IRMC News
Illinois Ready Mixed Concrete Association

Autumn 2011 Vol. 30, No. 4

Projects
• IRMCA timeline
• Message from the president

IRMCA turns 30
None of us want to just persevere. We want to advance. We want to build our businesses. We want physical and financial growth and stability. And we want it now! Yet, as we end our third straight year of an extremely sluggish construction economy (2 out of every 25 jobs lost come from the construction industry) and as we listen to construction analysts lament about 2012, maybe persevering ain’t so bad. I heard the chief analyst for a large, multi-state bank speak the other day, and one of his not-so-funny quotes was, “flat has become the new growth.”

How can we persevere and endure? How can we build? You probably don’t want to hear this, but right now, more than ever, we must promote! We must promote to keep our market share; we must promote to increase our market share. We need to plant seeds now that will bear fruit when things get better, when building begins again. Promotion works. Asking decision makers to allow concrete alternates works. Teaching your concrete contractors to ask – every time – to bid on parking areas and driveways works. Talking to your decision makers about the advantages of concrete works. Promotion works.

Read IRMCA News articles for ideas. Take the time to learn and understand the many new possibilities for concrete. Roller Compacted Concrete will be a promotion target of national and state promoters; learn about it. Concrete is green; learn how much of an advantage this can give you when talking to a municipality or school. Understand concrete overlays (whitetopping) and identify where it can be used in your area. Learn and understand these concrete advantages and use that knowledge to promote and persevere!

Help is available. The IRMCA Short Course is coming in January; attend and learn! IRMCA offers literature, and our staff offers PowerPoint presentations and subject seminars to its members and its members’ customers. Just ask; we’ll travel. Our friends at IL-ACPA remain available for engineering consultations. And associate members can offer promotion help.

But…we must have patience. (Those who know me know this is tough for me to counsel.) Getting through the bad time won’t be quick, and avid promotion might not show immediate results, but we must have energetic patience. Finally, I ask this of all IRMCA members: try to remember that surviving a business downturn shouldn’t mean cutting corners to keep business afloat, but rather continuing to offer stellar service in order to allow your reputation to survive unscathed. Persevere.
As we near the close of 2011, our country continues to be captured in the grip of what will be known as “The Great Recession.” In the midst of this trying and difficult time I have had the privilege to serve for 2 years as president of the Illinois Ready Mixed Concrete Association. Throughout the last couple of years we have seen substantial change affect our industry, and we will most likely continue to experience more unstable times going forward. With that being said, IRMCA continues to be a solid and viable association that will continue to affect positive change in the years to come. Not only is IRMCA stable financially, it continues to operate with the best and brightest executive director and supportive staff.

Despite some of the obvious negative changes we face, such as a massive slowdown in construction activity and increased government regulation, there is still much to be excited about as we look to the future. New products and technologies continue to emerge in the ready mix concrete industry. In Illinois, for example, we continue to see more pavement converted from asphalt to concrete and I am confident this trend will continue. Introducing product lines such as Roller Compacted Concrete and Whitetopping (overlay) are contributing to the success of promoting concrete over competing pavement alternatives.

Another exciting technology that has recently emerged is the availability of a compressed natural gas (CNG) powered ready mix truck. The new CNG engines reduce carbon emissions by 80-90 percent while yielding the same performance as their diesel predecessors. In addition, this type of vehicle will aid in an effort to reduce reliance on petroleum consumption and the nation’s dependence on foreign oil.

Although the work is never complete, I feel our industry is heading down the right path. An area I feel we can improve upon is the continued use and promotion of recycled products in our mix designs. This seems to be one area where the asphalt industry has gotten way ahead of most concrete producers, so we should find ways to become more proactive in providing solutions to satisfy the demand for increased recycling.

In closing, although times are tough, we have much to be thankful for. As we continue to work diligently on our individual businesses, let us not forget the most important areas of our life: our faith, family, friends and co-workers. Don’t make the mistake of thinking we work unto ourselves but rather we work hard so that we can enjoy life by blessing those around us with love and care.

Thank you for the privilege of serving you as president of IRMCA and, most of all, thank you Bruce Grohne and the IRMCA staff for making this Association an effective and influential force on behalf of all Illinois ready mix concrete producers!

God Bless,

Justin Ozinga
Open House for Intermodal Concrete Paving

Roller Compacted Concrete

On October 11, 2011, IRMCA members Ozinga Illinois and Legacy Concrete invited area municipal officials (including the City of Chicago) and other interested parties to an open house near Joliet featuring Roller Compacted Concrete (RCC). During a working lunch, Wayne Adaska of the Portland Cement Association presented a brief seminar on RCC, and attendees then proceeded to the nearby site where paving was occurring.

Container shipping line APL purchased 43 acres from CenterPoint Properties to develop its latest intermodal container terminal. FCL Builders of Chicago was hired as contractor for the project and after much discussion (input from IRMCA, IL-ACPA and many others) it was decided to pave 34 of the acres with RCC.

Legacy Concrete is using a new, specially designed spreader and conventional asphalt roller-compactors to place the RCC delivered in large dumps from the Ozinga plant located close-by in a Vulcan (also an IRMCA member) quarry.

Congratulations to all involved in this large RCC project. IRMCA, NRMCA, PCA, and IL-ACPA are all targeting RCC as a rising target market.
Inventive Use of Concrete for Inline Hockey Rink

Pervious Concrete

When the Naperville Park District decided to construct an inline hockey rink at their DuPage River Sports Complex, they were concerned about rain. What would happen to the surface after a rainfall? How long would it take for water to disappear? How many matches would have to be postponed/cancelled?

Realizing that water would seep through the hard rubberized surface of the rink, the solution to their problem became obvious… give that water somewhere to go with pervious concrete!

IRMCA member Chicago Elmhurst Stone delivered hundreds of yards of pervious concrete, which lies below the rink surface allowing stormwater to seep through the rink surface, through the pervious concrete and into a well-designed storage bed below. The rink surface remains water free and the hockey matches remain uninterrupted.
School Going Green with Concrete

Pervious Concrete

Northside College Prep High School of Chicago is a progressive, diverse, high-tech and environmentally caring school located on the north side of Chicago. A few years ago, the school had the vision of creating a “Joy Garden” behind the school building. Their goal was, “Developing an experimental space to test ideas for land use and accessibility in our Joy Garden.”

The school is working with Michael Repkin, Repkin Biosystems, who is basically volunteering because this project is being supported as an Urban Habitat of Chicago. Insistence on being green and having disability access led the school group to investigate pervious concrete and to contact Brian Lutey of Ozinga Brothers for training and guidance.

Fully accessible pervious walkways have now been placed by Ozinga employees, Repkin and other volunteers, giving all students and visitors at Northside an opportunity to wander amongst all the beautiful landscaping in Joy Garden.
1981  Illinois Ready Mixed Concrete Association is incorporated.

1983  IRMCA hires its first executive director, Harvey Hagge, who sets up the first IRMCA office in Galesburg.

1985  Man of the Year award is renamed the Gene Cash Man of the Year Award.

1988  IRMCA supports Van’s Material as it fights successfully for ready mix truck and parts tax exemptions.

1989  Dick Cosgrove is hired as executive director and the office is moved to Aurora; IRMCA establishes a scholarship fund in honor of Harvey Hagge.

1994  Jerry Woods is hired as executive director.

1999  Joe Lord is hired as executive director and the office is moved to Normal.

2000  Lisa Knutsen is hired as executive director; IRMCA produces the Hazard Awareness Manual; IRMCA is awarded a Susan Harwood Grant; IRMCA opens membership to contractors.

2001  Formation of the South Suburban Task Force

2002  Bruce Grohne is hired as executive director; South Suburban Task Force publishes residential specifications; IRMCA launches its website.

2003  IRMCA moves to a larger office in Normal.

2010  IRMCA receives the ACI Distinguished Achievement Award.
Sustainability is simply good engineering: optimizing resources, balancing competing interests, and making incremental improvements as knowledge improves.

So it’s no surprise that the sustainability movement is making the concrete pavement industry more innovative and competitive. For evidence, consider the ongoing development of in-place recycling of existing concrete pavement, two-lift construction, safe and quiet surfaces, pervious concrete, optimized grading to reduce cementitious material content, and low carbon footprint mixtures with high supplementary cementitious material (SCM) contents.

SEVEN PRINCIPLES OF SUSTAINABILITY

We’ve observed that sustainability efforts can be enhanced by following simple principles—each applied in terms of its interdependency with, and/or potential competition with, the other principles.

Principle 1: Get Smart

This is an exhortation to educate yourself about making concrete pavements an integral part of sustainable infrastructure. Education should not be restricted to formal study, but should be integrated with day-to-day operations.

Getting smart includes embracing the concept of the life cycle. Design, materials processing, construction, operations, preservation/rehabilitation, and reconstruction/recycling all affect pavement sustainability. These processes must be clearly understood and appropriately applied.

Specific actions include:

- Review relevant information—the references at the end of this article are a good place to start;
- Design what you need—overdesign is wasteful, and underdesign results in unacceptable performance;
- Design holistically—include pavement support conditions, material availability and properties;

The National Concrete Pavement Technology Center (CP Tech Center) is developing a Manual of Practice for sustainable concrete pavements. Partially funded by the Federal Highway Administration (FHWA), the manual is targeted for publication by the end of 2011. Chapter topics will include:

- Sustainability concepts;
- Design;
- Materials;
- Construction;
- The use phase;
- Renewal;
- End-of-life strategies;
- Assessment of sustainability; and
- Future developments.

For more information regarding the Sustainable Concrete Pavements: Manual of Practice, visit www.cptechcenter.org.
environmental conditions, traffic, and community considerations (refer to Principle 2). Important design elements include not only slab thickness, but also materials selection, joint spacing, load transfer, drainage, supporting layers, and surface texture;

- Enhance educational programs—education for new and practicing professionals must include current sustainable materials and practices; and
- Use the right tools—if there is a need for new materials and practices, support their development.

Principle 2: Design to Serve the Community

Practice context-sensitive design (CSD), focusing on the needs of the user, the adjacent communities, and the environment. For high-speed roadways, CSD will encourage the use of surface textures that provide safe yet quiet riding surfaces. For low-speed neighborhood streets, however, CSD will encourage aesthetics, high reflectivity, surface drainage, and traffic calming. Here, a purposefully designed “rough” surface may be desired, encouraging slower traffic and creating a more livable community.

Implementation requires early and continuous involvement of everyone who is affected.

Pavements designed to serve the community reflect their location, melding physically and visually within the environment. So, although it can take time, CSD ultimately results in increased societal acceptance and project efficiency. More information can be found at www.contextsensitivesolutions.org.

Principle 3: Choose What You Use

Whether an existing pavement is concrete, hot-mix asphalt, or a combination of the two, the existing pavement and its supporting layers can be effectively used in the construction of new concrete pavement. This will not only reduce the amount of material extracted from quarries, but it will also reduce the environmental and monetary costs of transporting materials from off site. But recycling these materials requires an in-depth understanding of their engineering properties.

Even if a local aggregate is known to have poor wear resistance, be susceptible to freezing-and-thawing cycles, or be prone to alkali reactivity, it need not be rejected out of hand. The Recycled Materials Resource Center provides a good starting point for investigating various recycling options. For example, an aggregate with poor wear resistance can be used in two-lift paving, placing the aggregate below the wearing surface. An aggregate with low resistance to freezing and thawing can be used by limiting its size and blending it with a durable, large-sized coarse aggregate. An aggregate with a history of alkali reactivity can be used in a mixture with a sufficient SCM content to mitigate the reaction (this will also reduce the carbon footprint of the concrete).

Principle 4: Less is More

All things being equal, a design that uses less virgin material is generally more sustainable (refer to Principles 1 and 3). Also, as indicated in Principle 3, SCMs can boost the durability of a mixture and reduce the associated generation of CO₂.

In addition to using SCMs, the portland cement content of concrete can be reduced by lowering the total cementitious material content. Mixtures used for pavements have traditionally had a minimum cement content of 564 lb/yard³ (335 kg/m³) (the proverbial “six-sack mix”). However, optimized aggregate grading permits a reduction in cementitious material content to as little as 470 lb/yard³ (279 kg/m³). Such mixtures can be less prone to segregation, easily consolidated during slip forming, and generally less prone to shrinkage and other negative effects associated with high cement paste contents. The pavement life can therefore be increased, benefiting the project over its life cycle (refer to Principle 7).

Principle 5: Minimize Negative Impact

Sustainable construction minimizes noise, provides a safe working environment, minimizes disruption to the public, produces less emissions and construction waste, reduces water use, and increases the efficiency of equipment and processes. The finished concrete pavement should provide a quiet, safe driving surface; require minimal maintenance; effectively address water run-off; improve the energy efficiency of vehicles; reduce the energy required for artificial lighting; and mitigate the heat-island effect.

Concrete pavements can be made quiet and safe through the use of drag-textured or longitudinally tined surfaces or through diamond grinding. Water use during construction can be dramatically reduced by reusing wash water. Pervious surfaces can minimize run-off. Concrete pavements, particularly those produced using slag cement or light-colored fly ash, can minimize the heat-island effect because they have greater reflectivity than other pavement types.

Principle 6: Take Care of What You Have

Just as vehicles that are well maintained retain their value and provide more miles of service, well-maintained pavements deteriorate more slowly and have longer service lives. Sustainable pavements require agencies to:

- Evaluate existing pavements;
- Stay informed about preservation and rehabilitation;
• Systematically maintain pavements in good condition; and
• Systematically preserve and rehabilitate pavements for improved durability and surface friction.

With minimal investment, these activities restore or enhance a pavement’s level of service and can extend its life significantly.

Typically, the window for preventive maintenance is about 10 to 15 years after construction. The most common treatments include making partial- and full-depth repairs, dowel bar retrofitting, joint resealing and crack sealing, and diamond grinding.

Diamond grinding restores ride quality after repairs are completed. It improves skid resistance and significantly reduces noise, and it can be applied two or three times over the life of a pavement.8 The technique was first used on a section of I-10 in California in 1965; the same section was subsequently ground in 1983 and again in 1997. That section of I-10 is still in service today, carrying 2.25 million equivalent single-axle loads (ESALs).

One rehabilitation strategy is the use of concrete overlays. Unbonded overlays in particular are high-performing rehabilitation strategies for concrete, asphalt, and composite pavements.9 By taking advantage of the existing pavement’s structural capacity, an overlay requires a minimum of new material to restore or even enhance pavement performance.

Without appropriate and timely maintenance, a pavement will continue to deteriorate. Once it has deteriorated to the point that only 40% of its life remains, the rate of deterioration accelerates. Then, pavement condition can deteriorate as much as 60% in only 12% of its design life.

When a concrete pavement reaches the end of its service life, it can be recycled into the base of a new pavement or as aggregate for new concrete. Highway agencies today have access to information about a variety of effective strategies to preserve existing pavements and enhance their capacity for less than the cost of reconstruction.10

Principle 7: Innovate

Sustainability requires agencies and the industry to develop new ways of thinking and doing. We can no longer base decisions on economics alone, especially first costs. We must also consider environmental and social effects over the pavement’s life cycle.

Life-cycle-based approaches encourage innovations such as overlays, two-lift construction, quiet texturing, internal curing, and precast pavement elements. The key to implementation is forming partnerships among funding agencies, designers, materials suppliers, contractors, and community representatives. Essential to such partnerships is shared risk. Innovation is more challenging than doing what is familiar. If unexpected results occur, it’s important to determine what went wrong and learn from the experience.

WHERE DO WE GO FROM HERE?

Concrete pavement stakeholders already have practical tools for pavement sustainability. Progress is being made to develop life-cycle systems to analyze economic, environmental, and social factors, and sustainable pavement rating systems.

Research needs include:
• Materials, processes, and practices that reduce waste, energy consumption, water usage, pollutants, and social disruption;
• Strategies for preservation, rehabilitation, and recycling of concrete pavements;
• Refinement of life-cycle cost analyses for concrete pavements;
• Acquisition, preservation, and distribution of data as part of an environmental life-cycle inventory (LCI) of the individual environmental flows to and from a concrete pavement;
• Strategy selection criteria for economic, environmental, and social considerations; and
• Methods to enhance coordination and collaboration among researchers, designers, and contractors.

References


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Thomas Van Dam, FACI, is Principal engineer at CTLGroup in Skokie, IL. A licensed engineer and LeeD AP, he is Co-Chair of ACI Subcommittee 130A, materials; Secretary of ACI Committee 201, Durability of Concrete; and a member of ACI Committees 130, Sustainability of Concrete; and 232, Fly Ash and Natural Pozzolans in Concrete.

ACI member Peter Taylor is Associate Director of the National Concrete Pavement Technology Center at Iowa State University, Ames, IA. He is a member of ACI Committees 130, Sustainability of Concrete; 232, Fly Ash and Natural Pozzolans in Concrete; 236, Material Science of Concrete; and 325, Concrete Pavements.

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ISPE Boot Camp

Every year, members of the Illinois Society of Professional Engineers meet for 3-4 days of technical sessions designed not only to educate, but also to provide the engineers an opportunity to gather the Professional Development Hours they need to remain certified. For several years, ISPE has asked representatives of the concrete industry in Illinois to make presentations. This year, Bruce Grohne of Illinois Ready Mixed Concrete Association and Randell Riley, P.E., of the Illinois Chapter of the American Concrete Pavement Association shared a presentation on pervious concrete; Bruce gave an overview and Randy addressed mix design. The presentation was given to over 40 engineers, some of whom have asked for programs at their offices.
Apathy

By Randell C. Riley, P.E.

ap•a•thy \ə-pə-thē\, noun, a lack of interest, enthusiasm, or concern.

Does that describe you? Let’s face it. The economy is flat. Housing is down. Commercial construction is down. Public sector spending is down. Ready mix volume is down. And as a result, the mood of the membership is, dare I say it – down.

Get over it! Since 2008 I have been involved in a number of things that tell me that you can make a difference if you are willing to take things into your own hands. You just cannot let apathy, that indifference, that failure to act, rule your life or your business. In the following paragraphs are observations on our industry, anecdotes that prove people can make a difference, and at least one avenue of action that could help make a difference to you and your business.

Nothing will happen tomorrow even if you act now, but if you do not act now, nothing is likely to happen next year either. Apathy is like that, a mobius loop of repetition in an endless circle which, if not broken, duplicates itself and leads to the same result again and again.

Back in 2009 we related to you the efforts of the PCA Great Lakes Region, Illinois Ready Mixed Concrete Association and the Illinois Chapter, Inc – American Concrete Pavement Association to get legislation passed through the General Assembly and signed into law. We had a lot of help from a few motivated individuals who were willing to get involved and to get dirty rolling around in the mud in Springfield, if necessary. We also had good guidance from PCA’s political consultant in Springfield.

The most important thing I learned in that exercise is that involvement makes a difference. The old political adage, if you are not at the table, you may be on the menu, certainly seems to be true as was pointed out on several occasions by legislators. Apathy with regard to regulatory and legislative matters means we get what they choose to throw at us.

Recently the Illinois Tollway held hearings across much of its Northern Illinois service area. The purpose of those hearings was to generate support for a new, 10-year, 12.1 billion dollar modernization, reconstruction and new construction program. They came to the industry for help with the hearings. A few of us participated. If you are in the area served by the Tollway, did you participate? Did you attend?

I think I could count on one hand the number of concrete industry folks that spoke at the hearings. And some of those spoke at more than one hearing. We were not well represented as a group. It was, for me, one of the most disturbing and frustrating things I have seen in our industry! I will say that the asphalt industry, the operating engineers and the consulting industry were out in force. There is no apathy amongst those groups! Were you interested? Of course you were, but where were you? You cannot leave the future of your market in others’ hands.

Being successful, particularly in an adverse market, means overcoming apathy. I’ve been fortunate to know and observe a few very good ready mix concrete producer/promoters. They are each involved with their communities. They call on folks that others might not call on. They build relationships upon relationships. They don’t give up after one attempt and, as a result, they have built concrete markets even where they have competition. They recognize that if they make the pie bigger, at least they will get a part of it.

Today, part of a market is better than none and that is what the market is in certain parts of the state.

So, what can you do to overcome apathy? A hint: procrastinate is not the answer! Instead of waiting and hoping for the phone to ring let’s start by making someone else’s phone ring; maybe even somebody’s phone that might do your company some good in the long-term.

Figure 1 is a phone directory that includes the name and phone number of every county engineer in the State of Illinois. Have you called your county engineer lately to see if he has a resurfacing project planned? Most of them do have something planned in the next 12 months. Maybe it could be concrete. Go ahead. Try it. It is not hard. Here are a few discussion points.
Does your county engineer know that the Illinois Department of Transportation has almost everything he or she needs to know to specify and build a concrete overlay? Does your county engineer know that he can use MFT (Motor Fuel Tax) funding? Does your county engineer know that 22 miles of concrete overlays were built last year, mostly using plants of Illinois Ready Mixed Concrete Association members? Does your county engineer know that you would really like a shot at being the producer for one in your county?

Of course, the first time you call, many of their responses will be likely be no. That is human nature. But call him/her again in three months to see if the situation has changed. Or better yet, stop by their office for a visit. Tenacity yields results and tenacity needs to be part of your plan of action. And action is the antithesis of apathy! So do it today. That will be the start of successful and a better tomorrow.

And if you don’t take action, my next article will be on procrastination. Someday. When I get around to it.

Randell Riley is the Executive Director/Engineer for Illinois Chapter – ACPA, and a consultant to Illinois Ready Mixed Concrete Association. He can be reached at 217-793-4933 or on the internet at pccman@ilacpa.com.

Figure 1: State of Illinois County Engineers Phone Directory

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<tr>
<th>Name</th>
<th>County</th>
<th>Phone Number</th>
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<tr>
<td>James Frankenhoff</td>
<td>ADAMS</td>
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<td>Jeff Denny</td>
<td>ALEXANDER</td>
<td>618-776-5242</td>
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<td>Doug DeLong</td>
<td>BOND</td>
<td>618-664-1144</td>
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<td>Richard Lundin</td>
<td>BOONE</td>
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<td>Howard Timmons</td>
<td>BROWN</td>
<td>217-773-2427</td>
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<td>John C. Gross</td>
<td>BUREAU</td>
<td>815-875-4477</td>
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<td>Barry Webster</td>
<td>CALHOUN</td>
<td>618-576-2600</td>
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<td>Kevin Van der ooren</td>
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Illinois Tollway

On October 21, The Illinois Tollway, along with the Illinois Chapter of the American Concrete Pavement Association, invited members of the concrete industry to a meeting in Lombard to discuss Tollway plans for the next few years and to emphasize the Tollway’s determination to “Go Green” in all its future construction. Paul Kovacs, Chief of Engineering for the Tollway and Steve Gillin, Tollway Materials, set the tone and left attendees no doubt about the seriousness of the Tollway on this issue. Speakers shared that they have been through this process with the asphalt industry and now it’s our turn.

For most of the meeting, Tollway officials, consultants, and others discussed sustainability topics such as:
1. Portland Cement Replacement.
2. Ternary Mixes mandatory.
4. Huge quantities of available FRAP /fractionalized recycled asphalt pavement (black rock): can it be used as concrete aggregate?
5. Two layer pavement (e.g., 6” lower layer using less cement and black rock; 3” top layer of more conventional concrete).
6. Use of “green” water, also known as gray water.
7. Use of slag aggregate.
8. Use of Roller Compacted Concrete.

The Tollway is challenging the concrete contractors and their suppliers to work on the above and to build on the list. The bottom line is that we MUST get greener if we want Tollway work.
Tell It Like It Is

Be Careful

Most of us have adjusted to the times. In our businesses we have closed yards, parked or sold trucks, laid off drivers, cut staff, eliminated unnecessary expenditures, and learned to spend money more wisely. We’ve buckled down to our core business, making concrete, and we sell it for a very competitive price. No doubt this is how many businesses are staying alive in today’s economy.

We wait for that one Wal Mart, paving, high rise, parking lot, or hospital job. Hopefully we pay our bills, and then we wait again. We continue to survive; and survival is a good thing.

After making all these necessary adjustments some of us have picked up a couple of good size jobs and are doing OK, maybe a little better than last year, not that that’s a big deal. A couple of producers we’ve talked to are having a good year, but only a couple.

For many if not most of us our future bounty lies in housing and infrastructure. Sadly, other than in a few isolated areas no one sees the housing market coming back for years. Our infrastructure, on the other hand, can’t wait years. How many articles have you read about our crumbling roads and bridges?

Regretfully, when we talk about public spending, we quickly go from need to politics. You’ve been asked many times to make your opinions known to local and national representatives and to support bills encouraging wiser spending on much needed highway rehabilitation or reconstruction. (Notice my second mention of wiser spending.) Whether buying a new car, running a business or building a highway, everyone is looking to spend their money more wisely.

So, where am I going with all this? Be careful about what? Be careful not to lull yourself into making your product a mere commodity; be careful to recognize that these can be opportune times; be careful not to focus your business life completely on survival. We produce a product that helps people spend money wisely. Stop thinking that asphalt is always less expensive than concrete. Not only can concrete be less expensive than asphalt, but it is also always more sustainable.

Teach all of your employees to recognize opportunities where concrete can be used. Help them learn to promote concrete. Encourage them to get involved in local politics. Don’t let these times be about doom and gloom. Remember, the proverbial glass isn’t always half empty.