



May 15, 2025

NRMCA Strategic Planning Process Overview & Next Steps

The Strategic Plan Development Team (*The Team*) is proud to share progress on the National Ready Mixed Concrete Association (NRMCA) 2025 Strategic Plan. This comprehensive, member-driven initiative has unfolded over many months, incorporating diverse perspectives through focus groups, facilitated meetings, and in-person drafting sessions.

Timeline and Process Overview

Fall 2024 - Laying the Groundwork: The strategic planning process commenced in late summer and early fall of 2024. Initial efforts included the engagement with a broad group of stakeholders regarding their perceptions of the industry's future.

January-February 2025 - In early 2025, the focus shifted to collecting input from various member segments. Feedback was captured from producer and Associate members.

Additionally, the Strategic Plan Development Team was formally established.

March - May 2025 - Facilitated Meetings and Plan Drafting: Our team contracted with Shanslym, Inc. to facilitate a live session on May 12-13 at NRCMA headquarters. Prior to this meeting, Shanslym reviewed all data, including survey and focus group outputs, and sent a survey to the Team for their feedback. All feedback collected was reviewed as a part of the Plan drafting exercise.

Methodology and Approach to Developing the Working Draft

The Team's survey results mirrored the three key themes summarized by *hundreds of focus group data points* (See *Breakout Worksheet Attached*). Our in-person work allowed us to dig deeply and evaluate these themes.

Theme One: Workforce Development is Mission-Critical

Nearly every respondent highlighted the urgent need to attract, train, and retain talent. The workforce is aging, labor is scarce, and there's a pressing need to make the industry more appealing to the next generation.

- Common *Phrases*: "workforce readiness," "labor force availability," "training all personnel," "education and training platform," "revolutionize workforce development," "promote concrete as an employer of choice."

Theme Two: Concrete Must Compete as a Modern, Sustainable Material

There's a shared concern about losing ground to wood and asphalt due to sustainability perceptions. Members want NRMCA to continue pushing concrete's role in climate solutions and update messaging, codes, and standards to level the playing field.

- Common *Phrases*: "perceived environmental issues," "sustainability challenges," "climate solution," "carbon impact," "resilient buildings," "Build with Strength campaign refresh."

Theme Three: NRMCA's Core Value is Advocacy, but Members Want More Innovation and Connection
NRMCA's advocacy is widely praised, but members are also asking for more modern tools, digital transformation, localized support, and a refreshed focus on member engagement.

- Common *Phrases*: "advocacy," "regulatory engagement," "conventions" "education and resources," "innovation leadership," "digital modernization," "member participation."

At the May 12 – 13 meeting, Shanslym's facilitators supported our Team's comprehensive review of every component of the focus groups' and surveys' feedback. In small groups, Team members reviewed each data point and prioritized it into one of three thematic buckets: (1) Workforce; (2) Industry and Product; and (3) Membership Value, then ranked them.

This exercise allowed our Team to develop detailed working lists of objectives which then mapped back to the broad goal areas. Our Team agreed that this work was essential to ensuring that all NRMCA member feedback was considered and synthesized with full accountability and transparency.

After drafting the initial objectives, our team collaboratively developed the overarching Goal Statements. We then aligned the draft objectives with each Goal Statement, prioritized them, and continued refining the language through copy-editing.

The result is the Working Draft Strategic Plan attached to this report. The Working Draft Strategic Plan is forward-looking and includes all voices – we are proud of our work.

We look forward to your feedback.

NRMCA Strategic Plan Development Team

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NRMCA VISION, MISSION, VALUES

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, and collaboration.

STRATEGIC PLAN | NATIONAL READY MIXED CONCRETE ASSOCIATION

Attract, strengthen, and sustain the concrete workforce.

PEOPLE

- *Illustrate how the ready-mixed concrete industry offers a range of meaningful long-term opportunities with clear career paths.*
- *Create and promote compelling pathways to support recruitment, retention, and growth.*
- *Modernize and expand education, training, and professional development programs.*
- *Collaborate with educational institutions-starting with K-12-to align curriculum and prepare the future workforce.*

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

INDUSTRY

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

Drive member success by elevating advocacy and amplifying value.

MEMBERS

- *Serve as the hub for collaboration, networking, and operational best practices.*
- *Demonstrate **NRMCA** membership value to ensure retention and impact.*
- *Advance leadership in government affairs to shape legislation, policy, and regulation.*
- *Deepen engagement with affiliates and industry partners to tackle shared challenges and align member needs.*
- *Secure NRMCA's future with sound fiscal strategy, adaptable services, and membership growth.*
- *Celebrate the progress and achievements of our industry and our members.*