recruit, retain and engage members ensuring NRMCA represents a growing majority of ready mixed concrete production in the US.

Overall Snapshot (as of September 12, 2025):

- Producers:
 - Renewal Rate = **88%**
 - CBNS Status - **representing ≈ 4 million yards**
 - New & Rejoining Members
 - **34 companies = representing ≈ 3.1 million yards**
 - Dropped Members
 - **9 Companies = representing ≈ 1.3 million yards**
- Associates:
 - Renewal Rate = **79%**
 - Dues Revenue Goal = **\$460K / 109% in-hand**
 - New & Rejoining Members
 - **25 companies**
 - Dropped Members
 - **10 Companies**

Highlights & Activities:

- **2025 Annual Convention Meeting Highlights**
 - Shared key successes from recruitment and retention initiatives
 - Reviewed departmental goals and progress to date
 - Provided updates on the 2025 strategy and roadmap
 - Facilitated a hands-on exercise to evaluate and refine the national prospect list
- **Membership Marketing Materials**
 - Selected a vendor to produce refreshed membership marketing resources
- **Committee Leadership Engagement**
 - Held regular monthly update meetings to align priorities and next steps
- **Operational Planning**
 - Advanced preparations for the upcoming implementation of the new AMS system
 - Initiated early discussions around 2026 strategy with focus areas including:
 - Travel strategy
 - Engagement and retention initiatives
- **Small Producer Council (SPC)**
 - Reconnected with small producer members to amplify their voice and participation
 - Identified targeted initiatives and resources to support small businesses
 - Hosted a September 2025 webinar on the Performance Benchmarking Survey tailored to small producers

Research Engineering & Standards Committee (RES) 2025 NRMCA ConcreteWorks Board of Directors Update

D. Van Smith, Jr., Executive Committee Liaison
Justin Lazenby, Chair; Bobby Dowdy, Vice-Chair
Colin Lobo, Committee Liaison

Goal: To advocate on industry standards at ACI, ASTM, and transportation organizations to advance performance-based specifications, sustainable concrete; plant certification program; technical support to members and concrete customers; quality initiatives for members and improved acceptance testing in projects; research for standards, performance prediction and technical advancement; contract testing and evaluation of innovation at NRMCA laboratory; technical publications; technical courses and personnel certification programs.

Advocacy on Standards

Advocate for industry for standards for materials, performance-based specifications, sustainability

1. **ACI:** ACI 318 Building Code published with 20 Code changes to materials and a new Appendix on sustainability; ACI 301 Specifications restructured section on concrete materials and update to 318-25; ACI 329 guide performance-based specification; Other: responsibilities in construction; guide to proportioning concrete, strength testing, use of innovative materials; recycled materials; sustainability and durability codes.
2. **ASTM International:** Revisions to specifications for materials and ready mixed concrete; changes to cement specification; innovative materials; testing standards for durability and mechanical properties of concrete.
3. **P2P Initiative:** Resources – spreadsheet to select durability exposure; update guide specification; specifying for sustainability and performance; resources for designers on specifications and material options.
4. **Transportation Organizations:** Attend AASHTO, and National Concrete Consortium meetings harmonize standards and specifications with ASTM; specifications for performance engineered mixtures.
5. **AIA MasterSpec:** Proposed revisions to Section 033000 for Cast in Place Concrete for consistency with ACI.

Quality Initiatives

1. **Plant Certification Program:** Process 1200 plants and 10,000 trucks annually for approximately 3000 currently certified plants and 24,000 certified trucks; database update.
2. **Quality Award:** 2025 - 48 applications/44 awards presented; publish quality benchmarks
3. **Resources:** Cost of poor quality; cost of managing returned concrete; publications and guidance on developing quality systems and processes; education programs.
4. **Acceptance Testing Quality:** NRMCA position statement on testing endorsed by ASCC, Initiatives to improve quality of acceptance testing.

NRMCA Research Laboratory

1. **Industry Research:** Research on service life prediction with durability tests, use of late age strengths, optimizing mixtures for performance and sustainability (low carbon); evaluation of new materials and tests to support innovation.
2. **Contract Testing:** Advise and perform testing for members and other customers to support their product evaluation and project submittals; support innovation; improve lab resources; increase revenue.
3. **Support RMC REF** – research task group reviews and recommends support of proposed research
4. **Laboratory Resources** – increase laboratory capabilities with new equipment and test methods

Technical Education and Certification Programs; Other Initiatives

1. **Technical Short Course:** Feb 25 in TX (50); Sep 25 in MD (50)
2. **Durability Course:** Nov 24 in OK (25), May 25 in FL (10); Nov 25 in TX.
3. **Specifications and Testing Course:** Nov 25 in TX
4. **Improving Concrete Quality Course:** future TBD
5. **Contractor Certification:** Flatwork Finisher and Pervious Concrete programs – administered by local groups
6. **Technical Publications:** Two new TIPs; update CIP topics;
7. **Presentations:** In-person presentations and webinars – Sustainability; Innovations; Performance; Quality; Testing
8. **PCA and ASCC:** Partner on issues of common interest; PLC experience and guidance
9. **Gaynor Award:** – Selecting recipient for 2026 for lifetime achievement in technical field
10. **Personnel:** Glenn Schaefer joined as VP Tech Services and Research; New lab technician;
11. **Strategic Planning:** Committee working on tactics to support new strategic plan

BOD Meeting, ConcreteWorks 2025 – SEO Division/Committee Update

Executive Committee Liaison:	Sarah Beasley, Vulcan
Staff Committee Liaison:	Kevin Walgenbach, NRMCA
Committee Chairman:	Will Ho, Teichert Materials
Committee Vice Chairman:	Todd Morris, Concrete Supply Co.

Division Staff:

Kevin Walgenbach	EVP, Operations & Compliance, Division Head
Vacant	Manager, SEO Programs

• SEO and Committee Meetings

- SEO Committee Meetings – Annual Convention in Tucson, AZ on March 6. DeBoer Meeting held April 22-23 in Arlington, TX. Fall meeting held during ConcreteWorks.
- Assistance with onboarding new NRMCA members and updating current members on SEO programs planned.
- Regulatory priorities communicated with Trump Administration transition team.
- Regulatory priorities continue to be communicated to Executive Branch agencies.
- Regulatory compliance and Washington Update seminars held for numerous state associations and members.
- Regulatory assessment and opportunities post SCOTUS Loper Bright ruling continues.
- Movement has been achieved on 56% of the regulations NRMCA relayed to the Trump Administration.
- Movement has been achieved on 60% of the regulations NRMCA relayed to the Trump Transition Team.
- Of the 90+ regulatory issues NRMCA monitors, activity has been achieved or observed on 33% of the issues.

• Safety

- NRMCA “Think First” Monthly Initiatives continue. Launched new “Safety Pathways” focus.
- ThinkFirst Safety Courses – Fort Lauderdale, FL in May and Dallas, TX in October.
- 2025 Safety Contest/Benchmarking Survey – Submissions via CPA firm in February. Final report is available now.
- 2025 Safety Award – Nominations solicited in late spring. Winners announced in August.
- ASME B30.27 Pump Safety Standard – Language changes benefitting rmc accepted spring 2024. Will be published in spring 2025. Discussion moves to joining ACPA “We Are Safer Together” campaign/coalition.
- SAE Ready-Mix Concrete Truck Committee – Worked w/ committee to prevent onerous new mixer truck standards.
- Hard Hats 2 Helmets – This initiative from ASCC continues and is being monitored.
- “Chasing Zero” Podcast hosted by Ozinga – Appeared on podcast to discuss concrete safety issues.
- Safety Regulations – NRMCA continues to monitor/advocate on safety regulations in 2025, in part, Heat Injuries/Illnesses Proposal, Data Trend Inspections, respiratory protection, and the general duty clause.
- Coordination with sister assocs on safety/health issues continues. This group meets quarterly to discuss and partner on relevant issues to all industries.

• Environmental

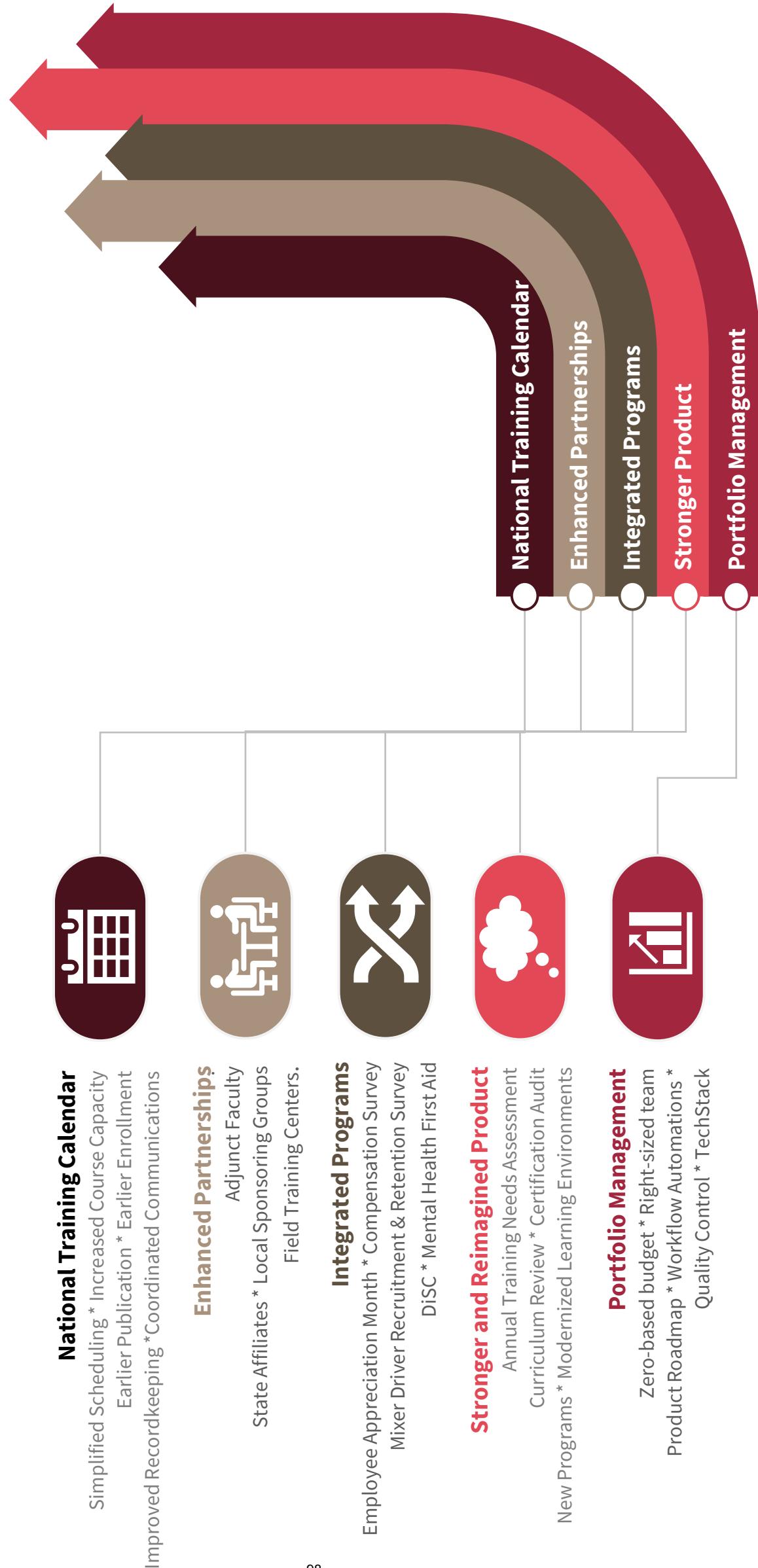
- Environmental Regulations – Continue to monitor/advocate on environmental issues, in part, including national enforcement/compliance initiatives, permitting, environmental justice, waters of the US, fly ash, and truck emissions.
- EPA Smart Sectors Program – SEO Department staff continue to communicate with EPA Smart Sectors staff on industry issues. Meeting w/ program staff regularly to discuss Administration and industry priorities.
- Environmental Excellence Awards – Nominations solicited in late spring. Winners announced in August.
- Environmental Courses – Fort Lauderdale, FL in May and Dallas, TX in October.
- Coordination with sister assocs on enviro issues continues. 5 assoc. reg/enviro staff hold calls quarterly discuss and partner on relevant issues to all industries.

• Operations

- Operations/Labor Regulations – Continue to monitor/advocate on regulations, in part, prevailing wages, overtime pay, independent contractors, joint employer, union walkaround guidance, non-competes, driver safety fitness determinations, truck speed limiters, English proficiency, digital medical certification, and truck weights.
- Assisted Concrete Advancement Foundation (CAF) and MIT CSHub with their Life Cycle, Truck Weights research.
- DOT Strategic Plan and Surface Reauthorization comments drafted and submitted on behalf of concrete. Comments were jointly created across SEO, GA and Promotion departments.
- 2026 Carpenter-Mullings Award – Nominations currently being solicited.
- 2026 Driver of the Year – Nominations are accepted until November 30. Winners to be announced in December.
- 2025/19th National Mixer Driver Championship – Event will host 125+ drivers. Largest field ever.
- 2025 State/Company Rodeos – Assisted with creating 1st time rodeos for multiple states and members.
- 2025 Mixer Driver Championship Sponsorship – Sponsorships sales exceeded budget amounts, set record level.
- 2025 Plant Manger Courses – January, March, April, and November.
- 2025 Fleet Benchmarking Survey – Submissions via CPA firm in February. Final report is available now.

Workforce Development (WDC) *Executive Committee Liaison* Brian Gray *Chair*, Cassie Krause *Vice Chair*, Delta Mitchum

At ConcreteWorks 2024, the WDC presented an operational plan to guide its work through 2025. The last step of the plan (100% of which was completed on time) is to design a scalable model for growth that we are pleased to present below.





CONCRETE
ADVANCEMENT
FOUNDATION

What is the Concrete Advancement Foundation?

Our Mission

To Be the Resilient (Lasting) Resource to Collaboratively (with our Partner National & State Associations) to Support Concrete as the Leading Sustainable Building Material

Oriented Around 3 Societal Goals

- Decarbonization
- Resilient & Affordable Communities
- World-Class Sustainable Infrastructure

From Evidence to Impact

Develop Research & Education Programs to Achieve Societal Goals; Put Credible Evidence, Tools and Resources in the Hands of Our Industry Partners for Advocacy and Promotion

Why a Separate Organization?

Non-Profit Status Provides a Tax Benefit to Donors (Contributions are Fully Tax-Deductible for Companies and Individuals)

Endowment Provides a Lasting Resource More Insulated from Construction Market and Economic Fluctuations, So We Can Always Invest to Keep the Industry on the Cutting Edge



CONCRETE
ADVANCEMENT
FOUNDATION





2025 HIGHLIGHTS



MIT CONCRETE SUSTAINABILITY HUB

- Executive Roundtable on Resilience Including Partners from the Insurance, Lending, Safety and First Responder Organizations, as well as Contractors
- Quantified Benefits of Reduced Overdesign and Better Testing to Advance Performance-Based Specifications
- Analyzed Impacts of Truck Weight Limitations on Pavement Performance, Carbon Emissions and Efficiency to Support the FRESH Act
- Developed Research and Methods to Incorporate Carbon Uptake of Concrete and Hazard Vulnerability Into Building Life Cycle Assessment
- Created Streamlined Life Cycle Assessment Tool for Pavement Designers
- Advanced AI Research to Characterize the Reactivity of Novel Materials in Concrete for Better and Faster Prediction
- Piloted Groundbreaking Research on Concrete as an Energy-Storing Supercapacitor
- Shared Recommendations for Transforming the Role of the Concrete Delivery Professional (CDP), Including Recruitment, Retention and Productivity Strategies

Download Free Reports and Learn More at
www.concreteadvancement.org and
[https://cshub.mit.edu](http://cshub.mit.edu)

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OTHER 2025 FUNDED PROJECTS

- Comparison of Cost & Energy Performance: Houses Built with ICF vs. Wood-Framed Houses
- Further Implementation of the Skate4Concrete Program Including the Mini Concrete Skatepark Construction Competition and High School Certification

CAF CO-FUNDED WITH NRMCA AND INDUSTRY PARTNERS

- Testing to Demonstrate ICF Wall Construction Compliance with National Fire Protection Association (NFPA) 285 Requirements
- Free Online Concrete Service Life and Life Cycle Cost Model Life-365 Available at www.life-365.org
- Survey of Insurance Costs for Multifamily Buildings Construction with Wood-Frame and Concrete

Interested in a Presentation or Additional Help in Implementing CAF Resources Locally? Contact Julie Garbini at jgarbini@concreteadvancement.org.



As Outlined in the NRMCA Board Member Job Description, Board Members are Requested to Make Both a Personal and Corporate Contribution to Support CAF.

We Thank You for Your Leadership and Support!



CORPORATE DONOR LIST

As of September 26, 2025

Chairman's Circle (\$3,000,000 and Above)

Amrize
CEMEX
Troesh Family Foundation

Millennium Patron (\$2,000,000 to \$2,999,999)

Heidelberg Materials

Legacy Patron (\$1,500,000 to \$1,999,999)

Ash Grove Cement - a CRH Company
Vulcan Materials Company

Founding Patron (\$1,000,000 to \$1,499,999)

American Cement Association
CalPortland

Platinum Patron (\$750,000 to \$999,999)

Buzzi Unicem USA
Chryso
Command Alkon
Concrete Supply Company
Irving Materials, Inc.
Mack Trucks
Master Builders Solutions
National Ready Mixed Concrete Assn.
Titan America
Votorantim Cimentos North America

Titanium Patron (\$500,000 to \$749,999)

Eagle Materials, Inc.
Ozinga Bros., Inc.

Quikrete
Revolution Concrete Mixers
Sika Corp.

Diamond Patron (\$300,000 to \$499,999)

Aggregate Industries
Con-Tech Manufacturing
Ernst Concrete
Martin Marietta Materials, Inc.

Gold Patron (\$200,000 to \$299,999)

Chandler Concrete Co.
Chaney Enterprises
Euclid Chemical Co.
Kenworth Truck, a Division of PACCAR
Robertson's Ready Mix
Staker Parson Companies - a CRH Company
Thomas Concrete Inc.
Transit Mix Concrete & Materials Co./Trinity Industries
Western Star Trucks

Silver Patron (\$100,000 to \$199,999)

Advance - A Terex Brand
AggrePlex LLC
Baker Concrete Construction
Bayou Concrete/MMC Materials/Dunn Investment
Boral Material Technologies
Carroll Concrete Co., Inc.
Cemstone Products Co.
Delta Industries
GCC USA
Geiger Ready-Mix Co., Inc.

Hanley Wood, LLC
Headwaters Resources, Inc.
Holliday Rock Company
Meyer Material Co.
MMC Materials
Peterbilt Motors Co.
TXI

Bronze Patron (\$50,000 to \$99,999)

Axim Concrete Technologies
Boston Sand & Gravel Co.
Capital Concrete
CarbonCure Technologies
Carew Concrete & Supply Co., Inc.
Central Pre-Mix Concrete Co. - a CRH Company
Clemente Latham Concrete & Callanan Industries - a CRH Company
Colorado Ready Mixed Concrete Assn.
CONCO Companies
Crider & Shockley, Inc.
Dolese Bros. Co.
Fibermesh by Propex
Fritz-Pak Corporation
Geneva Rock Products, Inc.
International Truck Company
Knife River Corp.
Livingston's Concrete Service, Inc.
Lycon Inc.
Maryland Ready Mix Concrete Association
Metro Ready Mix Concrete Inc.
Miller & Long Concrete Construction

Bronze Patron
(\$50,000 to \$99,999)
Continued

National Cement Company
 Pennsy Supply, Inc. - a CRH Company
 R.W. Sidley, Inc.
 Ritchie Corp.
 Schwing America
 Silvi Group Companies
 Structural Group, Inc.
 The SEFA Group
 Thomas, Bennett & Hunter
 Tilcon Connecticut, Inc. - a CRH Company
 Trimble Construction Logistics
 Truck Mixer Manufacturers Bureau
 Wakefield Materials Co.

Supporting Patron
(\$25,000 to \$49,999)

Admixtures, Inc.
 American Concrete Products - a CRH Company
 Anderson Concrete Assn. of New York City
 Concrete Producers
 Beck Industrial
 Berks Products Corp.
 Boral Industries
 Carolinas Ready Mixed Concrete Assn.
 Central Pre-Mix Concrete Co. (a CRH Company)
 Centre Concrete Co.
 Concrete Supply of Topeka
 Continental Mixers
 Davis Colors
 Drake
 Erie Strayer Company
 Ferrara Bros.
 FiveCubits
 Florida Independent Concrete & Associated Products, Inc.
 Flynn Group
 Giant Cement Holding, Inc.

Grooms Equipment
 Jenna Concrete Corp.
 Kentucky Concrete Assn.
 King's Material, Inc.
 L.M. Scofield Co.
 Manatt's, Inc.
 Mapei Corporation
 Michelin North America
 Power Kleen
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 Roebuck Consulting Group
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 Solomon Colors
 Somero Enterprises, Inc.
 Southern Concrete Materials
 Spurlino Materials
 Stephens Mfg. Co, Inc.
 Systech, Inc.
 Teichert Readymix
 Texas Aggregates & Concrete Assn.
 Truck Mixer Manufacturers Bureau
 United Companies - a CRH Company
 Van-Smith Concrete Co.

Sustaining Patron
(\$10,000 to \$24,999)

Aggregate & Ready Mix Assn. of Minnesota
 Alby Materials, Inc.
 All Star Transit Mix
 Amtec Meter & Controls
 Arkansas Ready Mixed Concrete Assn.
 ATS-USA, LLC
 B&B Concrete Co., Inc.
 Breckenridge Material Co.
 Buckeye Ready-Mix, LLC
 California Construction and Industrial Materials Assn.
 Castrol Heavy Duty Lubricants
 Central Concrete Supermix, Inc.
 Clawson Concrete Co.

CON-E-CO
 Construction Service – CS-MA LLC
 Consumers Concrete Corp.
 CTE Associates
 Estabrook Assembly Services, Inc.
 Federal Materials Co., Inc.
 Florida Concrete & Products Assn.
 Four Corners Materials - a CRH Company
 Georgia Ready Mixed Concrete Assn.
 GivenHansco Inc.
 Harrod Concrete & Stone Co.
 Hawkeye Ready Mix
 Illinois Ready Mixed Concrete Assn.
 Insulating Concrete Forms Manufacturers Association
 Iowa Ready Mixed Concrete Assn./ Iowa Concrete Paving Assn.
 Kansas Ready Mixed Concrete Assn.
 The L. Suzio Concrete Co.
 Maricopa Ready Mix
 Maschmeyer Concrete Co.
 Massachusetts Concrete & Aggregate Producers Assn.
 Michigan Concrete Assn.
 Midway Sterling Truck Center
 Mississippi Concrete Assn.
 Missouri Concrete Assn.
 Mobley Concrete Company
 Modern Concrete
 Monarch Cement Company
 Nebraska Concrete & Aggregates Assn.
 NRMCA OES/BAC Committees
 Ohio Concrete Assn.
 Outback Materials
 Pennsylvania Aggregate & Concrete Assn.

**Sustaining Patron
(\$10,000 to \$24,999)
Continued**

Ready Mixed Concrete Assn. of Ontario
Riverbend Materials - a CRH Company
Ruttura & Sons Construction Co.
Shamrock Materials, Inc.
Sioux Corporation
Smith's Ready Mix, Inc.
Southern Nevada Concrete & Aggregates Assn.
Stoneway Concrete
Strata Corporation
Tennessee Concrete Assn.
Truck Mixer Manufacturers Bureau
TMW Systems, Inc.
Unicon Concrete
Utah Ready Mixed Concrete Assn.
Vince Hagan Co.
Virginia Ready-Mixed Concrete Assn.
Zonar Systems

**Champion Patron
(\$5,000 to \$9,999)**

All Ohio Ready Mix - a CRH Company
Allen-Villere Partners
Allison Transmission
American Cement Company
Arps Red-E-Mix, Inc.
ASTEC Industries
Atlantic Concrete Co., Inc.
Builders Supply Co., Inc.
Coast Counties Truck & Equipment Co.
Cummins, Inc.
Durafiber, Inc.
Enviro-Port, Inc.
Felton Bros. Transit Mix, Inc.
Florida East Coast Industries
Greenhill Concrete
Indiana Ready Mixed

Concrete Assn.
Interstate Concrete - a CRH Company
London Machinery, Inc.
Merts, Inc.
Setzer Properties
SRM Concrete
Swope & Associates, Inc.
Telluride Gravel - a CRH Company
Washington Aggregates & Concrete Assn.
Waycor - a CRH Company
Weldon Concrete Co.
Wisconsin Ready Mixed Concrete Assn.
Ziegler Caterpillar

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AGC of Utah - Concrete Council
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BARD Materials
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Bonded Concrete
BURNCO USA
C & W Manufacturing and Sales Co.
Capitol Aggregates, Inc.
Cement and Concrete Products Industry of Hawaii
CiDRA Concrete Systems
CMW Equipment
Coast 2 Coast, Inc. Concrete Chipping
Concrete Plants, Inc.
Concrete Promotion Council of Northern California
ConcreteBC
Connecticut Ready Mixed Concrete Assn.

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Evans Construction Co. - a CRH Company
Helena Sand & Gravel - a CRH Company
Hills Materials Co. - a CRH Company
Hilltop Companies
Howlin Concrete Inc.
Intermountain Construction & Materials - a CRH Company
Jamieson Equipment Co.
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Altaview Concrete, Inc.	Heatec, Inc.	S.A.L. Trading LTD
Argonics, Inc.	Hendrickson USA	S. T. Wooten Corporation
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Past Chairs

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Mr. Timothy Becken (2010)

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Mr. Ric Suzio (2014)

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Mr. Allen Hamblen (2015)

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Mr. Ted Chandler (2016)

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Mr. Scott Parson (2017)

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Mr. Rodney Grogan (2018)

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Mr. John Carew (2020)

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Mr. John Holliday (2022)

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Ex Officio Non-Voting Members

Current Chairmen of NRMCA Standing Committees that are not currently on the Board of Directors

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Chair, Business Advancement Committee
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Jeremiah Lemons

Chair, Government Affairs Committee
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Duane Coy

Chair, Concrete Promotion Committee, Buildings
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Melissa Verwest

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Will Ho

Chair, Safety, Environmental and Operations Committee
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Corey Zollinger

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Cassie Krause

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Ex Officio Non-Voting Members

Past Chairmen of the NRMCA Manufacturing Products & Services (MPS) Division Still Active in an Associate Member Company

Neil Smith (1994-1996)
CON-E-CO, an Astec Brand
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Carol Hagan (2000-2002)
The Vince Hagan Co.
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Leonard Morris (2008-2011)
Sysdyne Technologies
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Bob Welker (2012-2017)
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Jill Zhang (2017-2019)
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Past Chairs of the NRMCA Materials Division Still Active in an Associate Member Company

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Honorary Directors

Honorary Directorship is bestowed by the Board of Directors on distinguished individuals who have rendered service to the ready mixed concrete industry.

Tom Baird, III - Chairman 1996

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Tom Baird, IV

Posthumously

Francesco Biasioli

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Mr. Bill Blaha

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Mr. Joseph Boardman - Chairman 1984

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Mr. Peter Brewin

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Mr. John Casey - Chairman 1988

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Mr. Thomas Chandler - Chairman 1999

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Mr. William Childs - Chairman 2013

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Mr. Frank Craddock - Chairman 2008

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Mr. Ron Davis

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Mr. Peter Deem

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Mr. Stanley Ernst - Chairman 1982

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Mr. Thomas Flynn - Chairman 2000

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Mr. Robert Garbini

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Mr. Warren Goehringer - Chairman 1994

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Mr. Hardy Johnson - Chairman 2004

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Mr. Harold Lacy - Chairman 1966

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Mr. Norm Nelson - Chairman 2001

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Mr. John Novak - Chairman 1998

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Mr. David Robison - Chairman 2012

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Mr. James Russ - Chairman 2003

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Mr. William Sandbrook - Chairman 2019

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Mr. James Spear - Chairman 1969

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Mr. Carl Tilden

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Ms. Elizabeth Twohy - Chair 2007

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Mr. David Vickers - Chairman 2002

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Schedule of Events

as of 9/15/2025 | Subject to Change

THURSDAY, OCTOBER 9, 2025

8:00 AM – 4:00 PM	Developing Industry Leaders (DIL) Workshop (<i>current DIL only</i>)	Desoto 4
2:00 PM – 7:00 PM	Registration and Information Desk	Coastal Landing
3:00 PM – 4:30 PM	TMMB Meeting (<i>closed</i>)	Palm Beach Room
3:00 PM – 5:00 PM	Exhibition Hall Move-In – Rolling Stock Only	Exhibit Hall
4:00 PM – 5:00 PM	Developing Industry Leaders (DIL) Tailgate (<i>current & alumni DIL only</i>)	Castillo Fort (Atrium)
4:00 PM – 6:00 PM	Executive Committee Meeting (<i>closed</i>)	Desoto 5
5:00 PM – 5:30 PM	First Timers Meet and Greet (by invitation only)	Orange Blossom Ballroom
6:00 PM – 7:30 PM	Chairman's Welcome Reception	Coastal 1-5
7:30 PM – 9:30 PM	Past Chairman's Dinner (<i>by invitation only</i>)	Escambia

FRIDAY, OCTOBER 10, 2025

7:00 AM – 5:00 PM	Exhibition Hall Move-In	Exhibit Hall
7:00 AM – 6:30 PM	Registration and Information Desk	Coastal Landing
7:00 AM – 6:30 PM	CONCRETEPAC Lounge	Suwanee 4
7:30 AM – 8:00 AM	Developing Industry Leaders (DIL) Debrief	Suwanee 1-2
8:00 AM – 9:30 AM	Business Advancement Committee Meeting (<i>with breakfast</i>)	Desoto 1-3
8:00 AM – 9:30 AM	Safety, Environmental and Operations Committee Meeting (<i>with breakfast</i>)	Coastal A/1-3
8:00 AM – 11:00 AM	Research, Engineering and Standards (RES) Task Group & Committee Meeting (<i>with continental breakfast</i>)	Coastal B/4-5
8:00 AM – 4:00 PM	CIM Education Session (<i>registered CIM students only</i>)	Desoto 4-5
9:45 AM – 11:15 AM	Information Technology Task Group Meeting	Desoto 1-3
9:45 AM – 11:15 AM	Membership Committee Meeting	Lafayette 1-3
9:45 AM – 11:15 AM	Nominating Committee Meeting (<i>closed</i>)	Escambia
11:30 AM – 1:00 PM	Materials and Manufacturers', Products & Services Division Meetings (<i>associate members only, with lunch</i>)	Desoto 1-3
11:30 AM – 1:00 PM	Promotion Committee Meeting (<i>with lunch</i>)	Coastal A/1-3
1:15 PM – 2:45 PM	Concrete Advancement Foundation Trustees Meeting (<i>trustees only</i>)	Escambia
1:15 PM – 2:45 PM	Government Affairs Committee Meeting	Lafayette 1-3
2:00 PM – 5:00 PM	Board of Directors' Meeting	Coastal AB/1-5
3:00 PM – 5:30 PM	Driver Registration and Walk-Through (<i>drivers and immediate family only</i>)	Parking Lot C1
6:00 PM – 7:00 PM	Driver Position Drawing Reception (<i>open to all registered attendees</i>)	Coastal CD



SATURDAY, OCTOBER 11, 2025

7:00 AM – 12:30 PM	Exhibition Hall Move-In	Exhibit Hall
7:00 AM – 6:30 PM	Registration and Information Desk	Coastal Landing
7:00 AM – 6:30 PM	CONCRETEPAC Lounge	Suwanee 4
7:00 AM – 7:30 AM	Developing Industry Leaders (DIL) Debrief	Suwanee 1-2
7:00 AM – 12:30 PM	19 th Annual National Mixer Driver Championship	Parking Lot C1
8:30 AM – 10:00 AM	Concrete Advancement Foundation Walk for Wellness	Parking Lot C1
	<i>Lunch on your own</i>	-
1:30 PM – 3:30 PM	State Affiliate Meeting (<i>closed, with lunch</i>)	Lafayette 1-3
2:00 PM – 4:00 PM	Driver Exam (<i>closed exam</i>)	Coastal Ballroom A-B
2:00 PM – 5:30 PM	Exhibition Hall Open Hours with Demonstrations and Learning Labs	Exhibit Hall
2:00 PM – 2:30 PM	Learning Lab: Promoting Resiliency in Paving	Exhibit Hall
2:20 PM – 2:30 PM	Demonstration: Craig Safety Technologies	Exhibit Hall
2:30 PM – 4:00 PM	Community Service Project	Exhibit Hall
2:40 PM – 2:50 PM	Demonstration: Slabstack	Exhibit Hall
2:40 PM – 3:10 PM	Learning Lab: What's New in Industry Standards	Exhibit Hall
3:00 PM – 3:10 PM	Demonstration: AIConcrete	Exhibit Hall
3:20 PM – 3:30 PM	Demonstration: Command Alkon	Exhibit Hall
3:20 PM – 3:50 PM	Learning Lab: Technological Innovations: Research on the Latest Technologies for Cement and Concrete	Exhibit Hall
3:40 PM – 3:50 PM	Demonstration: Giatec	Exhibit Hall
4:00 PM – 4:10 PM	Demonstration: C60	Exhibit Hall
4:00 PM – 4:45 PM	Learning Lab: Performance Benchmarking Survey	Exhibit Hall
4:20 PM – 4:30 PM	Demonstration: Suppli	Exhibit Hall
4:40 PM – 4:50 PM	Demonstration: Active Minerals	Exhibit Hall
4:55 PM – 5:25 PM	Learning Lab: The Evolution of the Concrete Delivery Professional	Exhibit Hall
5:00 PM – 5:10 PM	Demonstration: Sika	Exhibit Hall
5:30 PM – 7:00 PM	Exhibition Hall Reception	Exhibit Hall
7:30 PM – 10:00 PM	CONCRETEPAC "Fore Tee-Fifth Birthday Celebration" Event (<i>separate registration required</i>)	Off-Site Buses start departing at 7:30 PM



SUNDAY, OCTOBER 12, 2025

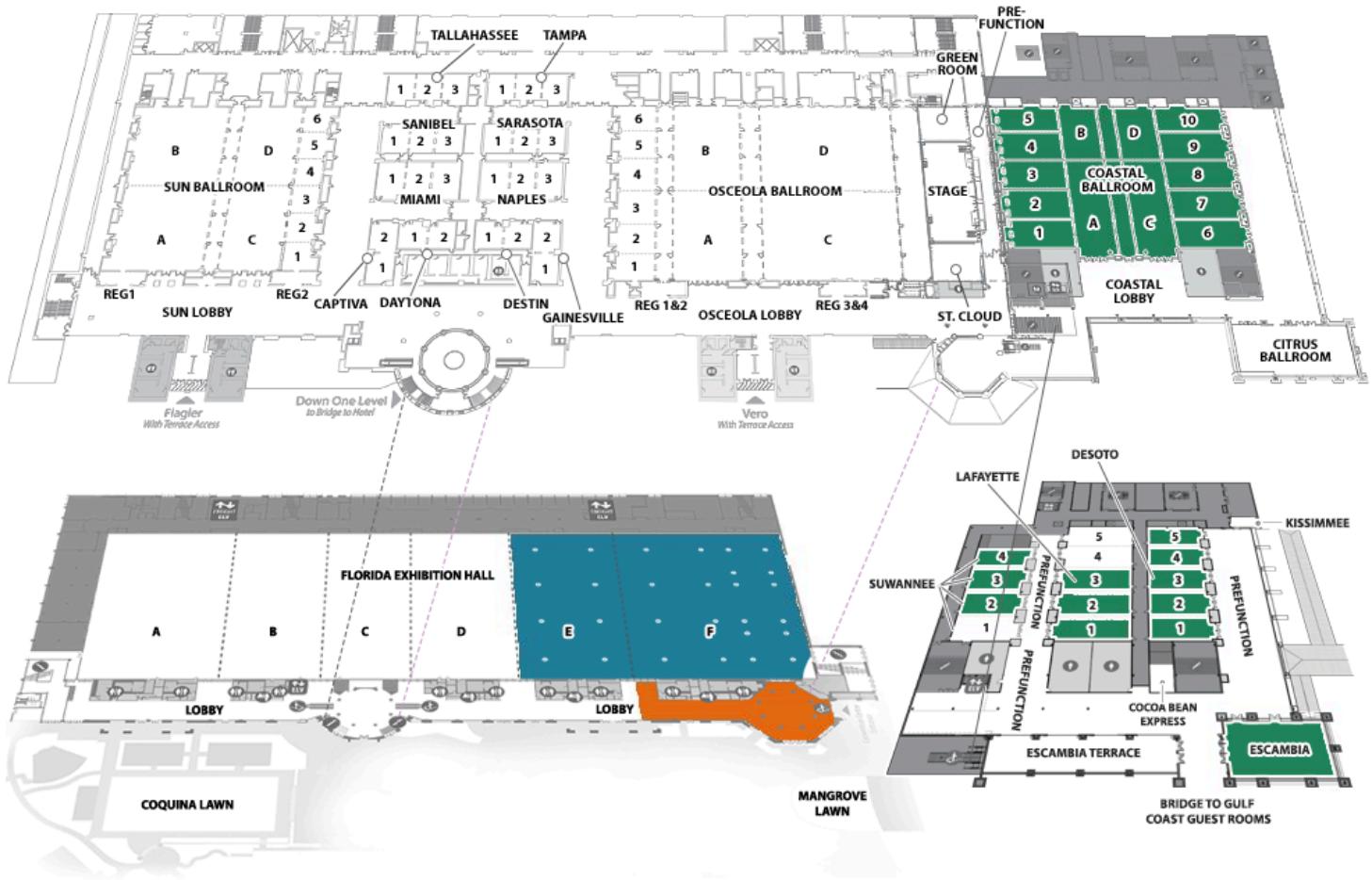
7:30 AM – 6:00 PM	Registration and Information Desk	Coastal Landing
7:30 AM – 6:00 PM	CONCRETEPAC Lounge	Suwanee 4
7:30 AM – 8:00 AM	Developing Industry Leaders (DIL) Debrief	Suwanee 1-2
	<i>Breakfast on your own</i>	-
9:00 AM – 10:00 AM	General Session: Motivational Keynote Speaker Justin Wren	Coastal Ballroom
10:00 AM – 12:00 PM	Exhibition Hall Open Hours with Demonstrations and Learning Labs	Exhibit Hall
10:10 AM – 10:30 AM	Learning Lab: Work Zone Safety for the Ready Mix Industry	Exhibit Hall
10:20 AM – 10:30 AM	Demonstration: Vega	Exhibit Hall
10:40 AM – 10:50 AM	Demonstration: Chryso Saint-Gobain	Exhibit Hall
10:40 AM – 11:10 AM	Learning Lab: Generational Planning and Business Considerations	Exhibit Hall
11:00 AM – 11:10 AM	Demonstration: CheckProof	Exhibit Hall
11:20 AM – 11:30 AM	Demonstration: skEYEmatch	Exhibit Hall
11:20 AM – 11:50 AM	Learning Lab: EPDs: Why We Still Care and How to Leverage the Information	Exhibit Hall
11:40 AM – 11:50 AM	Demonstration: Verifi	Exhibit Hall
12:00 PM – 1:30 PM	Industry Recognition Awards Luncheon	Coastal Ballroom
1:30 PM – 5:00 PM	Exhibition Hall Open Hours and Learning Labs	Exhibit Hall
1:30 PM – 2:10 PM	Learning Lab: Evaluation of Cementitious Materials for Concrete Performance	Exhibit Hall
2:00 PM – 3:30 PM	Exhibitor Speed Networking (<i>pre-registered attendees only</i>)	Escambia
2:20 PM – 2:40 PM	Learning Lab: Why Your Company's Operation and Marketing Teams Need to Have an EMS and Green-Star!	Exhibit Hall
2:50 PM – 3:20 PM	Learning Lab: ERP Implementation: The Agony and the Ecstasy	Exhibit Hall
3:30 PM – 4:00 PM	Learning Lab: What Works in Promotion – State Affiliate Activities	Exhibit Hall
4:10 PM – 4:40 PM	Learning Lab: Admixture Solutions to Changing Cements	Exhibit Hall
4:40 PM – 5:00 PM	Learning Lab: Workplace Wellness: Beyond the Fatal Four	Exhibit Hall
5:00 PM – 6:30 PM	Exhibition Hall Reception	Exhibit Hall
6:30 PM – 7:00 PM	Drivers' Pre-Dinner Gathering (<i>drivers and immediate family only</i>)	Exhibit Hall
7:00 PM – 9:30 PM	NRMCA's National Mixer Driver Championship Awards Banquet	Coastal Ballroom

NRMCA Meeting Space - All Floors

NRMCA Meeting Space

NRMCA Exhibition Hall

Access to National Mixer Driver Championship Parking Lot

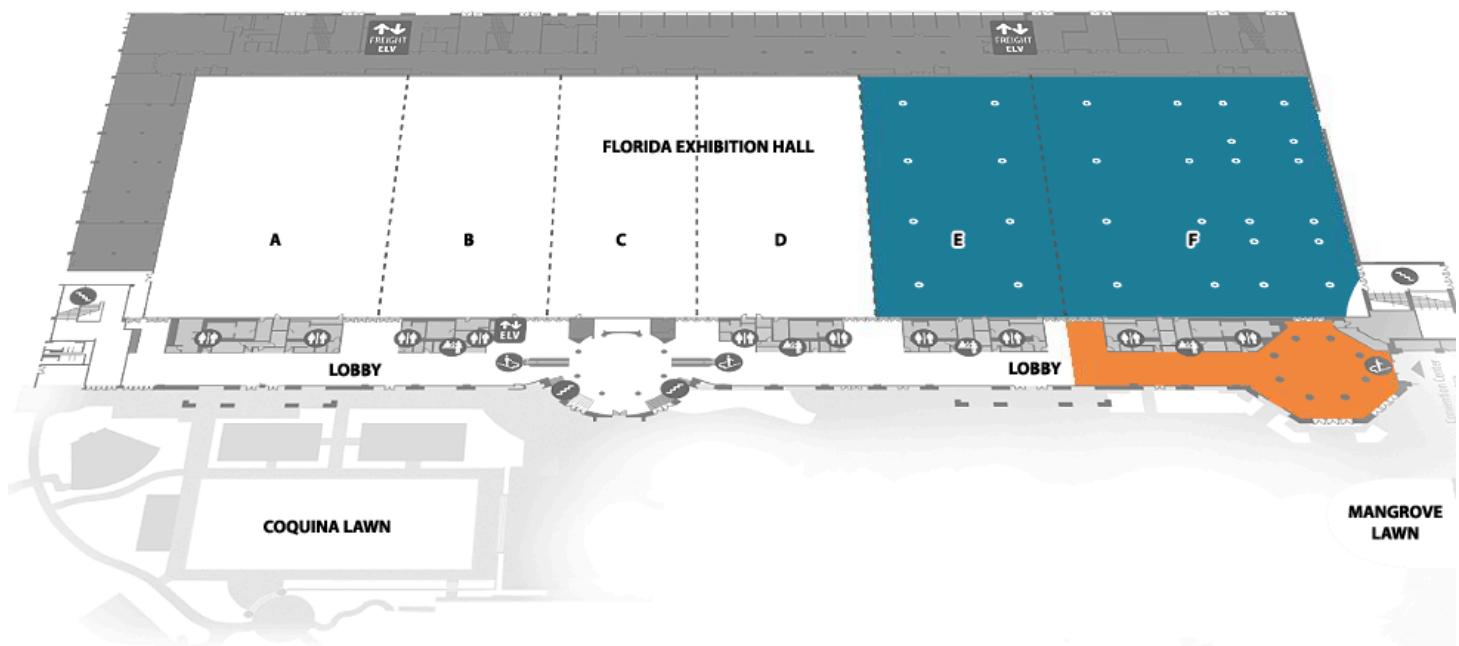


NRMCA Exhibit Hall (Level 1)

 Exhibition Hall E-F

 Access to National Mixer Driver Championship Parking Lot

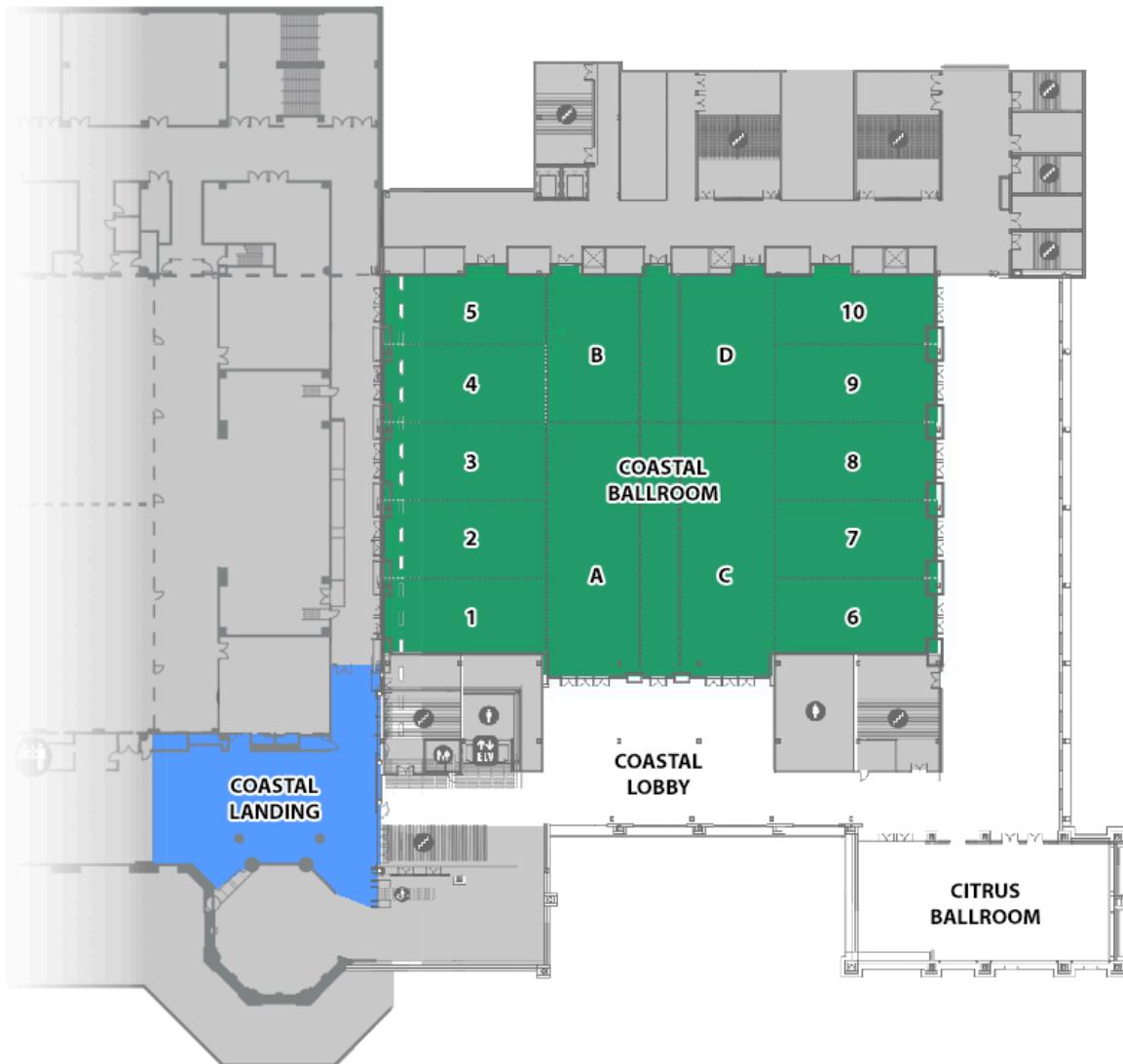
Learning Labs, Exhibitor Demonstrations, Community Service Project, Receptions (Sat. & Sun), Exhibitor Speed Networking, Driver Swag Suite. Refer to conference program for detailed schedule of events taking place in the Exhibition Hall.



Coastal Ballroom (Level 2)

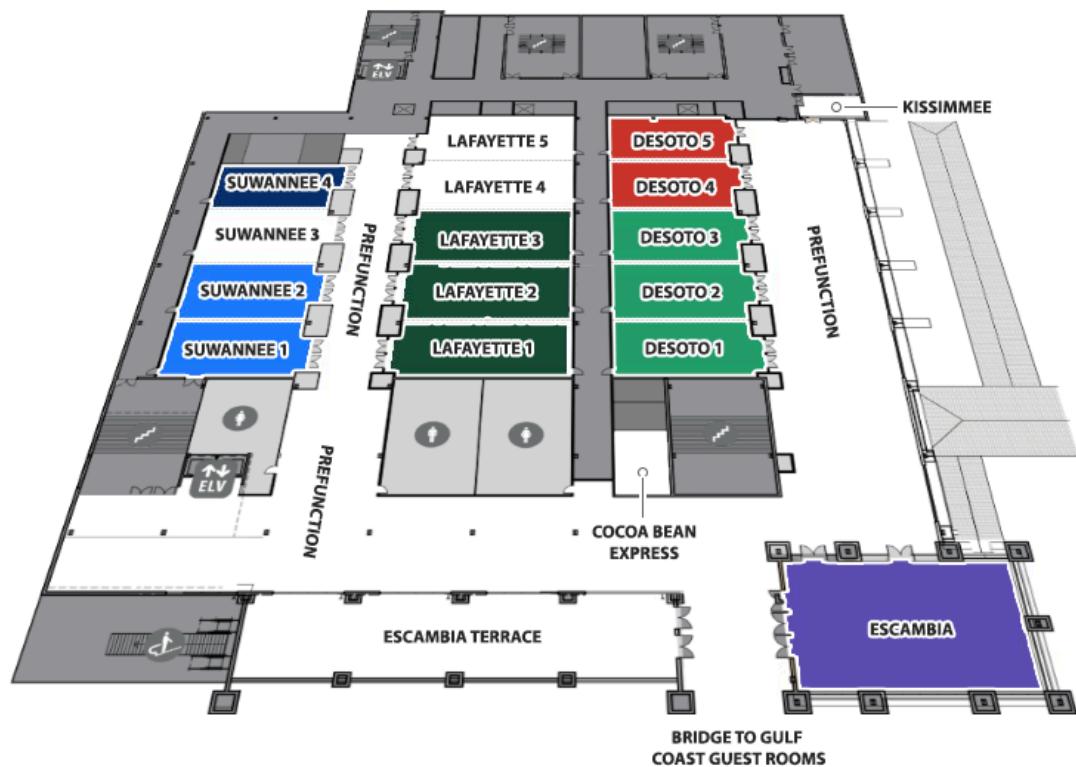
Chairman's Welcome Reception, Committee Meetings, Board of Directors' Meeting, Driver Position Drawing Reception, Driver Exam, General Session, Industry Recognition Awards Luncheon, National Mixer Driver Championship Awards Banquet

Registration & Information Desk, CONCRETEPAC Desk, Concrete Advancement Foundation (CAF) Desk



Breakout Rooms Mezzanine - Breakout Rooms

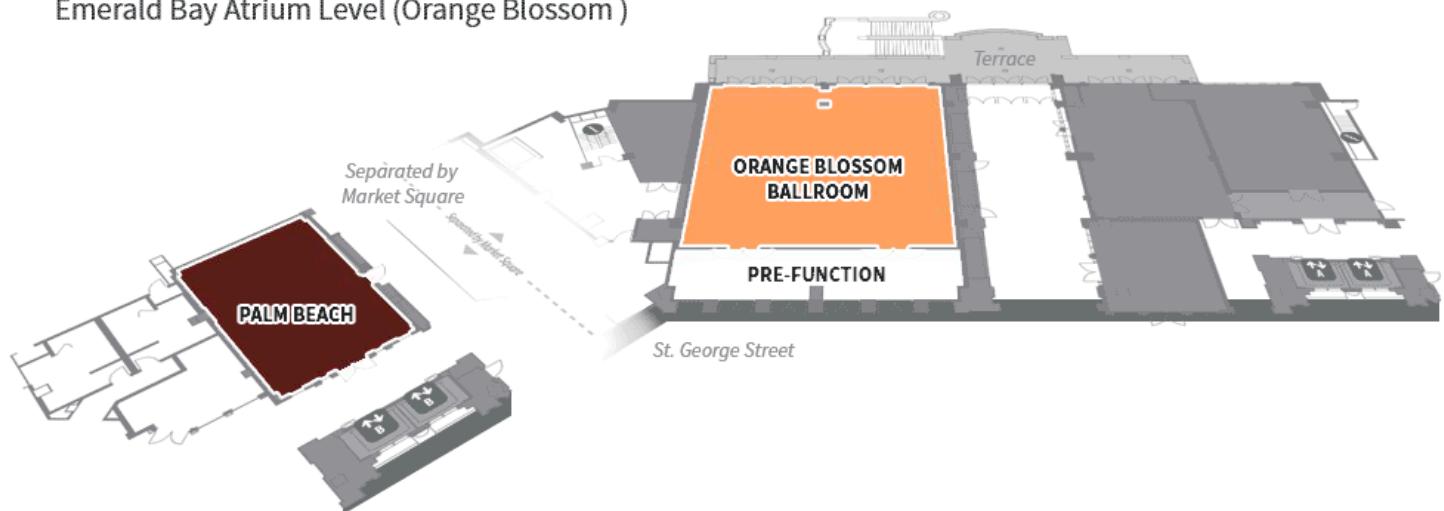
- Membership Committee, Government Affairs Committee, State Affiliate Meeting (closed)
- Business Advancement Committee, Information Technology Task Group, Materials Division, Manufacturers', Products and Services Division
- Developing Industry Leaders (DIL)
- Developing Industry Leaders (DIL) Workshop, Executive Committee (closed), CIM Education
- CONCRETEPAC Lounge (by invitation only)
- Past Chairman's Dinner (by invitation only, Nominating Committee (closed), Concrete Advancement Foundation (CAF) Trustees Meeting (closed), Exhibitor Speed Networking



First Timers Meet and Greet (by invitation only)

TMMB Meeting (closed)

Emerald Bay Atrium Level (Orange Blossom)



Company Name	
*Those with an asterisk are a proud Concrete Advancement Foundation Donor	
Active Minerals International	Merts LLC*
Advance Terex*	Mesa Systems Co.
AIConcrete*	Meyer Lab
Astec Industries*	MMC Materials*
Basys	Montana Tank Works
BCMI Corp./XBE	MPAQ Automation Inc
Beck Industrial*	Myers Construction Materials Testing Equipment
BHS-Sonthofen Inc.	NITROcrete
Brundage-Bone Concrete Pumping/ Eco-Pan	Nox-Crete Inc.
C60*	ODISA Concrete Equipment
CheckProof	Ozinga Energy*
Chimica Edile USA	Penetron
Chryso*	Polarmatic LTD.
Climate Earth*	Power Kleen Corporation*
Coast 2 Coast Chipping	Quadrel LLC
Command Alkon*	Ready Jet Solutions
Concrete Careers	Redline Systems
Concrete Products Magazine	REQUORDIT
Concrete Sustainability Council	Revitalize Mixers*
Con-Tech Manufacturing, Inc.*	Revolution Concrete Mixers*
Continental Building Materials	Riviera Brush Co. - Synpro Products*
Continental Mixers*	Rocket Start
Continental Tire the Americas, LLC	Roman Cement
Craig Safety Technologies Inc	SBM Mineral Processing
Cutco	Shanslym
Doran Mfg., LLC	Shumaker Industries*
Driver Swag Suite	Sika Corporation*
E5 Incorporated	Silo Pros Inc.*
Eco Material Technologies	Sioux Corporation
Erie Strayer*	skEYEmatch
Euclid Chemical*	Sky Systemz
Exhibitor Demonstration Area	Slabstack*
Forney Vault	Slag Cement Association (SCA)
Fox Blocks	Solomon Colors Inc.*
Fritz-Pak Corporation *	Stephens Mfg. Co.*
FullForce By ABC Polymer Industries	Stonemont Solutions, Inc.
Gebr Pfeiffer	Stoneridge Software
Giatec Scientific Inc.	Suppli
Grooms Heavy Truck Sales, LLC*	Sysdyne Technologies*
IMER USA	Tensik Industries
IMMI	Trident Structures
Inform Software Corp.	Tyfoom
Insul-Deck	Universal Matter Inc
Integral dx	VEGA Americas, Inc.
Jonel Engineering Inc	VehiCom Signs
KTI-Plersch Kältetechnik GmbH	Verifi*
Learning Lab	Vince Hagan Company*
Link2Pump	WAM, Inc.
M.A. Industries, Inc.	WAP Sustainability Consulting
MAPEI Corporation*	Western Star*
Master Builders Solutions*	Whip Around
Medellin Concrete Chipping Services, Inc.	



NRMCA's ConcreteWorks 2025 Registration Roster (as of 9/14/2025)

<u>Full Name</u>	<u>Company</u>	<u>City, State</u>
Abbuhl, Jeff	The Euclid Chemical Company	Cleveland, OH
Abril, Hernan	CalPortland Company	Tucson, AZ
Adams, Jeremiah	Montana Tank Works, Inc.	Billings, MT
Adams, Keith	Amrize	Golden, CO
Afzali, Ahmad	New Jersey Institute of Technology	Newark, NJ
Aghdasi, Parham	AlCrete	Richmond, CA
Alegre, Ino	MCT Marcantonini Concrete Technology	Reno, NV
Allen, Lori	Command Alkon	Dublin, OH
Allen, Mike	Sika Corporation	Charles City, VA
Alves, Richard	Gebr Pfeiffer	Pembroke Pines, FL
Amezquita, Benito	CalPortland Company	Hanford, CA
Anderson, Kayl	VERIFI	Tulsa, OK
Anderson, Doug	CalPortland Company	Las Vegas, NV
Anderson, Doug	Anderson Concrete	Columbus, OH
Anderson, Lars	Cemstone Concrete Materials	Mendota Heights, MN
Anglin, Logan	Concrete Supply Co.	Morrisville, NC
Angulo, Luis	CalPortland Company	Las Vegas, NV
Arbuthnot, Doyle	WAM, Inc.	Saginaw, TX
Arnett, Shannon	Stephens Mfg. Co.	Tompkinsville, KY
Arnold, Andy	BMC Enterprises	St. Louis, MO
Arocho, Robert	Revolution Concrete Mixers	Rochester, MN
Arp, Joseph	Wayne Davis Concrete Co.	Tallapoosa, GA
Ashley, Toni	Dolese Bros. Co.	Oklahoma City, OK
Asp, Jhenyffer	Aggregate and Ready Mix Association of Minnesota	Eagan, MN
Atallah, Abakir	New Jersey Institute of Technology	Newark, NJ
Autio, Todd	Irving Materials, Inc.	Fishers, IN
Aviles, Marc	CEMEX	Miami, FL
Ayers, Ryan	Suppli	Austin, TX
Ayre, Annie	CalPortland Company	Federal Way, WA
Bacarella, Robert	IMER USA, Inc.	Southlake, TX
Bailey, Kevin	Thomas Concrete	Atlanta, GA
Bailey, Jaime	Slabstack	New York, NY
Baker, Brett	Irving Materials, Inc.	Louisville, KY
Baker, Ian	Oshkosh S-Series	Oshkosh, WI
Bane, Dan	Meyer Lab	Blue Springs, MO
Bardales, Lorena	Power Kleen Corporation	Oldsmar, FL
Barkie, Jessica	Glacier NW/CalPortland Company	Federal Way, WA
Barnhill, Scott	Beck Industrial	Converse, TX
Barrett, Devon	Lyman-Richey Corporation, A CRH Company	Omaha, NE
Bartholomew, Ryan	Lauren Concrete Inc.	Round Rock, TX
Bateman, Jayson	Ozinga	Crown Point, IN
Batten, Henry	Concrete Supply Co.	Charlotte, NC
Beach, Keith	Knife River	Portland, OR
Beasley, Sarah	Vulcan Materials Company	Norfolk, VA
Bechely, Kevin	Ozinga	Mokena, IL
Beck, Frank	Beck Industrial	Converse, TX



NRMCA's ConcreteWorks 2025

Registration Roster (as of 9/14/2025)

Beck, Tom	Beck Industrial	Converse, TX
Becken, Thomas	Cemstone Products Company	Mendota Heights, MN
Becken, Tim	Cemstone Products Company	Mendota Heights, MN
Beckman, Kyle	MMC Materials, Inc.	Madison, MS
Beech, Judd	MMC Materials, Inc.	Flora, MS, MS
Beem, Chip	MMC Materials, Inc.	Madison, MS
Bell, Terry	Ozinga	Mokena, IL
Bell, Joey	Active Minerals International	Macon, GA
Bentley, Stuart	SBM Mineral Processing GmbH	Oberweis, Germany
Bentley, Cody	Closner Equipment Co., Inc.	Elgin, TX
Bentz, Daniel	Chryso	Arvada, CO
Benzur, Bill	GRMCA	Suwanee, GA
Berghoff, Alex	ADVANCE A Terex Brand	Ft Wayne, IN
Berry, Matt	Suppli	Austin, TX
Bertz, Brett	Command Alkon	Dublin, OH
Betts, Jeremy	Heidelberg Materials	Nazareth, PA
Biagini, Jason	Ozinga	Elgin, IL
Biancardi, Mitchell	Ozinga	Crown Point, IN
Binam, Rob	CalPortland Company	Las Vegas, NV
Bishop, Christopher	River City Ready Mix	West Monroe, LA
Bishop, Steve	Maschmeyer Concrete	West Palm Beach, FL
Black, Shianne	Sky Systemz	Lexington, KY
Blackward, Nathan	MAPEI Corporation	Deerfield Beach, FL
Blanchard, Chad	CalPortland Company	Vancouver, WA
Blyth, Jason	Thomas Concrete, Inc.	Atlanta, NC
Bobrowski, Tom	The Euclid Chemical Company	Cleveland, OH
Bobrowski, Dan	Master Builders Solutions	Chattanooga, TN
Bogda, Joseph	The Vince Hagan Company	Sunnyvale, TX
Boisvert, Tina	Chryso Inc	Wilmington, MA
Bolander, Doug	Ozinga	Franklin, WI
Bolle, Berl	MCC Inc.	Appleton, WI
Bonnema, Jeff	Revitalize Mixers	Hobart, IN
Bonner, Lance	Delta Industries, Inc.	Jackson, MS
Boose, Greg	Glacier NW/CalPortland Company	Federal Way, WA
Borchardt, Jeremiah	Cemstone	Glenwood City, WI
Bouhoutsos, Cara	Ozinga	Mokena, IL
Bova, Brittany	Ozinga	Mokena, IL
Bowe, Lenny	Ozinga	Franklin, WI
Bowman, Clay	skEYEWATCH	Spring Hill, FL
Bowman, Mikaela	Georgia Ready Mixed Concrete Association	Cumming, GA
Boylan, Tom	Ozinga	Homer Glen, IL
Brahier, Rick	Holliday Rock Co.	Upland, CA
Branscum, Christopher	Dolese Bros. Co.	Oklahoma City, OK
Brashaw, Eric	BARD Materials	Freeport, IL
Brekken, Mike	Cemstone Products Company	Mendota Heights, MN
Brenner, Steve	Sika Corporation	Charles City, VA
Brewer, Scott	Dolese Bros. Co.	Oklahoma City, OK
Brewer, Jason	Master Builders Solutions	Seattle, WA



NRMCA's ConcreteWorks 2025

Registration Roster (as of 9/14/2025)

Brimley, Nick	Slag Cement Association	Farmington Hills, MI
Britt, Tobias	Sky Systemz	Lexington, KY
Brodal, Jeremiah	Continental Mixers	Cynthiana, KY
Brooks, Kristen	CalPortland Company	Vancouver, WA
Brooks, Dave	GFT Ready Mix	Phoenix, AZ
Brown, Christian	Teichert Materials	Sacramento, CA
Brown, Todd	Manatt's Inc	Brooklyn, IA
Brown Jr., Leslie	Ernst Concrete	Dayton, OH
Brownback, Adam	Dolese Bros. Co.	Oklahoma City, OK
Bryant, George	River City Ready Mix	West Monroe, LA
Buckley, Lexie	REQUORDIT	Chicago, IL
Buckley, Mark	REQUORDIT	Chicago, IL
Budrika, Lum	Ozinga	Mokena, IL
Buechler, Ryan	CEMEX	Elk Grove, CA
Buell, Edward	CalPortland Company Cement Co	Gardena, CA
Bugg, Steve	Sky Systemz	Lexington, KY
Bullock, Drew	MAPEI Corporation	Deerfield Beach, FL
Bunch, Hannah	Basys	Lenexa, KS
Bungum, Dean	Con-Tech Manufacturing	Dodge Center, MN
Burkes, Jason	Pro Mix - Ozark Ready Mix	Siloam Springs, AR
Burney, Patrick	S & W Ready Mix Concrete	Bladenboro, NC
Burns, Christopher	Buckeye Ready-Mix, LLC	Marion, OH
Burns, J C	Power Kleen Corporation	Oldsmar, FL
Burns, Matt	Meyer Lab, LLC	Blue Springs, MO
Burton, Herbert	Vulcan Materials Company	Pleasanton, CA
Buttar, Gus	Chaney Enterprises	Annapolis, MD
Buz, Hector	Dolese Bros. Co.	Oklahoma City, OK
Caliope, Jehovah	Link2Pump	Boynton Beach, FL
Callahan, Bill	skEYEwatch	Spring Hill, FL
Calvert, Stephen	Dolese Bros. Co.	Oklahoma City, OK
Campbell, Caleb	Thomas Concrete	Anderson, SC
Capasso, Bob	Concrete Financial Insights	Parkland, FL
Capesius, Dallas	VehiCom Signs	New Prague, MN
Capesius, John	VehiCom Signs	New Prague, MN
Caputo, Vince	Ozinga	Mokena, IL
Carew, John	Carew Concrete & Supply Co., Inc.	Appleton, WI
Carew, Justin	Carew Concrete & Supply Co., Inc.	Appleton, WI
Carlson, Ron	Command Alkon	Dublin, OH
Carrero Escalona, Jorge	CalPortland Company	North Las Vegas, NV
Carriker, James	CEMEX	Tampa, FL
Carroll, Robert	Construction Service	Wilbraham, MA
Castellon, Cristian	Duininck Concrete	Willmar, MN
Caudell, Brian	Daimler Trucks	Inman, SC
Cecil, Kawika	West Hawaii Concrete	Kailua-Kona, HI
Cerrito, Joe	Vulcan Materials Company	San Jose, CA
Chambers, Randell	CRH - Arkhola	Barling, AR
Chandler, Joe	Glacier NW/CalPortland Company	Dupont, WA
Chaney, Francis	Chaney Enterprises	Annapolis, MD



NRMCA's ConcreteWorks 2025

Registration Roster (as of 9/14/2025)

Chatterton, Kelly	Quikrete	Salt Lake City, UT
Chavanaugh, Ervin	Sika Corporation	Lyndhurst, NJ
Cheeks, Bill	Ozinga	Mokena, IL
Cheng, Quentin	AIConcrete	Richmond, CA
Cherry-Daniel, Mandy	Sysdyne Technologies	Stamford, CT
Chicos, Steve	Con-Tech Manufacturing, Inc.	Dodge Center, MN
Chimilovski, Edilson	VCNA	Toronto, ON
Christensen, Shawn	Cemstone	Montgomery, MN
Christensen, Bruce	Master Builders Solutions	Beachwood, CA
Circello, Jason	ASTEC	Pottsboro, TX
Clarey, Sean	Smith Ready Mix, Inc.	Valparaiso, IN
Clark, Chad	Irving Materials, Inc.	Fishers, IN
Clay, Tim	Consumers Concrete	Kalamazoo, MI
Cleary, Patrick	Amrize	Chicago, IL
Cleir, Darin	Rost Ready Mix	Marshfield, MO
Clinger, Jeremy	Premiere Concrete Admixtures	Pioneer, OH
Clingman, Ryan	Meyer Lab, LLC	Blue Springs, MO
Closson, Christopher	Capital Concrete Company	Lincoln, NE
Clow, Chris	Graymont	Sandy, UT
Clunas, Jack	Redline Systems, Inc	Clearfield, UT
Clunas, Josh	Redline Systems Inc	Clearfield, UT
Clymer, Bill	Insul-Deck	Villa Rica, GA
Coble, Brandon	Hawaiian Cement	Aiea, HI
Coble, Brandon	Hawaiian Cement	Aiea, HI
Coca, Diego	CalPortland Company	Seattle, WA
Coffman, Chase	Dolese Bros. Co.	Oklahoma City, OK
Cole, Chris	Ozark Ready Mix	Jefferson City, MO
Coleman, Doug	Roebuck technol	Tampa, FL
Collier, Dennis	Advance Ready Mix Concrete, Inc.	Louisville, KY
Collins, Thomas	Sika Corporation	Lyndhurst, NJ
Conde, Jules	Climate Earth	Bend, OR
Condori, Everth	Chaney Enterprises	Woodbridge, VA
Conrad, Robert	Lauren Concrete	Round Rock, TX
Contreras, Michael	Lauren Concrete	Round Rock, TX
Conway, Priscilla	Minnesota Concrete Council	Rosemount, MN
Cook, Bill	Thomas Concrete, Inc.	Conway, SC
Cook, Ken	Ozinga	Mokena, IL
Coomes, Terry	KRC	Sioux Falls, SD
Cooper, Chris	Red E Mix	Highland, IL
Coppinger, Steve	CalPortland Company	Las Vegas, NV
Corcino, Javier	Solomon Colors	Springfield, IL
Coronel, Andrés	Climate Earth	Richmond, CA
Corson, Vicki	Sysdyne Technologies	Stamford, CT
Cortez, Heidi	GCC Suncity	El Paso, TX
Counter, Earl	Fractal	Cincinnati, OH
Cox, Chance	River City Ready Mix	West Monroe, LA
Cox, Kevin	MAPEI Corporation	Deerfield Beach, FL
Coy, Duane	Dolese Bros. Co.	Oklahoma City, OK



NRMCA's ConcreteWorks 2025 Registration Roster (as of 9/14/2025)

Craig, Brett	Schmitz Ready Mix	Milwaukee, WI
Craig, Brenda	Craig Safety Technologies Inc	Prairie Village, KS
Cramer, Andrew	Knife River	Bismarck, ND
Crawford, Mark	Smokey Point Concrete	Arlington, WA
Crespo, Edward	CalPortland Company	San Ysidro, CA
Croell, Kurt	Croell, Inc	New Hampton, IA
Cunningham, John	ARM of Minnesota	Eagan, MN
Curtis, Kelly	St Marys Cement/ Votorantim Cimentos	Detroit, MI
Dalley, Mike	CRH AMAT	Atlanta, GA
Damery, Kurt	Polarmatic North America Ltd.	Cincinnati, OH
D'Angelo, Jason	Giatec Scientific Inc.	Ottawa, ON
Daniels, Chris	Irving Materials, Inc.	Lebanon, TN
Daniels, Billy	Geiger Ready-Mix	Kansas City, KS
Danko, Justin	Myers Construction Materials Testing Equipment	Dania Beach, FL
Darling, Nathan	Ozinga	Chicago, IL
Darrah, James	Continental Mixers	Cynthiana, KY
Datema, Bryan	Revolution Concrete Mixers	Rochester, MN
Dauphinais, Craig	MaCAPA	Grafton, MA
Davenport, Chris	Southern Concrete Machinery & Concrete Machinery Co.	Murfreesboro, TN
Daves, Chloe	MMC Materials, Inc.	Madison, MS
Davidsen, Robert	Revitalize Mixers	Merrillville, IN
Davis, Austin	Wayne Davis Concrete	Tallapoosa, GA
Davis, Brian	Climate Earth	Fort Mill, SC
Davis, Joe	Stonemont Solutions, Inc.	Windsor, CO
Davis, Steve	Tyfoam	Springville, UT
Davis, Jeffrey	Silvi Materials, Inc.	Fairless Hills, PA
Davis, Keith	Consumers Concrete Corp.	Kalamazoo, MI
Dawson, Ashley	Maschmeyer Concrete Company	West Palm Beach, FL
De Leon Guzman, Ricardo	Chryso Inc.	Dallas, TX
De Loera, Luis	Dolese Bros. Co.	Oklahoma City, OK
Deckard, Jessica	Advance Ready Mix Concrete, Inc.	Louisville, KY
Deckard, Alanna	Stephens Mfg. Co.	Tompkinsville, KY
DeLaSalle, Christopher	River City Ready Mix	West Monroe, LA
Dembinsky, Ritchie	Ozinga	Franklin, WI
Demouy, Michael	Louisiana Concrete Association	Baton Rouge, LA
Densley, Chance	Quikrete - Construction Materials	Salt Lake City, UT
DeVries, David	Knife River	Sioux Falls, SD
Diaz, Melissa	Climate Earth	Richmond, CA
Diaz, Ozzie	Chaney Enterprises	Annapolis, MD
Dickman, Al	CheckProof	Houston, TX
Dietz, Tyler	Duininck Concrete	Eagle Bend, MN
Dillon, David	Chaney Enterprises	Troutville, VA
Dillon, James	Whip Around	Charlotte, NC
Dirscherl, Doug	Power Kleen Corporation	Oldsmar, FL
Dixon, Darryl	NRMCA	Alexandria, VA
Dodier, David	Chryso	Bedford, NH
Dolfman, Mason	Consumers Concrete	Kalamazoo, MI
Domholdt, Patrick	CalPortland Company	Las Vegas, NV



NRMCA's ConcreteWorks 2025 Registration Roster (as of 9/14/2025)

Donaldson, Dave	CarbonCure	Hoover, AL
Dorler, Dillon	CRH - Arkhola	Barling, AR
Double, Brandon	Anderson Concrete Corp	Columbus, OH
Douds, Erion	Concrete Supply Co.	Darlington, SC
Dowdy, Bobby	MMC Materials, Inc.	Lucedale, MS
Downs, Jared	Beck Industrial	Converse, TX
Dr. Meinen, Jan	Heidelberg Materials	Pavilion, NY
Duffield, Chad	Silvi Materials, Inc.	Fairless Hills, PA
Dugan, Mark	Amrize	Colorado Springs, CO
Dugan, Scott	CarbonCure	Overland Park, KS
Dunlop, Rudolph	Maschmeyer Concrete Company of Florida	Lake Park, FL
Duryea, Seth	Astec Industries	Blair, NE
Eagon, Christopher	Master Builders Solutions	North Canton, OH
Eanes, Austin	Command Alkon	Denver, CO
Echard, Brandon	Revolution Concrete Mixers	Rochester, MN
Eckel, Nathan	C60	Montreal, QC
Eisses, Hank	Ozinga	Mokena, IL
Elliott, Ron	Irving Materials, Inc.	Fremont, IN
Engel, Emily	GRMCA	Suwanee, GA
Erickson, Chris	Climate Earth	Richmond, CA
Ernst, Collin	Ernst Concrete	Vandalia, OH
Ernst, David	Ernst Concrete	Lawrenceville, GA
Ernst, John	Ernst Concrete	Vandalia, OH
Esquelin, Victor D.G	Maschmeyer Concrete	Orlando, FL
Esquivel, Chris	Lauren Concrete Inc.	Round Rock, TX
Evans, Stacey	Forney LP	Zelienople, PA
Evans, Donivel	J J Kennedy Inc.	Fombell, PA
Exime, Ana	Gebr Pfeiffer	Pembroke Pines, FL
Eytchison, Rouchel	Power Kleen Corporation	Oldsmar, FL
Fahim, Andrew	Giatec Scientific Inc.	Ottawa, ON
Farmer, Kirk	Farmer Companies	Jefferson City, MO
Faubel, Jason	CalPortland Company	Las Vegas, NV
Fendley, Paul	Active Minerals International	Macon, GA
Fernandez, Carlos	Allstate Peterbilt	South St. Paul, MN
Fernandez, Otto	CEMEX	Tampa, FL
Ferrara, Joseph	Aggregate & Cement Trucking, LLC	College Point, NY
Field, Adrian	Stonemont Solutions, Inc.	Windsor, CO
Fink, Ryan	Silvi Materials, Inc.	Fairless Hills, PA
Finke, Becca	Amrize	Addison, TX
Finley, David	Dolese Bros. Co.	Oklahoma City, OK
Finley, Ryan	Dolese Bros. Co.	Oklahoma City, OK
Fitzgerald, Thomas	TNT Materials	Truckee, CA
Fix, Kevin	ADVANCE A Terex Brand	Ft Wayne, IN
Fletcher, Michael	AlCrete	Idaho Springs, CO
Flores, Cheryl	Fritz-Pak Corporation	Mesquite, TX
Fly, Paul	Ernst Enterprises of Georgia, Inc	Lawrenceville, GA
Fonte, Matt	Fonte Equipment Company	Parker, CO
Forrest, Nathan	California Nevada Cement Association	Orange, CA



NRMCA's ConcreteWorks 2025 Registration Roster (as of 9/14/2025)

Foye, Marcus	Sunrock Industries LLC	Raleigh, NC
Freiderich, Jacob	Lyman-Richey, A CRH Company	Omaha, NE
Friend, James	Irving Materials, Inc.	Angola, IN
Frowijn, Saskia	Climate Earth	Houston, TX
Fruits, Keith	Irving Materials, Inc.	Lafayette, IN
Fuenmayor, Eduardo	Tensik Industries	Kissimmee, FL
Fugitt, michael	Modern Metamora a MODCO company	Metamora, MI
Fulcher, Bryan	Maschmeyer Concrete	Lake Park, FL
Fuquay, Michael	Fullforce by ABC Polymer Industries	Helena, AL
Furgison, Rodney	Shumaker Industries	Northumberland, PA
Gabaldon, Marvin	Duke City Redi-Mix	Albuquerque, NM
Gache, Megan	Fractal	Cincinnati, OH
Gallagher, Denny	Manatt's Inc	Brooklyn, IA
Gallagher, Nick	Manatt's Inc	Brooklyn, IA
Gallant, Michael	Haul Hub Inc	Waltham, MA
Gallardo, Aimee	Fritz-Pak Corporation	Mesquite, TX
Gandhi, Pritesh	NextGen Ventures	New York, NY
Garbini, Julia	Concrete Advancement Foundation	Alexandria, VA
Garcia, Ramon	CEMEX	MIAMI, FL
Garcia, Jesse	Geiger Ready Mix	Kansas City, KS
Garinther (Smading), Aubrey	American Cement Association	Denver, CO
Garrison, Shaun	REQUORDIT	Chicago, IL
Garza, Karla	VMK Concrete	Edinburg, TX
Garza, Victor	VMK Concrete	Edinburg, TX
Geers, William	Solomon Colors	Valrico, FL
Geiger, Todd	Geiger Ready-Mix Co., Inc.	Kansas City, KS
Gersholtowitz, David	Queens Carbon Inc	Tampa, FL
Gettig, Evan	Shumaker Industries	Northumberland, PA
Giancola, Mark	L. Suzio Concrete Company	Meriden, CT
Gibbons, Jeff	Central Carolina Concrete	Winston Salem, NC
Gibson, Scott	BMC Enterprises	Cedar Hill, MO
Giovannucci, Dominic	Heidelberg Materials	Pittsburgh, PA
Glass, Bentley	Titan America	Fredericksburg, VA
Glynn, Larry Glynn	CMW Equipment	Bridgeton, MO
Godlewski, Tod	Continental Mixers	Cynthiana, KY
Goedken, Jason	Croell, Inc	Center Point, IA
Goings, Larry	Buckeye Ready-Mix, LLC	Columbus, OH
Golden, Trey	Builders Supply Co, a CRH Company	Bossier City, LA
Golden Jr, G Carlton	Builders Supply Co, a CRH Company	Bossier City, LA
Gomez, Luis Ivan	GCC	Las Cruces, NM
Gonzales, Ronnie	Amrize	Greeley, CO
Gonzalez, Juan	Vulcan Materials Company	San Jose, CA
Gonzalez, Sam	Vulcan Materials Company	San Jose, CA
Goodwin, Mark	Irving Materials, Inc.	Fishers, IN
Goodwin, Beth	Chaney Enterprises	Annapolis, MD
Gordon, Frank	BuildBlock Building Systems	Oklahoma City, OK
Gornik, Matt	BARD Materials	Darlington, WI
Gound, JP	Fractal	Cincinnati, OH



NRMCA's ConcreteWorks 2025 Registration Roster (as of 9/14/2025)

Goyne, Michael	Riviera Brush Co. - Synpro Products	Hercules, CA
Granger, Todd	Astec Industries	Blair, NE
Grant, John	MMC Materials, Inc.	Madison, MS
grant, Justin	IMMI	Westfield, IN
Gray, Brian	Knife River	Bend, OR
Grebel, Gary	MCC Inc.	Appleton, WI
Green, T'Sha	Angelle Materials	Baton Rouge, LA
Green, Bill	Concrete Products	Denver, CO
Green, Nicole	MTSU CIM	Murfreesboro, TN
Grogan, Rodney	Dunn Investment Company	Madison, MS
Grossman, Eliot	Slabstack	New York, NY
Grothaus, John	Ozinga	Portage, IN
Guerrero, Francisco	CalPortland Company	North Las Vegas, NV
Gutierrez, Luis	Knife River	Sioux Falls, SD
Guynn, John	Roman Cement	Salt Lake City, UT
Gysemans, Kyle	Giatec Scientific Inc.	Ottawa, ON
Hagaman, Shane	Amrize	Colorado Springs, CO
Hagan, Chris	The Vince Hagan Company	Sunnyvale, TX
Haigh, Will	Knife River	Boise, ID
Hall, David	Roman Cement	Draper, UT
Hall, Greg	CPC Materials	Arlington, WA
Hall, Shirley	Chico State (CIM) Chico State	Chico, CA
Hall, Sonny	Rasmussen Group, Inc.	Des Moines, IA
Hallums, Andy	The Pete Store	Ft Lauderdale, FL
Halsted, Greg	NRMCA	Bellingham, WA
Halvarsson, Aymeric	Slabstack	New York, NY
Hamblen, Allen	CalPortland Company	Las Vegas, NV
Hamblen, Willy	CalPortland Company	Mobile, AL
Hamm, Ben	PGT Trucking: Northside	Pittsburgh, PA
Hand, David	Ernst Concrete	Dawsonville, GA
Hansberger, Martin	Holliday Rock Co.	Upland, CA
Hanson, Matt	Con-Tech Manufacturing, Inc.	Dodge Center, MN
Harding, Cassie	Oklahoma Ready Mixed Concrete Association	Oklahoma City, OK
Hardison, Tony	Central Carolina Concrete	Greensboro, NC
Harmon, Harvey	Tri-City Concrete	Mt. Holly, NC
Harreld, Thomas	M.A. Industries Inc	Peachtree City, GA
Harris, Brett	Chryso	Jeffersonton, VA
Harris, Dan	Command Alkon	Dublin, OH
Harris, Nancy	Power Kleen Corporation	Oldsmar, FL
Harris, Terry	Chryso, Inc.	Royse City, TX
Harris, Reid	Concrete Supply Co.	Charlotte, NC
Hart, Blake	CheckProof	Houston, TX
Hashimoto, Kirk	Cement and Concrete Products Industry of Hawaii	Honolulu, HI
Haskins, Sean	Power Kleen Corporation	Oldsmar, FL
Hatton, Justin	CalPortland Company	Tucson, AZ
Hauge, Henry	Knife River	Grand Forks, ND
Hawkins, Todd	Link2Pump	Boynton Beach, FL
Hedger, Dustin	Farmer Companies	Jonesboro, AR



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Heffernan, Josh	Irving Materials, Inc.	Muncie, IN
Hegarty, Shane	Anderson Concrete	Columbus, OH
Heidema, Adrienne	Consumers Concrete Corporation	Kalamazoo, MI
Heidema, Brennan	Consumers Concrete Corporation	Kalamazoo, MI
Heiland, Dustin	Concrete Supply Co.	Charlotte, NC
Heimerman, Shaun	Mapei Corporation	west bend, WI
Heiser, Neal	Fritz-Pak Corporation	Mesquite, TX
Helm, Mark	Dolese Bros. Co.	Oklahoma City, OK
Hendricks, Jarod	Lyman-Richey Corporation, A CRH Company	Omaha, NE
Hendrickson, Tim	MCC Inc.	Appleton, WI
Hendrix, Greg	CalPortland Company	Vancouver, WA
Henebry, Sean	Kenworth Truck Co	Woodinville, WA
Henson, Kenny	CRH - Mid-Continent Concrete	Fort Smith, AR
Henson, David	Master Builders Solutions US, LLC	Houston, TX
Hernandez, Ernesto	Knife River	Boise, ID
Hernandez, Omar	Vulcan Materials Company/Harbor Ready Mix	Hayward, CA
Hernandez, Roberto	Lauren Concrete	Round Rock, TX
Hernandez Levario, Fernando	GCC	El Paso, TX
Herrera, Ally	Concrete Advancement Foundation	Alexandria, VA
Herron, Mitch	Beck Industrial	Douglasville, GA
Hilbourn, Dominic R.	BURNCO LLC	Lakewood, CO
Hill, Jaime	Amrize	Chicago, IL
Hilton, Mark	BURNCO Texas LLC	Irving, TX
Hinck, Matthew	CalPortland Company	Bellevue, WA
Hissong, Matthew	CalPortland Company	Las Vegas, NV
Ho, Will	Teichert Materials	Lincoln, CA
Hoagland, Michael	Command Alkon	Dublin, OH
Hobby, Chris	Heidelberg Materials	Irving, TX
Hoffman, Justin	Shumaker Industries	Northumberland, PA
Holbrooks, Bob	AICrete	Richmond, CA
Holliday, John	Holliday Rock Co.	Upland, CA
Hollingsworth, Gage	Slabstack	New York, NY
Hopper, James	Heidelberg Materials	Houston, TX
Horvay, Ryan	Oshkosh S-Series	Winsted, CT
Houck, Heather	NRMCA	Alexandria, VA
Howard, Donnie	MAPEI Corporation	Deerfield Beach, FL
Howard, Crystal	Crystal Waters Consulting	Carlsbad, CA
Howell, Les	Mississippi Concrete Association	Clinton, MS
Hoyt, Steve	Knife River	Boise, ID
Huddleston, Jon	Middle Tennessee State University	Murfreesboro, TN
Hudson, Jordan	Dolese Bros. Co.	Oklahoma City, OK
Hult, PE, Amanda	NRMCA	Fleming Island, FL
Hunter, Kyle	CheckProof	Houston, TX
Hurst, Bub	Manatt's Inc	Brooklyn, IA
Hurtack, Timothy	Silvi Materials, Inc.	Fairless Hills, PA
Hustedde, Chad	CEMEX	Tampa, FL
Iannone, Greg	Solomon Colors	Kaysville, UT
Ican, Kelly	Silvi Materials, Inc.	Westerville, OH



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Registration Roster (as of 9/14/2025)

Ingalls, Jill	CalPortland Company	Bellevue, WA
Ingrassano, Don	Roanoke Cement	Raleigh, NC
Jackson, James	Ozark Ready Mix Company, Inc.	Overland Park, KS
Jackson, Kenny	Ozark Ready Mix Company, Inc.	Jefferson City, MO
Jacoby, Ryan	Chaney Enterprises	Annapolis, MD
James, Tim	Holliday Rock Co.	Upland, CA
Jaspersen, Mark	Integral dx	Montevideo, MN
Jeff Krupcale, JK	Superior Materials/VCNA	Royal Oak, MI
Jenkins, Jacques	NRMCA	Alexandria, VA
Jetmore, Matt	Slabstack	New York, NY
Jimenez, Jason	The Euclid Chemical Company	Bellevue, MI
Jimenez Vergara, Cesar	CalPortland Company	Lompoc, CA
Johnson, Cedrick	CEMEX	Riverview, FL
Johnson, Dan	Ozinga	Kenosha, WI
Johnson, Ken	MMC Materials, Inc.	Starkville, MS
Johnson, Kira	Oregon Concrete and Aggregate Producers Association	Salem, OR
Jones, Calvin	BURNCO Texas LLC	Irving, TX
Jones, Scott	Fullforce by ABC Polymer Industries	Helena, AL
Jones, Beau	The Vince Hagan Company	Sunnyvale, TX
Jones, Jason	CEMEX	Tampa, FL
Joshua, Khammy	Ozinga	Franklin, WI
Julius, Andrew	Master Builders Solutions	Beachwood, OH
Kabrich, Max	Sysdyne Technologies	Stamford, CT
Kalafut, Ken	VCNA Prairie	Bridgeview, IL
Kalyn, Shawn	St Marys Cement	Avon, OH
Kampe, Jess	Rost Ready Mix	Marshfield, MO
Kanlic, Michael	Quikrete Cement	Alpharetta, GA
Kauhanen, Mia	Polarmatic North America Ltd.	Cincinnati, OH
Kefalos, Cosmos	Universal Matter INC	Houston, TX
Keller, Teddy	The Vince Hagan Company	Sunnyvale, TX
Kelley, Benjamin	Franklin County Concrete	Marthasville, MO
Kennedy, Jacob	MPAQ Automation	Mississauga, ON
Kennedy, Dee Dee	Maryland Ready Mix Concrete Association	Chevy Chase, MD
Keri, Alen	Concrete Ontario	Mississauga, ON
Kerr, Malcolm	Sysdyne Technologies	Stamford, CT
Keyes, Jeff	Solomon Colors	Denver, CO
Killingsworth, Brian	NRMCA	San Antonio, TX
King, Hunter	Rocket Start	Raleigh, NC
Kirby, Joanna	NRMCA	Alexandria, VA
Kirk, Clint	Hawkeye Ready Mix	Coralville, IA
Kirkpatrick, Chris	Sika Corporation	Lyndhurst, NJ
Kjolhede, Aaron	Verifi	Ankeny, IA
Klassanos, Chris	Oshkosh S-Series	Oshkosh, WI
Klauman, Mike	The Monarch Cement Company	Humboldt, KS
Klute, Anne	Nebraska Concrete & Aggregates Association	Lincoln, NE
Knight, Richard	Ozinga	Herscher, IL
Knight, Donald	Quickrete	Gainesville, GA
Knight, Joe	Vulcan Materials Company	Herndon, VA



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Knight, Marcus	MTSU CIM	Murfreesboro, TN
Knox, Keith	Silo Pros, Inc	Osteen, FL
Knox, Shea	Silo Pros, Inc	Osteen, FL
Koceja, Sam	Quikrete	Phoenix, AZ
Kolin, Marvin	WAM, Inc.	Lawrenceville, GA
Konkle, Cody	Heidelberg Materials	Sellersburg, IN
Kopf, Donna	Chaney Enterprises	Annapolis, MD
Koprowski, Andrew	New Jersey Institute of Technology	Newark, NJ
Kratochvil, Justin	Justin Kratochvil	Wind Lake, WI
Krause, Cassie	Carew Concrete & Supply Co., Inc	Appleton, WI
Krauskopf, Bruce	Matagorda Concrete	Bay City, TX
Krauss, Brian	CEMEX	Scottsdale, AZ
Kreidermacher, Brad	Cemstone Ready Mix, Inc.	New Richmond, WI
Kresge, Philip	NRMCA	Macungie, PA
Kujat, Martin	ModCo Inc	Flint, MI
Kulback, Andrew	Allen Villere Partners, Inc.	Mandeville, LA
Kutz, Chelsey	ADVANCE A Terex Brand	Fort Wayne, IN
LaCour, Richard	Builders Supply	Bossier City, LA
Lamadeleine, Ryan	The L. Suzio Company	Meriden, CT
Lamb, Aaron	Chryso	Franklin, TN
Lamb, Cannon	MTSU CIM	Murfreesboro, TN
Lambrect, Dr. Lars	INFORM Software Corp	Atlanta, GA
Lamb-Vosen, Nicole	Revolution Concrete Mixers	Rochester, MN
Lammy II, Ron	Modern Concrete	Flint, MI
Landron, Mike	Holliday Rock Co.	Upland, CA
Lanham, John	Maschmeyer Concrete	Lake Park, FL
LaPorte, Justin	Smith Ready Mix	Hebron, IN
LaSala, Grace	Basys	Lenexa, KS
Lascarro, Manuel	FIHP Iberoamerican Federation of Concrete	Bogota, Colombia
Laskey, Paul	Sika Corporation	Ballston Spa, NY
Laslie, Roger	Advance Ready Mix Concrete, Inc.	Louisville, KY
Latter, Scott	Construction Service	Wilbraham, MA
Laughton, Karl	Climate Earth	Danville, CA
Layne, Jonathan	Solomon Colors/Brickform	Rialto, CA
Lazenby, Justin	Thomas Concrete, Inc.	Atlanta, GA
Leblond, Alex	Command Alkon	Dublin, OH
Lee, Jerry	Heidelberg Materials	Houston, TX
Lee, Henry	Sysdyne Technologies	Stamford, CT
Lee, John	Cemstone	Mendota Heights, MN
Lee, Toby	Heidelberg Materials	Indianapolis, IN
Leggett, Derek	Continental Mixers	Cynthiana, KY
Leininger, Kerri	CalPortland Company	Washington, DC
Leischner, Laurie	Fullforce by ABC Polymer Industries	Helena, AL
Leitch, Ed	Thomas Concrete	Anderson, SC
Lemay, Lionel	Concrete Sustainability Council	Libertyville, IL
Lemay, Brian	NRMCA	Alexandria, VA
LeMonds, Michael	Amrize	Chicago, IL
Lemons, Jeremiah	Central Pre-Mix, a CRH Company	Spokane Valley, WA



NRMCA's ConcreteWorks 2025 Registration Roster (as of 9/14/2025)

Lentine, Benjamin	Heidelberg Materials	Nazareth, PA
Lester, Andrew	MMC Materials, Inc.	Madison, MS
Lianopoulos, Suzanne	Sika Corporation	Lyndhurst, NJ
Lindemann, Cody	Lauren Concrete	Round Rock, TX
Lindley, Steve	Ozinga	Mokena, IL
Linn, Patrick	Nox-Crete Inc.	Omaha, NE
Litton, Robert	Concrete Careers	Marietta, GA
Lobo, Colin	NRMCA	Alexandria, VA
Loggins, Jimmy	Ernst Enterprises of Georgia, Inc.	Lawrenceville, GA
Long, Amie	Chaney Enterprises	Annapolis, MD
Loomes, David	Summit Materials	Alpharetta, GA
Lopez, Ricardo	Smith Ready Mix	Hobart, IN
Lortscher, Kirsten	Basys	Lenexa, KS
Lovelady, Steve	IMMI	Westfield, IN
Lowder, Sarai	Basys	Lenexa, KS
Lowery, Marcus	Ernst Concrete	Dayton, OH
Loyd, Gary	Lyman-Richey, A CRH Company	Omaha, NE
Luchene, Barry	Ozinga	Mokena, IL
Luchene, Brian	BARD Materials	Dubuque, IA
Luhman, Lauren	Revolution Concrete Mixers	Rochester, MN
Luis, Angie	Graymont	Sandy, UT
Lynchard, BJ	MMC Materials, Inc.	Hattiesburg, MS
Lytle, Garret	Ozinga	Munster, IN
Madera, Michelle	Holliday Rock Co.	San Bernardini, CA
Madison, Rita	Arkansas Ready Mixed Concrete Association	Little Rock, AR
Magdelinskas, Erica	BuildBlock Building Systems	Oklahoma City, OK
Maher, Tom	Holliday Rock Co.	Upland, CA
Maher, Nicole	CIM NSC	Laurel, MD
Mahgoub, Mohamed	New Jersey Institute of Technology	Newark, NJ
Maia, Nuno	Sika Corporation	Lyndhurst, NJ
Maikui, Lauri Ann	Hawaiian Cement	Aiea, HI
Majewski, Brandon	Ozinga	Mokena, IL
Malcolm, Kelli	E5 NanoSilica	Noblesville, IN
Maldonado, Peter	Construction Service	Wilbraham, MA
Manatt, Adam	Manatt's Inc.	Brooklyn, IA
Mancilla, David	CalPortland Company	Escondido, CA
Mange, Mark	CalPortland Company	La Mesa, CA
Markum, Daniel	Irving Materials, Inc.	Nashville, TN
Marsh, Don	Concrete Products Magazine	Denver, CO
Marsh, Paul	Heidelberg Materials	Irving, TX
Martin, David	Master Builders Solutions	Mckinney, TX
Martin, Christy	Concrete Promotional Group, Inc.	Lenexa, KS
Martinez, Ivan	CalPortland Company	Normandie, CA
Martinez, Salvador	CalPortland Company/State Ready Mix	Camarillo, CA
Martinez, Adrian	Verifi	Wilmington, MA
Maschmeyer, Troy	Maschmeyer Concrete	Lake Park, FL
Maslanka, Kelsey	Ozinga	Mokena, IL
Mata, Käty	Sky Systemz	Lexington, KY



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Matsche, Patrick	NRMCA	Alexandria, VA
Mayen, Dan	Dolese Bros. Co.	Oklahoma City, OK
Mayer, Michael	Knife River	Stockton, CA
McCabe, Zach	Fullforce by ABC Polymer Industries	Helena, AL
McCulla, John	Allen Villere Partners, Inc.	Mandeville, LA
McDaniel, Dalton	Dolese Bros. Co.	Oklahoma City, OK
McDaniel, Joseph	Tennessee Concrete Association	Antioch, TN
McDonald, Dylan	Alamo Concrete Products Company	San Antonio, TX
McEwen, Laurel	Climate Earth	Silver City, NM
McGuire, Sarah	Giatec Scientific Inc.	Ottawa, ON
McHugh, Luke	NRMCA	Alexandria, VA
McIntyre, Tina	CalPortland Company	Jurupa Valley, CA
McMillan, Victor	B & B Concrete Co., Inc.	Tupelo, MS
Meek, Jeffry	Cemstone	Mendota Heights, MN
Mejia, Lemuel	Concrete Supply Co.	Charlotte, NC
Melendez, Julmer	Concrete Supply Co.	Charlotte, NC
Melendez, Ernesto	State Ready Mix, A CalPortland Company	Oxnard, CA
Melo, Jose	CEMEX	Tampa, FL
Melton, Joey	Thomas Concrete	Anderson, SC
Mestrich, David	Smith Ready Mix, Inc.	Valparaiso, IN
Meyer, Matthew	CalPortland Company	Las Vegas, NV
Meyers, Ryan	CEMEX	Cocoa, FL
Michel, Robert	Quadrel LLC	Pittsburgh, PA
Mickels, Scott	Smokey Point Concrete	Arlington, WA
Mild, Mark	Smith Ready Mix, Inc.	Valparaiso, IN
Miller, Brian	Chryso, Inc.	Las Vegas, NV
Miller, Garrett	Command Alkon	Kansas City, KS
Miller, Kerry	Revolution Concrete Mixers	Rochester, MN
Miller, Mike	Meyer Lab	Blue Springs, MO
Miller, Krista	Construction Service	Wilbraham, MA
Mills, Domonique	Stevenson Weir/Southern LLC	Rock Hill, SC
Mills-Beale, Julian	NRMCA	Coatesville, PA
Minnillo, Jeremy	Preferred Materials, Inc.	Land O Lakes, FL
Mitchell, Shelby	BCMI Corp	Redmond, WA
Mitchum, Delta	Thomas Concrete, Inc.	Atlanta, GA
Mitrano, Salvatore	Heidelberg Materials	Rochester, NY
Mittendorfer, Gerhard	SBM Mineral Processing GmbH	Oberweis, Germany
Moening, Wayne	Ohio Concrete	Ottawa, OH
Moncada, Mizael	CalPortland Company	Paso Robles, CA
Mondelli, Hailey	Middle Tennessee State University CIM	Murfreesboro, TN
Monfred, Rob	Slabstack	New York, NY
Montgomery, Chad	Indiana Ready Mixed Concrete Association	Plymouth, IN
Moore, Andrea	M2/E5	Noblesville, IN
Morales-Palillero, Rogelio	Silvi Materials, Inc.	Lumberton, NJ
Moreira, Jose	Vulcan Materials Company	Herndon, VA
Moreno, Cesar	Maschmeyer Concrete	Deltona, FL
Mori-Mishina, Eileen	HC&D	Honolulu, HI
Morin, Jason	Titan Florida	Deerfield Beach, FL



NRMCA's ConcreteWorks 2025 Registration Roster (as of 9/14/2025)

Mork, Brent	Dolese Bros. Co.	Oklahoma City, OK
Morris, Brandon	Farmer Companies	Jonesboro, AR
Morris, Duane	Concrete Enterprises Inc.	Pratt, KS
Morris, Lenny	Sysdyne Technologies	Stamford, CT
Morris, Todd	NRMCA	Greenville, SC
Morton, Brian	Preferred Materials	Tampa, FL
Moscati, Angela	INFORM Software Corp	Atlanta, GA
Mruk, Frank	NRMCA	Tiverton, RI
Muehe, Rebecca	Ozinga	Franklin, WI
Mueller, Eric	Montana Tank Works, Inc.	Billings, MT
Mujkic, Admir	Ernest Concrete	Lawrenceville, GA
Mulder, Greg	Iowa Ready Mixed Concrete Association	Ankeny, IA
Mullen, Bill	CalPortland Company	Las Vegas, NV
Muller, Amanda	NRMCA	Alexandria, VA
Mullins, Corey	S.B. Cox Ready Mix	Rockville, VA
Mundall, Gerald	CEMEX	Phoenix, AZ
Munno, Kristi	Ozinga	Mokena, IL
Munro, Jim	Maschmeyer Concrete	Orlando, FL
Munroe, Jeannette	NRMCA	Alexandria, VA
Murphy, David	Meyer Lab, LLC	Blue Springs, MO
Murphy, Joe	MCC Inc.	Appleton, WI
Myers, Andrew	Myers Construction Materials Testing Equipment	Scarborough, ME
Nabavi, David	CEMEX	Scottsdale, AZ
Naccari, Shane	Allen Villere Partners, Inc.	Mandeville, LA
Nachreiner, Jarrod	Holliday Rock Co.	Upland, CA
Nagra, Gurinder	Furno Materials	South San Francisco, CA
Napier, Duane	Stoneridge Software	St Louis Park, MN
Nascimento, Bernardo	Link2Pump	Boynton Beach, FL
Nascimento, Rafaella	C-Intelligence Tech LLC	Houston, TX
Nault, Keith	Solomon Colors	Springfield, IL
Neisler, Greg	MMC Materials, Inc.	Starkville, MS
Nelson, Corbin	Tyfoom	Springville, UT
Nelson, Mark	CalPortland Company	Springville, UT
Nelson, Josh	Command Alkon	Vancouver, WA
Newlin, Jeff	Irving Materials, Inc.	Dublin, OH
Nichols, Scott	Elm Transit Mix	Nashville, TN
Nicolia, Michael	VCNA Prairie Materials	Lindenhurst, NY
Nieciecki, Mark	CRH - Mid-Continent Concrete	Schaumburg, IL
Niemann, David	Wayne Davis Concrete	Fort Smith, AR
Nix, Josh	Sysdyne Technologies	Tallapoosa, GA
Nutting, Kym	Ozinga	Stamford, CT
Nutting, Jeremy	Command Alkon	Demotte, IN
Oakes, Tim	Lynchburg Ready Mix Concrete Co., Inc.	Chicago, IL
OBrian, Robert	Alamo Concrete Products Company	Lynchburg, VA
O'Brien, Tim	Colorado Ready Mixed Concrete Association	San Antonio, TX
Ohlheiser, Todd	Fritz-Pak Corporation	Centennial, CO
Ojeda, David	Cemstone Concrete Materials	Mesquite, TX
Olin, Alex		Mendota Heights, MN



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Olin, Ben	Dickinson Ready Mix	Dickinson, ND
Olin, Scott	Dickinson Ready Mix	Dickinson, ND
Olsen, Thomas	Nashville	Nashville, TN
Olson, Craig	Astec Industries	Blair, NE
Olson, Justice	Fox Blocks	Omaha, NE
O'Malley, Yailyn	Brundage Bone Concrete Pumping / Eco-Pan	Thornton, CO
Onchuck, Keith	Ozinga	Mokena, IL
Ooms, Jon	Ozinga Energy	Mokena, IL
Ortega, Antonio	CalPortland Company	Phoenix, AZ
Overall, Kevin	MTSU CIM	Murfreesboro, TN
Oversmith, Tommy	skEYewatch	Spring Hill, FL
Ozinga, Justin	Ozinga	Mokena, IL
Ozinga, Mikayla	Ozinga	Mokena, IL
Paduch, Dan	Sika Corporation	Tacoma, WA
Pagano, Dustin	Stoneridge Software	St Louis Park, MN
Palmer, Jennifer	Knife River	Medford, OR
Panas, Trevor	C60	Montreal, QC
Parcerisa, Nicolás	Climate Earth	Richmond, CA
Parker, Sara	Irving Materials, Inc.	Fishers, IN
Parrish, Hunter	Warren County Concrete/Farmer Companies	Columbia, MO
Parson, Scott	CRH Americas	Ogden, UT
Pattin, Justin	MPAQ Automation	Mississauga, ON
Paul, Lauri	Sysdyne Technologies	Stamford, CT
Peacock, Scott	M.A. Industries Inc.	Peachtree City, GA
Pearson, Ed	Irving Materials, Inc.	Lafayette, IN
Pena, Pablo	CEMEX	Tucson, AZ
Penlerick, Ryan	Texas State CIM	San Marcos, TX
Pennington, Bryan	Alamo Concrete Products	Pasadena, TX
Perkins, Jeffrey	Quikrete	Alpharetta, GA
Perrone, Joseph	Thalle Industries	Briarcliff Manor, NY
Pethel, Denise	Silvi Materials, Inc.	Swedesboro, NJ
Petrillo, Louis	One Edison Ave Corporation	Mt. Vernon, NY
Pfeffer, Bob	Revolution Concrete Mixers	Rochester, MN
Phelps, Chad	CEMEX	Scottsdale, AZ
Pierce, Lee	BMC	Cabool, MO
Pineda, Franky	Ozinga	Merrillville, IN
Pinion, Chad	Irving Materials, Inc.	Nashville, TN
Piosik, Rob	BHS-Sonthofen	Charlotte, NC
Pittman, Robert	Carew Concrete & Supply Co., Inc.	Appleton, WI
Platter, Guy	ADVANCE A Terex Brand	Ft Wayne, IN
Posadny, Jim	Ozinga	Mokena, IL
Potts, Marvin	Consumers Concrete Corporation	Kalamazoo, MI
Powell, Richard	Irving Materials, Inc.	Crossville, TN
powell, bryan	Irving Materials, Inc.	Nashville, TN
Powell, David	Matagorda Concrete	Bay City, TX
Prince, Gene	Chryso	Mesa, AZ
Pruitt, Shannon	Quickrete	Dawsonville, GA
Rabchuk, Ben	Command Alkon	Dublin, OH



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Radji, Anousha	Quadrel LLC	Pittsburgh, PA
Radtke, Kate	Ozinga	Mokena, IL
Rahay, Ryan	Silvi Materials, Inc.	Fairless Hills, PA
Rainey, Ryan	Stalite Lightweight Aggregate	Salisbury, NC
Ramirez, Vincent	CEMEX	West Sacramento, CA
Ramos, Daniel	CalPortland Company	San Diego, CA
Ramos-Macias, Ramon	Heidelberg Materials	Houston, TX
Randall, Jonathan	Mack Trucks	Greensboro, NC
Randolph, Steve	Pape Kenworth - Revolution Concrete Mixers	Sacramento, CA
Randolph, James	Illinois Ready Mixed Concrete Associatio	Normal, IL
Rashid-Sumar, Shamim	NRMCA	New York, NY
Rasmussen, Chuck	Power Kleen Corporation	Oldsmar, FL
Rasmussen, Karl	Rasmussen Group, Inc.	Des Moines, IA
Rathbun, Hollie	Knife River	Tangent, OR
Reardon, Sarah	Command Alkon	Dublin, OH
Reckers, Chris	VEGA Americas	Lebanon, OH
Redwine, Curtis	Daimler Truck North America	Fort Mill, SC
Reed, Paul	Medina Supply	West Salem, OH
Reed, Andrew	FlexSack By ABC Polymer Industries	Helena, AL
Reed, Randy	FullForce By ABC Polymer Industries	Helena, AL
Reed, Jason	Fractal	Cincinnati, OH
Reeves, Brad	E5 Incorporated	Noblesville, IN
Reeves, Odis	Holliday Rock Co.	Upland, CA
Regis, William	CalPortland Company	Scottsdale, AZ
Reily, Garrison	Wayne Davis Concrete	Tallapoosa, GA
Renaud, Hannah	WAP Sustainability	Brentwood, TN
Rhodes, Dakota	Glacier Northwest	Vancouver, WA
Rhodes, Mikayla	CalPortland Company	Vancouver, WA
Ribelin, Tim	Chaney Enterprises	Annapolis, MD
Rice, Andy	Daimler Truck/Istate Truck Center	Inver Grove Heights, MN
Rickerson, Mike	IRMCA - Illinois Ready Mixed Concrete Association	Normal, IL
Riggs, Carly	Chico State (CIM) Chico State	Chico, CA
Riley, Matt	The Euclid Chemical Company	Pipe Creek, TX
Riley, Steve	Ernst Concrete	Troy, OH
Rios Herrera, Sergio	Dolese Bros. Co.	Oklahoma City, OK
Ripley, Nick	Manatt's Inc.	Brooklyn, IA
Ripple, Billy	Command Alkon	Dublin, OH
Ripple, Billy	Command Alkon	Dublin, OH
Ritch, John	Fox Blocks by Airlite Plastics	Omaha, NE
Rivas, Lauro	CalPortland Company	Phoenix, AZ
Rivera, Hector	Silvi Materials, Inc.	Fairless Hills, PA
Roberts, Livingston	Power Kleen Corporation	Oldsmar, FL
Robertson, Kris	Astec Industries	Chattanooga, TN
Robertson, Ron	Command Alkon	Dublin, OH
Rock, Mark	CalPortland Company	Las Vegas, NV
Rodriguez, Erik	Knife River	Acampo, CA
Rodriguez, Raul	CalPortland Company	Hanford, CA
Rodriguez, Daniel	MAPEI Corporation	Deerfield Beach, FL



NRMCA's ConcreteWorks 2025

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Rohde, Charlie	King's Material, Inc.	Cedar Rapids, IA
Rose, David	Knife River	West Fargo, ND
Rose, Robert	Ernst Concrete	Lawrenceville, GA
Rose, Willie	BMC Enterprises	St. Louis, MO
Ross, Rick	Oshkosh Corporation	Wabash, IN
Rost, Brian	Rost Ready Mix	Marshfield, MO
Roth, Jill	NRMCA	Chandler, AZ
Roumie, Christopher	Chryso	Royse City, TX
Royster, Charles	Geiger Ready Mix	Kansas City, KS
Rozsits, Tom	Ohio Concrete	Columbus, OH
Ruffing, Brett	Kentucky Concrete Association	Frankfort, KY
Ruhlin, Doug	Resource Management Associates	Wilmington, NC
Rusher, Brandon	Irving Materials, Inc.	Evansville, IN
Rusk, Dean	Duke City Redi-Mix	Albuquerque, NM
Salazar, James	WAP Sustainability	Brentwood, TN
Salinas, Johnny	Lauren Concrete	Round Rock, TX
Samson, Ray	ConTech Manufacturing	Dodge Center, MN
Sander, Daniel	Craig Safety Technologies Inc.	Prairie Village, KS
Sander, Scott	Craig Safety Technologies Inc.	Prairie Village, KS
Sanders, Josh	Wayne Davis Concrete	Tallapoosa, GA
Sanders, Jason	Power Kleen Corporation	Oldsmar, FL
Santiago-Casillas, Kidanny	Silvi Materials, Inc.	Swedesboro, NJ
Sargent, David	Anderson Concrete	Columbus, OH
Sawicki, Thomas	Concrete Supply Co.	Landrum, SC
Schaefer, Glenn	NRMCA	College Park, MD
Schelzi, James	Woburn Redi Mix Concrete	Woburn, MA
Schenone, Chris	Vulcan Materials Company	San Jose, CA
Schiefer, Michael	Gebr. Pfeiffer, Inc.	Pembroke Pines, FL
Schlagbaum, Tony	Master Builders Solutions	Beachwood, OH
Schlegel, Drew	Climate Earth	Granby, CO
Schmidt, Jason	VEGA Americas	Lebanon, OH
Schmidlein, Joe	Rasmussen Group, Inc.	Des Moines, IA
Schroeder, Camilla	Advance Ready Mix Concrete, Inc.	Louisville, KY
Schrom, Luke	Con-Tech Manufacturing, Inc.	Dodge Center, MN
Schubert, Matt	Maschmeyer Concrete	Tampa, FL
Schwenn, Cherish	WRMCA	Madison, WI
Scott, Rickey	CEMEX	Cocoa, FL
Scott, Gary	MMC Materials, Inc.	Starkville, MS
Sebastiani, Michele	IMER USA, Inc.	Southlake, TX
Sedra, Ramy	C60	Montreal, QC
Seramin, Matt	Suppli	Austin, TX
Shaw, Jason	Irving Materials, Inc.	Nashville, TN
Shawver, Rachel	MTSU CIM	Murfreesboro, TN
Sheets, Jon	Irving Materials, Inc.	Frankfort, IN
Shilstone, Jay	Command Alkon	Dublin, OH
Short, Dominic	Sunrock Industries LLC	Raleigh, NC
Shumaker, Brett	Shumaker Industries	Northumberland, PA
Sikkenga, John	Verifi, LLC.	Malvern, PA



NRMCA's ConcreteWorks 2025 Registration Roster (as of 9/14/2025)

Silva, John	CalPortland Company	Fresno, CA
Silvi II, Laurence J	Silvi Materials Inc.	Fairless Hills, PA
Silvi III, Larry	Silvi Materials Inc.	Fairless Hills, PA
Simmini, Daniele	IMER USA, Inc.	Southlake, TX
Simpson, Joel	Forney LP	Zelienople, PA
Simpson, Kari	Giatec Scientific Inc.	Ottawa, ON
Singh, Harpreet	Astec Industries	Chattanooga, TN
Singh, Rick	AIConcrete	Richmond, CA
Singh, Sid	Verifi	Wilmington, MA
Sitter, Matt	Florida Concrete & Products Association	Orlando, FL
Skenderian, Don	Fractal	Cincinnati, OH
Skinner, Joshua	Grade Tech Power Services	Midvale, UT
Skulick, Tony	CEMEX	Folsom, CA
Slabaugh, Brad	Hilltop Companies	Edgewood, OH
Smith, James	Manatt's Inc.	West Des Moines, IA
Smith, Todd	VCNA Prairie Materials	Crown Point, IN
Smith, Tarique	Sky Systemz	Lexington, KY
Smith, Dave	Knife River	Stockton, CA
Smith, David	Smith Ready Mix, Inc.	Valparaiso, IN
Smith, Douglas	Smith Ready Mix, Inc.	Valparaiso, IN
Smith, Sean	CalPortland Company	Olympia, WA
Smith, Heather	Michigan Concrete Association	Okemos, MI
Smith Jr, D Van	Van-Smith Concrete Company	Charleston, SC, SC
Snyder, Bill	CalPortland Company	Poway, CA
Snyman, Ben	Astec Industries	Chattanooga, TN
Sonognini, Daniel	Hawaiian Cement	Honolulu, HI
Soto, Cesar	CEMEX	Hialeah, FL
Soule, Jamison	Con-Tech Manufacturing	Dodge Center, MN
Sparkman, Alan	Tennessee Concrete Association	Antioch, TN
Spegal, Chuck	CalPortland Company	Kenmore, WA
Spieth, Randy	Indiana Ready Mixed Concrete Association	Sheridan, IN
Spilde, Tony	Knife River	Bend, OR
Spindler, Todd	Sika Corporation	Lyndhurst, NJ
Sporleider, Louis	Vulcan Materials Company	San Jose, CA
St Myers, Richard	Ozinga	Portage, IN
St. John, Daniel	Sysdyne Technologies	Stamford, CT
Stanley, Alex	WAM, Inc.	Lawrenceville, GA
Stauffer, Nicholas	Smith Ready Mix	Valparaiso, IN
Steinberg, Nick	Chico State (CIM)	Chico, CA
Stephens, Leah	Stephens Mfg. Co.	Tompkinsville, KY
Stephens, Max	Stephens Mfg. Co.	Tompkinsville, KY
Stermin, Steve	Revitalize Mixers	Merrillville, IN
Stevenson, Brad	URMCA	Alpine, UT
Stewart, Gene	Chaney Enterprises	Annapolis, MD
Still, Brandy	Arkansas Ready Mixed Concrete Association	Little Rock, AR
Stillwaggon, Jason	CEMEX	West Palm Beach, FL
Stoll, Brad	Irving Materials, Inc.	Loogootee, IN
Stoll, Jeff	CalPortland Company	Phoenix, AZ



NRMCA's ConcreteWorks 2025

Registration Roster (as of 9/14/2025)

Strasser, Toby	Irving Materials, Inc.	Nashville, TN
Strayer, Kyle	Erie Strayer Company	Erie, PA
Streeter, Don	NY Construction Materials Assoc	Latham, NY
Strickland, Chris	Command Alkon	Dublin, OH
Strietzel, Nick	CalPortland Company	Vancouver, WA
Strittmatter, Thomas	Sika Corporation	Lyndhurst, NJ
Sturges, Gareth	BMC	Saint Louis, MO
Sturwold, Bob	Ernst Enterprises	Vandalia, OH
Suero, Lorena	Outpave	Miami, FL
Sulman, Paul	ECO-PAN Inc. / Brundage-Bone	Murrieta, CA
Sutton, Caroline	Carolinas Ready Mixed Concrete Association	Charlotte, NC
Suzio, Ric	The L. Suzio Concrete Co., Inc.	Meriden, CT
Swecker, Caleb	Erie Strayer Company	Erie, PA
Tabayunda, Tani	West Hawaii Concrete	Kailua-Kona, HI
Tacchi, Giovanni	WAM, Inc.	Lawrenceville, GA
Tang, Tori	CalPortland Company	Phoenix, AZ
Tavakoli, Hossein	Climate Earth	Hancock, MI
Taylor, Kirk	Alamo Concrete	San Antonio, TX
Teague, Brian	Chaney Enterprises	Annapolis, MD
Tejano, Manny	Rocket Start	Raleigh, NC
Terry, Norman	Irving Materials, Inc.	Hopkinsville, KY
Thier, Chad	BARD Materials	Dubuque, IA
Thistlethwaite, Ryan	Suppli	Austin, TX
Thompson, Kyle	Chaney Enterprises	Graham, NC
Thompson, Darren	Manatt's Inc.	Brooklyn, IA
Thompson, Donn	NRMCA	McHenry, IL
Tigchelaar, Allard	CEMEX	Prescott, AZ
Tofani, Leandro	Chimica Edile USA	Miami, FL
Toler, Alexandria	CarbonCure Technologies	Land O' Lakes, FL
Towler, Bradley	Oshkosh Corporation	Temple, GA
Treadwell, Andrew	Concrete Equipment Supply, LLC	Colfax, NC
Truchon, Nathan	Irving Materials, Inc.	Fort Wayne, IN
Tselebidis, Andreas	Sika Corporation	Lyndhurst, NJ
Tucci, Aaron	Sysdyne Technologies	Stamford, CT
Tucker, Justin	The Monarch Cement Company	Humboldt, KS
Tucker, Mike	Maschmeyer Concrete	Lake Park, FL
Tudor, Michael	GCC	El Paso, TX
Tufnell, Trevor	Schmitz Ready Mix	Kaukauna, WI
Turk, Eren	Shanslym Inc.	Austin, TX
Turk, Fırat	Shanslym Inc.	Austin, TX
Turner, Robert	Ernst Enterprises of Georgia, Inc.	Lawrenceville, GA
Turner, Drew	Concrete Supply Co.	Charlotte, NC
Umbel, Rich	CRH	Ogden, UT
Urshan, Ross	Solomon Colors, Inc.	Springfield, IL
Valentine, Mark	Power Kleen Corporation	Oldsmar, FL
Valladares, Mario	CalPortland Company	Phoenix, AZ
Van der Merwe, Sean	Penetron	Port Jefferson, NY
Van Grootel, Jeff	INFORM GmbH	Bowmanville, ON



NRMCA's ConcreteWorks 2025

Registration Roster (as of 9/14/2025)

VanderSchaaff, Robb	Martin Marietta	Phoenix, AZ
Vaughan, John	Heidelberg Materials	Speed, IN
Vazquez, Nicholas	CalPortland Company	Vancouver, Canada
Verduzco, Jorge	CEMEX	Victorville, CA
Vernor, Fred	CMI	Merriam, KS
Verwest, Melissa	Knife River	Newman Lake, WA
Victory, Sally	MTSU CIM	Murfreesboro, TN
Villere, Pierre	Allen Villere Partners, Inc.	Mandeville, LA
Vogeli, Darrin	Penetron	Port Jefferson, NY
Vogler, Kevin	Roebuck Group	Fairhope, AL
VonNeida, Jason	Shumaker Industries	Northumberland, PA
Waalkes, Steve	Michigan Concrete Association	Okemos, MI
Wagy, Michael	CalPortland Company	Phoenix, AZ
Wakayama, Wade	HC&D	Honolulu, HI
Walgenbach, Jessica	NRMCA	Alexandria, VA
Walgenbach, Kevin	NRMCA	Alexandria, VA
Walker, Stacey	MMC Materials, Inc.	Hattiesburg, MS
Walker, Chase	Astec Industries	Chattanooga, TN
Walker, Brady	Grade Tech Power Services	Midvale, UT
Walleter, Michael	KTI-Plersch Kältetechnik GmbH	Balzheim, Germany
Walsh, Michael	Merts	Leesburg, GA
Walter, Matthew	Continental Mixers	Cynthiana, KY
Walters, Randy	Lyman-Richey, A CRH Company	Omaha, NE
Wann, Cody	Sky Systemz	Lexington, KY
Warfield, Erika	MTSU CIM	Murfreesboro, TN
Warner, Diane	NW Cement Council	Clackamas, OR
Warren, Cameron	Sky Systemz	Lexington, KY
Washington, Vincent	Concrete Supply Co.	Conway, SC
Waters, Joel	Mississippi Concrete Association	Pearl, MS
Watkins, Jay	Concrete Supply Co.	Charlotte, NC
Watson, Angela	Polarmatic North America Ltd.	Cincinnati, OH
Weatherly, Kyle	Stalite Lightweight Aggregate	Salisbury, NC
Weaver, Kurt	Thomas Concrete	Supply, NC
Weaver-Moon, Lisa	Ohio Concrete	Columbus, OH
Webb, Brian	Concrete Supply Co.	Concord, NC
Webber, Kent	The Monarch Cement Company	Humboldt, KS
Weedman II, Randall	Capital Concrete Company	Lincoln, NE
Weeks, Blaine	Geiger Ready Mix Co Inc.	Kansas City, KS
Weeks, David	Heidelberg Materials	Houston, TX
Welch, Michael	The Euclid Chemical Company	Ringwood, NJ
Wells, Callie	Concrete Careers	Marietta, GA
Wells, Keith	Chryso	Royse City, TX
Welsh, Dan	Con-Tech Manufacturing	Dodge City, MN
Welsh, Drummond	Sika Corporation	Wewyn Garden City, England
Wendt, Steve	Knife River	West Fargo, ND
Wheeler, Mark	CalPortland Company	Tucson, AZ
Whetstine, Jonathan	BMC Enterprises, Inc.	West Plains, MO



NRMCA's ConcreteWorks 2025

Registration Roster (as of 9/14/2025)

Whisonat, Michael	Martin Marietta	Dallas, TX
Whitaker, Nicholas	MAPEI Corporation	Deerfield Beach, FL
White, Michele	FL Independent Concrete and Associated Products Assn.	Milton, FL
Whitney, Jim	Ozinga	Sycamore, IL
Wiacek, Jessica	Sysdyne Technologies	Stamford, CT
Wickham, Philip	Continental Mixers	Cynthiana, KY
Wiebers, Mike	Sioux Corporation	Beresford, SD
Wild, Stephen	Heidelberg Materials	Houston, TX
Wildman, Chip	Concrete Supply Co.	Charlotte, NC
Wilkerson, Garrett	Maschmeyer Concrete	Holiday, FL
Wilkerson, Melissa	Oklahoma Ready Mixed Concrete Association	Oklahoma City, OK
Williams, Steven	Medina Supply	North Ridgeville, OH
Williams, Jamie	S & W Ready Mix Concrete Co., LLC	Clinton, NC
Williams, Dale	Penetron	Port Jefferson, NY
Williams, Aaron	Heidelberg Materials	Houston, TX
Williams, Jonathan	Virginia Ready Mixed Concrete Association	Charlottesville, VA
Willoughby, Martin	Command Alkon	Dublin, OH
Wilson, Scott	Nox-Crete Inc.	Omaha, NE
Wilson, Taylor	MMC Materials, Inc.	Madison, MS
Wilson, Michelle	American Cement Association	Highland Park, IL
Wilson, Jessica	CRMCA	Winnabow, NC
Winter, Ryan	Command Alkon	Dublin, OH
Winter, Megan	Knife River	Boise, ID
Wittler, Christopher	Premiere Concrete Admixtures	Pioneer, OH
Wood, Johnny	Consumers Concrete	Kalamazoo, MI
Wray, Jeremy	Shumaker Industries	Northumberland, PA
Wray, Brandon	NRMCA	Antelope, CA
Wyatt, Chris	Irving Materials, Inc.	Hopkinsville, KY
Wycech, Jeremy	Erie Strayer Company	Erie, PA
Wynter, Damion	Maschmeyer Concrete	Ruskin, FL
Yancey, Jim	Fullforce by ABC Polymer Industries	Helena, AL
Yancey, Aleck	Yancey Concrete Solutions, LLC.	Bristol, TN
Young, Johnny	MMC Materials, Inc.	Madison, WI
Young, Alison	Louisiana Concrete Association	Baton Rouge, LA
Zais, Thomas	BURNCO	Irving, TX
Zechman, Nate	Shumaker Industries	Northumberland, PA
Zelinski, Jason	Sika Corporation	Lyndhurst, NJ
Zhang, Jill	Sysdyne Technologies	Stamford, CT
Zhu, Julia	AlCrete	Richmond, CA
Zuroff, Brian	North Dakota Ready Mix & Concrete Products Association	Bismarck, ND



NRMCA

BOARD POSITION DESCRIPTION

REPORTS TO:

NRMCA Membership

POSITION DESCRIPTION:

The Board of Directors of NRMCA formulates broad policies that govern the activities of the Association that are in the best interest of the membership and the entire industry. Individual directors are responsible both to their constituencies and to the membership as a whole.

GENERAL RESPONSIBILITIES:

- I. Represent the industry in their local areas and provide input on needs and views.
- II. Represent the general membership and provide input toward developing recommended solutions to issues of the industry.
- III. Actively participate in deliberations of the Board toward establishing policy & fiscal responsibility.
- IV. Support through participation those activities and programs of the Association.
- V. Support NRMCA bylaws, policies and regulations.
- VI. Advise the Officers and staff concerning issues that affect the Ready Mixed Concrete Industry in their areas.
- VII. Actively promote the benefits of Association membership.

SPECIFIC RESPONSIBILITIES:

- I. Attend and participate in all Board meetings (two per year, spring and fall).
- II. Act as liaison to their state associations as well as attending the regional state association meetings held by NRMCA.
- III. Promote benefits of national membership at state association meetings.
- IV. Actively recruit new and retain existing members for both national and respective state associations, with a target of at least one new member each year.
- V. Mentor one member each year as assigned (a company of similar size outside your market area).
- VI. Serve on Association committees, including membership, and encourage other employees to participate on committees also.
- VII. Participate directly or have appropriate personnel participate in industry concrete promotion efforts.
- VIII. Support the Association's Political Action Committee – CONCRETEPAC thru voluntary participation in its (a) Major Donor Program, (b) Corporate Sponsorship Program and (c) Producer Member Goals. Sign Prior Authorization as an "individual" and consider signing for company participation and/or solicitation in CONCRETEPAC programs. Non U.S. citizens are exempt from this provision.

- IX. Support of the Concrete Advancement Foundation to include a personal pledge, support of a corporate pledge, and support of fundraising activities.
- X. Support, by participation, Association Benchmarking Surveys - specifically the financial industry data, compensation, information technology, fleet maintenance, safety, environmental and monthly key metric surveys, and the Producer Confidence Index (PCI).
- XI. Support, by participation, of Association Certification Programs in operations, technology, and sustainability.

NRMCA CONFLICT OF INTEREST POLICY

SECTION 1. PURPOSE:

The National Ready Mixed Concrete Association is a nonprofit, tax-exempt organization. Maintenance of its tax-exempt status is important both for its continued financial stability and for member support. Consequently, there exists between NRMCA and its board, officers, and management employees and the public a fiduciary duty, which carries with it a broad and unbending duty of loyalty and fidelity. The board, officers, and management employees have the responsibility of administering the affairs of NRMCA honestly and prudently, and of exercising their best care, skill and judgment for the sole benefit of NRMCA. Those persons shall exercise the utmost good faith in all transactions involved in their duties, and they shall not use their positions with NRMCA or knowledge gained therefrom for their personal benefit. The interests of the organization must be the first priority in all decisions and actions.

SECTION 2. PERSONS CONCERNED:

This statement is directed not only to directors and officers, but to all employees who can influence the actions of NRMCA. For example, this would include all who make purchasing decisions, all persons who might be described as "management personnel," and anyone who has proprietary information concerning NRMCA.

SECTION 3. AREAS IN WHICH CONFLICT MAY ARISE:

Conflicts of interest may arise in the relations of directors, officers, and management employees with any of the following third parties:

1. Persons and firms supplying goods and services to NRMCA.
2. Persons and firms from whom NRMCA leases property and equipment.
3. Persons and firms with whom NRMCA is dealing or planning to deal in connection with the gift, purchase or sale of real estate, securities, or other property.
4. Competing or affinity organizations.
5. Members and others supporting NRMCA.
6. Agencies, organizations, and associations which affect the operations of NRMCA.
7. Family members, friends, and other employees.

SECTION 4. NATURE OF CONFLICTING INTEREST:

A conflicting interest may be defined as an interest, direct or indirect, with any persons or firms mentioned in Section 3. Such an interest might arise through:

1. Owning stock or holding debt or other proprietary interests in any third party dealing with NRMCA.
2. Holding office, serving on the board, participating in management, or being otherwise employed (or formerly employed) with any third party dealing with NRMCA.
3. Receiving remuneration for services with respect to individual transactions involving NRMCA.
4. Using NRMCA's time, personnel, equipment, supplies or good will for other than NRMCA-approved activities, programs, and purposes.

5. Receiving personal gifts or loans from third parties dealing or competing with NRMCA. Receipt of any gift is disapproved except gifts of a value less than \$50, which could not be refused without courtesy. No personal gift of money should ever be accepted.

SECTION 5. INTERPRETATION OF THIS STATEMENT OF POLICY:

The areas of conflicting interest listed in Section 3, and the relations in those areas which may give rise to conflict, as listed in Section 4, are not exhaustive. Conflicts might arise in other areas or through other relations. It is assumed that the directors, officers, and management employees will recognize such areas and relation by analogy.

The fact that one of the interests described in Section 4 exists does not necessarily mean that a conflict exists, or that the conflict, if it exists, is material enough to be of practical importance, or if material, that upon full disclosure of all relevant facts and circumstances it is necessarily adverse to the interests of NRMCA.

However, it is the policy of the board that the existence of any of the interests described in Section 4 shall be disclosed before any transaction is consummated. It shall be the continuing responsibility of the board, officers, and management employees to scrutinize their transactions and outside business interests and relationships for potential conflicts and to immediately make such disclosures.

SECTION 6. DISCLOSURE POLICY AND PROCEDURE:

Transactions with parties with whom a conflicting interest exists may be undertaken only if all of the following are observed:

1. The conflicting interest is fully disclosed;
2. The person with the conflict of interest is excluded from the discussion and approval of such transaction;
3. A competitive bid or comparable valuation exists; and
4. The [board or a duly constituted committee thereof] has determined that the transaction is in the best interest of the organization.

Disclosure in the organization should be made to the chief executive officer (or if she or he is the one with the conflict, then to the board chair), who shall bring the matter to the attention of the [board or a duly constituted committee thereof]. Disclosure involving directors should be made to the board chair, (or if she or he is the one with the conflict, then to the board vice-chair) who shall bring these matters to the [board or a duly constituted committee thereof].

The board [or a duly constituted committee thereof] shall determine whether a conflict exists and in the case of an existing conflict, whether the contemplated transaction may be authorized as just, fair, and reasonable to NRMCA. The decision of the board [or a duly constituted committee thereof] on these matters will rest in their sole discretion, and their concern must be the welfare of NRMCA and the advancement of its purpose.

NRMCA's CONFERENCE CALENDAR

Unmissable events scheduled through 2028!
(subject to change)

NRMCA 2026 ANNUAL CONVENTION

February 27 - March 2, 2026
Fontainebleau Las Vegas, NV

CONEXPO-CON/AGG

March 3 - 7, 2026
Las Vegas, NV

NRMCA'S CONCRETEWORKS 2026

October 15 - 18, 2026
Gaylord Opryland, Nashville, TN

NRMCA 2027 ANNUAL CONVENTION

March 7 - 10, 2027
Marriott Louisville Downtown, Louisville, KY

NRMCA'S CONCRETEWORKS 2027

October 1 - 4, 2027
Gaylord Palms Resort & Convention Center, Orlando, FL

NRMCA 2028 ANNUAL CONVENTION

March 19 - 22, 2028
Marriott Austin Downtown, Austin, TX

NRMCA'S CONCRETEWORKS 2028

October 19 - 22, 2028
NEW! Gaylord Pacific, San Diego, CA

NRMCA'S CONCRETEWORKS 2029

October 25 - 28, 2029
Gaylord Rockies Resort & Convention Center, Aurora, CO

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NOTES

