2018 NRMCA
State Association of the Year Award

NOMINATION FORM

Award Overview:

This is an annual NRMCA award for the state ready mixed concrete association making significant progress for the ready mixed concrete industry. **Each entry should include up to five of your current (within the last 3 years) programs or initiatives that exemplify your organization’s best work on behalf of the concrete industry. Additionally, each entry should include your organization’s involvement (within the last 12 months) with NRMCA.** The award will be presented at the 2019 NRMCA Annual Convention next March in Tampa, FL. We encourage the winning state executive as well as his/her elected official to attend and receive the award. Winner will be posted on NRMCA’s Website, in E-News and *Concrete InFocus*, as well as in a press release to the industry.

Only one award will be presented each year. Applicants will be asked to provide budget size, number of members, and number of staff – these items will allow the judges to review each entry in light of the resources available.

There is a maximum limit to the amount of materials submitted. You will be asked to provide your materials electronically this year.

Nomination Criteria:

1. The person making the nomination may be the State Association Executive or one of the association’s members. If the executive is completing the nomination, he/she must have an endorsement of the application by one of the state association’s member representatives.
2. The nominee must be a state or area ready mixed concrete association. The nominee may have other areas, including aggregate or construction, as part of its function. Prior winners are eligible to participate.
3. As with most recognition awards, the more detailed information you can provide, the better. However, **materials submitted should be limited to 1,000 words and 5 pieces of sample materials per subject.**
4. You must submit your entry materials electronically in a “standard” office software program (Word or PDF) and in a size that can be conveniently emailed to the judges (less than 10MB).
State Association: Carolinas Ready Mixed Concrete Association
Address: 1805 J N Pease Place Charlotte NC 28262
Phone: 704-717-9589
Fax: 704-717-9199
Email: caroline@crmca.com
Country: United States
Website: www.CRMCA.com
Title: Executive Vice President
Name of Executive: Caroline Sutton

Association Provides Support in
X Promotion
X Education
X Innovative Thinking
☐ Advocacy
☐ Research
☐ Other

2018 Budget (Total): $1.25 million
Number of Staff: 3 full-time 2 contract lobbyists
# of Members (Total): 147 Companies, 1,270 individual representatives

Person Making Nomination: Caroline Sutton
Company: Carolinas Ready Mixed Concrete Association
Address: Same As Above
City/State/Zip: 1805 J N Pease Place Charlotte NC 28262
Country: United States
Phone: 704-717-9199
Please provide detailed information on up to five programs or initiatives developed and implemented by this state association in the last 36 months.

The programs, services and industry initiatives listed below are all part of the current CRMCA Strategic Plan. We pride ourselves on creating a plan every three years and closely monitoring throughout the years in between. Our commitment to advancing the industry through planning, leadership and member participation makes us a prime candidate for the 2018 State Association of the Year.

**PROGRAM #1: Education & Promotion Advancement**

*Maximum 1000 words, plus 5 samples of materials.*

Providing multiple avenues for education and training has been a key focus of our association. We know that members are constantly battling schedules, weather and other industry issues which make properly training employees difficult. As an association we can provide an answer to many of these challenges. We focus on using national resources and local industry experts to provide variety in our course, lunch and learns and web trainings. We believe that education is the basis for industry success and we are proud to be a leading resource in our Carolinas market. We strongly feel that promotion goes hand in hand with education and training. The recent growth within our promotion efforts can be attributed to a new focus, increased member participation, and our new staff structure. Please reference our Education & Promotion Advancement highlights:

**Hiring of Director of Business Development and Education** *(See attached Job Description)*

1. Based on board goals and our strategic plan, this role is responsible for developing and implementing annual efforts for promotion of streets and local roads, vertical concrete construction, and parking areas. The main objectives are to increase the number of projects submitted to the design assistance program and increase the opportunities for education with regards to the advantages of building and designing with concrete. Focus areas include the specific community, CRMCA members, municipalities, DOT’s and other associations. Ultimate success in this role has been seen with increased opportunities for the concrete industry and increased market share in comparison to other materials.

2. A major focus of our new hire was to re-energize our promotion strategy. This role has been integral in growing market share for ready mixed concrete in the Carolinas. Our efforts have been twofold - engaging members to actively participate in promotion efforts and outreach to the specifier community with direct offerings through the NRMCA Design Assistance Program and our in-house training opportunities. In a short period of time we have seen an increase in Lunch & Learns (12 since position inception, educating 172 attendees), growth in member submissions to the DAP program (124% growth since position inception with 2 significant ICF conversions), and growth in industry partnerships through webinar offerings educating another 204 participants.

**Education Catalog and Meetings**

1. A key target in our Carolinas Market includes the specifier community. A catalog of educational programs for this specific target has been well received and has attributed to 12 Lunch & Learns in the last 12 months covering a total of 172 attendees. *(see attached Professional Development Opportunities handout)*

2. Concrete Education Council Meetings are held in each district in NC and SC every 4 months and these events create an opportunity for members to come together in their local markets and hear market specific education and updates while offering great networking with industry
professionals. These were restructured in 2016-2017 to include PDH’s and engage specifiers in the meetings. These meetings are very well attended and help members get connected within their markets while staying connected to the bigger offerings of CRMCA. 32 meetings annually.

3. Development of the Promotion and Membership Committee which meets twice per year in person along with 2-3 conference calls in between in-person meetings. (See attached outline of workplan)

Re-engage and foster relationship with Department of Transportation
Over the last two years a redirected focus to engage with both the NC and SC Department of Transportation have led to some significant changes in policy, member involvement and training. Seeing that concrete was always coming up short in many areas of design and project specification, CRMCA pulled together with other industry groups to work on a variety of programs, including:

1. Most notable, the creation of a Streets & Local Roads Guide for both NC and SC that ensures fair competitive bidding for concrete. Additional training programs have been developed around these specs and work is under way to develop a project list for use at the request by both departments.
   a. Link to SCDOT SLR guide [SC Streets and Local Roads Guide]
   b. Link to NCDOT SLR guide [NC Streets and Local Roads Guide]

2. Regular meetings between CRMCA Staff with our Technical Committee the respective DOT groups. Both state groups meet in person two times per year and discuss industry issues, spec updates and additional info as needed. Additional items are discussed throughout the year on an as needed basis (Ex: volumetric specification, limestone in concrete spec, etc.)
   a. CRMCA serves as the Vice Chair of the SC group, SC Quality in Concrete

3. Education provided to DOT’s
   a. CRMCA proudly hosted the first ever ½ day Pavements Seminar for the SCDOT. We received participation from every division except for one and trained 82 attendees. Material covered included Concrete Overlays, Life Cycle Competition Analysis, local Project and an interactive Industry Expert Panel. The event was well received with request for additional training in the future. Plans for the event to be annual and future collaborations to follow with our local Paving Association. (See attached Agenda)
   b. Additional training offered to DOT employees on as needed basis (proper testing methods, batch procedure, etc.)

4. Part of the process with our DOT strategy has been to connect with lead engineers from North Carolina and South Carolina. Regular time spent in each market has allowed great working relationships to be formed where CRMCA is now utilized as the industry expert.

PROGRAM #2: Member Benefits & Resources Program

Maximum 1000 words, plus 5 samples of materials.
As an association we know members look to us as an industry resource and we know value and service are important aspects for membership growth and retention. Through annual planning we have utilized focus groups, committees and our board of directors to clearly answer members needs with value added resources. Key initiatives in this arena include:

1. Safety Notes - weekly safety notes pertaining to safety, human resources issues, operations and other topics are created by a consultant and provided to members through an easy to use online
portal. This initiative supports our “Safety Shares” program and creates a learning platform that advances the industry through safety.

2. Affinity Programs - multiple members/vendors offer discounted services to members including reduced insurance rates based on membership. This program is part of our “Do Business with a Member” campaign which emphasizes the importance of member recruitment and supporting those within our organization.

3. Members Only Section of Website - created to offer increased benefit to members, providing access to additional content and services.

4. Mixer Driver Rodeo - this annual event brings together 30-40 mixer drivers to compete for the Best of the Best title in the Carolinas. A long standing tradition, 12 years running, has created quite a buzz for both this event and the official title. New additions to this event in 2017 grew the event to include family friendly activities and over 130 attendees (family, friends, co-workers, etc.) who now attend the half day event and cheer on these drivers! In addition, we now invite all rodeo drivers to attend our Fall Workshop where we again recognize and honor them for their hard work and provide a specialized 1 hour training for any in attendance. This event has taken a great idea and a little friendly competition and has created a movement in our local markets! Companies are now utilizing a CRMCA Rodeo Trailer and Guide to host inter-company rodeos. Company winners then participate in the CRMCA State Rodeo and then we submit winners to the NRMCA Rodeo.

PROGRAM #3: Creation of Build With Strength Carolinas Program

**Maximum 1000 words, plus 5 samples of materials.**

In support of NRMCA’s Build with Strength Campaign our association spent a great deal of time determining how we could best support the program and make it relevant to our Carolinas based members. Our solution was to create a Carolinas specific Build with Strength arm to bring the initiatives of NRMCA to the local level. A few of our key program aspects included:

1. Working with NRMCA staff and our team to create a work plan and strategy to cover Education, Promotion and Public Affairs. (see attached plans)

2. Utilizing DDC to ensure brand consistency. Maintaining consistency with both the brand and the campaign focus was extremely important to our organization. As we aligned our “Boots on the Ground” efforts we enlisted DDC to ensure consistency in both our message and our local collateral. Key collateral included:
   a. Carolinas specific Case Studies (City of Charlotte, 17 South, etc.)
   b. Creation of Carolinas specific booth setup for use at trade shows and other industry events with a focus on promotion the Design Assistance Center.
   c. Support with the 17 South Site Tour Event

3. Our Carolinas BWS Initiative also focused on getting our membership educated on the program offerings and training them on how to have “conversations” with developers, owners and other industry professionals. We hosted BWS Value & Innovation Seminars in NC AND SC to deliver the campaign locally to bring members up to speed on programs and resources – See attached booklet
PROGRAM #4: CRMCA Rebrand and Workforce Development Program

Maximum 1000 words, plus 5 samples of materials.

CRMCA has a long standing reputation of excellence and 2018 marked a year focused on updating our overall image to align better with our initiatives and direction. We brought together a team of 5 members and staff and did a full assessment of our association. The outcome included:

1. A new logo with updated colors and design (see attached)
2. An updated website where we aligned the association mission into 3 key areas: Advocate, Develop, and Promote. We added an association blog, integrated events calendar and a members only section which gives members exclusive access to event presentations, Safety Notes, resources and other great information, not available to non-members.

Another area within the rebranding process that garnered a lot of our attention was the need many of our members had with workforce development. The shortage of drivers and fleet mechanics down to finishers and other roles was skyrocketing in many if not all of our markets. We met this challenge head on with an initiative to encourage workers to not only start their careers in the industry, but to also raise the bar of our profession and develop those currently working in the concrete industry. As part of the process we:

1. Developed a page on our site and a new tagline: Build Your Future on a Solid Foundation
2. Added a jobs board to our website
3. Created a video – Concrete Delivery Professional (hyperlink is active to crmca.com/workforce-development). The creation of this video was sparked by a need to highlight all that is good within the industry and the profession of driving a mixer truck. This tool is currently being utilized throughout high schools and colleges and even in to the workplace.
4. Online learning academy development to address workforce development
5. Community outreach efforts are currently in place and we are working with industry professional groups and technical colleges and trades high school programs to increase knowledge and assist with resources for education about career potential in the concrete industry. A presentation was developed specifically for taking to area high schools and career fairs and we are already having success and gaining interest and excitement from teenagers in 9th-11th grade on how to get in to the concrete profession (see attached pdf of presentation)

PROGRAM #5: Advocacy

Maximum 1000 words, plus 5 samples of materials.

AT CRMCA we are proud of our legislative and regulatory efforts on behalf of the membership and the ready mixed concrete industry. CRMCA staff, our lobbyists and members work hard to monitor local, state and federal legislation to ensure that our members’ business interests are well-represented and protected.

Key legislative success within our advocacy program includes (see attached NC & SC Priorities & Data Sheets):

1. Coal Ash Benefication - CRMCA led the charge in NC legislation that requires Duke Energy to install three coal ash benefication units that once completed will provide 950,000 tons,
annually, of usable fly ash for ready mixed concrete. The process was long and hard but members rose to the occasion contacting local representatives, explaining the current shortages of fly ash in our markets but most importantly the ability to recycle a product that was currently contaminating our groundwater and communities. CRMCA received the support of environmentalist groups and many others in an effort to clean up our communities while creating a usable product for future NC roads and bridges.

2. Weight laws in NC and SC were proving to be problematic for CRMCA members and with research we found that many of the standard weighing procedures were being performed incorrectly and certain aspects of how to weigh a ready mix truck were being ignored leading to significant overweight tickets for many members who in fact were in compliance and properly loaded. Due to our efforts a new statute was adopted that requires concrete trucks to be weighed static. Further efforts to work with the department included updated training guides and reference materials for CRMCA members.

3. Valuation of Ready Mixed Concrete Trucks was another problem area for the industry. CRMCA was a presenter on the topic at the County Tax Assessors Conference which led to great dialogue and later corrected procedure.

As a part of our advocacy efforts we engage with elected officials on numerous occasions, the main areas being:

1. Concrete Day: an event hosted annually that includes a Legislative Reception, Legislative Breakfast and personal visits with legislators at the state house. This annual event brings our legislative priorities in focus for many legislators and allows members to meet personally with elected officials to discuss personal impacts, in the field examples and more. The relationships made and solidified during this event are utilized throughout the year as issues arise.

2. NC & SC Political Action Committees: Annual fundraising attributes to much of the success in raising funds for our PAC’s. We host a March Madness Bracket Challenge, Sporting Clays Tournament and Annual PAC Raffle which assists in raising funds to distribute to candidates. Annual contributions total $40,000 per year.

Industry Coalitions and Support of other associations also play a large role in our advocacy efforts. Aligning with like groups helps us fight industry issues on a larger scale and also keep us abreast of issues outside of our industry that could affect our members. Key coalitions include:

1. SC Trucking Caucus
2. Memberships and participation with SCFOR, NC GO!, Carolinas AGC, local Chambers of Commerce, area Home Builders Associations
Involvement with NRMCA

Please tell us below any ways your association is involved with NRMCA and its programs and activities. Information and materials should reflect programs or products implemented or actively in use in the last 12 months. Maximum 1000 words, plus 5 samples of materials.

At CRMCA we believe we have set a well respected example as to how state affiliates should truly engage with NRMCA. We have embraced the offerings of NRMCA and can attribute success to the use of many of the programs. A few key areas of involvement include:

1. Support of NRMCA initiatives and programs:
   a. Caroline Sutton, EVP, participated on the ConcreteWorks 2018 opening panel on promotion successes in Carolinas utilizing the resources and team from NRMCA as well as the Design Assistance Program and DDC.
   b. Active participation with State Affiliates group
   c. Use of Design Assistance Program - 18 projects submitted in last 12 months with 2 ICF conversions
   d. Use of NRMCA staff as speakers/trainers for member events, lunch and learns with specifiers and association webinars
   e. Use of DDC for collateral creation

2. Participation by CRMCA Staff and Members at NRMCA Events and Conferences as well as service through NRMCA Committees. Current members actively chairing Workforce Development Committee and the RMC Foundation Board and multiple members serving on the Board of Directors including multiple past chairs. CRMCA Members actively participate in committees including Fleet and Maintenance, SEO and others and multiple members actively participate in the annual Mixer Driver Rodeo. CRMCA Staff actively attend NRMCA sanctioned events and meetings.

3. CRMCA supports the RMC Research & Education Foundation through a $10,000 contribution payable over 5 years as well as promotion of the products and research created by the foundation.

4. Distribution and promotion of NRMCA content via social media, monthly e-news and newsletters.