



November 13, 2008

To: Members of the CIM National Steering Committee Board of Directors

Dear Directors,

Many of you were in attendance for the recent Board of Directors meeting held at California State University Chico and heard first-hand of the tremendous progress that has been made there with the CIM program. The partnership between the school and the regional industry represented by the Patrons Group is working exactly as we had envisioned. In addition to the success of the Chico program, you heard the reports from all our other schools. While our flagship program at MTSU continues to set records in enrollment and graduates, all of the schools are making progress in varying degrees. The enthusiasm of all the school officials in attendance and their pledge to fully establishing CIM at their universities was gratifying. Since the meeting, we have been informed by Texas State that they have received word that the Texas Higher Education Coordinating Board has approved the university's request for the establishment of a CIM program at Texas State. In discussions with school officials at Texas State they believe they are on target for a program launch in the fall of 2009. To lend the necessary industry support the regional patrons are well organized and will be ready to assist in getting that program of the ground.

With our existing programs all in various stages of reaching our ultimate goal of populating our industry with CIM graduates, it was very timely that we had a full report on our recent efforts to survey our industry on the dynamics for CIM in the future. Our consultant, Jim McKean of Strategic Marketing Associates, provided the Board with an executive summary of the survey results. For those of you that were unable to attend we have included a copy in this mailing. The survey was extremely well done and supplies us with a great deal of insight as to how the industry views CIM and the potential demand for graduates that we can anticipate in the future. Once all Board members have reviewed the survey I am confident they will agree that data points from the survey will greatly assist in guiding our decisions on a great number of issues as we continue to advance CIM.

At the October meeting, the Board received updates on the numerous activities of the NSC that are being conducted by our various committees. The following is a brief recap:

<i>Chairman</i>	<i>Vice Chairman</i>	<i>Treasurer</i>	<i>Executive Director</i>
<i>Eugene Martineau</i>	<i>L. Michael Shydrowski</i>	<i>Mike Schneider</i>	<i>David Vickers</i>

**MARKETING:** Brian Gallagher of Structural Group as chairman of the committee has provided outstanding leadership that has significantly increased overall awareness and recognition of CIM over the past several years. Due in no small part to Brian's efforts we have a web site that is a first-class resource for anyone looking for information regarding CIM. We continue to supply the media with timely and topical releases on developments regarding CIM. The committee is ramping up advertising for our annual auction and there is increased emphasis on utilizing our trade show booth to increase exposure to all parts of the concrete industry. To assist and help guide the committee we have established a professional marketing organization and established a budget line item for marketing activities.

In witnessing first-hand how far we have come in our marketing efforts, I was surprised by the results of the survey. There is apparently still a significant percentage of the industry that is not as familiar with the CIM program as we might expect. In order to address this issue we must increase manpower on the marketing committee and gain a broader base of support from our industry associations.

**AUCTION:** Currently the auction committee, under Wally Johnson of U.S. Concrete's leadership, is very engaged in soliciting donations for the 2009 World of Concrete auction. The auction, as you all know, is our major source of funding for CIM beyond the sustaining pledges of our participating industry associations and foundations. In these difficult economic times the task of reaching our financial goal presents a significant challenge. Board members Tom Harris of McNeilus and Rick Yelton of Hanley Wood are once again providing the cornerstones for this year's auction. Many members of our Board have already committed auction items, and we thank you for your support. If you or your organization is not in a position to donate an actionable item, consider providing Chairman Johnson's committee manpower to assist in the solicitation efforts. For those of you that are leading associations, use your member communication network to publicize the auction and familiarize them with the fact that they can still participate via our internet connection on auction day even if they are not personally in attendance.

**EDUCATION:** Committee chairman Rex Cottle of Trinity Industries held an education committee meeting the morning of the Board meeting, to follow up on the important work that was begun at this summer's meeting in Denver during ASTM week. There are a great number of exciting and important topics that were discussed and it was agreed that more time was needed to fully vet the issues. Everyone in attendance agreed that the committee would meet again at WOC and devote the better part of a day to address all the open items including curriculum development and standardization, industry resources, program director communication forums and patron/industry assistance.

**FINANCE:** At the Board meeting, the newly-formed Finance Committee, under the leadership of Michael Harlan of U.S. Concrete, had our investment counselor present the current status of our limited reserves. Michael, as the chair of this new committee, needs a small number of volunteers willing to serve on his committee. The finance committee, working with the Executive Committee, will develop future budgets as we address the issues of ongoing funding

of our current commitments to the universities, future expansion, executive masters and opportunities for new sources of revenues.

**LONG RANGE PLANNING:** Our Vice Chairman Mike Shydrowski, Executive Consultant to BASF, is Chairman of our Long Range Planning Committee, and has been waiting for the Market Demand Survey to be completed. Armed with the survey results, his committee will be coordinating with all committees to put “flesh on the bones” of the recently Board-approved skeletal structure of our Long Range Plan. Mike has done an outstanding job of including the input of everyone in the industry who has shown interest and will welcome the same going forward.

As you can see there is a great deal going on within the purview of the NSC. We are still in the very early formative stages of what I personally believe is the most important undertakings for our combined concrete industry. While a great deal has been accomplished there is still a tremendous amount to do to insure we maximize the value of the CIM program to the industry. As your chairman I am requesting you give serious consideration to the Committee Sign-Up Sheet that is enclosed with this letter. Each of you has been selected to serve on the Board of Directors because of your positions of influence in your segment of the industry and within your own organizations. We need your assistance in nominating individuals to populate these committees in order to insure we make ongoing progress in achieving our vision of “advancing the concrete industry by degrees.”

Enclosed in your packet is a copy of our latest audit. Dave Vickers, our Executive Director, has done an outstanding job of insuring we are in compliance with our 501(c)(3) tax status. We will need to approve this audit and will convene a conference call for that purpose. We will email you the details of the call in the near future.

Unless you have served on the Executive Committee, it would be difficult for you to know how much Dave is contributing of his valuable time and his executive-level capability to the NSC. When Dr. Earl Keese asked us to find his replacement as Executive Director we were extremely fortunate that Dave was willing to take on the job on a temporary basis until we could determine what our long term needs were. Armed with our survey data points and witnessing both the progress as well as the challenges of continuing to move CIM forward, we will be faced with some serious decisions as to the ongoing structure and direction of the NSC. Dave has already tendered his resignation, but because of his personal commitment to the program has not placed a firm date as to the timing and will continue to serve until an orderly transition can occur. While we are fortunate that Dave has allowed us time, we will certainly have to address that issue during the coming months. Additionally we have significant issues regarding succession planning for the officers of NSC to similarly address. Therefore it is imperative that we receive the Board’s input and guidance in addressing these issues and establish the ongoing direction of CIM. Therefore I am asking each of you to mark your calendars now to attend our next meeting which will be held at the World of Concrete (WOC) in Las Vegas. Since we only hold three Board meetings a year, I plan to allow us a bit more time to fully update the Board on the progress of CIM and the important issues concerning the NSC. Consequently, I plan to hold a two-part meeting. The first session will be held the afternoon of February 4<sup>th</sup> followed by a dinner. This will coincide with the various committee meetings that will be held earlier that day,

allowing Board members to attend any of the meetings that they are interested in. The second half of the Board meeting will be held the next morning, February 5<sup>th</sup>, prior to the auction which will allow us all to attend and support the auction.

In closing this lengthily update to the Board I am requesting that you make every effort to attend our upcoming meetings and I am providing as much notice as feasible for both the WOC meeting and our annual meeting held at MTSU during the last week of April (detailed schedule of events to be available soon). Please mark your calendars now, as we need 100% attendance.

Thank you for your leadership and support in “advancing the concrete industry by degrees.”

Sincerely,

A handwritten signature in black ink that reads "Eugene P. Martineau". The signature is written in a cursive style with a large, prominent initial 'E'.

Eugene P. Martineau  
Chairman, CIM NSC