

# **New Directions for Growth, Advocacy, and Sustainable Development**

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## **PCA Strategic Plan 2004-2006**

November 11, 2003  
PCA Fall Meeting  
Phoenix, Arizona

# Introduction

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## Background and Methodology

PCA's current strategic plan for 2000-2003 focuses on four areas:

- Market expansion
- Advocacy
- Technology and standards
- Education

PCA began the process of developing a strategic plan for 2004-2006 by retaining a facilitator and specialist in strategic planning for associations, Harrison Coerver, Harrison Coerver Associates.

The next step was formation of a strategic planning committee consisting of the executive committee plus representatives from the Regional Promotion Groups. Task Groups were created to research and analyze specific topics and recommend approaches.

The timeline for strategic planning called for meetings in November 2002, February 2003, and March 2003. In July 2003, task group reports and a partial draft strategic plan were presented to the Strategic Planning Committee. The final Strategic Plan, plus programs and budgets for its implementation, will be presented to the Board of Directors prior to its Fall Meeting, November 2003.

## Planning Issues

In the initial session in November 2002, the entire Board of Directors kicked off the process with a planning forum. The goal was to assess both cement industry and PCA issues that should be considered in formulating a new strategic plan.

A number of key issues emerged from that meeting:

**Market promotion remains a top priority**, especially selecting target markets, aligning regional and national goals, and finding better ways to measure return on investment.

**Management and administrative** issues included succession planning and the potential relocation of PCA headquarters to Washington, D.C.

**Government affairs** topics focused on the need to increase government funding for infrastructure and public works projects and the need for advocacy at the state and local levels.

**Sustainable development and environmental issues** also emerged as top concerns, especially the need to create a positive public image of the industry and environmental benefits of cement-based products.

## Planning Objectives

The process continued at the February and March meetings, where eight objectives for the planning process emerged. For each objective, a task group analyzed the issue,

developed recommendations, and presented a report to the Strategic Planning Committee.

The eight task groups and their objectives are:

**Market Growth:** Identify markets with high growth potential and establish objectives.

**Market Management:** Evaluate market management responsibility for key target markets.

**Regional Promotion:** Improve PCA's ability to support local and regional market opportunities, with an emphasis on strengthening the linkage between PCA and the Regional Promotion Groups.

**Measurement:** Develop reliable, consistent, and accepted measurement methodologies for promotion.

**Government Relations:** Influence public policy, funding, and product selection at state and federal levels.

**Environmental Communications:** Develop a consistent environmental message for the industry and integrate it into our advocacy and promotion activities.

**Headquarters Relocation:** Evaluate the feasibility of moving PCA headquarters to Washington, D.C.

**Zero-Based Budgeting:** Conduct a zero-based evaluation of PCA programs, products activities, and structure to ensure alignment with the mission and plan.

## **Strategic Goals**

From the reports of the task groups, five strategic goals emerged:

**Market Growth:** Establish and achieve realistic growth and market-share gains for cement-based products in target markets.

**Regional Promotion:** Strengthen and align ties to Regional Promotion Groups and allied industries to build an integrated, effective, and efficient platform for national and regional promotion.

**Advocacy and Public Affairs:** Influence public policy affecting the cement industry's legislative and regulatory priorities at the federal, state, and local levels.

**Sustainable Development:** Establish cement and concrete as the preferred materials for sustainable development.

**Research and Technical Services:** Provide research, technical services, and information to support programs promotion, legislative and regulatory affairs, sustainable development, and product standards and technology.

## **Mission Statement**

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PCA is an organization of cement companies dedicated to improving and expanding the uses of cement and concrete.

## **Goal 1: Market Growth**

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Achieve market-share gains for cement-based products in target markets.

### **Key Measures and Objectives**

- Establish clear priorities for promotion to derive the greatest benefit from limited resources.
- Achieve optimum alignment of promotion targets and strategies between national and regional programs.
- Improve measurement of market share and other key indicators of promotion effectiveness.

### **Strategies and Actions**

#### **1. Market Priorities**

Promotion should focus on achieving growth in the five markets with the greatest potential for achieving growth:

1. Highways
2. Streets and local roads
3. Soil cement/roller-compacted concrete pavements
4. Residential
5. Parking lots

Promotion in high-use or mature markets should focus on protecting existing market share:

1. Buildings
2. Bridges
3. Waste treatment
4. Water resources
5. Airports

#### **2. Market Management**

- Centralize market management responsibility for all residential concrete markets under PCA.
- PCA manages residential, soil cement/roller-compacted concrete pavements, buildings, bridges, waste treatment, and water resources.
- American Concrete Pavement Association manages highways, streets and local roads, and airports.

- National Ready Mixed Concrete Association manages parking lots.

### **3. Market Measurement**

PCA will measure market share and return on investment in all target markets, including the paving and parking lot markets

## **Goal 2: Regional Promotion**

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Strengthen and align ties to Regional Promotion Groups and allied industries to build an integrated, effective, and efficient platform for national and regional promotion.

### **Key Measures and Objectives**

- Achieve uniformity in the administration and operations of the Regional Promotion Groups (RPGs).
- Formalize the working relationship between PCA and the RPGs.
- Augment RPG promotion programs with government affairs.
- Use accurate and uniform measurement criteria to evaluate the effectiveness of local programs.

### **Strategies and Actions**

The Regional Promotion Task Group developed a cooperative agreement between PCA and RPGs to better coordinate promotion and government affairs programs and to assist RPGs in administration and operations. Highlights and action items are summarized below:

#### **1. Structure**

- The Regional Promotion Committee is the focal point for managing the coordination between national and local programs.
- PCA will appoint a vice president to act as the primary liaison between PCA and the RPGs.

#### **2. Roles and Responsibilities in Promotion**

- PCA will provide market information (including measurement); market support, promotional training, and technical services for the PCA-managed target markets; and a strategic plan that reflects the needs and goals of the RPGs.
- RPGs will select and set priorities for target markets; develop strategic plans for those markets that identify support needs and market-share objectives; and coordinate the involvement of cement company volunteers in promotion and government affairs.

#### **3. Government Affairs**

- Each RPG will augment promotion programs with government affairs activities for the states in which it operates.
- PCA and RPGs will coordinate government affairs issues and goals at the local and national levels; PCA will provide support materials on these issues.
- PCA and RPGs will share information on PAC contributions and contacts with Members of Congress.

#### **4. Reporting**

- PCA and RPGs will develop consolidated work programs and budgets.
- PCA and RPGs will conduct an annual two-way appraisal.

#### **5. Administration and Operations**

- Member companies will assign senior level executives to the RPG boards.
- RPGs will conduct annual employee performance reviews.
- RPG dues will stay within the region.
- RPGs will maintain reserves of 40% of administrative budgets.

## **Goal 3: Advocacy and Public Affairs**

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Influence public policy affecting the cement industry's legislative and regulatory priorities at the federal, state, and local levels.

### **Key Measures and Objectives**

- Federal agencies prefer cement and concrete to steel, wood, and other materials for federal infrastructure projects.
- Federal environmental, energy, health and safety, and tax policies do not discourage or present barriers to continued expansion of domestic cement production.
- The cement industry is viewed as a significant political force in Washington through its political action committee and other targeted political activities.
- RPGs possess the information and knowledge necessary to establish effective grass roots political efforts to influence state and local infrastructure decisions.

### **Strategies and Actions**

- 1. Promote the use of cement and concrete in federal infrastructure legislation, programs, and projects.**
  - Promote use of cement and concrete in legislation appropriating federal infrastructure expenditures.
  - Promote use of cement and concrete with federal agencies.
  - Participate in multi-constituency coalitions to promote federal infrastructure programs and spending.
- 2. Influence the development of federal legislation and regulations addressing those issues which may impact the ability of PCA members to cost effectively produce cement.**
  - Implement comprehensive legislative and regulatory advocacy program addressing priority issues.
  - Implement continuous improvement program including annual environmental awards program.
  - Prepare communication tools (including an annual report) outlining the cement industry's environmental progress.
- 3. Expand the PCA PAC and participate in targeted political party activities.**
- 4. Assist RPGs in the development and implementation of political programs designed to influence state and local infrastructure decisions which favor cement and concrete.**
  - Assess the current political activity approaches for each RPG.
  - Research and summarize state-specific political action committee and political contribution rules.
  - Develop recommendations for enhancing political participation to suit individual RPGs on a state-by-state basis.
  - Act as a consultant to individual RPGs to address political participation.

## Goal 4: Sustainable Development

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Establish cement and concrete as the preferred materials for sustainable development.

### Key Measures and Objectives

- Target market programs will achieve market share growth objectives.
- Architects will prefer cement and concrete to steel, asphalt, and wood for sustainable development.
- Transportation (engineers and specifiers) officials will prefer cement and concrete to asphalt and steel for sustainable development.
- Homebuilders will prefer cement and concrete to wood and steel for sustainable development.
- Increase the frequency of favorable news articles that reflect the sustainable development initiatives within the cement industry.
- The public will have a positive perception of the cement industry.

### Strategies and Actions

- 1. Deliver a unified message on sustainable development through existing promotion programs.**
  - Retain a public relations firm to develop a sustainability message and vehicles for delivery.
  - Retain consultants to conduct market research to test the effectiveness of the sustainability message and refine the message as needed.
  - Retain a public relations firm to develop promotion tools to deliver the sustainability message through target market programs based on market research.
  - Conduct media relations to present the sustainability message to trade and consumer media.
  - Conduct market research to measure the effectiveness of the sustainability initiative.
- 2. Continuously improve environmental performance of cement manufacturing.**
  - Encourage PCA members to adopt common environmental performance goals.
  - Establish measurement standards for environmental performance goals.
  - Publish and distribute to key stakeholders an annual report on the cement industry's progress towards meeting environmental performance goals.
  - Conduct an annual environmental awards program to recognize cement companies for outstanding progress in achieving the environmental performance goals.

- Work with government agencies and other experts to explore new technologies for cement manufacturing that help the industry meet environmental performance goals.

**3. Enlist members of PCA and allied associations to deliver the industry message on sustainable development.**

- Work with PCA standing committees to develop and implement the sustainability initiative by soliciting input and providing periodic progress reports.
- Coordinate sustainability initiative with Regional Promotion Groups and Concrete Alliance members through meetings, presentations, and other forms of communication.
- Offer a course for industry stakeholders on how to promote cement and concrete for sustainable development.
- Develop a self-learning course on CD-ROM and/or the Internet for industry stakeholders on how to promote cement and concrete for sustainable development.
- Recognize PCA member company personnel for outstanding efforts in promoting sustainable development by adding a sustainability category to the PCA Promotion Progress Awards.

**4. Provide technical support to PCA members, staff, and allies.**

- Assign a PCA staff person to provide technical support on environmental issues, participate in the development of sustainability standards, including LEED.
- Retain the services of a consultant to provide expert technical support for standards development.
- Identify high-profile architects, urban planners, engineers, transportation officials, and homebuilders to support PCA's position in sustainability standards.

## **Goal 5: Research and Technical Services**

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Provide research, technical services, and information to support programs in promotion, legislative and regulatory affairs, sustainable development, and product standards and technology.

### **Key Measures and Objectives**

- Develop cement standards that allow manufacturers to optimize available resources, product performance, and environmental benefits.
- Improve the performance of cement and cement-based products.
- Coordinate research and development with allies and other stakeholder groups.
- Increase acceptance of new cement-based applications.
- Preserve, strengthen, and create standards favorable to cement and cement-based products.

### **Strategies and Actions**

1. Promote PCA and industry representation on standard-setting bodies to address issues concerning durability, improved standards, concrete technology, and sustainable development.
  - Work with ASTM to obtain allowances of up to five percent limestone in cement standards
  - Educate users and specifiers on cement containing limestone
  - Harmonize specifications for cement in AASHTO, ASTM, and CSA.
2. Collect, create, and disseminate technical information on cement, construction practices, new concrete applications, and research and development.
3. Work with allied groups, cement customers and users, universities, government agencies, and others to identify needs and concerns, develop solutions, coordinate research and development efforts, and identify outside sources of research funding.
4. Assist PCA Education Foundation with solicitation of research grant requests and evaluation of project proposals.