



# Strategic Plan 2018-2020

<b>VISION</b>	<p><b>NCMA will lead the industry to position concrete masonry, segmental retaining walls and manufactured stone veneer as the primary choice for building better structures and communities.</b></p>	
<b>OUTCOMES</b>	<p><b>Improve Market Share of Member Products/Systems</b></p>	<p><b>Improve Member Value</b></p>
<b>GOALS</b>	<p><b>A. Influence codes, standards, and government regulations</b></p>	<ol style="list-style-type: none"> <li>1. Improve industry engagement, support and awareness of codes initiatives/impacts</li> <li>2. Advance competitive position through codes, leveraging research and collaboration</li> <li>3. Foster product and process innovations</li> <li>4. Protect member interests from unnecessary regulatory burdens</li> <li>5. Enact policies supporting market opportunities (resilience, transportation, etc.)</li> <li>6. Achieve Congressional approval for check-off and pass industry referendum</li> </ol>
	<p><b>B. Increase impact of NCMA resources</b></p>	<ol style="list-style-type: none"> <li>1. Improve website and online presence</li> <li>2. Repackage resources to facilitate improved use and dissemination</li> <li>3. Improve NCMA branding and brand recognition</li> </ol>
	<p><b>C. Influence and support decision makers</b></p>	<ol style="list-style-type: none"> <li>1. Repackage NCMA resources to improve use and influence</li> <li>2. Improve knowledge about member products/systems</li> <li>3. Support training efforts of member companies and regional partners</li> <li>4. Make it easier to integrate member products into projects</li> <li>5. Change perceptions of member products/systems relative to competing systems</li> <li>6. Create partnerships along critical decision paths to influence system selection</li> <li>7. Measure, report, and improve market share for each market segment</li> </ol>
	<p><b>D. Educate industry professionals and improve installer workforce</b></p>	<ol style="list-style-type: none"> <li>1. Improve and expand online training resources</li> <li>2. Improve and expand in-person training offerings</li> <li>3. Improve interactions between industry professionals (YPG, social media, etc)</li> <li>4. Support development and expansion of installer and inspector certification/training</li> <li>5. Support contractor and labor partner organizations</li> </ol>
	<p><b>E. Increase membership and member engagement</b></p>	<ol style="list-style-type: none"> <li>1. Increase attendance and participation in NCMA programs/functions</li> <li>2. Improve communications and better promote value of NCMA programs/resources</li> <li>3. Increase membership and explore new membership categories</li> <li>4. Improve member satisfaction and retention</li> </ol>
	<p><b>F. Improve NCMA strength: fiscal, operational, industry leadership</b></p>	<ol style="list-style-type: none"> <li>1. Improve operational efficiencies</li> <li>2. Expand participation and revenue at ICON events</li> <li>3. Foster opportunities for stakeholder investments through NCMA</li> <li>4. Strategically coordinate and leverage resources with regional and national partners</li> <li>5. Improve awareness, use, prestige, and impact of NCMA Laboratory</li> <li>6. Develop new and expand existing non-dues revenue programs</li> <li>7. Leverage the asset associated with NCMA building</li> <li>8. Coordinate and leverage program investments from NCMA Foundation</li> </ol>
<b>VALUES</b>	<p><b>Expertise, Leadership, Integrity, Quality, Value-added, Credibility, Collaborative, Member-focused, Innovative</b></p>	
<b>MISSION</b>	<p>The mission of the National Concrete Masonry Association is to grow the concrete products industry by advancing and promoting the common interests of its members.</p>	