



2019 NPCA Precast Benchmarking Survey

DEADLINE FOR SUBMITTING FORM: MAY 17, 2019

GENERAL INFORMATION

- Provide as much information as possible, but it is OK to leave blanks. You may provide estimates if necessary.
- Enter figures from your completed year that ended nearest to December 31, 2018. While full-year data is required, **you do not need to wait for audited/adjusted results from your accountant.**
- If you need assistance, call Scott Hackworth of Industry Insights at 614-389-2100 ext. 105 or e-mail him at shackworth@industryinsights.com. You have the option of forwarding your financial statements (Income Statement and Balance Sheet) to Industry Insights. They will fill out these sections of the survey for you, to the extent possible.
- You are encouraged to submit a separate form for each of your plant locations. However, you may submit just one survey for all of your plants combined. (A separate **Company Performance Report** will be issued for each survey received.)
- If you prefer, you may complete the survey online at www.precastsurvey.com
- If you participated last year, your prior year information will be available online for your review.
- **Return this survey to:** Industry Insights, Inc., 6235 Emerald Parkway, Dublin, Ohio 43016; 614-389-3816 FAX

Your data will be treated in the strictest confidence by Industry Insights, Inc., an independent research firm that specializes in such studies. Please provide the information below, so that Industry Insights can electronically distribute your reports directly to you. Because confidential information will be contained in the email, we advise that you provide a direct email account, rather than a general address (For example, please provide jsmith@abc.com, rather than info@abc.com). Your email addresses will not be used for any other purpose.

Please type or print clearly.

PERSON TO WHOM REPORT SHOULD BE SENT	PERSON TO BE CONTACTED WITH QUESTIONS
Name:	Name:
Title:	Title:
Email:	Email:

Company Name: _____

Address: _____ Suite/Floor: _____

City _____ State/Province _____ Zip/postal code _____

Phone: (_____) _____

- For Canadian firms, please indicate if you are reporting in: 1-1 U.S. Dollars -2 Canadian Dollars

Line #	SECTION 1: BACKGROUND INFORMATION			
1	Number of plant locations represented on this form? <i>*Ideally, each plant will be represented individually. If this is not possible, you may report for multiple locations.</i>	#		2
2	Average number of employees (in FTEs*) during 2018? <i>*Count full-time employees (FTEs) by reporting the proportion of full-time hours worked for those who don't work full-time. For example, include an employee who worked 20 hours per week as 0.5 employees if the work week is 40 hours; one who worked full-time for three months out of the year as 0.25 employees; and an employee who year-round works 60 hours per week would count as 1.5 FTEs.</i>	#		3
3	Number of manufacturing labor-hours in 2018 (without overhead added)— Straight time			4
4	Number of manufacturing labor-hours in 2018 (without overhead added)— Over time <i>(Obtain from 12-31-18 Workers Compensation Report)</i>			5
5	Total number of manufacturing labor-hours in 2018 <i>(without overhead added)</i>			6
6	Estimated total cubic yards of concrete produced in 2018		cu. yds.	7
7	Estimated total cubic yards of Dry-Cast Concrete produced in 2018		cu. yds.	751
8	Estimated total cubic yards of Wet-Cast Concrete produced in 2018		cu. yds.	752
9	Estimated total cement tonnage used by your firm during 2018 <i>(i.e. raw materials of cement rather than output)</i>		tons	9
10	Does your company use ready-mix concrete? If "yes," approx. how many yards were used during 2018?	<input type="checkbox"/> Yes <input type="checkbox"/> No		201 yds. 202
11	Does your plant utilize Self-Consolidating Concrete? If "yes," approx. what percentage of concrete used is SCC?	<input type="checkbox"/> Yes <input type="checkbox"/> No		203 tons 204
12	Estimated total usage of supplementary cementitious materials in 2018		tons	205
13	Is your plant certified <i>(e.g. NPCA, PCI, APA, ACPA, NCBVA)</i> ?	<input type="checkbox"/> Yes <input type="checkbox"/> No		206
14	Are you an NPCA member?	<input type="checkbox"/> Yes <input type="checkbox"/> No		207
15	Is your plant unionized?	<input type="checkbox"/> Yes <input type="checkbox"/> No		208
16	Current year (i.e. 2018) net sales <i>(should match line #1 on Income Statement)</i>	\$		209
17	Prior year (i.e. 2017) net sales	\$		31
18	Fiscal 2019 total company sales forecast <i>(i.e., your expected total 2019 sales volume)</i>	\$		32
19	Average monthly accounts receivable during 2018 <i>To arrive at this figure, please add ending A/R figures for all 12 months, then divide by 12.</i>	\$		210
20	Average monthly accounts payable during 2018 <i>To arrive at this figure, please add ending A/P figures for all 12 months, then divide by 12.</i>	\$		211
21	Average monthly total inventory <i>(resale materials inventory, raw materials inventory and finished goods inventory)</i> during 2018 <i>To arrive at this figure; please add ending inventory figures for all 12 months, then divide by 12.</i>	\$		212
22	During 2018, what was your total dollar amount of principal payments made toward long-term debt obligations?	\$		700
23	What percentage of your total production output in 2018 was discarded due to design or production errors?		%	33
24	What was your estimated quote-to-close ratio in 2018?	Number of quotes closed as a % of total quotes submitted:		% 650
		Dollar value of quotes closed as a % of total dollar value of quotes submitted		% 651
25		All Employees	Salary Employees	Hourly Employees
	Number of employees as of 1/1/2018?	# 602	# 605	# 608
	Number of employees as of 12/31/2018?	# 603	# 606	# 609
	Number of terminations <i>(voluntary and involuntary)</i> in 2018?	# 604	# 607	# 610
26	What percentage of your production personnel are non-English-speaking immigrants?		%	601

Line #	SECTION 2: 2018 BALANCE SHEET ITEMS*	
	ASSETS	
1	Cash	\$ 65
2	Accounts Receivable	\$ 66
3	Inventory	
4	Resale Materials Inventory <i>(anything not considered a raw material)</i>	\$ 67
5	Raw Materials Inventory <i>(anything not a finished goods product)</i>	\$ 68
6	Finished Goods Inventory <i>(all structures inventory)</i>	\$ 69
7	Total Inventory <i>(sum of lines 4 through 6)</i>	\$ 70
8	Other Current Assets	\$ 71
9	Total Current Assets <i>(line 1 plus line 2 plus line 7 plus line 8)</i>	\$ 72
10	Gross book value in property, plant and equipment	\$ 73
11	Less Accumulated Depreciation	\$ 74
12	Fixed Assets, net of Depreciation <i>(line 10 minus line 11)</i>	\$ 75
13	Other Non-current Assets <i>(cash value of life insurance, investments, etc.)</i>	\$ 76
14	TOTAL ASSETS <i>(line 9 plus line 12 and 13)</i>	\$ 77
	LIABILITIES AND NET WORTH	
15	Accounts Payable <i>(Trade)</i>	\$ 78
16	Notes Payable <i>(any principal balance due within one year)</i>	\$ 79
17	Income Taxes Payable	\$ 80
18	Other Current Liabilities <i>(accruals)</i>	\$ 81
19	Total Current Liabilities <i>(sum of lines 15 through 18)</i>	\$ 82
20	Long Term Liabilities <i>(loans and leases payable beyond one year)</i>	\$ 83
21	Loans from Stockholders	\$ 84
22	Net Worth <i>(include paid-in capital and retained earnings)</i>	\$ 85
23	TOTAL LIABILITIES AND NET WORTH <i>(sum of lines 19 through 22)</i>	\$ 86

*You have the option of forwarding your financial statements (Income Statement and Balance Sheet) to Industry Insights. They will fill out these sections of the survey for you, to the extent possible.

IF YOU DON'T HAVE YOUR NUMBERS BROKEN OUT BY CATEGORY, PLEASE ENTER TOTALS.

Line #	SECTION 3: 2018 INCOME STATEMENT ITEMS*		
1	Net Sales	\$	34
	PLANT COSTS		
2	Materials Cost <i>(all raw materials which are part of the product)</i>	\$	35
3	Resale items material costs <i>(items not in raw materials inventory)</i>	\$	36
4	Plant Labor <i>(include all production hourly & supervisory direct wages)</i>	\$	37
5	Plant Labor Payroll Taxes and Workers Compensation	\$	38
6	Plant Labor Fringe Benefits	\$	39
7	Plant Operating Expense <i>(maintenance, equipment, utilities, etc., used in production)</i>	\$	40
8	Depreciation of Plant and Equipment	\$	41
9	Plant Fixed Expense <i>(property rental, property taxes, insurance, etc. of plant and equipment)</i>	\$	42
10	TOTAL PLANT COST <i>(sum of lines 2 through 9)</i>	\$	43
11	Delivery Expenses <i>(all delivery expense)</i>	\$	44
12	Engineering Expenses <i>(all engineering expense)</i>	\$	45
	GENERAL & ADMINISTRATIVE EXPENSES		
13	General & Administrative Salaries, Wages, and Bonuses <i>(All indirect, non-delivery and non-engineering employees. Those not involved with production, delivery, engineering or sales & marketing).</i>	\$	46
14	General & Administrative Payroll Taxes and Workers Compensation <i>(All indirect, non-delivery and non-engineering employees. Those not involved with production, delivery, engineering or sales & marketing).</i>	\$	47
15	General & Administrative Fringe Benefits <i>(All indirect, non-delivery and non-engineering employees. Those not involved with production, delivery, engineering or sales & marketing).</i>	\$	48
16	TOTAL GENERAL & ADMINISTRATIVE COMPENSATION AND BENEFITS EXPENSES <i>(sum of lines 13 through 15)</i>	\$	823
17	Sales & Marketing <i>(all sales and marketing expense)</i>	\$	49
18	Professional Services <i>(Accounting, Legal, Collections, Payroll Service)</i>	\$	50
19	Education & Training	\$	51
20	Travel and Entertainment	\$	52
21	Bad Debt Expense	\$	53
22	Insurance Expense <i>(business, liability, auto, etc. NOT medical, delivery vehicles, or workers compensation)</i>	\$	54
23	Depreciation Expense <i>(other than plant and delivery equipment)</i>	\$	55
24	All Other General and Administrative Expenses	\$	56
25	Corporate Overhead <i>(multiple plant operations assignment of corporate expenses)</i>	\$	57
26	TOTAL GENERAL & ADMINISTRATIVE EXPENSES <i>(sum of lines 16 through 25)</i>	\$	58
27	TOTAL EXPENSES <i>(Plant, Delivery, Engineering and General & Administrative) (sum of lines 10 through 12 plus line 26)</i>	\$	59
28	Operating Profit <i>(Net Sales minus Total Expenses) (line 1 minus line 27)</i>	\$	60
29	Other Income	\$	61
30	Interest Expense	\$	62
31	Other Expense	\$	63
32	Net Profit Before Taxes <i>(line 28 plus line 29 minus line 30 and line 31)</i>	\$	64

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SECTION 4: SALES MIX INFORMATION

Approximately what percentage of your plant's total sales dollars in 2018 came from the following categories? <i>(Please refer to the Product Category Codes insert enclosed with this survey).</i>	PERCENTAGE OF TOTAL SALES	CUBIC YARDS OF CONCRETE PRODUCED
LANDSCAPE & BUILDING PRODUCTS		
Architectural building components	% 548	cu. yds. 576
Architectural wall panels	% 547	cu. yds. 575
Basement/foundation wall panels	% 550	cu. yds. 578
Burial vaults	% 552	cu. yds. 580
Pavers	% 716	cu. yds. 717
Prestressed structural building elements	% 549	cu. yds. 577
Steps and basement entries	% 551	cu. yds. 579
Other building products	% 554	cu. yds. 582
Other landscape products	% 553	cu. yds. 581
TOTAL landscape & building products	% 825	
SANITARY & STORMWATER PRODUCTS		
Concrete pipe	% 556	cu. yds. 584
Curb inlets & catch basins	% 558	cu. yds. 586
Manholes	% 555	cu. yds. 583
Stormwater management & retention structures	% 557	cu. yds. 585
Other sanitary & stormwater products	% 559	cu. yds. 587
TOTAL sanitary & stormwater products	% 826	
TRANSPORTATION PRODUCTS		
Box culverts & 3-sided structures	% 560	cu. yds. 588
Highway & traffic barriers	% 561	cu. yds. 589
Precast Concrete Paving Slabs	% 665	cu. yds. 666
Prestressed bridge elements	% 564	cu. yds. 592
Retaining wall systems	% 562	cu. yds. 590
Sound wall/barrier	% 563	cu. yds. 591
Other transportation products	% 565	cu. yds. 593
TOTAL transportation products	% 827	
UTILITY & INDUSTRIAL PRODUCTS		
Utility buildings	% 567	cu. yds. 595
Utility vaults	% 566	cu. yds. 594
Other utility & industrial products	% 568	cu. yds. 596
TOTAL utility and industrial products	% 828	
WATER & ONSITE WASTEWATER PRODUCTS		
Grease interceptors	% 570	cu. yds. 598
Septic tanks	% 569	cu. yds. 597
Other water & onsite wastewater products	% 571	cu. yds. 599
TOTAL water & onsite wastewater products	% 829	
OTHER PRECAST PRODUCTS		
Other precast concrete products	% 572	cu. yds. 600
SALES SUBTOTAL	% 573	
Resale Items	% 574	
TOTAL SALES	100%	

SECTION 5: COMPENSATION INFORMATION

Please report compensation information for full-time equivalent employees based on rates in effect on December 31, 2018. (Two half-time employees equal one full-time equivalent employee.) Incentives paid should be based on the 12-month period ending December 31, 2018 or your most recently completed fiscal year. **If applicable, please include overtime pay.**

Please attempt to place all of your employees into one of the given positions which best describes responsibilities similar to those that occupy most of their time. If a position description does not apply to your operation, please fill in "NA". **Do not include company paid employment taxes or fringe benefits in the amounts reported below.** Use 2,080 hours to convert an hourly position to salary or vice versa (e.g., if your crew leaders are paid \$40,000 salary, please divide \$40,000 by 2,080 to report an average wage of \$19.20).

COMPANY POSITIONS*

Salary Positions	# in Position	Avg. Years of Experience	Avg. Salary	Avg. Annual Incentive/Bonus
1. Plant Manager	# 213	yrs. 246	\$ 345	\$ 378
2. Plant Superintendent	# 214	yrs. 247	\$ 346	\$ 379
3. Quality Control Manager	# 222	yrs. 255	\$ 354	\$ 387
4. Safety Specialist	# 225	yrs. 258	\$ 357	\$ 390
5. Dispatchers	# 232	yrs. 265	\$ 364	\$ 397
6. Engineers	# 235	yrs. 268	\$ 367	\$ 400
7. Drafting Technicians	# 236	yrs. 269	\$ 368	\$ 401
8. Sales Manager	# 237	yrs. 270	\$ 369	\$ 402
9. Outside Sales Representatives	# 238	yrs. 271	\$ 370	\$ 403
10. Inside Sales or Cust. Svc. Rep.	# 239	yrs. 272	\$ 371	\$ 404
11. Service Technicians	# 240	yrs. 273	\$ 372	\$ 405
12. Vice Presidents	# 241	yrs. 274	\$ 373	\$ 406
13. General Manager	# 242	yrs. 275	\$ 374	\$ 407
14. Administrative—Management	# 243	yrs. 276	\$ 375	\$ 408
15. Administrative—Accounting	# 630	yrs. 631	\$ 634	\$ 635
16. Human Resources Personnel	# 245	yrs. 278	\$ 377	\$ 410
Hourly Positions	# in Position	Avg. Years of Experience	Avg. Salary	Avg. Annual Incentive/Bonus
1. Crew Leaders/Foremen	# 215	yrs. 248	\$ 347	\$ 380
2. Non-Skilled Laborers	# 216	yrs. 249	\$ 348	\$ 381
3. Semi-Skilled Laborers	# 217	yrs. 250	\$ 349	\$ 382
4. Skilled Laborers	# 218	yrs. 251	\$ 350	\$ 383
5. Concrete Finishers	# 219	yrs. 252	\$ 351	\$ 384
6. Cosmetic Finishers; Repairers	# 220	yrs. 253	\$ 352	\$ 385
7. Dry Cast Workers	# 221	yrs. 254	\$ 353	\$ 386
8. Quality Control Technicians	# 223	yrs. 256	\$ 355	\$ 388
9. Batch Plant Operator	# 224	yrs. 257	\$ 356	\$ 389
10. Welders	# 226	yrs. 259	\$ 358	\$ 391
11. Crane Operators	# 227	yrs. 260	\$ 359	\$ 392
12. Machine Operators	# 228	yrs. 261	\$ 360	\$ 393
13. Coring Machine Operators	# 229	yrs. 262	\$ 361	\$ 394
14. Mechanics	# 230	yrs. 263	\$ 362	\$ 395
15. Forklift Operators	# 231	yrs. 264	\$ 363	\$ 396
16. Boom Truck Drivers	# 233	yrs. 266	\$ 365	\$ 398
17. Other Truck Drivers	# 234	yrs. 267	\$ 366	\$ 399
18. Administrative—Clerical	# 244	yrs. 277	\$ 376	\$ 409

*NOTE: If you have more than one person in a position, report the "average" number of years of experience, and the "average" annual base and incentive pay.

1. Does your company have an incentive plan for the following groups of employees? If so, what is the incentive based on for each group? (Check all that apply)

447 <input type="checkbox"/> Production:	701 <input type="checkbox"/> Profits	702 <input type="checkbox"/> Revenue	703 <input type="checkbox"/> Productivity	704 <input type="checkbox"/> Customer Satisfaction	705 <input type="checkbox"/> Other
449 <input type="checkbox"/> Sales & Marketing:	706 <input type="checkbox"/> Profits	707 <input type="checkbox"/> Revenue	708 <input type="checkbox"/> Productivity	709 <input type="checkbox"/> Customer Satisfaction	710 <input type="checkbox"/> Other
451 <input type="checkbox"/> Administration:	711 <input type="checkbox"/> Profits	712 <input type="checkbox"/> Revenue	713 <input type="checkbox"/> Productivity	714 <input type="checkbox"/> Customer Satisfaction	715 <input type="checkbox"/> Other

2. How frequently do performance reviews occur?

453-1 Annually 2 Semi-annually 3 Quarterly 4 Other _____

3a. Average wage/salary increase (decrease) during 2018: _____ % 454

3b. Forecasted wage/salary increase (decrease) during 2019: _____ % 455

SECTION 6: BENEFITS

EMPLOYEE BENEFITS OFFERED

1. If your company provides benefits, please indicate what type(s). (Check all that apply) 810 No Benefits Offered
- 811 Medical (Hospital & Surgical)–Employee
 812 Optical–Employee
 813 Dental Insurance–Employee
 814 Medical--Dependents
 815 Optical--Dependents
 816 Dental Insurance--Dependents
 817 Life Insurance--Employee
 818 Disability Insurance
 819 Educational Assistance
 820 Life Insurance--Dependents
 821 Retirement Plan
 822 Other _____

HEALTH INSURANCE PRACTICES

1. If your company provides a healthcare plan, please indicate what type(s). (Check all that apply)
- 500 Traditional Indemnity (e.g., Blue Cross type)
 503 PPO
 506 Self Insured
 501 HMO
 504 Point of Services (POS)
 507 Health Savings Account (HSA)
 502 Flexible Spending Account
 505 Other _____
2. Total healthcare costs as a percent of total compensation: _____ % 508
3. Your company's percentage increase for healthcare costs in 2018 over 2017: _____ % 509
4. What is your company's expected percentage increase for healthcare costs in 2019 vs. 2018? _____ % 620
5. Please indicate the percentage of the healthcare premiums that are paid by the company versus employee:

	Salary Employees		Hourly Employees	
	Employee Coverage Only	Family Coverage	Employee Coverage Only	Family Coverage
Company pays	% <input type="checkbox"/> 612	% <input type="checkbox"/> 614	% <input type="checkbox"/> 616	% <input type="checkbox"/> 618
Employee pays	% <input type="checkbox"/> 613	% <input type="checkbox"/> 615	% <input type="checkbox"/> 617	% <input type="checkbox"/> 619
TOTAL	100%	100%	100%	100%

RETIREMENT PLANS

- 1a. Does your company offer a retirement plan? 514 Yes No
- 1b. If "yes," what types: (Check all that apply)
- 515 Defined Benefit Plan
 517 Profit-sharing plan
 519 SIMPLE 401(k)
 516 401(k) plan
 518 SEP IRA
 520 Other _____

401 (k) Plans

- 2a. Does your company match employee contributions? 521 Yes No
- 2b. If "yes," what are the terms for matching? (Check only one)
- 522-1 100% match, maximum % of employee pay matched (e.g., 100% match up to 3% of pay) _____ % 523
 2 50% match, maximum % of employee pay matched (e.g., 50% match up to 3% of pay) _____ % 524
 3 Other matching terms _____

Thank you for your participation.

Please return your survey to:

Industry Insights, Inc.
 6235 Emerald Parkway
 Dublin, Ohio 43016
 OR

Please scan and email your survey to Scott Hackworth at
 shackworth@industryinsights.com

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