

**April 8, 2005**

**MEMORANDUM**

**To:** Anthony E. Fiorato  
President, American Concrete Institute

**From:** Accelerating Technology Advancement Task Group

**Subject:** Task Group Report

Tony:

As you requested, the Board Task Group on Accelerating Technology Acceptance has reviewed the 59 recommendations developed by the SDC with the intent to reduce the time required for the acceptance of new technologies. Our suggestions to the Executive Committee and the Board of Direction on the disposition of each recommendation are shown on the attached summary.

The Task Group was impressed by the breadth of the SDC's compilation and yet this breadth created gaps where the recommendations did not contain sufficient detail to ensure we were correctly interpreting the concept. Consequently, we suggest some recommendations be referred back to the SDC. Many of the SDC recommendations involve an expansion or better integration of the SDC's role within the ACI processes. This could be accomplished through better communication of both the SDC's and ACI's capabilities. Perhaps a significant improvement could be achieved by establishing a periodic dialogue between SDC and TAC. We believe this could lead to better collaboration between document developers and users.

With this report, the Task Group considers its charge completed; however, if you have additional questions, please contact us.

**Task Group - ATA**  
**Summary of Initial TG Comments**

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1	11	2.1	1-1	<p>Work with other entities (including SDOs) to coordinate the development of items identified in the plans for “Industry Critical Technologies” (“<i>Top 20 Critical Technologies</i>”).</p>	<p>ACI does work with other SDO's, plus executives meet annually. Not clear what is intended. Perhaps this is role for SDC. Request clarification from SDC.</p>				X					
2	15	2.1 /2.8	1-2	<p>Provide the SDC a copy of the annual report from each technical committee that is involved with one of the “Industry Critical Technologies”.</p>	<p>Once the "Industry Critical Technologies" are determined, suggest SDC and TAC discuss the best way to provide information from involved Technical Committees. Perhaps having the Annual Reports available on the publicly accessible parts of the committee website is a solution.</p>					X				
3	16	2.1	1-3	<p>Provide time on the agenda for the SDC/TMC to update the TAC on the status of “Industry Critical Technologies” (“<i>Top 20 Critical Technologies</i>”) plans during the two annual ACI conventions.</p>	<p>Could be a productive exchange. Suggest pass on to TAC.</p>					X				
4	19	2.1	1-4	<p>Create an institutional mindset within ACI whereby documents or process changes associated with the strategic plans of the “Industry Critical Technologies” (“<i>Top 20 Critical Technologies</i>”) are managed in the same time-sensitive manner used for ACI 318 updates.</p>	<p>Not sure desired mindset can be created. A process is needed. Suggest couple this with previous (1-3) and discuss with TAC.</p>								X	

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5	1	21	2.2	1-5	Encourage the use of compensated consultants to assist committees with report development.				X					
6	1	23	2.3 / 2.14	1-6	TAC should assume a “ways and means” or gatekeeper function to determine if a technology is ready to enter the ACI process.		X							
7	1	29	2.6	1-7	ACI should work with other organizations to develop procedures for committees to develop sources and controls for direct and indirect funding from members, technology developers, and others interested in facilitating the production of documents.				X					
8	1	35	2.1	1-8	Committees need to release interim, mid-cycle approvals and reports as they are completed. TAC should support this process by providing corresponding timely reviews		X							

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9	1	36	2.11	1-9	Develop an operational roadmap and project plan to chart and manage each document handled by committees.	TCM offers a roadmap. Could be helpful technique, although Committee Chair may be doing this. Suggest TAC review this as a document management tool.									
10	1	37	2.11	1-10	Committees should be directed to allocate time in their schedule for technology users to relate market expectations pertaining to various technologies.	Believe this is already happening in some committees. Suggest TAC Chair include reminder in communication with committee chairs.									
11	1	40	2.12	1-11	Adopt a system (patterned after Rilem or PCI) or enhance the Innovation Task Group (ITG) process to fast track technology items.	Believe the ITG process is working well now. Suggest presentation to brief SDC on ITG process.									
12	1	43	2.13 / 2.14	1-12	Encourage the use of qualified outside certifications, appraisals and endorsements for new technologies.	Not clear how this would help document development. Need more definition as to what is intended. Suggest return to SDC.									
13	1	57	3.4 / 3.5	1-13	Encourage initiatives that promote standardized acceptance of codes, specifications, regulations, etc. throughout all municipalities and states.	Don't believe this is role for ACI. This role is already filled by the national code-writing bodies (ICC, NFPA) along with NCSEA. Suggest no further action.									

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14	1 59	3.8	1-14	Support efforts advocating fair comprehensive Federal legislation to provide greater liability protection for concrete designers, producers, contractors, owners, SDOs and other entities subjected to liability laws.	Not a role for ACI and not a realistic activity to pursue. Suggest no further action.		X							
15	1 27	2.5	1-15	Committees should rely upon standardized tests (ASTM and others) to qualify products or, in the absence of testing, independent appraisals of client claims about product performance.	ACI does use ASTM test methods unless none is available. One independent appraisal is not enough. Suggest no further action.		X							
16	1 56	3.3	1-16	Formalize reciprocity programs with non-US research and testing entities	Not sure ACI can control this. Most committees are receptive to results from viable institutions. There are partnerships available. Suggest International Committee consider this.							X		
17	1 45	2.14	1-17	Adopt the use of European Standards Test Methods to meet US industry needs.	Would be all right if no U.S. standard exists. U.S. (ASTM) standards are generally more current and relevant than other standards. Suggest no further action.		X							
18	1 54	3.2	1-18	Assist in the development of acceptable durability test methods.	If the assistance means to work with ASTM, that already occurs. Test method development is under purview of ASTM. Suggest no further action.	X								

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19	1	46	2.14	1-19	Encourage efforts to develop standardized methods of test performance		X							
20	1	44	2.14	1-20	Support and lead efforts to develop consensus on a body of performance predictive criteria.			X						
21	1	52	3.2	1-21	Develop and incorporate performance based criteria into industry standards and specifications.	X								
22	1	18	2.1	1-22	Place a TAC liaison to every ATI team.					X				
23	1	53	3.2	1-23	Develop guidelines for risk management with respect to various project delivery systems.			X						
24	2	4	1.3	2-1	A Technology Mentoring Committee (TMC) representative should be tasked to work with technical committee chairs concerning inquiries from technology developers.				X					

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25	2	6	1.3	2-2	Continue facilitation and hosting of industry strategic planning sessions.				X					
26	2	8	2.1	2-3	Create and maintain an annual list of the “Industry Critical Technologies” (“Top 20 Critical Technologies”) identified by respondents from a survey that uses the ACI database of over 40,000 industry members (concrete industry participants).				X					
27	2	7	2.1 / 2.8	2-4	Create a Technology Mentoring Committee and a process to develop strategic plans for each “Industry Critical Technologies” (“Top 20 Critical Technology”).				X					
28	2	9	2.1	2-5	Maintain a real-time status of action items, objectives and goals from each plan associated with a “Industry Critical Technologies” (“Top 20 Critical Technology”).				X					
29	2	10	2.1	2-6	Coordinate with SDC and other entities to provide the necessary resources to complete all plans associated with “Industry Critical Technologies” (“Top 20 Critical Technology”) items.				X					

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30	2	12	2.1	2-7	Facilitate the transfer of completed committee products, training tools, etc. to the EAC and certification committees for faster introduction into the marketplace	Once completed, documents are readily available. Perhaps staff could make Educational and Certification Committees aware of new publication. Suggest refer to Educational and Certification Committees.									
31	2	13	2.1	2-8	Create Accelerating Technology Implementation (ATI) teams for each "Industry Critical Technologies" ("Top 20 Critical Technology").	Appears to be better suited for SDC implementation. Resources are limited. Suggest return to SDC.			X						
32	2	17	2.1	2-9	Require members of the TMC to sit in on open TAC sessions in order to better understand the process.	Most TAC sessions are open. TAC Chair could help by inviting TMC members once they are appointed. Suggest refer to SDC and TAC.				X					
33	2	48	3.1	2-10	SDC and the trade associations need to increase educational efforts to reduce the negative impacts of industry infighting	Increased educational efforts would be helpful, but this is SDC function. Suggest return to SDC.			X						
34	2	49	3.1	2-11	Support collaborative research efforts, strategic development and common initiatives.	Believe this is function of SDC and its consortia. Not clear how support would be generated. CRC may be able to help. Suggest return to SDC.			X						
35	2	50	3.1	2-12	Participate in responsible unified political action models (such as the "Political Partners for Concrete Progress").	Not a role for ACI. This is lobbying. Suggest no further action.	X								

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36	2	51	3.2	2-13 Work with industry members to equitably spread warranty exposure and to improve the impact of warranties for concrete.	Not a role for ACI. Suggest no further action.		X							
37	2	2	1.1	2-14 Technology developers must learn the systems of the various SDOs.	This would be helpful, but not sure how ACI can do this. Suggest return to SDC for elaboration.			X						
38	3	20	2.2 / 2.10	3-1 Rewrite Chapter 5 of the ACI Technical Committee Manual 2003 to change the procedures on TAC review of documents. One suggestion is to amend TAC's process (should be amended) so that only changes are under review unless there is a critical error impacting life/safety that requires immediate correction.	TCM is updated annually and is constantly changing. It has been extensively rewritten. Suggest that SDC discuss this and other recommendations with TAC.				X					
39	3	14	2.1	3-2 Review the American Concrete (ACI) committee structure and reduce the number of actively engaged committees to an efficient minimum.	TAC has been reviewing effectiveness of committees and has discharged, or merged some committees. Believe this is being handled by TAC. Suggest no further action.		X							

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40	3	38	2.11	3-3	Develop a forced consensus process for documents that would mandate a prescribed timeline for document completion and updates. This would include development of a process to allow for subsequent revisions/updates without a total committee rework.		X							
41	3	24	2.4	3-4	Improve internal committee and cross-committee communications. Use virtual meetings, create a call center, continue to educate and promote use of the web site, encourage more meetings between conventions, and adopt processes used by ASTM that promote accelerated completion of documents.			X						
42	3	5	1.3	3-5	TAC should support the creation of a working relationship between technical committee chairs and the TMC representative concerning technology inquiries.					X				

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43	3	25	2.5	3-6	Create and enforce standards for committee performance.			X						
44	3	31	2,7	3-7	Criteria for selection and ratification of committee chairs should include validation of performance oriented leadership training along with continued training to develop this skill set.		X							
45	3	32	2.7	3-8	A procedure needs to be developed pertaining to the selection/retention of Committee chairs based upon their demonstrated technical, communication, managerial and facilitation skills.		X							
46	3	33	2.7	3-9	Committee chairs should attend the entire open portion of a TAC meeting in order to better understand the process.			X						
47	3	34	2.9	3-10	Strengthen and enforce procedures that prevent or redress inappropriate blocking strategies related to new technologies.									

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48	3	39	2.12	3-11 Realign ACI staff to provide greater support and resources for document preparation and updates.	Relatively recent assignment of Todd Watson was for this purpose. Additional staff would likely be required. Suggest return to SDC for cost evaluation.			X						
49	3	42	2.13	3-12 Include ASTM in document preparation to concurrently develop tests.	In essence this is accomplished with many dual memberships. Test methods are to be developed in ASTM. Suggest no further action.	X								
50	3	22	2.2	3-13 Expand the ACI technical staff to provide more technical editing services for committees.	Believe this would be helpful; however, cost of additional staff, or contractors would be significant. Suggest return to SDC for financial impact statement.			X						
51	3	41	2.13	3-14 Provide ACI staff support to work with non-ACI entities to determine activities, trends, etc. in these other organizations that can be communicated to ACI committees.	There is limited participation of ACI staff in non-ACI activities. More detail is needed to see if staff participation needs to be redirected, or if additional staff would be needed. Suggest return to SDC for elaboration.			X						
52	3	28	2.6	3-15 Create incentive systems to motivate committee participation.	Not clear what incentives are intended. Believe current system is effective. Suggest no further action.		X							

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53	3	30	2.6	3-16 Increase the use of qualified staff assigned to key committees.	Believe this would require significant additional staff members. Suggest return to SDC for financial impact analysis and identification of "key committees."			X						
54	3	55	3.2	3-17 Create a performance division within ACI to construct a body of specifications for performance specifiers.	Specifications are being developed and ACI 301 has been reorganized to expedite development of concrete specification. Suggest no further action.	X								
55	4	26	2.5	4-1 Provide training to all committee members and orient them on the critical nature of their work, to include the necessity for punctuality as defined by the market	Believe those who participate are aware and that is why they volunteer. Perhaps could be incorporated as topic for TAC training sessions for committee chairs. Suggest TAC review this.				X					
56	4	58	3.7	4-2 Create and market continuing education initiatives that increase civil engineers' understanding of chemical processes. Coordinate with professional engineer licensing entities in each state to encourage adoption of this education.	Question the viability of this action. Not convinced this is a role for ACI. Suggest EAC review this.		X							
57	4	1	1.1	4-3 Advertise the pathfinder services the SDOs have available to technology developers.	Concept could be helpful to non-members. Suggest the Marketing Committee and editorial staff review this for possible solutions.									X

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						8	14	10	12	10	2	1	1	1
58	4	3	1.2	4-4	Develop and/or improve programs to train and educate technology developers about SDO processes						X			
59	4	47	2.15	4-5	Establish educational programs and procedures to better assure the body of defining standards for technological advances keeps committee members current.			X						