IRMCA NEWS

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Built in the late 1950's prior to the formation of the interstate highway system, I-74 was never constructed to be an interstate, even though it became one. I-74 is the main interstate serving Peoria, East Peoria and the tri-county area. In 1959, more than twelve million vehicles traveled on I-74 per year; today that number has more than doubled. The pavement and bridges have worn down and most of the on and off ramps have posed a safety threat to motorists. In fact, many of the segments of I-74 exceed the statewide average accident rate, and

Right: New pavement as viewed towards the north from the Fondulac Bridge.

Bottom: Aerial view of the northwest section of I-74courtesy of Dennis Oedewaldt, Prairie Construction Materials.





Upgrade 74: the Largest Downstate Highway **Construction Project in Illinois History**

some segments are more than double the statewide average accident rate.

In order to keep up with the pounding from traffic, the wear and tear of time, and most importantly, to improve safety, the Illinois Department of Transportation (IDOT) embarked on the largest downstate highway construction project in Illinois history, "Upgrade 74". The first letting for the project

was announced by IDOT in August of 2002 with groundbreaking for the preparation phase beginning in October of 2002. The project is scheduled for completion in the winter of 2006.

At a cost of nearly \$460 million, "Upgrade 74" from East Peoria through Peoria will provide new overpasses, new pavement and safer entrance and exit ramps. Additionally, "Upgrade 74" will put in new, brighter lighting for safety and new landscaping and beautification treatments will be added to provide motorists with a safer, better-looking highway. Continued on page 11. Upgrade 74 continued from front cover.

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Promotion: Getting Your Foot in the

Illinois Ready Mixed Concrete Association

Officers George Mobarak, President

> Dennis Probst. Vice President

Dennis Oedewaldt, Past President

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Staff Bruce Grohne. **Executive Director**

Jennifer Bedell, IRMCA News Editor/ Special Projects Coordinator

John Reed, Director of Marketing & Promotion

> Whitney Rush, Office Manager

Dick Plimpton, P.E., Consultant



Working together to create value, teach excellence. and produce quality.

ISPE Boot Camp

The Illinois Society of Professional Engineers (ISPE), established in 1886, is a professional association representing the interests of over 2,500 engineer members from all fields of practice. Headquartered in Springfield, ISPE includes among its membership licensed professional engineers, licensed structural engineers, licensed land surveyors, engineer interns, graduate engineers, and engineering students.

The term "professional engineer" carries with it distinction - a distinction earned by rigorous education and training, the highest of professional standards, an assurance of dedication to public safety and welfare, and a commitment to excellence. Professional Engineers carry out a wide range of functions - from designing bridges, to splitting atoms; from developing new compounds to making the internet run faster.

Several years ago, ISPE recognized that many of their members would benefit from a late-in-the-year opportunity to learn and at the same time acquire needed Professional Development Hours. This annual event was soon dubbed "Boot Camp". Recognizing this event as a wonderful opportunity to present the "case for concrete", IRMCA Promotion Director John Reed contacted the ISPE and expressed our willingness to provide organized professional presentations. His offer was accepted.

This year, the Annual Illinois Society of Professional Engineers Meeting was held at the Crown Plaza in Springfield on October 18th thru 21st. This year's Boot Camp averaged 225 professional engineers each day, with nearly 400 participating overall. ISPE felt that being able to offer 45 individual PDH sessions on a variety of topics provided a valuable service to Illinois professional engineers.

IRMCA provided professional

programs each day. The IRMCA

presenters and their topics were:

Randy Riley, ACPA/IRMCA,

Vulcan Materials, Aggregates in

Concrete; Steve Johnson, Solomon

Colors, Decorative Concrete; Rich

Amundsen, W. R. Grace, SCC

Concrete, specifically I-74 project,

with regional chapters made the

event very valuable to the Illinois

as well. IRMCA has already been

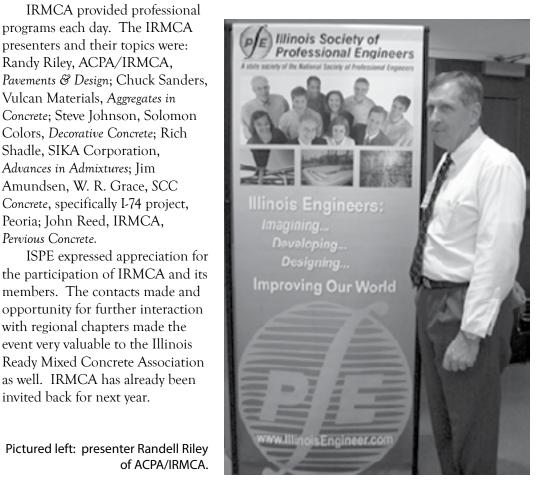
invited back for next year.

Shadle, SIKA Corporation,

Advances in Admixtures; Jim

Peoria; John Reed, IRMCA,

Pervious Concrete.





Your staff wishes you Kappy Kolidays & a Prosperous New Year. Pictured from left to right: Whitney Rush, Office Manager; Bruce Grohne, Executive Director; Jennifer Bedell, Special Projects Coordinator; John Reed, Director of Marketing & Promotion.

IRMCA Launches New Service for Members The first issue of the IRMCA Environmental News will be

IRMCA and Hurricane Katrina

Following a pattern begun after 9/11, the Illinois Ready Mixed Concrete Association Board of Directors approved a \$1000 donation to the Salvation Army and dedicated to relief for families left desolate by Hurricane Katrina. We know that several of our member companies also made contributions to the relief effort. It seems the least we can do.

Recommended

While it's normally not our policy to recommend magazine articles, IRMCA would strongly encourage all members to read the article "The Growing Concrete Market" in the November 2005 issue of Concrete Construction. The article gives a picture of the growing national concrete market and shows which construction segments show the most growth. As you plan your promotion plans for 2006, this article might help guide you to the areas predicted to have the best potential. If you do not have access to Concrete Construction (we recommend that you do), just contact the IRMCA office and we'll send you a copy of the article.

published and distributed to producer companies in January 2006.



January 9 & 10, 2006 Short Course PAR*A*DICE Hotel East Peoria, IL

Feb. 27 - Mar. 1, 2006 Annual Convention Palm Springs, CA

Illinois Ready Mixed **Concrete Association** 303 Landmark Dr., Ste. 1-A Normal, IL 61761

Phone: 309-862-2144 800-235-4055 Fax: 309-862-3404 E-mail: irmca@ irmca.org Web: www.irmca.org

Mission

To be the voice for the ready mixed concrete industry in Illinois. To promote the use of quality ready mixed concrete through innovative educational programs. To accomplish common goals as an organization that cannot be done individ-

Historic Springfield Central Railroad Station Gets SCCed

The Old Illinois Central Railroad Station (erected in 1897) in Downtown Springfield is getting a face lift. After the Illinois Central Railroad discontinued passenger service to Springfield in the late 1960's, the railroad station was sold to a private developer who attracted professional offices and specialty shops for the old complex. Slow business and low occupancy soon led to a closing of the development and the building structure began to deteriorate. The State of Illinois then bought the building with the intention of restoring its original facade, and reconstructing the structure into a visitors center as part of the Lincoln Museum & Library complex.

Halverson Construction Co., Inc. of Springfield, Illinois was contracted to do the restoration. It was determined that the original concrete foundation below the "Clock Tower" had deteriorated to the extent that it would not support a new, reconstructed tower. The owners and the builder were concerned that the complexity of

the existing building would make placement of normal concrete very difficult and costly.

Lou Marcy of Capitol Ready Mix, Inc., and Mike Ames of General Resource Technology, working with Rod Von Holten at Halverson, determined that by using Self Consolidating Concrete (SCC),

placement would be less costly and at the same time provide the strength required to support the tower. Approximately 100 cubic yards of SCC Concrete was placed around the existing foundation and work on the restoration continues.



Self-Consolidating Concrete (SCC) solves placement problems in Springfield.

Recreation Center and Nearby Home Insulated Concrete Forms

While traveling central Illinois, IRMCA Promotion Director John Reed visited the sites of two related projects using above ground Insulated Concrete Form (ICF) construction. The main project is a two story addition to the Recreation Center at the Lake Williamson Christian Camp, south of Carlinville, Illinois. Approximately 230 vards were placed into the above ground forms. While on the site, the ICF contractor, Randy Bentley Construction, Carlinville, IL, also erected an above ground ICF home - 150 yards in the total project.



First floor (of two) above ground forms being set.

IRMCA member Allan Anderson, Buzzi Unicem who has background in the construction of ICF projects promoted the venture that was supplied by IRMCA member Curry Ready Mix of Carlinville.

For the past 11 months I have been receiving from IDOT (via e-mail) the following announcements; Notice of Lettings, List of Bidders, Local Roads Contactors Bulletin, and Tabulation of Bids. I am doing this just because I'm interested in what State/County work is going on in your area.

If you would like to receive this important information on a regular basis, you must subscribe to the free service. To do this, go to http://www.dot.il.gov/; on the left side under IDOT Links, click on Doing Business, scroll down the "Doing Business" page to Subscriptions Services and click on Bureau of Design & Environment, click on Contractors Subscription. You can then click on "Instructions to Subscribe" At that point you will be instructed to send an e-mail to IDOT (address provided) and you must pick which announcements you want to receive. (I receive the ones listed above) FYI, if you choose to subscribe for the IDOT Letting Plans, there is a charge, \$\$\$.

I hope this helps give you a "Heads-Up" for upcoming work in your area. If you have guestions, feel free to contact me.



Part of reconstructed "old Route 66" in Dwight.

According to IRMCA member Mark Riber of Riber Ready Mixed Concrete, general contractor for the reconstruction, "D" Construction, Coal City, Illinois had to remove the entire original deteriorating pavement from Waupansie Street, in order to bury new utility lines. The contractor spent the better part of June & July removing the "old" to the recycle yard, keeping the street open to the local residents, and of course, the route 66 tourist fan club societies.

Placement of the new street began in August of 2005. The city allowed for the closure of only 2 blocks at a time while Riber was supplying IDOT-PV and SI Mix concrete for the pavement, curbs/gutters, driveways, and sidewalks.

Illinois Department of Transportation Free Subscription Service IDOT Contractors Packet By John H. Reed



New Pavement for an **Old Highway**

Historic Old Route 66, thru Dwight, Illinois was commissioned & named Route 66 in 1926. In 1956, the Federal Aid Highway Act was passed allowing for a more modern four-lane highway to be constructed. At that time, a bypass around Dwight was constructed and designated as Route 66. The original Route 66 through town was then deeded to the City of Dwight, now known as Waupansie Street. That original concrete street served the city well until repairs became necessary in 2005!

PROMOTION PRINCIPLES

A Practitioner's View Lesson 3: Supporting Technical Decision Makers By Randell C. Riley, P.E.

In Lesson 1, we briefly discussed your immediate customer, the contractor's perceptions regarding promotion and his level of involvement in the process. In Lesson 2, we discussed government agency hierarchies and how to deal with them. Now we finally get to what you will need to persuade the second, third and fourth tier technical decision makers to your way of thinking and

"The most instructive piece of information I gleaned from my meeting with that former DPW was <u>do not</u> give him anything longer than four pages and preferably on no more than one or two subjects."

arriving at a "concrete decision" for recommendation to those higher up the ladder.

Let's examine the usual concrete industry strategy. Lacking information, we are to often tempted to arrive in the engineers office with an armload of the latest glossy color technical pieces without a coherent focused objective. If you want to sell concrete overlays, do not dilute the message with literature on durability, flowable fill, selfconsolidating concrete, patching, concrete streets vs. asphalt streets, concrete foundations, poured walls, accelerators, the benefits of admixtures, the latest on fiber technology, colored or stamped concrete (I think you get the point now) unless that particular target individual has requested it.

Think of it this way. How many of you actually enjoy watching infomercials? You do not want to be one!

> I offer this suggestion based on conversations I had with a former Director of Public Works (DPW) many years ago. I asked in particular, "What is the most effective means of communication with you and your peers?" The

one thing that made the biggest impression on me was that he repeatedly emphasized a principle with which we are all familiar, the KISS principle. Do not think that because these are technically trained individuals they have the desire to know everything there is to know initially about your products or processes. They may eventually wish to know, but generally do not have the time or desire to peruse all of the literature you are tempted to provide them in the initial meeting. Just like

Concrete Notes available from IRMCA:

No. 1 - Dominick's Parking Lot No. 2 - First Municipal UTW Built by the City of Peoria No. 3 - Long John Silver's UTW No. 4 - Roanoke Motors No. 5 - Self-Consolidating Concrete Saves Time & \$\$\$ No. 6 - Village of Lombard UTW

No. 7 - IDOT Chooses UTW No. 8 - ISU Funding Delay Provides Opportunity for Concrete Promoters

These publications are available to download free of charge at ww.irmca.org. Hard copies are \$.75 apiece and can be ordered at 800-235-4055.

a consumer watching television and seeing the latest information on that new decked out pickup truck, you first have to get their attention, and do so quickly.

The most instructive piece of information I gleaned from my meeting with that former DPW was <u>do not</u> give him anything longer than four pages and preferably on no more than one or two subjects. Further, as much of the message as you can illustrate with pictures and no more than one or two <u>very simple</u> charts or graphs, the better. If it is any longer than this, he probably does not have time to read it. Your problem or your idea is not the only issue before him on any given day and you do not want your goal to get lost in the myriad of other day-today actual problems with which the individual has to solve.

One of the reasons for the generation of the *Concrete Notes* series for Illinois Ready Mixed Concrete Association is to meet this particular objective. These pieces are structured around a two-page format with photos. The stories are typically project highlights with 35 to 40 percent of column space filled by pictures. On occasion, they have been excerpted in part or in whole from the IRMCA Newsletter or other publications generated by Illinois Chapter, Inc. – American Concrete Pavement Association. These are pieces specifically designed to get the message across quickly for a particular target market. They are fresh and targeted pieces and if you feel that you need more of them in a particular area contact Bruce Grohne, John Reed or me to arrange generation of a piece.

generation of a piece. Finally, once you have their interest, you can finally ask, "What else do you need to know?" That is the best time to provide the wealth of information available from the industry on a particular topic.

Promotion in Central Illinois

IRMCA member, Jim Randolph of PBI Redi-Mix & Trucking, (Pana, Illinois) promoted whitetopping for parking lots in addition to promoting full-depth concrete for subdivision pavements to Marty Davis, Davis Development, and Taylorville, IL for the better part of 2005. His persistence paid off.

Now, when you go to McDonald's in Pana, Illinois to get your Happy Meal, you will be driving on 400 cubic yards of 4" whitetopping. While waiting, notice the 6' x 6' joint spacing in the 4000 psi slag/cement concrete mix which included fiber.

the 4000 psi slag/cement concrete mix which included fiber. After eating, take a short drive up the road to the Williamson Subdivision near Lake Taylorville and enjoy the view of concrete streets (as only we in the business could). PBI provided 1,800 cubic yards of 6" PV-IDOT slag/cement mix with fiber for the streets. Good promoting, Jim.



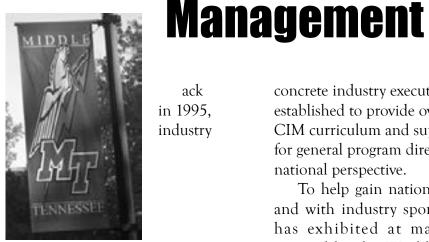
About Randell C. Riley, P.E.

Randell Riley is an Engineering Consultant for the Illinois Chapter – ACPA, Illinois Ready Mixed Concrete Association, and the Great Lakes Cement Promotion Association. He is actively involved in the dayto-day promotion of long-life quality concrete pavements. He can be reached at 217-793-4933 or on the internet at pccman@ InsightBB.com.



Above photo: Whitetopping near McDonald's. Left Photo: Subdivision Streets "Go Concrete".

Middle Tennessee State University



ack

"Starting with just two students in fall of 1996, CIM has reached over 275 students, including increases each spring semester." representatives in Tennessee began dreaming about a university level program that might graduate students in a concrete specific discipline. They approached MTSU administration with the idea of creating a bachelor's degree dedicated solely to the development of managers and future leaders for the concrete industry. Dr. Earl Keese, then Dean of the College of Basic and Applied Sciences at MTSU, embraced the idea, contingent on the concrete industry committing to stay involved longterm. Industry representatives agreed, and a unique partnership was formed.

Plans for providing funding and developing a curriculum began immediately. National RMC 2000 Committee, regional promotion groups and state RMC 2000 committees were instrumental in raising start-up funds. At the same time, nine new concrete-specific courses were created for the initial program start-up, covering the three broad areas of concrete materials science and troubleshooting, concrete construction technology and techniques, and concrete production principles. A national steering committee, made up of pioneering

concrete industry executives, was established to provide oversight to the CIM curriculum and supply guidance for general program direction from a national perspective.

Concrete Industry

To help gain national recognition, and with industry sponsorship, CIM has exhibited at major industry events like the World of Concrete, the Manufactured Concrete Products Exposition, and the Conexpo/Conagg, and staff and students have attended annual conventions of the National ready Mixed Concrete Association and the American Society of Concrete Contractors (ASCC). Also, In October, 2001, CIM Patrons and staff, along with newly hired MTSU President, Dr. Sidney McPhee, visited with U.S. Secretary of Education, Dr. Rod Paige, and Under Secretary of Education, Dr. Gene Hickock, to discuss the unique academic/industry collaboration. Secretary Paige praised the partnership as one to be modeled by other industries and institutions of higher learning.

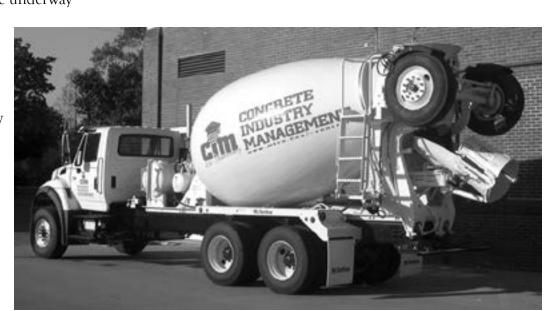
Starting with just two students in fall of 1996, CIM has reached over 275 students, including increases each spring semester. In 2001, CIM progressed from a concentration under Industrial Technology (IT) to a standalone major. Major status allowed for additional industry ownership of the curriculum - no longer bound by the core course requirements of IT.

Significant near-term plans for MTSU's CIM program include establishment of a new department in Concrete Industry Management

and launching of a capital campaign to raise money for construction of a new facility exclusively to house the Program. In addition to other fundraising events (e.g. raising \$100,000 at a golf outing), Hanley Wood's World of Concrete (WOC) show and publication staffs have teamed with CIM to plan a one-time event to celebrate the Program's tenth anniversary. Donated equipment, (see accompanying picture), products and services will be auctioned off at the 2006 WOC show, with all proceeds going to the CIM Building Fund.

Currently, efforts are underway

to place CIM in more universities around the country. The Del Webb School of Construction at Arizona State University (ASU) has started a new CIM program in fall, 2005 and industry patrons groups in the New Jersey area and in northern California are working with the NSC and MTSU to identify the best match in those





regions.

Students who graduate CIM at MTSU are experiencing no problems finding industry placement upon graduation. Demand for CIM graduates is great, explaining the expansion. I would encourage all IRMCA members to consider support of the CIM program and to visit the CIM auctioning site at the 2006 World of Concrete. I would really encourage any parents in our association who might envision their child following in their footsteps to

"Currently, efforts are underway to place CIM in more universities around the country."

Above: McNeilus donates a new truck for auction at the upcoming World of Concrete.

Left: CON-E-CO provided a scaled-down batch plant for **MTSU** students.

Note: IRMCA Executive Director Bruce Grohne visited MTSU and the CIM in October, 2005. This article is a combination of his impressions and excerpts from a paper recently written by Austin Cheney, P.E. (reprinted with his permission) who is the director of the program at CIM. If you would like to read Mr. Cheney's complete paper, we will e-mail it to you upon request.

8th Graders Learn About Concrete

Learning about concrete can be fun as well as educational; just ask the students in Cindy Rustemeyer's 8th grade class at Tri-Valley Middle School. Using concrete kits donated by the Illinois Cement Company, the class created 158 each 10" diameter circles that, after proper drying (curing?) were taken outdoors and arranged in the shape of the state of Illinois. The students left the border stones plain but were encouraged to



personalize the rest. Places in Illinois like the state capital and the school were specially identified. The map is part of a trail project being developed at Tri-Valley as an Illinois learning center which will eventually include the state flag, tree and flower.

While working, students were also taught construction safety. One student was overheard to remark "Concrete

IRMCA Is Grateful For **Its Reception Sponsors**

Gold: Buzzi Unicem, CEMEX, Continental Cement, ESSROC Cement, Holcim (US), Illinois Cement, Lafarge North America, Lehigh Portland Cement, McNeilus, St. Mary's Cement, W. R. Grace.

Silver: Arkalite, Barnes Industrial, Brett Admixtures, General Resource Technology, Industrial Systems, Master Builders, Material Service Corporation, Sika New Construction, Vulcan Materials.

Bronze: Command Alkon, Illinois Aggregate Equipment

is very interesting. There's a lot more to what they [concrete workers] do than you would think." Cindy emphasized that the project is one part of many aspects of the construction industry being presented. She said the kids, who have learned all about the devastation of hurricanes, now have an appreciation of how concrete might help in high wind conditions.

Observing and undoubtedly kibitzing were Cindy's husband, longtime IRMCA member and Illinois Cement sales representative Kevin Rustemeyer, and IRMCA promotion director John Reed.

It's never too early to teach the benefits of concrete - the construction product of choice at any age!

Association News

Our condolences to the family and friends of Lyle Ratcliff (father of Dennis Ratcliff, Astoria Ready Mix).

Our condolences to the family and friends of Robert Schams (started Industrial Systems in 1981).

There have been eleven (11) contracts awarded by IDOT for "Upgrade 74". Awardees who are placing concrete are Halverson Construction, Springfield, IL; Walsh Construction, Chicago, IL; United Contractors Midwest, Tremont, IL; and their subcontractors. While two of these contractors erected portable batch plants for some of the mainline paving, it is estimated that over half the concrete placed during "Upgrade 74" will be supplied by ready mix plants. Supplying concrete are Illinois Ready Mixed Concrete Association members Construction Materials Company, Peoria, IL; Roanoke Concrete Products, Roanoke, IL; and United Ready Mix, Peoria, IL.

Several different IDOT approved mixes have been used on the "Upgrade 74" project. All paving, shoulders and medians used PV mixes; SI mixes were provided for piers, footings, abutments, curbs & gutters, caissons, sidewalks, driveways, and slope walls; and standard bridge mixes were used on the bridges and for superstructure incidentals. In addition, thousands of yards of self consolidating concrete and flowable fill were delivered by the ready mix producers.

For the many Illinois drivers who visit the Peoria area, the new pavement, the improved lighting and especially the new and much safer on and off ramps are a welcome sight.





Statistics from the Illinois Department of **Transportation**

- > 11 miles of roadway will be repaved.
- > 32 bridges will be removed and replaced.
- 8 bridges will be widened and rehabilitated.
- ➢ 2 tunnels will be constructed.
- 1 interchange will be created (Sterling Avenue).
- 110,000 tons of cement and 400,000 cubic yards of concrete will be used.
- 162 light towers will be installed throughout Peoria and East Peoria.

West end of I-74 bridge over the Illinois River.

Producer of rotary kiln structural lightweight aggregate

Available in the following locations:

Utica, Illinois Lemont, Illinois Bussen Quarries, St Louis, Missouri

In Illinois: Mike Winter 630 466 3748

Sales Office: Bryan Powers 800 795 7932

Promotion: Getting Your Foot in the Door

<u>On October 18, 2005</u> IRMCA sponsored a meeting in Schaumburg attended by representatives of the city of Chicago and two large western suburbs along with several local IRMCA producers and associates. IRMCA members Terry Murphy, Meyer Material, and George Burger, Holcim (US), spearheaded the meeting the purpose of which was to talk about the possible local effect of worldwide cement supply and demand issues; to explain supplementary cementitious materials; and to talk about local streets and road issues. Speakers were George Burger, Holcim (US); Mike Baker, Lafarge NA; Pat O'Brien, Holcim (US); Terry Murphy, Meyer Material; and Scott Hayslip, American Concrete Paving Association.

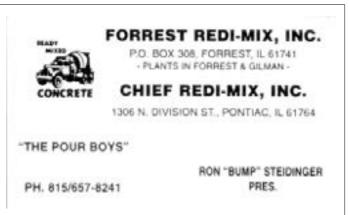
While the expressed purpose of this meeting might not appear "promotional', IRMCA came out of the meeting with great contacts in three very growing areas. We are pursuing these contacts by offering to talk to them about parking lots, local streets and more. We "got out foot in the door"!

On November 29, 2005 IRMCA Promotion Director John Reed received a call "at the request of the mayor" from the Village of Romeoville Building Commissioner, Cheryl-Lynn Craigo, asking that he and others from our industry be present the next day for a meeting village officials and their consulting engineer were having with local concrete contractors to talk about cold weather concreting. John and Jimie Wheeler, Northern Illinois Promotion Director for the IL-ACPA attended the meeting, answered questions and contributed pertinent comments.

Again, the purpose of the meeting might not have been seemed "promotional", but John and Jimie established valuable contacts in Romeoville, they met Romeoville's consulting engineer who has great influence with the village, and they left with a promise of a meeting with the Romeoville public works director to discuss local streets and intersections. We "got our foot in the door"!

Promotion is often a long process; results are often seen way down the road. But promotion <u>always</u> starts by "Getting your foot in the door". If you ever think you might have that opportunity, call John or Bruce at IRMCA – we can help!





Please support the Associate Members of the Illinois Ready Mixed Concrete Association.

A. Anderson Building Systems, Advanced Fiber Solutions, Ameren Energy Fuel & Services, Ankem Chemical of Illinois, Arkalite, Arrow Magnolia, Barnes Industrial Group, Brett Admixtures, Butterfield Color, Buzzi Unicem, CannonBall Express Line, Cemex, Command Alkon, Continental Cement Company, Cummings, McGowan & West, Deslauriers, ESSROC Cement Corporation, Feltes Sand & Gravel Company, Galena Road Gravel, General Resource Technology, Headwaters Resources, Holcim (US), Humboldt Mfg Company, Illinois Aggregate Equipment, Illinois Cement Company, Industrial Systems, Kimble Mixer Company, Kore Data Systems, Lafarge North America, Lehigh Portland Cement Company, Master Builders, Material Service Corporation, McNeilus Companies, Midwest, Mineral Resource Technologies, NPC Bidco, Putzmeister America, St. Mary's Cement, Schwing, Scotwood Industries, SIKA New Construction, Solomon Colors, Stuart Tank Sales Corporation, Terex Advance Mixer, Viking Trucks & Equipment Sales, Vulcan Materials Company, W. R. Grace & Company

The IRMCA staff regrets any omissions from the above list.