

# CM NEWS

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## Long-Range Strategic Planning Committee Charting Future Course

The vision statement shown below, set for a date 10-15 years in the future, expressed the intent of members of NCMA's Long-Range Planning Committee at their May meeting in Asheville, NC. If adopted by the board, this vision will be the leading statement for the association's long-range strategic plan. At the forefront of

involving both program goals and management goals. Harke said, "Program goals are supported by a number of objectives, strategies and tactics that deliver value in the areas of public policy advocacy, codes and standards, product development, technical services, literature and support, marketing, education and training and net-

**VISION:** "NCMA member products will be the primary choice for all construction applications."

ongoing discussions are key issues including expansion of the marketplace, balanced design, industry alliances and certification.

Jerry R. Harke, NCMA's director of marketing, who participated in the meeting, described the plan as one

working. Similarly, management goals for the association involve maintaining a strong and healthy association financial position, proactive membership recruiting and retention, member services and careful strategic planning."

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## Masonry Winners Celebrate at SkillsUSA



The National Masonry Contest medalists were a proud group of young men as their accomplishments were announced at the awards ceremony of the SkillsUSA-VICA National Championships. Look in future issues of CM News for their individual stories.

## Mold – A Risky Issue for Architects and Engineers?

A Texas jury rewards a \$32.1 million verdict to a homeowner citing toxic mold exposure. A \$14.2 million judgment goes against a Florida contractor for toxic mold-related construction defects found in a courthouse project in which the architect and contractor ultimately settled claims for \$2.75 million. If you are a professional involved in the design and construction field, these staggering figures hit where it counts – in your pocketbook.

The number of mold cases is on the rise with nearly 9,000 toxic mold lawsuits filed in the United States and Canada in the last 10 years. In the last three, the number of mold cases nationwide has increased 300 percent. Many are settled out of court. Yet the frequency of large, costly settlements is increasing.

Who are the defendants in these cases? The list includes practically every profession in the field – architects, mechanical engineers, civil engineers, contractors, construction managers, subcontractors and, yes, manufacturers and suppliers of building materials.

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## Message to School Architects and Facility Planners: Don't Feed the Mold!

"Moldy," the mold monster is scheduled to deliver his message at the 80th Annual International Conference of the Council of Educational Facilities Planners International (CEFPI) next month in Chicago, IL. "Moldy" made his debut in June advertising messages placed in trade publications by NCMA and is a comical, but horrible-looking character who is looking for a food source. He enjoys feasting on paper and wood, but is thwarted by the fact that concrete masonry simply isn't a food source.

Jerry R. Harke, APR, NCMA's director of marketing said, "Our new character, 'Moldy,' will be presented in 'living color' in our booth at the CEFPI show. This is a great vehicle for NCMA's marketing message which is simple and strong: unlike wood and paper, concrete masonry does not support mold growth. We know that mold prevention in schools is a serious issue and that is why placing our mold message before 700 specifiers whose work focuses on designing and specifying products in school construction is so important. We have the opportunity at this event to interact directly with the right people and we're looking forward to introducing them to 'Moldy'." ■

*For your free copy of the new NCMA mold ad visit [www.ncma.org/online/art.html](http://www.ncma.org/online/art.html) and for more information about CEFPI's tradeshow visit [www.cefpi.org/toronto2003](http://www.cefpi.org/toronto2003)*

## Mold – A Risky Issue

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The design team of architects and engineers is responsible for the design of the building envelope. They specify the materials, systems and details through drawings and specifications. Most design professionals are wise to adhere to manufacturer installation and literature. Industry standards, such as ASTM standards and NCMA TEK, are also available to guide a professional.

A list of NCMA TEK useful to an architect or engineer addressing water penetration or mold concerns is as follows:

- Building Codes & Specifications: TEK 1-1C
- Construction: TEK 3-1C
- Details: TEK's 5-1A, 5-3A, 5-4B, 5-6A, 5-7A
- Energy & Indoor Air Quality: TEK 6-17A
- Maintenance & Cleaning: TEK 8-1A
- Movement Control: TEK's 10-1A, 10-2B, 10-3, 10-4
- Water Penetration Resistance: TEK's 19-1, 19-2A, 19-3A, 19-4A, 19-5A

The responsibility of designing the building envelope should rest with licensed architects and engineers trained in their craft. Yet material suppliers should be ready to provide information on the proper use of their product. ■

*TEK's are available from your local producer on NCMA's Web site at [www.ncma.org](http://www.ncma.org).*

## Long-Range Strategic Planning

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The development of the plan began at a special one and one-half day meeting of the Long-Range Planning Committee in Asheville, NC, attended by 20 NCMA members representing all regions and member categories. The meeting was facilitated by a professional strategic planning expert and resulted in an examination of the current situation including historical trends and developments, the current status of NCMA, key relationships in the industry, gaps in service and key competitors. Using scenario planning, the group examined several alternative futures for the industry and then created attainable and measurable objectives.

Members of the Long Range Planning Committee commented that there have been very important lessons learned over the last 25 years and that the future for the industry will benefit greatly from those lessons. For example, members noted the importance of staying in touch with users and owners of concrete masonry products; to listen to them and to get their feedback.

In the same way, the committee noted how important it is to listen carefully to members of the association and get their feedback; know how they define value. The committee

recognized that contractors are a critical factor in sales and stressed that NCMA needs to partner with them. The committee recognized that marketing is absolutely critical to sales and noted that NCMA must demonstrate for all that the association is a "marketing powerhouse." Other important comments from the meeting focused on the realization that innovation may be expensive and it may increase cost, but it is absolutely worth those costs in the long run.

The mission of NCMA is to expand the marketplace by advancing, protecting and promoting the common interests of producers of concrete masonry and related products. NCMA's long-range plan requires asking where members want to be at a date several years into the future. Once that is determined, the next step in the strategic planning process is to develop a sharply focused and realistic plan by which goals can be met. According to Harke, "Some organizations spend a lot of money and time developing long-range plans that get printed and simply sit on a shelf. NCMA's Long-Range Planning Committee is taking a different approach because it is vitally important that any plan be a realistic tool that provides meaningful direction."

Steve Doty, President of Peerless Block & Brick Company, has succeeded Ben Fry as Chairman of the Long-Range Planning Committee. ■