

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, BURSCO 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.), Klint 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 reimagined 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

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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**T&F**Certified Public Accountants LLC

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.

T&F 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 | 7,015,399 | 6,284,449 |
| 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 | 11,525,992 | 11,254,239 |
| TOTAL ASSETS | \$ 18,541,391 | \$ 17,538,688 |
| 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 | 2,736,675 | 2,575,869 |
| NON-CURRENT LIABILITIES | | |
| Long-term operating lease liabilities | 2,565,437 | 3,054,406 |
| Total Non-current Liabilities | 2,565,437 | 3,054,406 |
| TOTAL LIABILITIES | 5,302,112 | 5,630,275 |
| NET ASSETS | | |
| Without donor restrictions - undesignated | 5,864,587 | 5,222,057 |
| Without donor restrictions - Board-designated endowment | 7,374,692 | 6,686,356 |
| TOTAL NET ASSETS | 13,239,279 | 11,908,413 |
| TOTAL NET ASSETS AND LIABILITIES | \$ 18,541,391 | \$ 17,538,688 |

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 | 20,227,211 | 21,614,369 |
| 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 | 18,913,744 | 20,182,055 |
| CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS - BEFORE OTHER CHANGES | 1,313,467 | 1,432,314 |
| OTHER CHANGES | | |
| Equity in income of ICAG | 17,399 | 54,432 |
| TOTAL CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS | 1,330,866 | 1,486,746 |
| NET ASSETS WITHOUT DONOR RESTRICTIONS- BEGINNING | 11,908,413 | 10,421,667 |
| NET ASSETS WITHOUT DONOR RESTRICTIONS- ENDING | \$ 13,239,279 | \$ 11,908,413 |

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 | (38,867) | (125,121) |
| 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><u>\$ 4,579,016</u></u> | <u><u>\$ 3,555,843</u></u> |
| <u>SUPPLEMENTAL CASH FLOWS DISCLOSURES:</u> | | |
| Interest paid | \$ - | \$ - |
| Income taxes paid | \$ 21,429 | \$ - |

See Notes to Financial Statements

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 | Total Supporting Services | | | |
| | | | | | | | | | Management | | | |
| \$ | - | \$ | 725 | \$ | \$ | - | \$ | 245,205 | \$ | 1,778 | \$ | 382,866 |
| Advertising and marketing | 4,900 | 175,500 | 24,911 | 1,460,719 | 147,243 | 490 | 37,131 | 1,850,894 | 379,503 | 379,503 | 2,230,397 | 2,661,394 |
| Consultants and contract labor | 10,114 | - | - | - | - | - | - | 10,114 | 169,283 | 169,283 | 179,397 | 207,375 |
| Depreciation | 3,602 | 54,059 | 6,145 | 55,105 | 25,169 | 3,850 | 1,668 | 149,598 | 9,436 | 9,436 | 159,034 | 125,531 |
| Dues and subscriptions | 10,507 | - | 23,654 | 2,937 | 627 | - | 1,230 | 38,956 | 331,671 | 331,671 | 370,627 | 434,339 |
| Information technology | - | - | - | - | - | - | - | - | 113,949 | 113,949 | 104,930 | 104,930 |
| Insurance | - | - | - | - | - | - | - | - | - | - | 10,406 | 9,566 |
| Inventories costs | - | 44,500 | 10,406 | - | - | - | - | 10,406 | 291,126 | 291,126 | 335,626 | 152,782 |
| Legal and professional | - | 304,409 | 227,911 | 204,490 | 72,226 | 1,562,159 | 16,432 | 2,458,934 | 141,546 | 141,546 | 2,600,480 | 2,979,126 |
| Meetings | 71,307 | - | - | - | - | - | - | - | 446,589 | 446,589 | 446,589 | 437,359 |
| Occupancy | - | - | - | - | - | - | - | - | 25,723 | 25,723 | 69,621 | 66,747 |
| Office expense and supplies | 19,127 | 480 | 20,308 | 1,001 | 503 | 1,581 | 898 | 43,898 | 252,100 | 252,100 | 369,200 | 284,299 |
| Other expenses | 98,574 | 7,500 | 4,321 | 6,555 | - | - | 150 | 117,100 | 42,228 | 42,228 | 102,385 | 97,198 |
| Postage and delivery | 19,398 | 3,504 | 24,768 | 6,945 | 1,799 | 2,610 | 1,132 | 60,157 | 111,974 | 111,974 | 130,774 | 128,385 |
| Printing | - | 496 | 6,415 | 264 | 5,165 | - | 6,459 | 18,800 | 17,076 | 17,076 | 30,455 | 30,455 |
| Printing | - | - | - | - | - | - | - | - | 24,494 | 24,494 | 43,927 | 46,065 |
| Rental | 19,433 | - | - | - | - | - | - | 19,433 | 3,630,017 | 3,630,017 | 10,337,966 | 10,702,811 |
| Repairs and maintenance | 1,002,000 | 258,899 | 318,102 | 2,902,901 | 1,564,129 | 239,451 | 422,468 | 6,707,949 | 166,662 | 166,662 | 177,642 | 200,455 |
| Salaries and related benefits | - | 432 | 405 | 6,515 | 3,586 | - | 42 | 10,980 | 157,659 | 157,659 | 971,665 | 1,130,372 |
| Telephone | - | 42,499 | 90,130 | 382,128 | 157,408 | 28,742 | 66,537 | 814,006 | | | | |
| Travel and meals | 46,562 | | | | | | | | | | | |
| 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 | \$ 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 |
| | 1,461,688 | 1,370,237 |
| Less allowance for doubtful accounts | (20,000) | (20,000) |
| Accounts receivable, net | <u>\$ 1,441,688</u> | <u>\$ 1,350,237</u> |

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:

| December 31, 2024 | 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 |
| | <u>\$ 3,411,163</u> | <u>\$ 3,963,529</u> | <u>\$ -</u> | <u>\$ 7,374,692</u> |

| December 31, 2023 | 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 |
| | <u>\$ 3,570,098</u> | <u>\$ 3,116,258</u> | <u>\$ -</u> | <u>\$ 6,686,356</u> |

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 |
| | <u>4,369,214</u> | <u>4,263,441</u> |
| Less: accumulated depreciation and amortization | <u>(2,619,404)</u> | <u>(2,440,007)</u> |
| | <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 | (815,356) | (785,244) |
| 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 | (552,989) | (1,491,469) |
| Loss from Operations | 623,126 | 1,552,955 |
| Non-operating Income | - | - |
| Net Income | 623,126 | 1,552,955 |
| Net Distributions | (588,328) | (1,444,092) |
| 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 | 10,000 | 20,000 |
| | <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 | 906,420 | 225,225 |
| | <u>\$ 1,179,881</u> | <u>\$ 506,310</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 | <u>\$ 3,120,258</u> | <u>\$ 2,404,435</u> |

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 |
| | 470,491 | 517,544 |
| Less: Employee 401(k) withholdings due to CAF | (33,106) | (34,198) |
| | <u>\$ 437,385</u> | <u>\$ 483,346</u> |

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:

| | <u>2024</u> | <u>2023</u> |
|------------------------------------|----------------------|----------------------|
| 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 |
| | <u>\$ 14,056,646</u> | <u>\$ 12,663,071</u> |

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 |
|---------|------|---------------------------------------|-------------------------|-------------------------|---------------------------------------|--------------|---------------|--|-------------------------|--------------|--------------|
| | | | | | (B - C) | | | (E - F) | | | |
| | | Current Year | | | | | | Prior Year | | | |
| | | 2025 | | | | | | Year Ended 12/31/2024 | | | |
| Line | GL # | REVENUE | 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 |
| 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 | \$ 6,410,382 | \$ 6,288,000 |
| 1A | | 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 | 4,323,000 |
| 2 | 4000 | DUES - ASSOCIATE | 279,050 | 278,400 | 650 | 488,500 | 480,000 | 8,500 | 261,631 | 484,250 | 450,000 |
| 3 | 4008 | REGISTRATIONS | 930,293 | 753,627 | 176,666 B | 2,035,000 | 2,235,305 | (200,305) B | 903,468 | 2,286,465 | 1,732,475 |
| 4 | | CONTRIBUTIONS - BUILD WITH STRENGTH | 250,000 | 250,000 | - | 500,000 | 500,000 | - | 513,640 | 986,624 | 1,074,285 |
| 5 | 4103 | CONEXPO - CON/AGG SHOW | 794,586 | 794,000 | 586 | 794,586 | 794,000 | 586 | 1,059,449 | 1,088,751 | 1,000,000 |
| 6 | 4016 | LAB RESEARCH CONTRACTS | 466,500 | 276,960 | 189,540 | 600,000 | 535,000 | 65,000 | 360,930 | 533,985 | 480,000 |
| 7 | 4002 | PUBLICATION SALES | 80,828 | 72,725 | 8,103 | 157,150 | 157,150 | - | 111,812 | 154,569 | 111,200 |
| 8 | 4010 | EVENT SPONSORSHIPS | 719,200 | 600,500 | 118,700 | 735,000 | 685,800 | 49,200 | 567,500 | 592,500 | 582,600 |
| 9 | 4007 | MANAGEMENT FEES | 372,352 | 409,033 | (36,681) | 705,229 | 705,229 | - | 351,383 | 696,038 | 679,675 |
| 10 | | CERTIFICATIONS - PLANT | 687,710 | 546,500 | 141,210 | 900,000 | 900,000 | - | 538,070 | 840,870 | 850,000 |
| 11 | | CERTIFICATIONS - DRIVER | 69,850 | 66,000 | 3,850 | 120,000 | 62,500 | 57,500 C | 107,800 | 148,700 | 43,750 |
| 12 | 4023 | CERTIFICATIONS - EPD PROGRAM | 146,300 | 68,500 | 77,800 | 200,000 | 125,000 | 75,000 | 65,700 | 108,060 | 127,500 |
| 13 | 4012 | EXHIBIT SALES | - | - | - | 439,400 | 323,000 | 116,400 | - | 352,800 | 247,500 |
| 14 | 4018 | SALES TRAINING | 34,040 | 29,000 | 5,040 | 45,000 | 45,000 | - | 42,200 | 50,250 | 131,750 |
| 15 | 4017 | ADVERTISING | 62,051 | 64,500 | (2,449) | 62,051 | 64,500 | (2,449) | 45,894 | 65,189 | 75,099 |
| 16 | 4009 | CONCRETEPAC EVENTS | 210,550 | 116,006 | 94,544 | 216,550 | 153,400 | 63,150 D | 238,013 | 238,012 | 143,750 |
| 18 | 4099 | OTHER | 12,873 | 25,000 | (12,127) | 295,000 | 317,500 | (22,500) | 28,587 | 23,473 | 174,500 |
| 19 | | | | | | | | | | | |
| 20 | | Operating Revenue | 10,089,406 | 10,017,025 | 72,381 | 18,722,920 | 18,219,384 | 503,536 | 10,604,023 | 19,499,217 | 18,515,084 |
| 21 | | | | | | | | | | | |
| 22 | 4005 | INVESTMENT INCOME | 412,233 | 239,030 | 173,203 | 530,000 | 530,000 | - | 465,888 | 727,994 | 410,000 |
| 23 | | EQUITY IN INCOME OF ICAG | - | - | - | - | - | - | - | 17,399 | - |
| 24 | | | | | | | | | | | |
| 25 | | Non-Operating Revenue | 412,233 | 239,030 | 173,203 | 530,000 | 530,000 | - | 465,888 | 745,393 | 410,000 |
| 26 | | | | | | | | | | | |
| 27 | | TOTAL REVENUE | 10,501,639 | 10,256,055 | 245,584 | 19,252,920 | 18,749,384 | 503,536 | 11,069,911 | 20,244,610 | 18,925,084 |
| 28 | | | | | | | | | | | |
| 29 | | EXPENSES | | | | | | | | | |
| 30 | | | | | | | | | | | |
| 31 | 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 | 8,349,668 |
| 32 | 5101 | PAYROLL TAX - FICA / SOC. SEC. | 307,951 | 339,658 | (31,707) | 485,457 | 526,869 | (41,412) | 317,758 | 563,870 | 554,905 |
| 33 | 5102 | PAYROLL TAX - FUJA | 2,115 | 3,849 | (1,734) | 4,000 | 4,000 | - | 118 | 2,000 | 4,000 |
| 34 | 5103 | PAYROLL TAX - SUTA | 8,941 | 9,074 | (133) | 10,000 | 10,000 | - | 9,397 | 8,574 | 10,000 |

| Column: | A | B | C | D (B - C) | Current Year | | | G (E - F) | H | I | J |
|---------|------|------------------------------------|-------------------------|---------------------------------------|-----------------------|---------------|---|-------------------------|-----------|-----------|-----------|
| | | | | | 2025 | | | | | | |
| | | | | | 2025 | | | | | | |
| | | | | | 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 | |
| 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) | 1,150,796 | 2,051,128 | 2,301,438 |
| 41 | | | | | | | | | | | |
| 42 | 5201 | 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 | 52,578 | 115,580 | - |
| 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 | 960,000 | 287,926 | 2,214,700 | 1,771,700 | 443,000 | 1,175,746 | 2,256,645 | 2,094,200 |
| 50 | 5217 | COMPUTER CONSULTANTS / TRAINING | 36,493 | 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 | 688,500 | 1,626,959 | 3,129,623 | 2,703,925 |
| 55 | | | | | | | | | | | |
| 56 | 5302 | ELECTRIC | 13,350 | 18,383 | (5,033) | 31,000 | 31,000 | - | 15,010 | 32,495 | 31,000 |
| 57 | 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) | 27,478 | 57,086 | 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 (AV) | 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 | SPEAKERS | 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 | 94,830 | 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 |
| 78 | | | | | | | | | | | |

| Column: | A | B | C | D (B - C) | Current Year | | | | Prior Year | | | | |
|---------|------|------------------------------------|---------------|---------------|-------------------------|-------------------------|---------------------------------------|--------------|-----------------------|-------------------------|--|--------|--------|
| | | | | | 2025 | | | | 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 Actual 7/31/2024 | YTD Over (Under) Forecast vs. Budget | Actual | Budget |
| | | | | | | | | | | | | | |
| 79 | 5601 | | 225,330 | 212,437 | 12,893 | 366,270 | 366,270 | - | 88,185 | 345,850 | 358,520 | | |
| 81 | 5604 | OFFICE & COMPUTER SUPPLIES | 53,304 | 63,517 | (10,213) | 146,905 | 146,905 | - | 71,900 | 164,272 | 147,605 | | |
| 82 | 5607 | POSTAGE & COURIER & SHIPPING | 5,309 | 5,520 | (211) | 10,000 | 10,000 | - | 9,334 | 17,076 | 10,000 | | |
| 83 | 5608 | RENTAL / LEASE AGREEMENTS | 72,744 | 75,000 | (2,256) | 120,849 | 120,849 | - | 49,938 | 159,034 | 105,350 | | |
| 84 | 5609 | SUBS / PUBS / DUES | - | 7,000 | (7,000) | - | 12,000 | (12,000) | 7,000 | 8,000 | 12,000 | | |
| 86 | 5613 | PRESIDENT AUTO EXPENSES | 78,273 | 78,500 | (227) | 93,000 | 93,000 | - | 64,833 | 113,949 | 93,000 | | |
| 88 | 5616 | INSURANCE - PROFESSIONAL LIABILITY | 53,982 | 69,128 | (15,146) | 157,100 | 156,500 | 600 | 80,583 | 177,642 | 157,100 | | |
| 90 | 5618 | TELEPHONE | 66,171 | 47,799 | 18,372 | 84,750 | 84,500 | 250 | 110,666 | 134,401 | 84,750 | | |
| 91 | | SPONSORSHIPS | 263,640 | 254,853 | 8,787 | 438,645 | 438,645 | - | 253,366 | 443,443 | 438,645 | | |
| 92 | 5699 | BUILDING RENT | 11,705 | 14,454 | (2,749) | 26,050 | 26,050 | - | 28,823 | 48,303 | 26,050 | | |
| 93 | | OTHER GENERAL OFFICE | 830,458 | 828,208 | 2,250 | 1,443,569 | 1,454,719 | (11,150) | 764,628 | 1,611,970 | 1,433,020 | | |
| 94 | | General Office | | | | | | | | | | | |
| 95 | | | | | | | | | | | | | |
| 96 | 5702 | BANK SERVICE CHARGES | 7,596 | 7,000 | 596 | 12,000 | 12,000 | - | 3,230 | 5,606 | 12,000 | | |
| 98 | 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 | 3,605 | 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 - LHI | 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 | \$ 10,013,588 | \$ 10,244,959 | \$ (231,372) | \$ 18,251,922 | \$ 18,653,707 | \$ (413,785) | \$ 9,547,405 | \$ 18,910,599 | \$ 18,895,722 | | |
| 108 | | | | | | | | | | | | | |
| 109 | | CHANGES IN NET ASSETS | \$ 488,051 | \$ 11,096 | \$ 476,956 | \$ 1,000,998 | \$ 95,677 | \$ 917,321 | \$ 1,522,506 | \$ 1,334,011 | \$ 29,362 | | |
| 110 | | | | | | | | | | | | | |

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.
Payments were received in August and revenues exceeded budget. Based on commitments and new member growth Dues revenue is expected to exceed budget.
- B** Annual Convention attendance and attendance at the Spring semester series were less than anticipated. This reduction will carry through to year-end.
- C** Driver certifications are ahead of budget due to state requirements and will continue to stay ahead through year-end.
- D** The PAC event at the Annual Convention was very successful and continued success is expected at ConcreteWorks.
- E** Vacancies and planned delays in hiring have driven savings in Salaries and Benefits.
- F** Recruiting costs related to President's search were not in the 2025 budget.
- G** 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 |
|--|----------------------|---------------------|-------------------|
| ASSETS | | | |
| Current Assets: | | | |
| Cash and cash equivalents: | 4,521,384 | 5,373,248 | (851,864) |
| Accounts receivable: | | | |
| Dues, publications, events and other programs | 1,305,097 | 2,383,363 | (1,078,266) A |
| Affiliated accounts | 611,896 | 1,000,403 | (388,507) |
| Total accounts receivable | 1,916,993 | 3,383,766 | (1,466,773) |
| Prepaid expenses | 310,319 | 269,280 | 41,039 |
| Total current assets | 6,748,696 | 9,026,294 | (2,277,598) |
| Investments | 9,754,808 | 7,123,083 | 2,631,725 B |
| Operating lease right of use asset | 2,212,508 | 2,368,467 | (155,959) C |
| Property and Equipment: | | | |
| Buildings | 224,483 | 224,483 | - |
| Building Improvements | 140,133 | 87,868 | 52,265 |
| Leasehold Improvements | 1,302,031 | 1,302,031 | - |
| Land | 789,827 | 789,827 | - |
| Computers | 1,547,944 | 1,342,299 | 205,645 |
| Furniture & equipment | 539,895 | 511,540 | 28,355 |
| Total property and equipment | 4,544,313 | 4,258,048 | 286,265 |
| Less accumulated depreciation | (2,723,022) | (2,517,878) | (205,144) |
| Property and equipment - net | 1,821,291 | 1,740,170 | 81,121 |
| Security Deposit | 122,517 | 122,517 | - |
| Investment in ICAG | 66,465 | 49,066 | 17,399 |
| TOTAL ASSETS | \$ 20,726,285 | \$20,429,597 | \$ 296,688 |
| LIABILITIES AND NET ASSETS | | | |
| Current Liabilities: | | | |
| Accounts payable and accrued expenses | \$ 214,863 | \$ 185,840 | \$ 29,023 |
| Line of credit | - | - | - |
| Accrued vacation | 94,396 | 108,899 | (14,503) |
| Current portion of operating lease liabilities | 553,660 | 538,760 | 14,900 C |
| Deferred revenue (dues & non-dues) | 3,641,672 | 3,349,490 | 292,182 |
| Total current liabilities | 4,504,591 | 4,182,989 | 321,602 |
| Long-term portion of operating lease liabilities | 2,491,216 | 2,815,699 | \$ (324,483) C |
| TOTAL LIABILITIES | 6,995,807 | 6,998,688 | (2,881) |
| NET ASSETS | | | |
| Unrestricted | 3,975,670 | 6,307,826 | (2,332,156) |
| Unrestricted - board designated | 9,754,808 | 7,123,083 | 2,631,725 |
| TOTAL NET ASSETS | 13,730,478 | 13,430,909 | 299,569 D |
| TOTAL LIABILITIES & NET ASSETS | \$ 20,726,285 | \$20,429,597 | \$ 296,688 |

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 | | | | | | Y-T-D |
| 11 | | | | | | Summary |
| 12 Fair Value, beginning | | | | | | \$ 7,374,692 |
| 13 Gains (Losses): | | | | | | |
| 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

www.KeystonePrivateWealth.com | 760.818.7020

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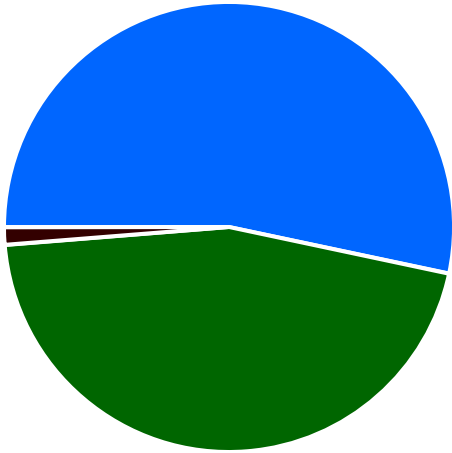
- Balance Summary 1
- Allocation Overview 2
- Holdings 4
- Disclaimer..... 7

Balance Summary

| Account Number | Account Name | Account Type | Custodian | Fund Family | Market Value |
|----------------|-------------------------------|--------------|-----------|-------------|-----------------------|
| 46821549 | National Ready Mixed Concrete | Corporation | Schwab | Schwab | \$6,956,960.80 |
| Total: | | | | | \$6,956,960.80 |

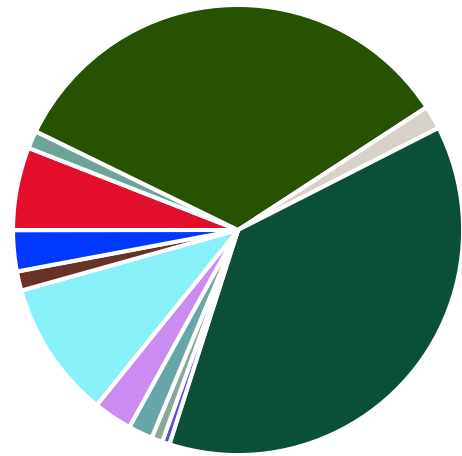
Allocation Overview

| Household | Value | Allocation |
|---------------|-----------------------|-----------------|
| Equity | \$4,580,088.16 | 65.83 % |
| Bond | \$2,321,191.91 | 33.37 % |
| Money Market | \$55,680.73 | 0.80 % |
| Total: | \$6,956,960.80 | 100.00 % |



Allocation Overview

| Household | Value | Allocation |
|----------------------------|----------------|------------|
| Large Core | \$3,280,995.53 | 47.16 % |
| Corporate Bond | \$1,732,568.27 | 24.90 % |
| Equity Large-Cap | \$805,455.00 | 11.58 % |
| Agency Bond | \$347,555.92 | 5.00 % |
| Alternative Equity Focused | \$240,680.00 | 3.46 % |
| Alternative Other | \$144,035.00 | 2.07 % |
| Corporate Bond | \$114,372.00 | 1.64 % |
| Municipal Bond | \$69,610.22 | 1.00 % |
| Mid Core | \$64,332.40 | 0.92 % |
| Ultrashort Bond | \$57,085.50 | 0.82 % |
| Cash or Equivalent | \$55,680.73 | 0.80 % |
| Large Value | \$44,590.23 | 0.64 % |
| Total: | \$6,956,960.80 | 100.00 % |





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 Index Lnk'd 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 | Athene Holding Ltd Note M/W CI Bl 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 Cbl 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 | Estimated Annual Income | 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 |
| 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 % |
| 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 % |
| 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 % |
| 150,000.00 | Jpmorgan Chase & Var | 0.00% 4/1/2025 | \$150,025.00 | \$1.81 | \$272,130.00 | 3.33 % | \$122,105.00 | \$0.00 | -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 % |
| 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 % |
| 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 % |
| 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 % |
| 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 % |
| 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 % |
| 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 % |
| 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 % |
| 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 % |
| 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 % |
| 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 % |
| 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 % |
| 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 % |
| 950.00 | First Tr Enhanced Short Maturity | | \$56,996.96 | \$60.09 | \$57,085.50 | 1.40 % | \$88.54 | \$2,560.73 | 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 % |
| 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 % |
| 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 % |
| 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 % |
| 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 % |
| 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 % |
| 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 % |

| Units Security | | Total Cost | Price | Market Value | Percent of Assets | Unrealized Gain/Loss | Estimated Annual Income | 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 | Cubalmart 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 Rlty 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 Invt 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 Ppty's 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 | Jefferies 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

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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



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 | | | |
|---|--|--|--|--|--|--|--|--|--|--|--|--|--|---|---|---|---|---|---|---|---|---|--|--|--|
| 2024 vs 2025 YTD Dues Comparison as of 09/12/2025 WEEK 37 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | TOTALS | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Category A (4 million cyds or greater) | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | Category B (1 million - 3,999,999 cyds) | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | Category C (500,000 - 999,999 cyds) | | | | | | | | | | | | | | | | | | | | | | | | |
| 8 | Category D (250,000 - 499,999 cyds) | | | | | | | | | | | | | | | | | | | | | | | | |
| 9 | Category E (150,000 - 249,999 cyds) | | | | | | | | | | | | | | | | | | | | | | | | |
| 10 | Category F (20,001 - 149,999 cyds) | | | | | | | | | | | | | | | | | | | | | | | | |
| 11 | Category G (Minimum 20,000 cyds) | | | | | | | | | | | | | | | | | | | | | | | | |
| 12 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 13 | TOTAL | | | | | | | | | | | | | | | | | | | | | | | | |
| 14 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15 | Overall % Companies Reporting 2024: 94% | | | | | | | | | | | | | | | | | | | | | | | | |
| 16 | Overall % Reporting 2024 Week 37: 91% | | | | | | | | | | | | | | | | | | | | | | | | |
| 17 | % reporting by WEEK 37 2025: | | | | | | | | | | | | | | | | | | | | | | | | |
| 18 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 19 | Category A - Total Companies | | | | | | | | | | | | | | | | | | | | | | | | |
| 20 | % Companies renewed | | | | | | | | | | | | | | | | | | | | | | | | |
| 21 | % Companies renewed or committed | | | | | | | | | | | | | | | | | | | | | | | | |
| 22 | # Companies reporting yardage up from PY | | | | | | | | | | | | | | | | | | | | | | | | |
| 23 | # Companies reporting yardage down from PY | | | | | | | | | | | | | | | | | | | | | | | | |
| 24 | # Companies reporting static yardage | | | | | | | | | | | | | | | | | | | | | | | | |
| 25 | # New Members | | | | | | | | | | | | | | | | | | | | | | | | |
| 26 | # Companies committed but not submitted | | | | | | | | | | | | | | | | | | | | | | | | |
| 27 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 28 | Category B - Total Companies | | | | | | | | | | | | | | | | | | | | | | | | |
| 29 | % Companies renewed | | | | | | | | | | | | | | | | | | | | | | | | |
| 30 | % Companies renewed or committed | | | | | | | | | | | | | | | | | | | | | | | | |
| 31 | # Companies reporting yardage up from PY | | | | | | | | | | | | | | | | | | | | | | | | |
| 32 | # Companies reporting yardage down from PY | | | | | | | | | | | | | | | | | | | | | | | | |
| 33 | # Companies reporting static yardage | | | | | | | | | | | | | | | | | | | | | | | | |
| 34 | # New Members | | | | | | | | | | | | | | | | | | | | | | | | |
| 35 | # Companies committed but not submitted | | | | | | | | | | | | | | | | | | | | | | | | |
| 36 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 37 | Category C - Total Companies | | | | | | | | | | | | | | | | | | | | | | | | |
| 38 | % Companies renewed | | | | | | | | | | | | | | | | | | | | | | | | |
| 39 | % Companies renewed or committed | | | | | | | | | | | | | | | | | | | | | | | | |
| 40 | # Companies reporting yardage up from PY | | | | | | | | | | | | | | | | | | | | | | | | |
| 41 | # Companies reporting yardage down from PY | | | | | | | | | | | | | | | | | | | | | | | | |
| 42 | # Companies reporting static yardage | | | | | | | | | | | | | | | | | | | | | | | | |
| 43 | # New Members | | | | | | | | | | | | | | | | | | | | | | | | |
| 44 | # Companies committed but not submitted | | | | | | | | | | | | | | | | | | | | | | | | |
| 45 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 46 | Category D - Total Companies | | | | | | | | | | | | | | | | | | | | | | | | |
| 47 | % Companies renewed | | | | | | | | | | | | | | | | | | | | | | | | |
| 48 | % Companies renewed or committed | | | | | | | | | | | | | | | | | | | | | | | | |
| 49 | # Companies reporting yardage up from PY | | | | | | | | | | | | | | | | | | | | | | | | |
| 50 | # Companies reporting yardage down from PY | | | | | | | | | | | | | | | | | | | | | | | | |
| 51 | # Companies reporting static yardage | | | | | | | | | | | | | | | | | | | | | | | | |
| 52 | # New Members | | | | | | | | | | | | | | | | | | | | | | | | |
| 53 | # Companies committed but not submitted | | | | | | | | | | | | | | | | | | | | | | | | |
| 54 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 55 | Associates | | | | | | | | | | | | | | | | | | | | | | | | |
| 56 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 57 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 58 | Overall % Renewing 2024: 87% | | | | | | | | | | | | | | | | | | | | | | | | |
| 59 | Manufacturers - 88% | | | | | | | | | | | | | | | | | | | | | | | | |
| 60 | Materials - 86% | | | | | | | | | | | | | | | | | | | | | | | | |
| 61 | Contractors - 72% | | | | | | | | | | | | | | | | | | | | | | | | |

| | | | | | | | |
|------------|---|--------|--|------------|--|--|--------|
| | New & Rejoined Members | | | | | | |
| PRODUCERS | | | | ASSOCIATES | | | |
| | 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 Seacrh & 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.

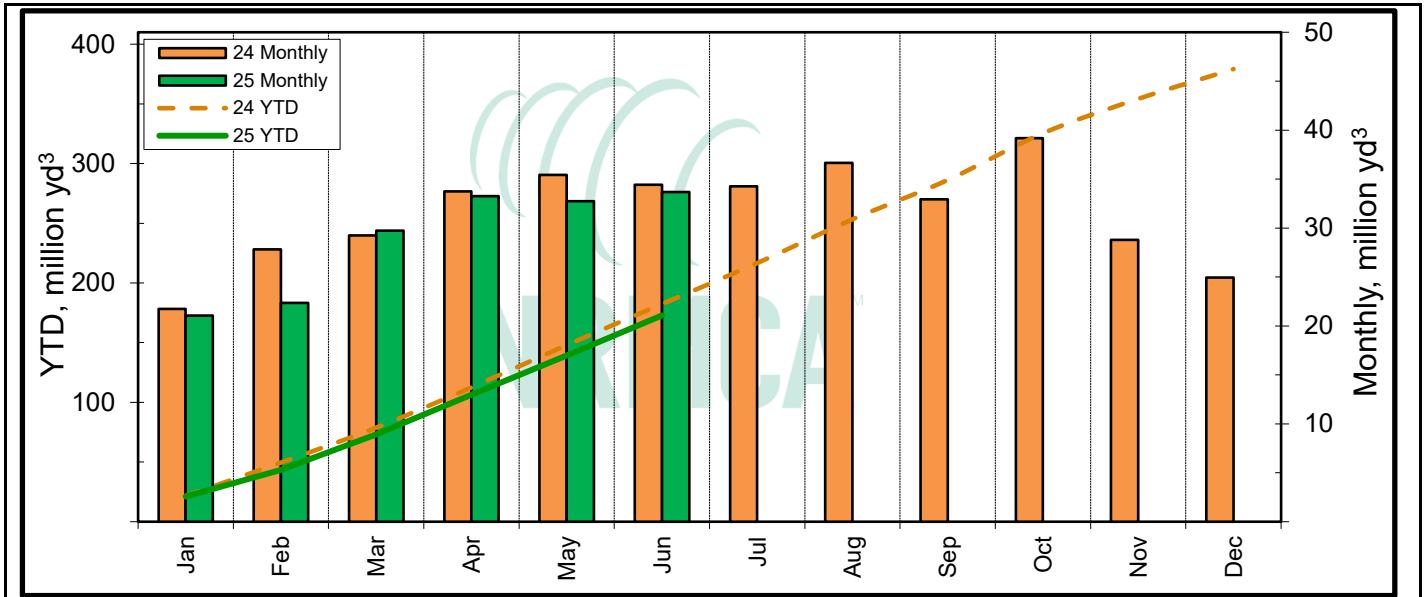


NATIONAL READY MIXED CONCRETE ASSOCIATION

INDUSTRY FACT SHEET

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 | | | | | |
| Based on information from the U.S. Geological Survey | | | | | |

Production Statistics @

<https://my.nrmca.org/Main/MembersOnly/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.**

1 **BYLAWS**

2
3 **of the**

4
5 **National Ready Mixed Concrete Association**

6
7
8 **Article I - Name**

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

11
12 Section 2. The principal office of the association shall be determined by the board of directors.

13
14 **Article II - Object**

15 The objects of the association shall be to:

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

23
24 **ARTICLE III - Members**

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

26
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.

35
36 Section 3. Associate Members

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

47
48 Section 4. Questions of membership eligibility shall be determined by the board of directors.

49
50 Section 5. Dues – Annual dues for all members shall be as prescribed by the board of directors.

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

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

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

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

Article IV - Officers

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

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

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

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

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

Article V - Meetings

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

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

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

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

Article VI - Board of Directors

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

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

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

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

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

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

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

Section 4. Authority – The board of directors shall:

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

Section 5. Meetings – The board of directors shall:

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

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

Section 7. Personal Liability of Directors –

- A. A director shall not be personally liable, as such, for monetary damages for any action taken unless the director has breached or failed to perform the duties of his office, as specified under Pennsylvania law, and the breach or failure to perform constitutes self-dealing, willful misconduct or recklessness.
- B. The exemption from liability provided in this section shall not apply, however, to the responsibility or liability of a director pursuant to any criminal statute, or to the liability of a director for the payment of taxes pursuant to applicable federal, state, or local law.

Section 8. Executive Committee –

- A. There shall be an executive committee composed of the officers, the immediate past chair, a past chairman elected by the Nominating Committee and eight members elected by the board of directors from among the sitting elected directors, who shall serve for a period of one year or until a successor is elected and assumes office. No more than one of the eight members elected by the Board of Directors may be employed by the same active producer member. The nominating committee may propose candidates to the board of directors.
- B. The executive committee shall have all the authority of the board of directors between meetings but may not counteract established board policy. The executive committee shall be responsible to develop and recommend policy to the NRMCA board, to provide counsel to the NRMCA officers, and to recommend an annual budget and program of work to the board.
- C. The executive committee shall meet at the call of the chairman and must meet upon the written request to the chairman by a majority of the members of the executive committee. At any duly called meeting of the Executive Committee a quorum shall consist of a majority of the members of the Executive Committee.

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

Article VII - Nomination and Election

Section 1. Nominating Committee –

- A. There shall be a nominating committee composed of nine members, including the current board chairman, the immediate past board chairman, and the past board chairmen from the previous seven years, provided that they are actively engaged in the industry. Any vacancies as a result of an insufficient number of active past board chairmen shall be filled first by a past board chairman still active in the industry from the years previous to the past seven years, in ascending order. If there are no eligible past chairmen, the vacancy shall be filled by lot from the current board-elected members of the executive committee, provided that such vacancy shall not be filled by anyone employed by the same active producer as someone currently sitting on the committee. The president shall be a nonvoting ex-officio member of the committee. The nominating committee chairman shall be selected by the past board chairmen on the committee.
- B. The nominating committee shall be responsible to present candidates for the board of directors, officers, and executive committee, as well as recommendations for candidates 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
- 276 A. There may be one or more certification departments created by the NRMCA board of
277 directors to administer board authorized certification programs for specific areas of practice.
278 Each board authorized program shall be governed by its own certification board that shall
279 operate independently of the NRMCA board of directors, except that one nonvoting member
280 of the certification board may be appointed by the NRMCA board of directors to serve as a
281 liaison. Certification department and certification board members need not be members of
282 NRMCA.
- 283 B. Each certification board shall have the sole authority to set certification policy and
284 requirements for its area of practice and shall fairly and equitably represent the interests of
285 all concerned parties.
- 286 C. Certification departments must maintain separation from the educational programs of
287 NRMCA. No person may serve as both an instructor and an examiner (including grading
288 exams) for the same training course.
- 289 D. The certification department shall maintain a compliance program to ensure compliance with
290 certification policies.
- 291

292 **Article X - Administration**

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

298 Section 2. Indemnification – The association shall indemnify any person who was or is a party or
299 is threatened to be made a party to any threatened, pending or completed action, suit or
300

proceeding, whether civil, criminal, administrative or investigative (other than an action by or in the right of the association) by reason of the fact that such person is or was a director, 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 foreign corporation, partnership, joint venture, trust or other enterprise, against expenses (including attorney's fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by such person in connection with the action or proceeding 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 association and, with respect to a criminal action or proceeding, had no reasonable cause to believe such person's conduct was unlawful. The termination of any action, suit, or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent shall not, of itself, create a presumption that such a person did not act in good faith and in a manner which he reasonably believed to be in or not opposed to the best interests of the association, and with respect to any criminal action or proceeding, had reasonable cause to believe that such person's conduct was unlawful.

The association shall indemnify any person who was or is a party or is threatened to be made a party 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, 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 foreign corporation, partnership, joint venture, trust or other enterprise, against expenses (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. 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 (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.

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.

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

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
359 **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
367 **Article XII - Amendment**

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

371
372 **Article XIII - Merger, Consolidation, and Dissolution**

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

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

Accountability

Transparency

Responsiveness

Innovation

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.

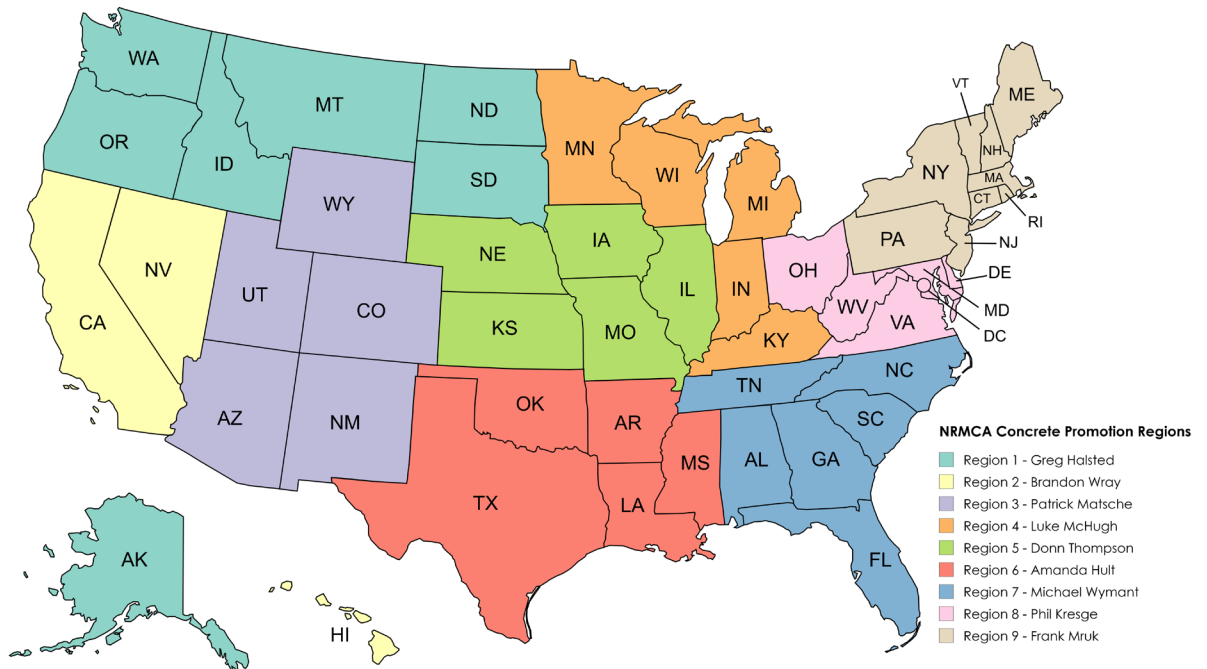
Key Tactics

- 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 grasstops/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.



For Internal Use Only – Not to be Distributed

Appendix A – NRMCA Concrete Promotion Regions



Created with mapchart.net

NRMCA BUDGET/FORECAST DETAIL

2025 Forecast and Budget and 2026 Proposed Budget

| | Description | CURRENT FORECAST | | | | APPROVED BUDGET | | | | PROPOSED BUDGET | | | | ACCURAL | |
|----|-----------------------------------|----------------------|---------------------|----------------------|----------------------|---------------------|----------------------|----------------------|---------------------|----------------------|---------------------|----------------------|-----------------------|---------|--|
| | | FYE 12/31/2025 | | | | FYE 12/31/2026 | | | | FYE 12/31/2026 | | | | (j - D) | |
| | | Accrual | Change | Cash basis | Accrual | Change | Cash basis | Accrual | Change | Accrual | Change | Cash basis | Over (Under) | | |
| 1 | DUES - ASSOCIATE | \$ 488,500 | \$ - | \$ 488,500 | \$ 480,000 | \$ - | \$ 480,000 | \$ 490,000 | \$ - | \$ 490,000 | \$ - | \$ 490,000 | \$ 1,500 | A | |
| 2 | DUES - PRODUCER REGULAR | \$ 6,146,077 | \$ - | \$ 6,146,077 | \$ 6,006,000 | \$ - | \$ 6,006,000 | \$ 8,411,948 | \$ - | \$ 8,411,948 | \$ - | \$ 8,411,948 | \$ 2,265,871 | A | |
| 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 | \$ - | \$ 83,500 | \$ (73,650) | D | |
| 5 | INTEREST INCOME | \$ 200,000 | \$ - | \$ 200,000 | \$ 200,000 | \$ - | \$ 200,000 | \$ 200,000 | \$ - | \$ 200,000 | \$ - | \$ 200,000 | \$ - | B | |
| 6 | MANAGEMENT FEES | \$ 705,229 | \$ - | \$ 705,229 | \$ 705,229 | \$ - | \$ 705,229 | \$ 712,803 | \$ - | \$ 712,803 | \$ - | \$ 712,803 | \$ 7,574 | C | |
| 7 | REGISTRATION | \$ 2,035,000 | \$ - | \$ 2,035,000 | \$ 2,235,305 | \$ - | \$ 2,235,305 | \$ 2,277,145 | \$ - | \$ 2,277,145 | \$ - | \$ 2,277,145 | \$ 242,145 | C | |
| 8 | CONTRIBUTIONS | \$ 500,000 | \$ - | \$ 500,000 | \$ 500,000 | \$ - | \$ 500,000 | \$ 500,000 | \$ - | \$ 500,000 | \$ - | \$ 500,000 | \$ - | D | |
| 9 | CONCRETEPAC EVENTS | \$ 216,550 | \$ - | \$ 216,550 | \$ 153,400 | \$ - | \$ 153,400 | \$ 151,000 | \$ - | \$ 151,000 | \$ - | \$ 151,000 | \$ (65,550) | D | |
| 10 | EVENT SPONSORSHIPS | \$ 735,000 | \$ - | \$ 735,000 | \$ 685,800 | \$ - | \$ 685,800 | \$ 780,800 | \$ - | \$ 780,800 | \$ - | \$ 780,800 | \$ 45,800 | D | |
| 11 | EXHIBIT SALES | \$ 439,400 | \$ - | \$ 439,400 | \$ 323,000 | \$ - | \$ 323,000 | \$ 300,000 | \$ - | \$ 300,000 | \$ - | \$ 300,000 | \$ (139,400) | D | |
| 12 | PLANT CERTIFICATION | \$ 900,000 | \$ - | \$ 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 | \$ - | \$ 655,000 | \$ 55,000 | | |
| 14 | ADVERTISING | \$ 62,051 | \$ - | \$ 62,051 | \$ 64,500 | \$ - | \$ 64,500 | \$ 45,000 | \$ - | \$ 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 | \$ - | \$ 150,000 | \$ 30,000 | | |
| 17 | EPD PROGRAM CERTIFICATION | \$ 200,000 | \$ - | \$ 200,000 | \$ 125,000 | \$ - | \$ 125,000 | \$ 250,000 | \$ - | \$ 250,000 | \$ - | \$ 250,000 | \$ 50,000 | | |
| 18 | ROYALTIES | \$ 23,099 | \$ - | \$ 23,099 | \$ 19,500 | \$ - | \$ 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 | \$ - | \$ 174,000 | \$ (97,901) | D | |
| 20 | UNREALIZED GAINS (LOSSES) | \$ 230,000 | \$ (230,000) | \$ - | \$ 230,000 | \$ (230,000) | \$ - | \$ - | \$ (292,000) | \$ - | \$ (292,000) | \$ - | \$ - | B | |
| 21 | REALIZED GAINS (LOSSES) | \$ 100,000 | \$ - | \$ 100,000 | \$ 100,000 | \$ - | \$ 100,000 | \$ 100,000 | \$ - | \$ 100,000 | \$ - | \$ 100,000 | \$ - | B | |
| 22 | CECA Show Agreement | \$ 794,586 | \$ - | \$ 794,586 | \$ 794,000 | \$ - | \$ 794,000 | \$ 1,586,000 | \$ - | \$ 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 | \$ (292,000) | \$ 17,786,696 | \$ (1,174,224) | | |
| 24 | PAYROLL | \$ 7,428,585 | \$ - | \$ 7,428,585 | \$ 8,213,854 | \$ - | \$ 8,213,854 | \$ 6,982,790 | \$ - | \$ 6,982,790 | \$ - | \$ 6,982,790 | \$ (445,795) | E | |
| 25 | PRESIDENT AUTO ALLOWANCE | \$ - | \$ - | \$ - | \$ 12,000 | \$ - | \$ 12,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | | |
| 26 | SALARIES & VACATION | \$ 7,428,585 | \$ - | \$ 7,428,585 | \$ 8,225,854 | \$ - | \$ 8,225,854 | \$ 6,982,790 | \$ - | \$ 6,982,790 | \$ - | \$ 6,982,790 | \$ (445,795) | | |
| 27 | | | | | | | | | | | | | | | |
| 28 | PAYROLL TAX - FICA / SOC. SEC. | \$ 485,457 | \$ - | \$ 485,457 | \$ 526,869 | \$ - | \$ 526,869 | \$ 474,629 | \$ - | \$ 474,629 | \$ - | \$ 474,629 | \$ (10,828) | | |
| 29 | PAYROLL TAX - FUTA | \$ 4,000 | \$ - | \$ 4,000 | \$ 4,000 | \$ - | \$ 4,000 | \$ 3,000 | \$ - | \$ 3,000 | \$ - | \$ 3,000 | \$ (1,000) | | |
| 30 | PAYROLL TAX - SUTA | \$ 10,000 | \$ - | \$ 10,000 | \$ 10,000 | \$ - | \$ 10,000 | \$ 7,000 | \$ - | \$ 7,000 | \$ - | \$ 7,000 | \$ (3,000) | | |
| 31 | GROUP MEDICAL / DENTAL INS. | \$ 819,126 | \$ - | \$ 819,126 | \$ 911,668 | \$ - | \$ 911,668 | \$ 883,646 | \$ - | \$ 883,646 | \$ - | \$ 883,646 | \$ 64,520 | | |
| 32 | LIFE, AD&D, DISABILITY INS. | \$ 65,405 | \$ - | \$ 65,405 | \$ 69,327 | \$ - | \$ 69,327 | \$ 63,874 | \$ - | \$ 63,874 | \$ - | \$ 63,874 | \$ (1,531) | | |
| 33 | PENSION - ER CONTRIBUTIONS | \$ 481,307 | \$ - | \$ 481,307 | \$ 535,638 | \$ - | \$ 535,638 | \$ 457,983 | \$ - | \$ 457,983 | \$ - | \$ 457,983 | \$ (23,324) | | |
| 34 | EMPLOYER PAID COMMUTING | \$ 33,000 | \$ - | \$ 33,000 | \$ 36,000 | \$ - | \$ 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 | \$ - | \$ 17,150 | \$ - | | |
| 36 | TAXES, BENEFITS, INSURANCE | \$ 1,915,445 | \$ - | \$ 1,915,445 | \$ 2,110,652 | \$ - | \$ 2,110,652 | \$ 1,943,282 | \$ - | \$ 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 | \$ - | \$ 432,400 | \$ 66,130 | F | |
| 39 | POSTAGE & COURIER | \$ 146,905 | \$ - | \$ 146,905 | \$ 146,905 | \$ - | \$ 146,905 | \$ 130,855 | \$ - | \$ 130,855 | \$ - | \$ 130,855 | \$ (16,050) | | |

| FYE 12/31/2025 | | | | | | | | | | | | | FYE 12/31/2026 | | | | | | | | | | | | | (J - D) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| CURRENT FORECAST | | | | | | | | | | | | | APPROVED BUDGET | | | | | | | | | | | | | PROPOSED BUDGET | | | | | | | | | | | | | ACCRUAL | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Description | | | | | | | | | | | | | Accrual | | | | | | | | | | | | | Change | | | | | | | | | | | | | Cash basis | | | | | | | | | | | | | Accrual | | | | | | | | | | | | | Change | | | | | | | | | | | | | Cash basis | | | | | | | | | | | | | Over (Under) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 40 | RENTAL / LEASE AGREEMENTS | | | | | | | | | | | | | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | 10,000 | \$ | 10,000 | \$ | 10,000 | \$ | 10,000 | \$ | 10,000 | \$ | 10,000 | \$ | 10,000 | \$ | 10,000 | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ | - | \$ | 10,000 | \$ |

| Description | CURRENT FORECAST | | | APPROVED BUDGET | | | PROPOSED BUDGET | | | (J - D) | |
|-----------------------------------|----------------------|---------------------|----------------------|----------------------|---------------------|----------------------|----------------------|---------------------|----------------------|---------------------|--|
| | FYE 12/31/2025 | | | FYE 12/31/2025 | | | FYE 12/31/2026 | | | ACCRUAL | |
| | 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 | |
| 90 ELECTRIC | \$ 31,000 | \$ - | \$ 31,000 | \$ 31,000 | \$ - | \$ 31,000 | \$ 31,000 | \$ - | \$ 31,000 | \$ - | |
| 91 GAS & WATER | \$ 1,200 | \$ - | \$ 1,200 | \$ 1,200 | \$ - | \$ 1,200 | \$ 2,000 | \$ - | \$ 2,000 | \$ 800 | |
| 92 UTILITIES | \$ 32,200 | \$ - | \$ 32,200 | \$ 32,200 | \$ - | \$ 32,200 | \$ 33,000 | \$ - | \$ 33,000 | \$ 800 | |
| 93 | | | | | | | | | | | |
| 94 | | | | | | | | | | | |
| 95 Total Expenses | \$ 18,251,922 | \$ (90,809) | \$ 18,161,113 | \$ 18,653,707 | \$ 222,139 | \$ 18,875,846 | \$ 18,044,122 | \$ 254,658 | \$ 18,298,780 | \$ (115,646) | |
| 96 | | | | | | | | | | | |
| 97 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

Staff Liaison: Colin Lobo

Vice Chair: Bobby Dowdy

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

Staff Liaison: Kevin Walgenbach

Vice Chair: Todd Morris

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 2017. 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
Vacant

EVP, Operations & Compliance, Division Head
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

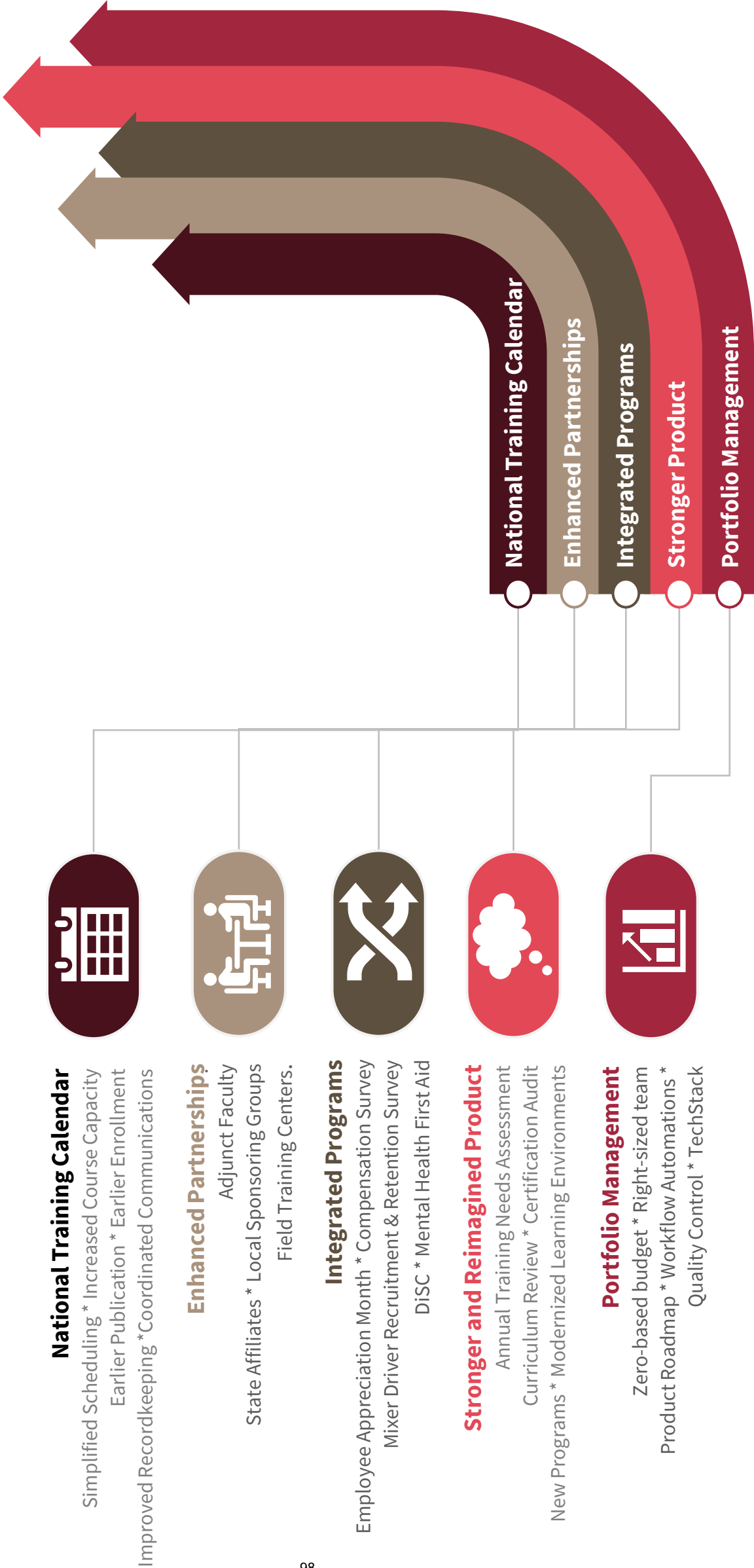
- Environmental Regulations – Continue to monitor/advocate on environmental issues, in part, including national enforcement/compliance initiatives, permitting, environmental justice, waters of the US, fly ash, and truck emissions.
- EPA Smart Sectors Program – SEO Department staff continue to communicate 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



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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>

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!



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(\$10,000 to \$24,999)**

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Mr. James Spear - Chairman 1969

17206 Meadow Tree Circle
Dallas, TX 75248
Phone: (972) 248-2903

Mr. Carl Tilden

3404 E. Fernan Hill Rd.
Coeur D Alene, ID 83814
Phone: (208) 664-9318

Ms. Elizabeth Twohy - Chair 2007

Virginia Beach, VA 23454
Email: boo.twohy@outlook.com

Mr. David Vickers - Chairman 2002

46-360 Monte Sereno Dr.
Indian Wells, CA 92210
Phone: (760)-360-3958
Email: dvickerssr@aol.com



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: AICrete | 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 |



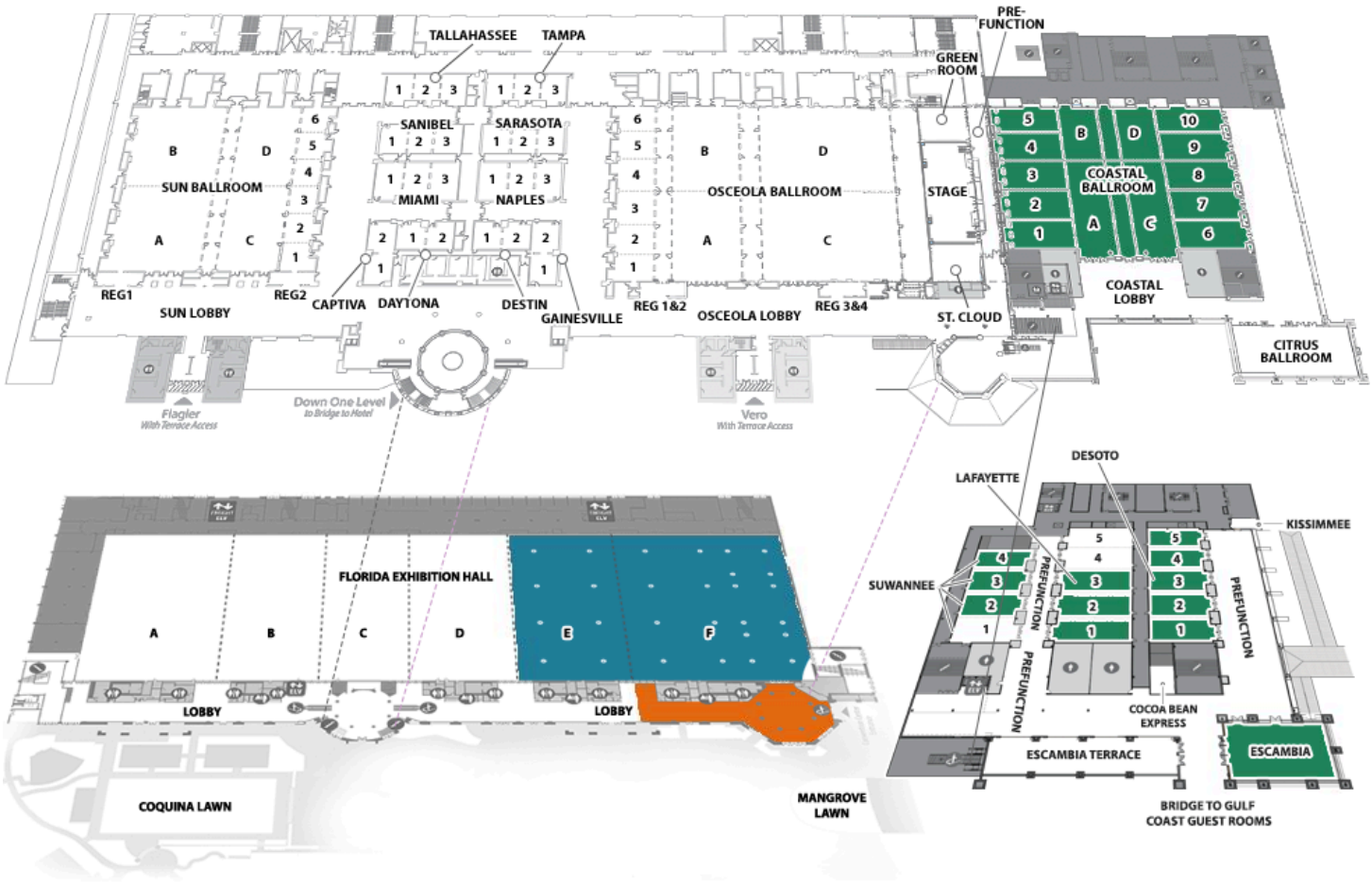
SUNDAY, OCTOBER 12, 2025

| | | |
|----------------------------|---|---------------------|
| 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: skEYEwatch | 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

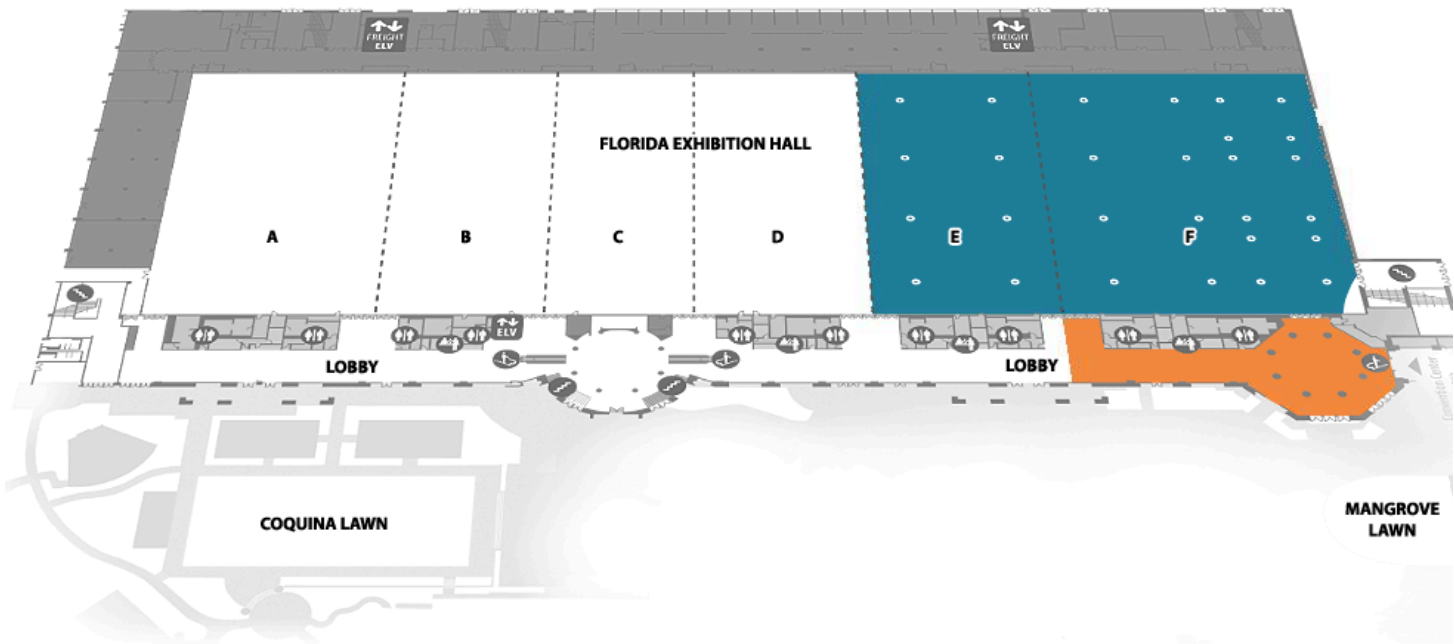
NRMCA Exhibition Hall



NRMCA Exhibit Hall (Level 1)

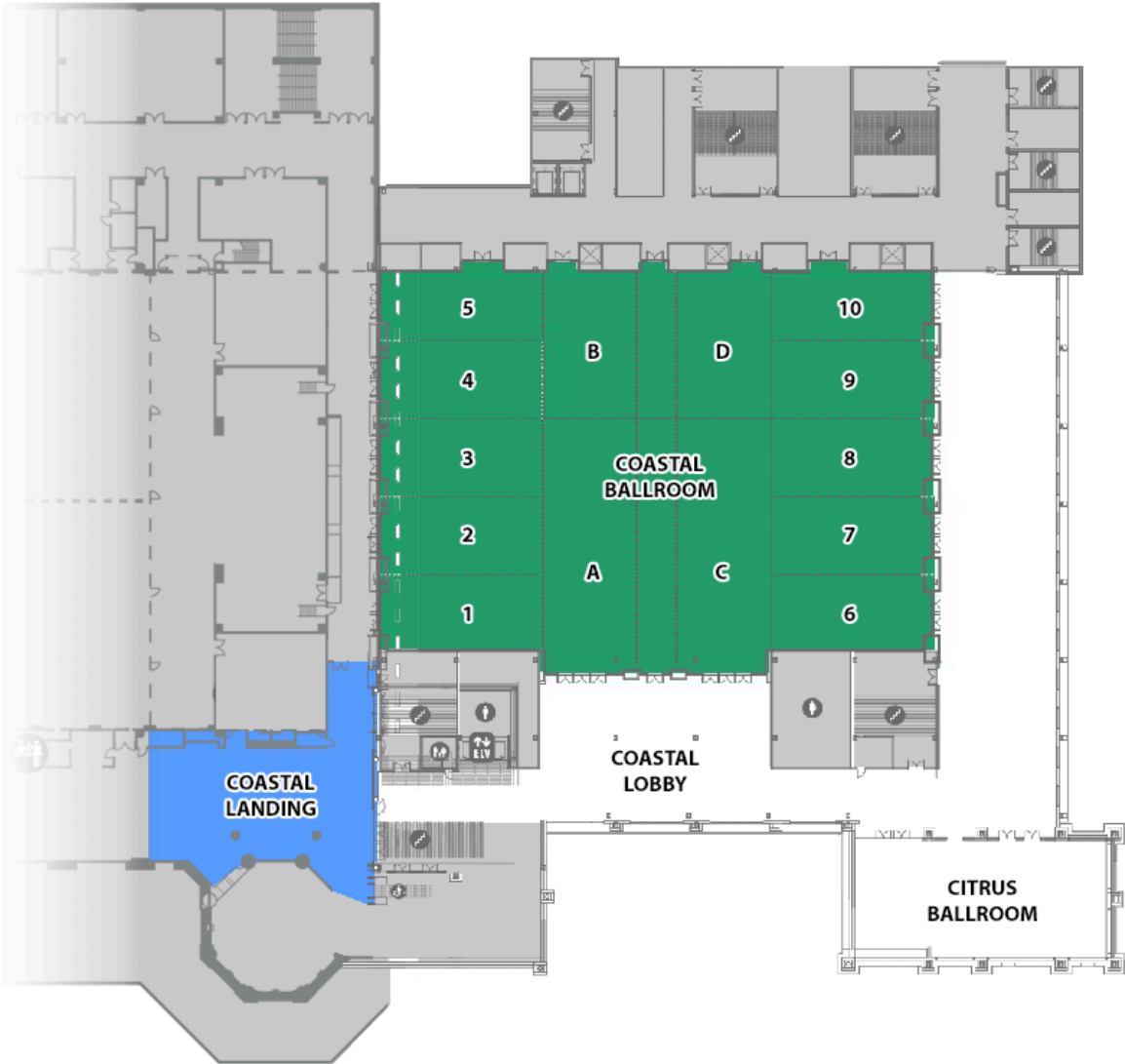
- Exhibition Hall E-F
- Access to National Mixer Driver Championship Parking Lot

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.



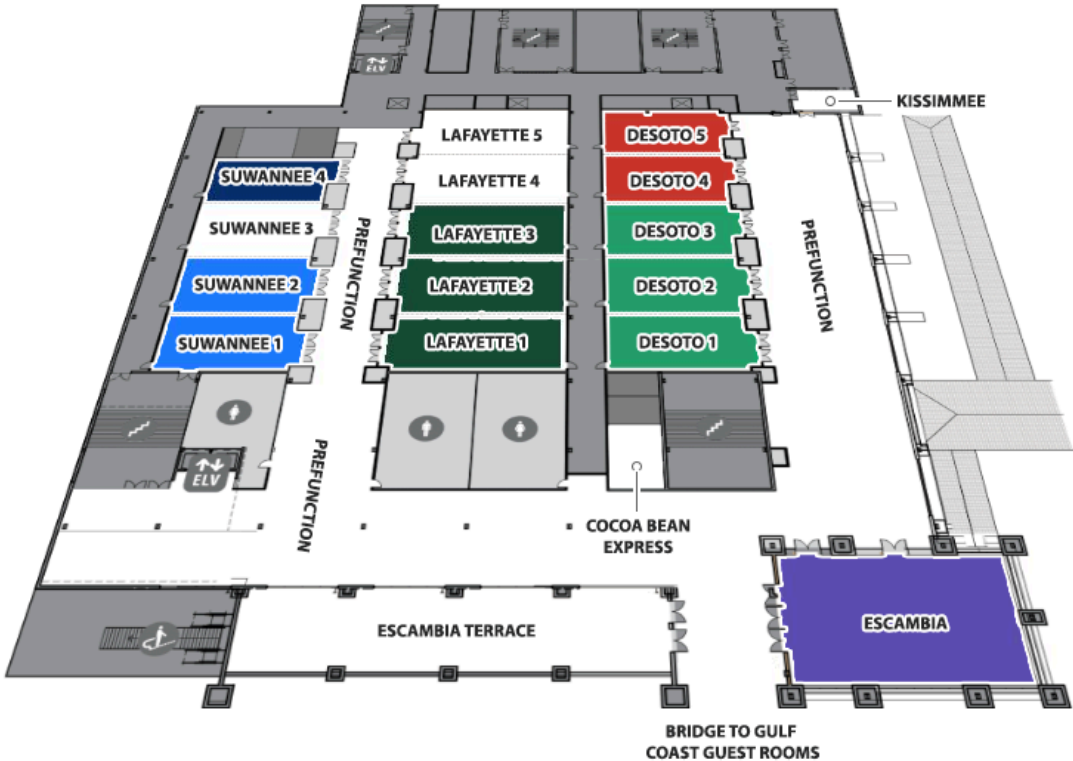
Coastal Ballroom (Level 2)

- 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

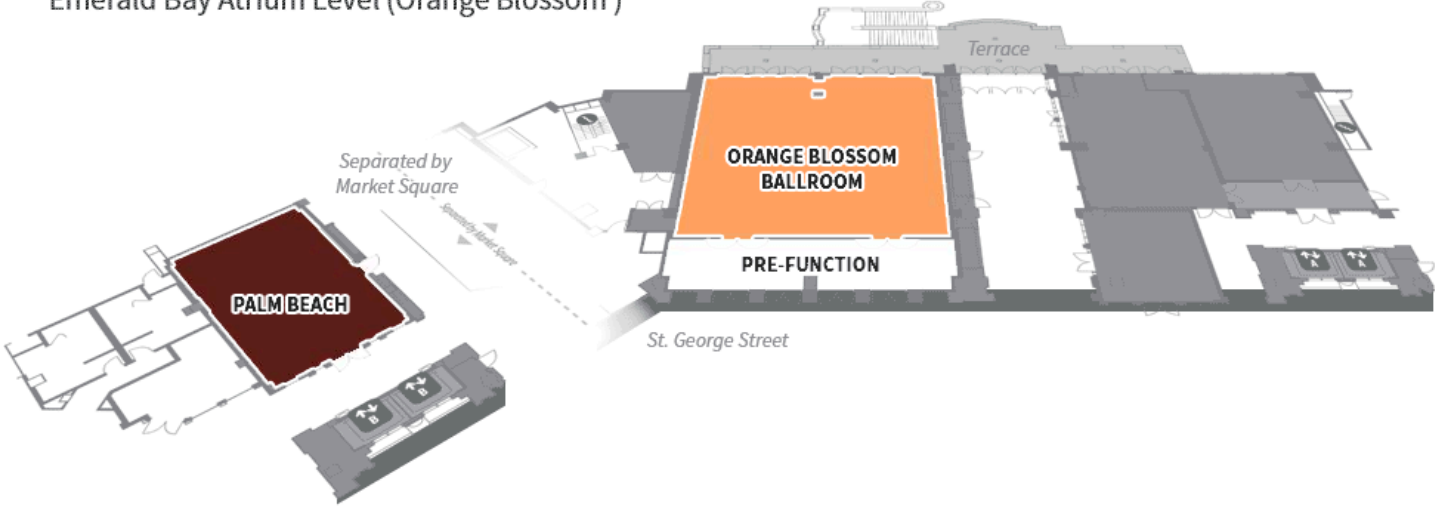
- Membership Committee, Government Affairs Committee, State Affiliate Meeting (closed)
- Business Advancement Committee, Information Technology Task Group, Materials Division, Manufacturers', Products and Services Division
- Developing Industry Leaders (DIL)
- Developing Industry Leaders (DIL) Workshop, 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



NRMCA Breakout Rooms (Atrium Level)

- 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. |
| AlCrete* | 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* | skEYEwatch |
| 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 |
| Chavana, Ervin | Sika Corporation | Lyndhurst, NJ |
| Cheeks, Bill | Ozinga | Mokena, IL |
| Cheng, Quentin | AlCrete | 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 |
| Daidsen, 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 | Tyfoom | 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 |
| Gersholowitz, 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
Granger, Todd
Grant, John
grant, Justin
Gray, Brian
Grebel, Gary
Green, T'Sha
Green, Bill
Green, Nicole
Grogan, Rodney
Grossman, Eliot
Grothaus, John
Guerrero, Francisco
Gutierrez, Luis
Guynn, John
Gysemans, Kyle
Hagaman, Shane
Hagan, Chris
Haigh, Will
Hall, David
Hall, Greg
Hall, Shirley
Hall, Sonny
Hallums, Andy
Halsted, Greg
Halvarsson, Aymeric
Hamblen, Allen
Hamblen, Willy
Hamm, Ben
Hand, David
Hansberger, Martin
Hanson, Matt
Harding, Cassie
Hardison, Tony
Harmon, Harvey
Harreld, Thomas
Harris, Brett
Harris, Dan
Harris, Nancy
Harris, Terry
Harris, Reid
Hart, Blake
Hashimoto, Kirk
Haskins, Sean
Hatton, Justin
Hauge, Henry
Hawkins, Todd
Hedger, Dustin

Riviera Brush Co. - Synpro Products
Astec Industries
MMC Materials, Inc.
IMMI
Knife River
MCC Inc.
Angelle Materials
Concrete Products
MTSU CIM
Dunn Investment Company
Slabstack
Ozinga
CalPortland Company
Knife River
Roman Cement
Giatec Scientific Inc.
Amrize
The Vince Hagan Company
Knife River
Roman Cement
CPC Materials
Chico State (CIM) Chico State
Rasmussen Group, Inc.
The Pete Store
NRMCA
Slabstack
CalPortland Company
CalPortland Company
PGT Trucking: Northside
Ernst Concrete
Holliday Rock Co.
Con-Tech Manufacturing, Inc.
Oklahoma Ready Mixed Concrete Association
Central Carolina Concrete
Tri-City Concrete
M.A. Industries Inc
Chryso
Command Alkon
Power Kleen Corporation
Chryso, Inc.
Concrete Supply Co.
CheckProof
Cement and Concrete Products Industry of Hawaii
Power Kleen Corporation
CalPortland Company
Knife River
Link2Pump
Farmer Companies

Hercules, CA
Blair, NE
Madison, MS
Westfield, IN
Bend, OR
Appleton, WI
Baton Rouge, LA
Denver, CO
Murfreesboro, TN
Madison, MS
New York, NY
Portage, IN
North Las Vegas, NV
Sioux Falls, SD
Salt Lake City, UT
Ottawa, ON
Colorado Springs, CO
Sunnyvale, TX
Boise, ID
Draper, UT
Arlington, WA
Chico, CA
Des Moines, IA
Ft Lauderdale, FL
Bellingham, WA
New York, NY
Las Vegas, NV
Mobile, AL
Pittsburgh, PA
Dawsonville, GA
Upland, CA
Dodge Center, MN
Oklahoma City, OK
Greensboro, NC
Mt. Holly, NC
Peachtree City, GA
Jeffersonton, VA
Dublin, OH
Oldsmar, FL
Royse City, TX
Charlotte, NC
Houston, TX
Honolulu, HI
Oldsmar, FL
Tucson, AZ
Grand Forks, ND
Boynton Beach, FL
Jonesboro, AR



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

| | | |
|-----------------------------|---|---------------------|
| 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 | AlCrete | 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 |



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

Ingalls, Jill
Ingrassano, Don
Jackson, James
Jackson, Kenny
Jacoby, Ryan
James, Tim
Jaspersen, Mark
Jeff Krupcale, JK
Jenkins, Jacques
Jetmore, Matt
Jimenez, Jason
Jimenez Vergara, Cesar
Johnson, Cedrick
Johnson, Dan
Johnson, Ken
Johnson, Kira
Jones, Calvin
Jones, Scott
Jones, Beau
Jones, Jason
Joshua, Khammy
Julius, Andrew
Kabrich, Max
Kalafut, Ken
Kalyn, Shawn
Kampe, Jess
Kanlic, Michael
Kauhanen, Mia
Kefalos, Cosmos
Keller, Teddy
Kelley, Benjamin
Kennedy, Jacob
Kennedy, Dee Dee
Keri, Alen
Kerr, Malcolm
Keyes, Jeff
Killingsworth, Brian
King, Hunter
Kirby, Joanna
Kirk, Klint
Kirkpatrick, Chris
Kjohede, Aaron
Klassanos, Chris
Klauman, Mike
Klute, Anne
Knight, Richard
Knight, Donald
Knight, Joe

CalPortland Company
Roanoke Cement
Ozark Ready Mix Company, Inc.
Ozark Ready Mix Company, Inc.
Chaney Enterprises
Holliday Rock Co.
Integral dx
Superior Materials/VCNA
NRMCA
Slabstack
The Euclid Chemical Company
CalPortland Company
CEMEX
Ozinga
MMC Materials, Inc.
Oregon Concrete and Aggregate Producers Association
BURNCO Texas LLC
Fullforce by ABC Polymer Industries
The Vince Hagan Company
CEMEX
Ozinga
Master Builders Solutions
Sysdyne Technologies
VCNA Prairie
St Marys Cement
Rost Ready Mix
Quikrete Cement
Polarmatic North America Ltd.
Universal Matter INC
The Vince Hagan Company
Franklin County Concrete
MPAQ Automation
Maryland Ready Mix Concrete Association
Concrete Ontario
Sysdyne Technologies
Solomon Colors
NRMCA
Rocket Start
NRMCA
Hawkeye Ready Mix
Sika Corporation
Verifi
Oshkosh S-Series
The Monarch Cement Company
Nebraska Concrete & Aggregates Association
Ozinga
Quickrete
Vulcan Materials Company

Bellevue, WA
Raleigh, NC
Overland Park, KS
Jefferson City, MO
Annapolis, MD
Upland, CA
Montevideo, MN
Royal Oak, MI
Alexandria, VA
New York, NY
Bellevue, MI
Lompoc, CA
Riverview, FL
Kenosha, WI
Starkville, MS
Salem, OR
Irving, TX
Helena, AL
Sunnyvale, TX
Tampa, FL
Franklin, WI
Beachwood, OH
Stamford, CT
Bridgeview, IL
Avon, OH
Marshfield, MO
Alpharetta, GA
Cincinnati, OH
Houston, TX
Sunnyvale, TX
Marthasville, MO
Mississauga, ON
Chevy Chase, MD
Mississauga, ON
Stamford, CT
Denver, CO
San Antonio, TX
Raleigh, NC
Alexandria, VA
Coralville, IA
Lyndhurst, NJ
Ankeny, IA
Oshkosh, WI
Humboldt, KS
Lincoln, NE
Herscher, IL
Gainesville, GA
Herndon, VA



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

| | | |
|---------------------|---|---------------------|
| 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 |
| Leiningner, 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
Lester, Andrew
Lianopoulos, Suzanne
Lindemann, Cody
Lindley, Steve
Linn, Patrick
Litton, Robert
Lobo, Colin
Loggins, Jimmy
Long, Amie
Loomes, David
Lopez, Ricardo
Lortscher, Kirsten
Lovelady, Steve
Lowder, Sarai
Lowery, Marcus
Loyd, Gary
Luchene, Barry
Luchene, Brian
Luhman, Lauren
Luis, Angie
Lynchard, BJ
Lytle, Garret
Madera, Michelle
Madison, Rita
Magdelinskas, Erica
Maher, Tom
Maher, Nicole
Mahgoub, Mohamed
Maia, Nuno
Maikui, Lauri Ann
Majewski, Brandon
Malcolm, Kelli
Maldonado, Peter
Manatt, Adam
Mancilla, David
Mange, Mark
Markum, Daniel
Marsh, Don
Marsh, Paul
Martin, David
Martin, Christy
Martinez, Ivan
Martinez, Salvador
Martinez, Adrian
Maschmeyer, Troy
Maslanka, Kelsey
Mata, Kàty

Heidelberg Materials
MMC Materials, Inc.
Sika Corporation
Lauren Concrete
Ozinga
Nox-Crete Inc.
Concrete Careers
NRMCA
Ernst Enterprises of Georgia, Inc.
Chaney Enterprises
Summit Materials
Smith Ready Mix
Basys
IMMI
Basys
Ernst Concrete
Lyman-Richey, A CRH Company
Ozinga
BARD Materials
Revolution Concrete Mixers
Graymont
MMC Materials, Inc.
Ozinga
Holliday Rock Co.
Arkansas Ready Mixed Concrete Association
BuildBlock Building Systems
Holliday Rock Co.
CIM NSC
New Jersey Institute of Technology
Sika Corporation
Hawaiian Cement
Ozinga
E5 NanoSilica
Construction Service
Manatt's Inc.
CalPortland Company
CalPortland Company
Irving Materials, Inc.
Concrete Products Magazine
Heidelberg Materials
Master Builders Solutions
Concrete Promotional Group, Inc.
CalPortland Company
CalPortland Company/State Ready Mix
Verifi
Maschmeyer Concrete
Ozinga
Sky Systemz

Nazareth, PA
Madison, MS
Lyndhurst, NJ
Round Rock, TX
Mokena, IL
Omaha, NE
Marietta, GA
Alexandria, VA
Lawrenceville, GA
Annapolis, MD
Alpharetta, GA
Hobart, IN
Lenexa, KS
Westfield, IN
Lenexa, KS
Dayton, OH
Omaha, NE
Mokena, IL
Dubuque, IA
Rochester, MN
Sandy, UT
Hattiesburg, MS
Munster, IN
San Bernardino, CA
Little Rock, AR
Oklahoma City, OK
Upland, CA
Laurel, MD
Newark, NJ
Lyndhurst, NJ
Aiea, HI
Mokena, IL
Noblesville, IN
Wilbraham, MA
Brooklyn, IA
Escondido, CA
La Mesa, CA
Nashville, TN
Denver, CO
Irving, TX
Mckinney, TX
Lenexa, KS
Normandie, CA
Camarillo, CA
Wilmington, MA
Lake Park, FL
Mokena, IL
Lexington, KY



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

| | | |
|----------------------------|--|---------------------|
| 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 |
| Moscatti, 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 | Tyfoom | Springville, UT |
| Nelson, Josh | CalPortland Company | Vancouver, WA |
| Newlin, Jeff | Command Alkon | Dublin, OH |
| Nichols, Scott | Irving Materials, Inc. | Nashville, TN |
| Nicolia, Michael | Elm Transit Mix | Lindenhurst, NY |
| Nieciecki, Mark | VCNA Prairie Materials | Schaumburg, IL |
| Niemann, David | CRH - Mid-Continent Concrete | Fort Smith, AR |
| Nix, Josh | Wayne Davis Concrete | Tallapoosa, GA |
| Nutting, Kym | Sysdyne Technologies | Stamford, CT |
| Nutting, Jeremy | Ozinga | Demotte, IN |
| Oakes, Tim | Command Alkon | Chicago, IL |
| OBrian, Robert | Lynchburg Ready Mix Concrete Co., Inc. | Lynchburg, VA |
| O'Brien, Tim | Alamo Concrete Products Company | San Antonio, TX |
| Ohlheiser, Todd | Colorado Ready Mixed Concrete Association | Centennial, CO |
| Ojeda, David | Fritz-Pak Corporation | Mesquite, TX |
| Olin, Alex | Cemstone Concrete Materials | Mendota Heights, MN |



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

| | | |
|--------------------|--|----------------------|
| 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 |



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

Radjy, Anousha
Radtke, Kate
Rahey, Ryan
Rainey, Ryan
Ramirez, Vincent
Ramos, Daniel
Ramos-Macias, Ramon
Randall, Jonathan
Randolph, Steve
Randolph, James
Rashid-Sumar, Shamim
Rasmussen, Chuck
Rasmussen, Karl
Rathbun, Hollie
Reardon, Sarah
Reckers, Chris
Redwine, Curtis
Reed, Paul
Reed, Andrew
Reed, Randy
Reed, Jason
Reeves, Brad
Reeves, Odis
Regis, William
Reily, Garrison
Renaud, Hannah
Rhodes, Dakota
Rhodes, Mikayla
Ribelin, Tim
Rice, Andy
Rickerson, Mike
Riggs, Carly
Riley, Matt
Riley, Steve
Rios Herrera, Sergio
Ripley, Nick
Ripple, Billy
Ripple, Billy
Ritch, John
Rivas, Lauro
Rivera, Hector
Roberts, Livingston
Robertson, Kris
Robertson, Ron
Rock, Mark
Rodriguez, Erik
Rodriguez, Raul
Rodriguez, Daniel

Quadrel LLC
Ozinga
Silvi Materials, Inc.
Stalite Lightweight Aggregate
CEMEX
CalPortland Company
Heidelberg Materials
Mack Trucks
Pape Kenworth - Revolution Concrete Mixers
Illinois Ready Mixed Concrete Associatio
NRMCA
Power Kleen Corporation
Rasmussen Group, Inc.
Knife River
Command Alkon
VEGA Americas
Daimler Truck North America
Medina Supply
FlexSack By ABC Polymer Industries
FullForce By ABC Polymer Industries
Fractal
E5 Incorporated
Holliday Rock Co.
CalPortland Company
Wayne Davis Concrete
WAP Sustainability
Glacier Northwest
CalPortland Company
Chaney Enterprises
Daimler Truck/Istate Truck Center
IRMCA - Illinois Ready Mixed Concrete Association
Chico State (CIM) Chico State
The Euclid Chemical Company
Ernst Concrete
Dolese Bros. Co.
Manatt's Inc.
Command Alkon
Command Alkon
Fox Blocks by Airlite Plastics
CalPortland Company
Silvi Materials, Inc.
Power Kleen Corporation
Astec Industries
Command Alkon
CalPortland Company
Knife River
CalPortland Company
MAPEI Corporation

Pittsburgh, PA
Mokena, IL
Fairless Hills, PA
Salisbury, NC
West Sacramento, CA
San Diego, CA
Houston, TX
Greensboro, NC
Sacramento, CA
Normal, IL
New York, NY
Oldsmar, FL
Des Moines, IA
Tangent, OR
Dublin, OH
Lebanon, OH
Fort Mill, SC
West Salem, OH
Helena, AL
Helena, AL
Cincinnati, OH
Noblesville, IN
Upland, CA
Scottsdale, AZ
Tallapoosa, GA
Brentwood, TN
Vancouver, WA
Vancouver, WA
Annapolis, MD
Inver Grove Heights, MN
Normal, IL
Chico, CA
Pipe Creek, TX
Troy, OH
Oklahoma City, OK
Brooklyn, IA
Dublin, OH
Dublin, OH
Omaha, NE
Phoenix, AZ
Fairless Hills, PA
Oldsmar, FL
Chattanooga, TN
Dublin, OH
Las Vegas, NV
Acampo, CA
Hanford, CA
Deerfield Beach, FL



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

Rohde, Charlie
Rose, David
Rose, Robert
Rose, Willie
Ross, Rick
Rost, Brian
Roth, Jill
Roumie, Christopher
Royster, Charles
Rozsits, Tom
Ruffing, Brett
Ruhlin, Doug
Rusher, Brandon
Rusk, Dean
Salazar, James
Salinas, Johnny
Samson, Ray
Sander, Daniel
Sander, Scott
Sanders, Josh
Sanders, Jason
Santiago-Casillas, Kidanny
Sargent, David
Sawicki, Thomas
Schaefer, Glenn
Schelzi, James
Schenone, Chris
Schiefer, Michael
Schlagbaum, Tony
Schlegel, Drew
Schmidt, Jason
Schmidtlein, Joe
Schroeder, Camilla
Schrom, Luke
Schubert, Matt
Schwenn, Cherish
Scott, Rickey
Scott, Gary
Sebastiani, Michele
Sedra, Ramy
Seramin, Matt
Shaw, Jason
Shawver, Rachel
Sheets, Jon
Shilstone, Jay
Short, Dominic
Shumaker, Brett
Sikkenga, John

King's Material, Inc.
Knife River
Ernst Concrete
BMC Enterprises
Oshkosh Corporation
Rost Ready Mix
NRMCA
Chryso
Geiger Ready Mix
Ohio Concrete
Kentucky Concrete Association
Resource Management Associates
Irving Materials, Inc.
Duke City Redi-Mix
WAP Sustainability
Lauren Concrete
ConTech Manufacturing
Craig Safety Technologies Inc.
Craig Safety Technologies Inc.
Wayne Davis Concrete
Power Kleen Corporation
Silvi Materials, Inc.
Anderson Concrete
Concrete Supply Co.
NRMCA
Woburn Redi Mix Concrete
Vulcan Materials Company
Gebr. Pfeiffer, Inc.
Master Builders Solutions
Climate Earth
VEGA Americas
Rasmussen Group, Inc.
Advance Ready Mix Concrete, Inc.
Con-Tech Manufacturing, Inc.
Maschmeyer Concrete
WRMCA
CEMEX
MMC Materials, Inc.
IMER USA, Inc.
C60
Suppli
Irving Materials, Inc.
MTSU CIM
Irving Materials, Inc.
Command Alkon
Sunrock Industries LLC
Shumaker Industries
Verifi, LLC.

Cedar Rapids, IA
West Fargo, ND
Lawrenceville, GA
St. Louis, MO
Wabash, IN
Marshfield, MO
Chandler, AZ
Royse City, TX
Kansas City, KS
Columbus, OH
Frankfort, KY
Wilmington, NC
Evansville, IN
Albuquerque, NM
Brentwood, TN
Round Rock, TX
Dodge Center, MN
Prairie Village, KS
Prairie Village, KS
Tallapoosa, GA
Oldsmar, FL
Swedesboro, NJ
Columbus, OH
Landrum, SC
College Park, MD
Woburn, MA
San Jose, CA
Pembroke Pines, FL
Beachwood, OH
Granby, CO
Lebanon, OH
Des Moines, IA
Louisville, KY
Dodge Center, MN
Tampa, FL
Madison, WI
Cocoa, FL
Starkville, MS
Southlake, TX
Montreal, QC
Austin, TX
Nashville, TN
Murfreesboro, TN
Frankfort, IN
Dublin, OH
Raleigh, NC
Northumberland, PA
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 | AlCrete | 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 |
| Sporleder, 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
Strayer, Kyle
Streeter, Don
Strickland, Chris
Strietzel, Nick
Strittmatter, Thomas
Sturges, Gareth
Sturwold, Bob
Suero, Lorena
Sulman, Paul
Sutton, Caroline
Suzio, Ric
Swecker, Caleb
Tabayunda, Tani
Tacchi, Giovanni
Tang, Tori
Tavakoli, Hossein
Taylor, Kirk
Teague, Brian
Tejano, Manny
Terry, Norman
Thier, Chad
Thistlethwaite, Ryan
Thompson, Kyle
Thompson, Darren
Thompson, Donn
Tigchelaar, Allard
Tofani, Leandro
Toler, Alexandria
Towler, Bradley
Treadwell, Andrew
Truchon, Nathan
Tselebidis, Andreas
Tucci, Aaron
Tucker, Justin
Tucker, Mike
Tudor, Michael
Tufnell, Treavor
Turk, Eren
Turk, Firat
Turner, Robert
Turner, Drew
Umbel, Rich
Urshan, Ross
Valentine, Mark
Valladares, Mario
Van der Merwe, Sean
Van Grootel, Jeff

Irving Materials, Inc.
Erie Strayer Company
NY Construction Materials Assoc
Command Alkon
CalPortland Company
Sika Corporation
BMC
Ernst Enterprises
Outpave
ECO-PAN Inc. / Brundage-Bone
Carolinas Ready Mixed Concrete Association
The L. Suzio Concrete Co., Inc.
Erie Strayer Company
West Hawaii Concrete
WAM, Inc.
CalPortland Company
Climate Earth
Alamo Concrete
Chaney Enterprises
Rocket Start
Irving Materials, Inc.
BARD Materials
Suppli
Chaney Enterprises
Manatt's Inc.
NRMCA
CEMEX
Chimica Edile USA
CarbonCure Technologies
Oshkosh Corporation
Concrete Equipment Supply, LLC
Irving Materials, Inc.
Sika Corporation
Sysdyne Technologies
The Monarch Cement Company
Maschmeyer Concrete
GCC
Schmitz Ready Mix
Shanslym Inc.
Shanslym Inc.
Ernst Enterprises of Georgia, Inc.
Concrete Supply Co.
CRH
Solomon Colors, Inc.
Power Kleen Corporation
CalPortland Company
Penetron
INFORM GmbH

Nashville, TN
Erie, PA
Latham, NY
Dublin, OH
Vancouver, WA
Lyndhurst, NJ
Saint Louis, MO
Vandalia, OH
Miami, FL
Murrieta, CA
Charlotte, NC
Meriden, CT
Erie, PA
Kailua-Kona, HI
Lawrenceville, GA
Phoenix, AZ
Hancock, MI
San Antonio, TX
Annapolis, MD
Raleigh, NC
Hopkinsville, KY
Dubuque, IA
Austin, TX
Graham, NC
Brooklyn, IA
McHenry, IL
Prescott, AZ
Miami, FL
Land O' Lakes, FL
Temple, GA
Colfax, NC
Fort Wayne, IN
Lyndhurst, NJ
Stamford, CT
Humboldt, KS
Lake Park, FL
El Paso, TX
Kaukauna, WI
Austin, TX
Austin, TX
Lawrenceville, GA
Charlotte, NC
Ogden, UT
Springfield, IL
Oldsmar, FL
Phoenix, AZ
Port Jefferson, NY
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 | Polaromatic 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 discourtesy. 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

