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Spring 2026



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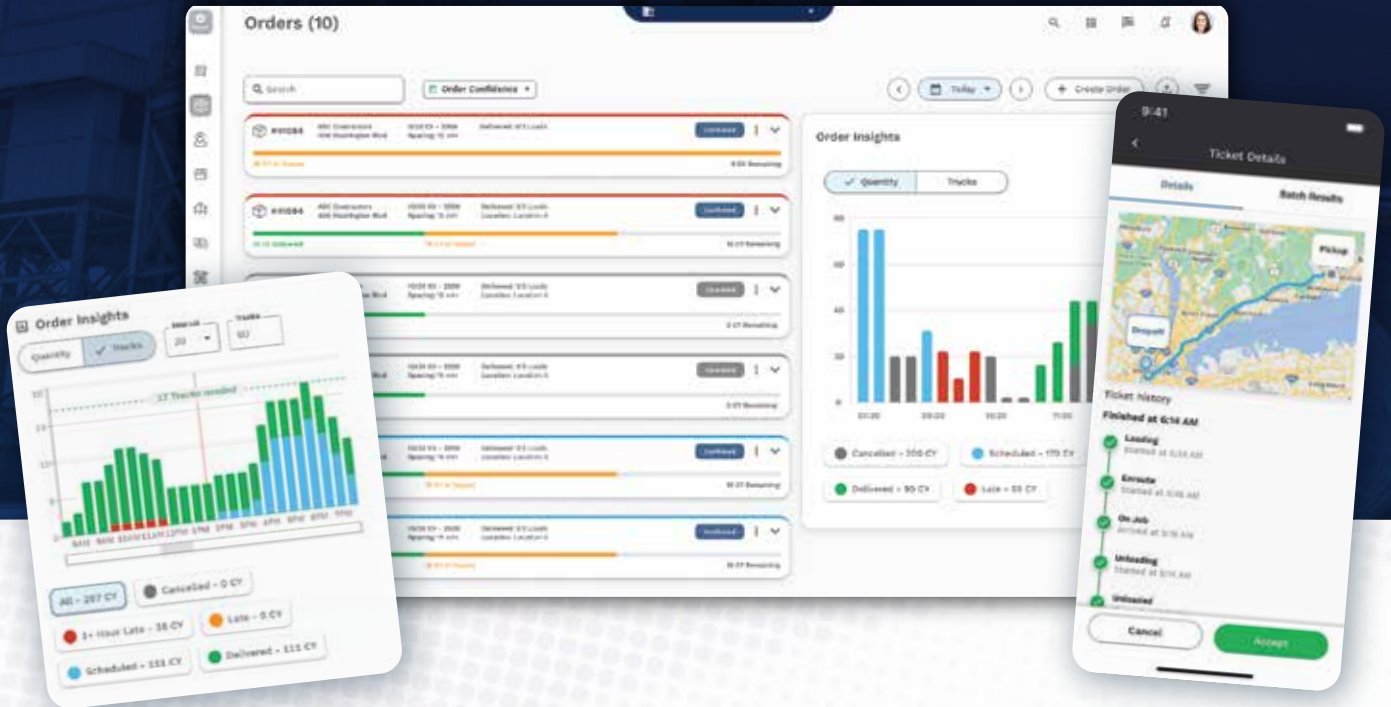


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Concrete **INFOCUS**

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Publisher: Ben Hopper
Editor: Aaron Brand
Designer: Manish Dutt Sharma

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PUBLISHED FEBRUARY 2026/NRC-Q0126
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Frank Cavaliere
Managing Editor,
Concrete InFocus

Growing the Concrete Market Through New Promotion Efforts

As you're about to dive into the first *Concrete InFocus* issue of 2026, perhaps the first order of business is to inform you of a pretty major step in NRMCA's continuing efforts to place concrete at the top of the food chain for building materials. The point person to update you in these pages on those efforts falls to a familiar face with a new title: Phil Kresge, who while still a senior veep around these parts now also holds the subtitle of Promotions Team Lead.

In his new column, at least to begin it's titled *Promoting Promotion*, Phil discusses how and why the Build With Strength and Pave Ahead programs have been combined. If all the moving parts of this decision act in unison, "both brands will be more intricately linked to the NRMCA name brand and will deliver a unified message – concrete is THE preferred building/paving material." Read here how Phil's going to approach his new assignment and what it all means for NRMCA and, hopefully, your company.

Also under the heading of NRMCA-generated material, we have an update from Vice President, Membership Engagement, Amanda Muller who summarizes 2025 as a successful year for serving Producer and Associate members and looks to this year as more of a good thing. Key takeaway here? "Clearly articulating the value of membership through accessible resources, practical tools and member-driven insights," writes Ms. Muller.

We also return with two more of our Think First safety topics, this time around titled *NRMCA's Top 10 Safety Tips for*

Mixer Drivers and Cement Burn Safety. Please, promote these flyers throughout your workplace.

As for what's known as the front of the book, Phil's new column takes the place of two previous long-running features, *Build With Strength* and *Pave Ahead*, essentially folding both of them into *Promoting Promotion* (hey, we know it's pretty awkward, we're working on it). Fear not, however, our other two columns are returning for another year in good standing. First up is president and CEO of the American Cement Association Mike Ireland's *Cement Side*; he discusses why "dusting off the Clean Air Act" is one of ACA's top priorities for the spring legislative session. And under *Enviroscene*, Doug Ruhlin offers an insightful look on what factors to consider if you're buying or selling a concrete plant.

The final editorial submission of this Spring 2026 issue is by Oliver "Skip" Dulle who is a longtime major figure in concrete promotion in the Midwest, primarily focused on greater St. Louis and across the Mississippi into western Illinois. Here under *Promotion Engagement* (still not too catchy, but a bit better) Skip tells how his Concrete Council has developed key metrics for measuring the success of the council's promotion efforts. Skip has decades of experience in this sector and we believe is a voice worth hearing on the topic. We hope you find the content informative and we'll return in a few months with the summer issue. Lastly and, as always, please view each of the advertisements; nearly all are from NRMCA Associate members and they count on your business to, well, stay in theirs'. (CCC)

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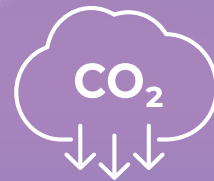
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Springtime in Washington – Dusting Off the Clean Air Act



Mike Ireland
President, CEO
American Cement Association

It's springtime in Washington, D.C., and aside from the cherry blossoms bringing in 1.6 million tourists from around the world, ACA, NRMCA and the National Stone, Sand & Gravel Association are doing some spring cleaning on Capitol Hill. One of our top jobs is dusting off the Clean Air Act (CAA), which was signed into law by President Richard Nixon and hasn't been updated since the George H. W. Bush Administration.

Another priority is clearing out clutter to make room for the Standardizing Permitting and Expediting Economic Development Act (SPEED Act) that reforms the National Environmental Policy Act (NEPA). Amending the CAA and the enactment of the SPEED Act can't come fast enough, as both legislative pieces will eliminate pesky, time-consuming hurdles that have unnecessarily slowed our industries' progress for years.

The Clean Air Act: Repercussions of Unreasonable Regulations

Cement manufacturers recognize the CAA as an integral part of efforts to strike a balance between providing necessary environmental protections and encouraging economic growth. It has ushered in much-needed improvements to our air quality, but

has failed to ensure that manufacturing and energy generation keep pace with economic growth. While the law was initially well-intentioned and effective for improving environmental outcomes across the country, America faces new challenges today, so Congress must modernize it.

The U.S. cement and concrete industries meet some of the world's most stringent air standards. Given the environmental bar already set so high, our associations took issue with the Biden Administration's 2023 introduction of the fine particulate matter standard (PM 2.5), which falls under the CAA. The rule implemented new, unachievable requirements, saddling local manufacturers with the ultimate costs and regulatory burden. The process was half-baked at best, not considering the role of natural or foreign sources of PM 2.5 that impact the attainability of communities. It also failed to consider the issue of attainability itself, leading to rules that harm domestic manufacturing without any gains in environmental outcomes.

ACA's Market Intelligence group estimates that lowering the annual PM 2.5 standard will require \$171.8 million in capital expenditures and \$54.6 million in additional annual operating expenses for U.S. cement producers. In summary, we're working to roll back PM 2.5 and restore feasible, environmentally effective standards that will allow us to increase production and move closer to meeting 100% of U.S. demand.

Not So Fast – Let's Talk SPEED

The SPEED Act is another measure our associations are running with. This legislation will modernize NEPA, a law that has allowed federal agencies to take far too long to assess the environmental

impacts of major infrastructure projects before construction begins. The SPEED Act will chiefly pare down the cumbersome permitting process, clarify when the review process is triggered and establish prudent judicial reviews. Such actions will lead to faster infrastructure construction, energy production and transmission, and economic growth.

Aside from necessary infrastructure investments, NEPA also inhibits energy development and manufacturing innovation. The U.S. is fortunate to have access to a wide range of lower-carbon fuels, including solar, wind, hydro, geothermal and natural gas. We also have locations available to sequester carbon. But NEPA slows the installation of energy-efficiency and carbon-management technologies for manufacturers. We need lawmakers to act quickly if we are to meet our energy and innovation goals. Updating NEPA will help us get there.

Making Headway Together

ACA and NRMCA have the honor of representing the people of the cement and concrete industries in Washington. If you've ever had the chance to sit down with a congressional staffer to make the case for cement and concrete and you point to our products' ubiquitousness and how modern society would cease to function without them, at some point you'll see that the staffer, who probably has five or six meetings each day, realize just how unique and important your meeting is. It's a proud moment. I've experienced it many times and it never gets old.

2026 is off to a great start. Let's keep fighting for these industries together. ☺☺☺

*Mike Ireland can be reached at
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The Environmental Perspective You Should Consider If You're Buying or Selling a Concrete Plant



Douglas Ruhlin

The start of a new year is often a natural pause point for concrete producers. January tends to bring reflection on operations, markets, capital investments and long-term direction. For some owners and operators, that reflection turns into a serious look at options: acquiring another plant, divesting an underperforming location, consolidating operations or planning for an eventual transition.

While pricing, location and equipment conditions are always front and center in those discussions, environmental considerations

increasingly play a decisive role in concrete plant transactions. These issues are not abstract and they are not limited to regulatory permits or paperwork. They can directly affect deal timing, financing, valuation and post-closing risk. And buyers (and some sellers) today take these factors very seriously as part of the due diligence process.

From an environmental standpoint, a concrete plant is more than a parcel of land with equipment on it. It reflects decades of industrial use, complex regulations and site-specific operating practices. Understanding that reality early (on both the buy side and the sell side) can prevent surprises, preserve value and, in general, make the deal run much more smoothly for all involved.

Environmental History Comes With the Property

Concrete plants are typically long-lived facilities. Many have operated continuously on the same

site for decades, often through multiple ownership changes. Over time, normal activities such as fuel storage, truck and equipment maintenance, truck washout and other forms of process water management, stormwater management and excess concrete material handling leave behind an environmental footprint.

In most cases, that footprint reflects standard industry practices that were appropriate at the time. The challenge arises when those historic practices are reviewed through today's regulatory and due diligence lens. Documentation may be incomplete, institutional knowledge may be lost, government regulatory compliance (and attendant risk) may not be up to industry standards and, in general, expectations have changed.

Buyers are not looking for perfect sites, but they do need to understand what they are acquiring. Sellers who can clearly explain how a site has been used and what is known (and unknown) about its history tend to



move through transactions with fewer delays and less friction.

Why the Phase I Environmental Site Assessment Matters

For most concrete plant transactions, the Phase I Environmental Site Assessment – normally conducted by the buy side – is the foundation of environmental due diligence. Its purpose is to identify potential environmental concerns associated with a property based on records review, site reconnaissance and interviews. Concrete plants tend to receive much closer scrutiny during Phase I reviews than many other commercial properties for a variety of reasons. Fuel tanks, hydraulic systems, such as those within truck shops, maintenance areas, washout features, stormwater controls and historic site uses all factor into the evaluation. Even conditions that appear routine

to plant personnel can raise questions if they are not well understood or documented.

For buyers, the Phase I helps inform risk tolerance and deal structure. For sellers, it often becomes the document that lenders and attorneys rely on most heavily. Treating it as a formality rather than a substantive review can create avoidable problems.

Preparation Makes a Difference

One of the most consistent patterns seen in concrete plant transactions is the difference between sellers who are prepared for environmental due diligence and those who are not. When sellers understand their site conditions, have prepared accordingly and have basic documentation organized, the process tends to move efficiently. When they do not, uncertainty creeps in and slows everything down.

Preparation does not require perfection, but it does require awareness. Knowing where tanks are located, how washout has historically been handled, what permits are in place and how stormwater leaves the site allows environmental questions to be answered accurately and confidently. This is more than just having one or two required environmental permits; it takes a deeper dive into the overall environmental picture of the plant and its operations. From the buyer's perspective, an early environmental review provides leverage and clarity. From the seller's perspective, it preserves credibility and control over the process.

Regulatory Status Is Part of the Asset (But Not All of It)

Like all other areas of risk analysis (e.g., financial, insurance, legal claims), environmental due diligence typically also includes a thorough review of regulatory status. Concrete plants operate under a variety of required permits and approvals with a long list of requirements, filings, documents

and best practices. Buyers will want to understand whether those permits are current, whether compliance issues exist and whether permits can be transferred or reissued without interruption. In general, they are going to want to know the overall regulatory compliance picture of the plant. By missing something, ignoring requirements and/or operating below industry standards, a seller is essentially reducing the value of its asset. Even well-managed facilities can accumulate minor compliance gaps over time, especially as regulations evolve. While these issues are often manageable, unresolved questions can delay closings or complicate financing.

Sellers should assume that permit compliance will be reviewed carefully. Buyers should assume that regulators may take a renewed interest when ownership changes.

Common Pitfalls in Concrete Plant Transactions

We see certain environmental missteps appear repeatedly in concrete plant transactions. One of the most common is waiting too long to address environmental due diligence, particularly on the sell side. When issues surface late in the process, there is little time to investigate or respond thoughtfully. Another frequent pitfall is underestimating how historic operations will be viewed. Practices that were routine decades ago (such as informal washout areas or undocumented fuel systems) can raise questions today if they are not explained in context. A third issue arises when environmental reviews are performed without a practical understanding of concrete plant operations.

Misinterpretation of normal industry practices can lead to unnecessary concern, expanded investigation or misleading conclusions. We see this often when consultants are brought into the process who lack sufficient industry experience; although perhaps well-meaning, their efforts become counterproductive to the entire process.

Finally, parties sometimes assume that environmental findings automatically derail deals. In reality, uncertainty and late discovery are far more damaging than identified, well-understood conditions.

✓ The Importance of Relevant Experience

Environmental due diligence is about knowledgeable interpretation of gray areas. Concrete plants are

unique industrial facilities and evaluating them effectively requires familiarity with how they operate in practice. Environmental professionals who regularly work with concrete producers understand the difference between routine operational conditions and genuine environmental risk. Their perspective helps ensure that findings are accurate, defensible and appropriately framed for buyers, sellers, lenders and regulators.

Whether on the buy side or the sell side, having environmental guidance informed by industry experience can materially affect how smoothly a transaction proceeds.

✓ Environmental Issues Are Manageable (If Addressed Early)

It bears repeating that environmental considerations do not automatically kill transactions. Most issues identified during due diligence can be addressed through additional evaluation, targeted corrective actions or thoughtful allocation of responsibility in transaction documents. What creates problems is not the presence of environmental considerations but discovering them late or failing to understand them clearly. Transactions are strongest when environmental issues are identified early, evaluated realistically and addressed deliberately.

✓ Looking Ahead in 2026

As the industry moves through 2026, many concrete producers will continue to reassess their assets and long-term plans. Whether you are actively considering a transaction or simply positioning your operations for future flexibility, environmental awareness should be part of that planning. Knowing your site, understanding your regulatory posture and appreciating your plant's environmental history are core business disciplines.

In an industry built on preparation and performance, environmental due diligence is no exception. Addressed early and thoughtfully, this due diligence supports informed decisions and smoother transactions, no matter which direction this year takes you. ☺☺☺

Douglas Ruhlin is the owner of NRMCA Associate member company Resource Management Associates. He is a regular columnist of Concrete InFocus and can be reached at 1-888-762-0320 or by e-mail at doug@rmagreen.com.



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Promoting Promotion



Phil Kresge
Senior Vice President,
Promotions Team Lead

As many of you know, moving into 2026 NRMCA's promotion efforts have undergone some changes. The Build With Strength and Pave Ahead teams have been rolled into one group under the banner of Strategic Operations – Promotion. And with this issue of *Concrete InFocus*, we have also rolled the Build With Strength and Pave Ahead columns into one, which I will have the pleasure of writing.



To be sure, just because they are combined does not mean that either the Build With Strength or the Pave Ahead brands will disappear or even become diluted. We have far too much invested in them and would stand to lose identity and credibility if we were to abandon them. Rather, both brands will be more intricately linked to the NRMCA name brand and will deliver a unified message – concrete is THE preferred building/paving material.

Ultimately, the goal of promotion is to grow the market. While the goal remains the same, strategy should change to adapt to the new marketplace. As Executive Vice President, Strategic Operations, Brian Killingsworth says, “Our goal is to no longer simply tell people where concrete can be used; we’re showing them why it’s indispensable when performance matters most. We want to make sure that decision makers are armed to make the right choice when it comes to building and paving materials.”

I have spoken before about understanding **wants** versus **needs** and the importance of teaching our customers to **want what they need**. We can show how concrete is the superior choice 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.

To achieve our goals, we have developed what we call the NRMCA Concrete Promotion Communications Tactical Plan: A *National Communication Strategy to Elevate Concrete and the Industry*. To quote the Executive Summary, the plan “operationalizes NRMCA’s promotion program across nine regions, integrating messaging of concrete’s benefits, a productized software suite (Design Assistance + Life-Cycle Value + Cost Evaluation), and partnerships with State Affiliates, associations, agencies and academia.” The plan consists of four pillars: Promotion, Communications, Education and Codes & Standards and coordinates with each of them to drive pipeline growth and conversions while documenting lifecycle and risk (insurance) advantages.

Pillar One

Promotion seeks to accelerate project conversions and member value through regional programming and insurer-oriented risk messaging. With a focus on regional activation with state affiliates, we will develop promotional support materials with localized content and look to encourage co-funded outreach. Materials would include collateral targeted at multifamily housing, schools, data centers, healthcare and commercial construction as well as transportation and municipal infrastructure. Through this, the goal is to develop new and nurture existing partnerships with state affiliates, contractors, engineers and design organizations for joint events and showcases. Development of calculators that surface cost-of-risk, schedule certainty and insurability can assist in building life-cycle value storytelling to support the message.

I recently sat in on a Zoom meeting of the Resilient Design Collaborative (RDC), an initiative of the AIA Virginia. Per its website, the mission of the RDC is “to

A good tactical plan is a living, breathing thing that adapts as necessary.

encourage and assist the architectural, engineering and construction industries in designing and building high-performance resilient facilities that save money, improve people’s lives and ensure a sustainable future.” My first thought was that this is right in our wheelhouse. If it **wants** resilience, then it **needs** concrete. And if we **want** help in telling our story, then we **need** partners like RDC.

Pillar Two

Communications will work to modernize the industry’s messaging with a goal of humanizing the concrete industry while increasing the industry’s visibility on local, state and national levels, and cultivating a stronger demand for concrete solutions.

Targeted regional campaigns featuring humanized storytelling focusing on specific project features, workforce and community narratives and even ‘day-in-the-life’ vignettes will highlight the local impact (jobs, safety, tax base) that concrete has on the community. The message will be delivered via an integrated social plan utilizing common social media platforms, partnering with respected individuals such as architects, engineers, resilience specialists or others from the designer/specifier community.

Together, the promotion and communication teams will develop co-branding guidelines and templates for state affiliates and members.

Pillar Three

Education will focus on building a pipeline of informed students, designers, contractors, officials and community stakeholders who choose concrete based on life-cycle value,

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resilience, safety and sustainability. This represents a renewed approach for the promotion team; the concept is to develop age-appropriate curriculum and kits (K–12, technical schools, universities), including hands-on activities and digital simulations. This could include “gamifying” the benefits of concrete, such as durability, resilience, lifecycle value and sustainability, for classrooms and public exhibits.

An expanded CEU catalog, including topics such as resilience in codes, lifecycle cost tools, lowcarbon concrete strategies and design best practices, will also be developed. For our members and affiliates, we will create a ‘train-the-trainer’ program that will coach them on how to deliver the message and will provide turnkey slide decks and speaker notes.

Pillar Four

Codes and Standards Advocacy will look to align the overall promotion effort with NRMCA’s legislative, regulatory, legal and political agenda with the goal being to secure durable pro-concrete codes, standards and policies. The Building Codes & Standards group led by my colleague Shamim Rashid-Sumar will continue initiative-taking engagement at ICC and other bodies (structural, energy, fire) to optimize for safety, resilience and performance-based design. It will oversee a synchronized grassroots/grassroots campaign with our state affiliates that will include unified calls to action and coalitions with allied groups. The group will also continue to provide model specifications, Buy Clean guidance and embodied carbon positioning that reflects lifecycle value and durability.

As I read through this tactical plan, I see a lot of ideas that I have addressed in several of my previous columns: the importance of partnering, building relationships with academia and modernizing our messaging are among them. But in all of this, I believe perhaps the

most key point to the program is regionalization. In developing this promotion plan, we listened to our members and state affiliate partners. We realize that the needs of one region are different than another. Our greatest opportunity for success comes from partnering with our members and state affiliates. But the message that needs to be heard in Ohio may not be the same as in Oklahoma. Partnering within each region allows us to better identify the

specific wants and then deliver the appropriate needs.

A good tactical plan is a living, breathing thing that adapts as necessary. Just as we did in this strategy’s development, we will continue to listen to our members and affiliate partners as we implement the program. We are a work in progress, but I believe the best is yet to come. ☺☺☺

*Phil Kresge can be reached at
pkresge@nrmca.org.*

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NRMCA Monthly Safety Initiative

Volume 6, Issue 7



NRMCA's Top 10 Safety Tips for Mixer Drivers

Top 10 Safety Tips for Mixer Drivers

A Top 10 list is a great way to solicit safety conscious thinking in a driver pool. In the ready mixed concrete industry, mixer drivers need to be ever vigilant when it comes to safety. The following is the NRMCA's Top 10 Safety Tips for ready mixed concrete drivers. After reading these, producers should ask, and consider which tips they would add.

- 1. Get plenty of rest before coming to work:** Driver drowsiness can impair a driver's response time to potential hazards, increasing the chances of being in an accident. A healthy lifestyle helps get better sleep. Proper diet and exercise are essential. Prepare nutritious meals and healthy snacks and avoid sugary and fattening alternatives.
- 2. Complete a thorough pre-trip inspection:** In order to make sure mixer trucks are in safe working condition. Should safety issues be found they should be addressed before driving. Maintaining a safe mixer truck is a great way to avoid accidents.
- 3. Know the safety issues when working on and around mixers:** Always use 3-points of contact when climbing, be especially careful on the washout platform, and be ever mindful of slips, trips and falls when working on and around the mixer truck.
- 4. Always use your seat belt:** Make a habit of properly clicking seatbelt use immediately after being seated in a truck. The belt should be low and tight across a driver's lap with the shoulder strap across the chest and never under the arm.
- 5. Check your mirrors regularly:** Scan both driver and passenger side mirrors every 10 seconds and regularly scan ahead of the mixer truck for merging traffic, work zones, and other traffic issues.
- 6. Know your stopping distance:** Loaded mixer trucks can take up to double their length to stop as compared to personal vehicles. Maintaining a safe following distance between a mixer truck and vehicles in front of it, and staying focused and alert while driving, are the best ways to avoid hard or sudden stopping.
- 7. Be mindful of distracted driving:** It is illegal for a mixer truck driver to text while driving, and mobile phones must be hands-free and dialed using no more than one button. Eating, drinking, reading maps, or any other activity that takes the focus off the road can also be considered distracting driving.
- 8. Always drive at a safe speed:** Mixer drivers should always consider road conditions and limit speeds, but never drive over posted speed limits.
- 9. Be especially mindful off-road:** Check the site conditions before entering a jobsite, and if a driver has to, they should always get out and walk the site looking for soft soil and other hazards.
- 10. Stay focused:** Maybe the most important and most difficult thing to do while driving a mixer truck is to stay focused on the task at hand. One of the best tips is to: read everything seen on the road out loud. Road signs (NOT signs far off the side of the road), car makes/models, even license plates. This will train a driver to keep scanning the road in front of them and keep them much more aware of what is going on around them.



Resources

- NRMCA: [Working Safely On and Around Mixer Trucks](#)
- NRMCA: [Mixer Truck Driver's Manual](#)
- NRMCA: [Concrete Delivery Professional \(CDP\) Program](#)
- FMCSA: [Tips for Truck and Bus Drivers](#)

Contact: Kevin Walgenbach: kwalgenbach@nrmca.org



NRMCA Monthly Safety Initiative

Volume 6, Issue 9



Cement Burn Safety

Ready Mixed Concrete and Cement Burns

About 10% of ready mixed concrete is made up of portland cement. Those who work with portland cement are at risk of developing skin problems, ranging from mild and brief to severe and chronic. Wet portland cement can damage the skin because it is caustic, abrasive, and absorbs moisture. Portland cement also contains trace amounts of hexavalent chromium [Cr(VI)], a toxin harmful to the skin. Dry portland cement is less hazardous to the skin because it is not as caustic as wet cement. Wet portland cement in concrete can cause caustic burns, sometimes referred to as cement burns. Cement burns may result in blisters, dead or hardened skin, or black or green skin. In severe cases, these burns may extend to the bone and cause disfiguring scars or disability.



What to Know About Cement Burns

Employees and customers of the concrete industry need to be aware of the potential for cement burns if working with wet concrete. While handling wet concrete any exposed skin having the potential to come into contact with the wet concrete should be protected by being covered or by using proper personal protective equipment (PPE). Proper PPE for handling wet concrete includes hard hat, safety vest, chemical resistant/waterproof gloves, long sleeve shirt, long pants (no cuffs), chemical resistant/waterproof boots, eye protection (with side shields), and waterproof knee pads if kneeling. As well, remember to remove jewelry such as rings and watches because wet concrete can collect under them. Clothing contaminated by wet concrete should be immediately removed. Any skin that comes in contact with wet concrete or contaminated clothing/PPE should be washed with fresh water immediately. Do not wash hands with water from buckets used for cleaning. Make sure plenty of fresh water is available in case wet concrete comes into contact with anyone's skin. Precautions should be taken before and during work with wet concrete as one may not feel the initial stages (pain) of cement burns until it is too late. (Always remember to keep children away from wet concrete.)

Cement Burns Do's and Don'ts

- Think first, use proper PPE at all times
- Relay cement burn hazards to employees and customers
- Re-enforce proper PPE wear and care
- Reassess PPE after handling wet concrete
- Have plenty of fresh water available
- Immediately wash any contacted skin with fresh water
- Notify a supervisor if any cement burn precautions are not being followed
- Keep children away from wet concrete



Resources

NRMCA: [Cement Burn Prevention Program](#)

NRMCA: [Cement Safety Brochure](#)

OSHA: [Preventing Skin Problems from Working with Portland Cement](#)

Contact: Kevin Walgenbach: kwalgenbach@nrmca.org

Proud of Past Success, Looking Forward to More



Amanda Muller
Vice President,
Membership Engagement

With another successful year behind us, we're grateful for the energy, trust and partnership that our members bring to NRMCA and the ready mixed concrete industry. None of the progress we've made would be possible without the continued engagement of our membership and the concrete community. If you haven't yet had a chance to view our year-end video shared across NRMCA's social channels, we encourage you to take a moment to reflect on the milestones, momentum and meaningful connections that shaped the past year alongside your membership team.

The Membership Department serves as a connective hub for the association – supporting both the day-to-day needs of our members and the long-term strength of the industry. Much like the teams within your own organizations, our work is multifaceted. Internally, we manage essential systems and processes that keep membership running smoothly, including data integrity, billing and invoicing, onboarding and member account support (yes, even the occasional password reset). Externally, we focus on relationship-building and

engagement – connecting with members and prospects, representing NRMCA at state affiliate meetings and industry events, supporting new and returning members and continuously identifying ways to enhance communication, access and participation.

At the core of everything we do is a single goal: ensuring the value of NRMCA membership is visible, relevant and impactful.

Membership continues to be a strong and growing pillar of the Association. Over the past several years, intentional investments in data quality, communication and outreach have resulted in stronger engagement and sustained retention. Today, NRMCA serves two primary member types – Producer and Associate – each supported holistically by our team. NRMCA represents approximately 448 Producer members (excluding subsidiaries) and 221 Associate members whose involvement and expertise directly inform and advance the association's work plan.

Producer membership remains especially strong. In 2025, Producer retention reached 92%, reflecting continued confidence in the value of NRMCA resources, advocacy and technical leadership. During the year, we welcomed 37 new or rejoining Producer members, representing over 3.2 million cubic yards of concrete production. Oklahoma, Washington, Pennsylvania, New York and Texas led the way in new and returning membership, underscoring the importance of state-level engagement and collaboration.

Associate membership has also demonstrated consistent strength, with retention holding at approximately 85%. This diverse group, spanning Manufacturers, Products & Services

(MPS); Materials and Concrete Contractors, plays a critical role in advancing innovation, education and solutions across the ready mixed concrete industry. In 2025, the Associate community grew by 38 new or rejoining members, offsetting natural attrition and reflecting continued interest in collaboration and industry alignment.

These results speak not only to strong membership numbers, but to meaningful engagement. More importantly, members are increasingly engaging with NRMCA's tools, committees, events and resources, reinforcing the Association's role as a trusted partner and industry leader.

Looking ahead, the foundation is firmly set – and we're building on it. A key focus in 2026 will be further strengthening member retention and engagement by clearly articulating the value of membership through accessible resources, practical tools and member-driven insights. This work will be supported by close collaboration with NRMCA staff experts, committees and state affiliates to ensure that our offerings reflect the real needs of the industry and deliver tangible value.

There is much to be proud of and even more to look forward to. As we continue to strengthen relationships, expand resources and elevate engagement, we remain confident in NRMCA's ability to serve not only our members but the ready mixed concrete industry as well. Thank you for your continued support, partnership and commitment. Together, we are shaping a stronger, more connected and more resilient future for our industry. ☺☺☺

*Amanda Muller can be reached at
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“Contact Hours” and “Impressions” are Key Metrics for Evaluating Concrete Promotion Success



*Oliver “Skip” Dulle
Executive Director,
Concrete Council of St. Louis*





Editor's Note: This article represents the latest in local promotion strategies leveraged by the Concrete Council to more effectively measure and analyze the effectiveness of targeted marketing, education and networking efforts to support increased use of concrete products throughout greater St. Louis.

The construction industry would be a perfect world if ready mixed concrete was always the default material for project decision-makers. In reality, we all need to constantly engage in education and promotion as a critical part of business development. There are many ways to effectively influence architects, engineers, contractors and owners to choose concrete through activities like seminars, Lunch + Learn programs, demonstrations, site visits and networking sessions. But how can we best measure the effectiveness of these efforts? Tracking contact hours and impressions is an important way to accurately quantify time spent in past efforts and inform future direct engagement between industry representatives and key decision-makers.

The ultimate goal of concrete promotion is to “Change the Default” of material choice to ready mixed products. This change can happen with effective interaction with decision-makers, typically centered on providing sufficient information and technical resources that enable the targeted customers to make a preferred material decision for concrete without the need for further consultation. The core component of this strategy is identifying and pursuing buyers with the greatest potential to use particularly lucrative concrete products.

Concrete overlays of deteriorated asphalt parking lots are just such a profitable product. These rehabilitation projects consume significant quantities of concrete and offer the added operational advantages of simplicity, enabling rapid unloading and quick return times for mixer trucks. An effective promotion strategy for overlays might involve targeting owners of a high number of deteriorated asphalt parking assets (e.g., streets, parking lots and overlays at various facilities). They could offer significant potential opportunities for large numbers of future concrete overlay projects.

Likely promotion candidates for these opportunities would include school districts, parks departments and shopping center investors. Within these sectors, industry promoters could actively seek general speaking invitations to larger groups at professional associations or meetings regularly attended by the relevant facilities directors. Particularly well-qualified leads identified as having the greatest square yard potential for concrete use could be flagged for more individualized Lunch + Learn presentations. Leveraging the nonprofit educational status of industry promotion and trade groups helps establish trust and credibility, making these promotion audiences more receptive to initial contact and eventual



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participation in our promotional presentations and tours.

In St. Louis, targeted promotion engagement has proven remarkably effective for both pavement and building projects. After attending our general seminars followed by several individualized visits, the Bi-State Authority (Missouri and Illinois Metro Transit Authority) selected concrete and has completed four large parking lot overlay projects for its deteriorated asphalt Park & Ride lots, with a fifth now nearing completion. With nearly 30 such parking lots in the system, focusing on this local agency illustrates our “Change the Default” promotional philosophy in action.

A second success involved a local school district looking to expand its facilities and update

storm safety for students and staff. We invited school representatives from the Union, MO, school district to attend a demonstration tour of a recently completed local Insulating Concrete Forms (ICF) school storm shelter and classroom project. We then maintained contact with follow-up visits with district leadership. As a result, the school district has just awarded a contract for a new ICF Storm Shelter/STEM Center at its Central School campus. It's also considering ICF for a second project, a new early childhood center.

Tracking promotion contact hours that influenced these two projects demonstrates an effective means to assess both the reach and depth of the promotional activities leveraged to influence and convert these decision-makers. Carefully monitoring contact hours enables meaningful comparisons across initiatives and, over time, facilitating the development of trend lines to ensure continuous forward progress. This trending highlights which resources and initiatives yield the greatest return on investment, identifies emerging audience interest and supports essential accountability to various promotion partners. Ultimately, measuring contact hours provides a clear, consistent and quantifiable method to effectively demonstrate the success of concrete promotion initiatives while providing better-informed strategies for future efforts.

We are now beginning a program to capture, track and analyze impressions to better focus our promotional efforts and, more importantly, derive an engagement score by which we can prioritize our outreach and direct-contact programs to spotlight prospects with high scores. This metric, combined with our Customer Revenue Potential (which helps us to rate prospective leads within our "Change the Default" philosophy), will help us further optimize our promotional resources. It will also allow us to better identify which topics most

engage which recipients, further enhancing targeted communications.

Some of the impression metrics will be derived from our public relations and social media initiatives, while our weekly and special focus ConstantContact program (which already has an impressive 40% open rate) will have the added advantage of tying back into our database by mapping to e-mail addresses.

Quantifying and analyzing contact hours and impressions enable us to measure the impact of our initiatives, continually refine those efforts, understand trends and new opportunities, and demonstrate to our constituents how we are optimizing their investment in concrete promotion. (C)(C)(C)(C)

Oliver "Skip" Dulle, Jr., can be reached at oad@dulleco.com.



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