



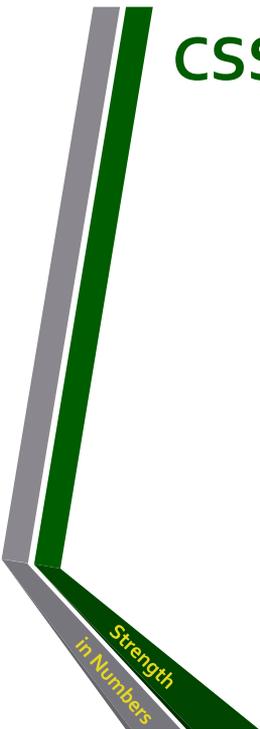
# CSSGA

Colorado Stone, Sand & Gravel Association

**Strategic Plan Update**  
**Mark Ewald**  
**CSSGA President**  
**November 16, 2018**

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## CSSGA's Direction Remains Focused



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## CSSGA Mission

The Colorado Stone, Sand & Gravel Association is the advocate of the Colorado aggregate industry. We are committed to advancing policies and regulations, which protect and expand the safe, environmentally responsible use of aggregates in building Colorado's economy and infrastructure.



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## Safety

### Technology Part 46 and Training Enhancements

- Part 46 training continues to be available in DVD
- Training program update launched
- Developed on-line LMS option (DRMS Partnership)
- Full promotion of "Mine Safety Institute"

### Training Modules for MSHA and Subcontractor

- Training course throughout the year as required/developed

### Participation Outreach & Interaction

- Interaction and Testimony on MSHA proposed Workplace Exam changes
- Annual meetings with MSHA (Oct, 2018)
- Continue Safety Awards Program



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## Governmental Affairs

### Actions through Grassroots Program

- Action Alert program, communicating directly with elected officials

### Actively Support Infrastructure Funding at Federal & State

- Alignment & Support of NSSGA/NRMCA/TCC
- CCIC – Progress with CCA, CAPA, CSSGA, ACPA-CO/WY
  - **Obviously did not receive positive outcome. Will not focus on House and Senate leadership to drive funding**
- Focused on alignment with other associations, elected officials.

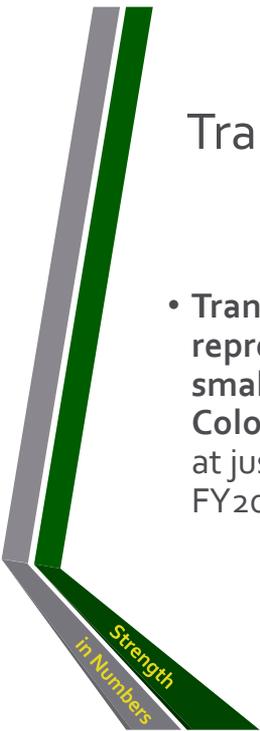
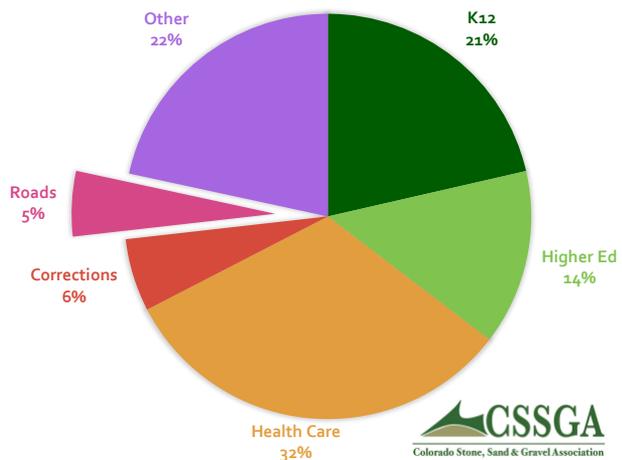


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## Governmental Affairs (continued)

### Transportation Not A General Fund Reality

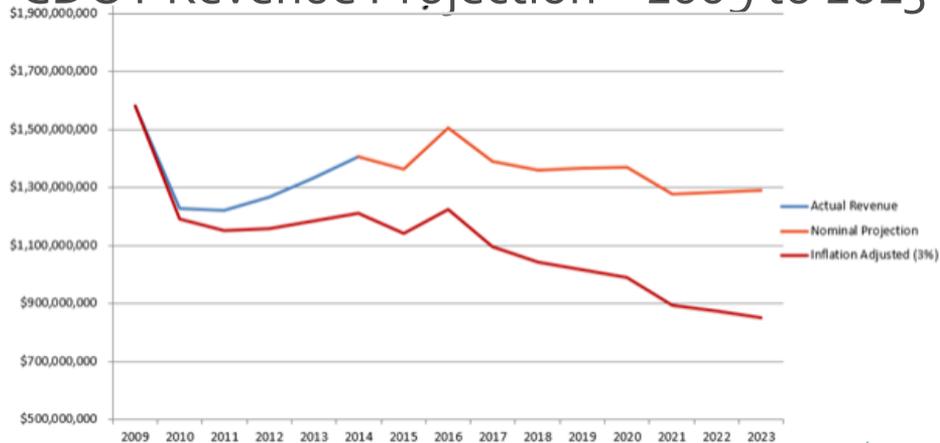
- Transportation represents one of the smallest portions of the Colorado state budget at just over 5 percent in FY2016-17.



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## Governmental Affairs (continued)

### CDOT Revenue Projection – 2009 to 2023



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## Governmental Affairs

### What's Ahead for Transportation Funding

1. Full analysis regarding 2018, alternative funding sources and continued concerns about transportation.
2. Develop possible strategies for funding stream at state and national level., projects/priorities, transparency/accountability and financing options such as bonding.
3. Keep spreading the word and building a diverse, statewide coalition.



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## Land Use & Environmental

### Proactive Stance

#### Key Measures

- CDPHE Stormwater General Permit implemented in 2017. Pushing to align with 10 year implementation plan like domestic water
- CSSGA has formed alliance with West Slope stakeholders to push for alternatives to TMDL
- CSSGA introduced successful legislative water bill for 2018 session. Nothing planned for 2019 at this time.

### Stronger Interaction

- Industry Roundtable Meetings with CDPHE (Air, Water), SEO, DRMS

### Stronger Alignment

#### Outreach and Grassroots Programs

- Industry Outreach Tour - Elected officials and State regulatory leadership
- Initiated an awards program



Strength  
in Numbers

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## Education Outreach

### Material Development

#### Presentation

- Aggregate Industry - Elementary to High School & Communities available
- Infrastructure - Governmental and Community updated and available for members to present in their local areas.

### Training

#### Industry, Governmental, Educational and Community

- Training Webinars on how to utilize presentations
- Training and tours with Industry professionals

### Alignment

#### CSSGA and CRMCA Committees

- Includes Colorado Asphalt Pavement Association with Tours



Strength  
in Numbers

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## Networking

- Networking on annual basis
  - Spring Networking Held at Governor's Mansion in 2018
  - Summer Networking in Colorado Springs
  - Fall Networking & Gold Outing in Grand Junction
  - Annual Conference – November
  - Allow associate presentations for exposure
- Shi Outing in partnership with CRMCA planned for Feb 2019



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## Communication

### Online Media Website and Social Media

- Continue social media program
- Monthly Blogs
- eNews

### Publications Traditional along with New Media

- Colorado Public Works Journal
- Stone, Sand & Gravel Review
- Colorado Construction and Design

### Public Relations Communities

- Support a Solider
- Industry outreach tours



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## Social Media



### Calyx Social Media – Contractor

Build CSSGA social media pages  
Scheduled content  
Analyze posting data



### Annelise

Manage program  
Gather content  
Review content before posting  
Engage with members/non-members  
Regular reports/updates to Board of Directors



### Social Media

Increase reach/impressions to specific demographics  
Build Relationships  
Positive Messaging



Strength  
in Numbers

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## Annual Plan Review Process

### Strategic Plan and Initiatives Alignment and Progress

- Board of Directors Updated Quarterly
- Annual Updates to Membership

### Board of Directors Fiduciary Actions

- Cash Management Plan reviewed Annually in Budget Process
  - Comparing cash on hand vs operating costs
- Modernized to an Association Management System (AMS)
  - Computer software that provides membership organizations with functionality required to provide services to members



Strength  
in Numbers

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## 2019 Focus Areas

- Continue to execute the Strategic Plan in all agreed upon targeted areas
- Expand "Strength in Numbers"
  - Outreach – Education and Social Media



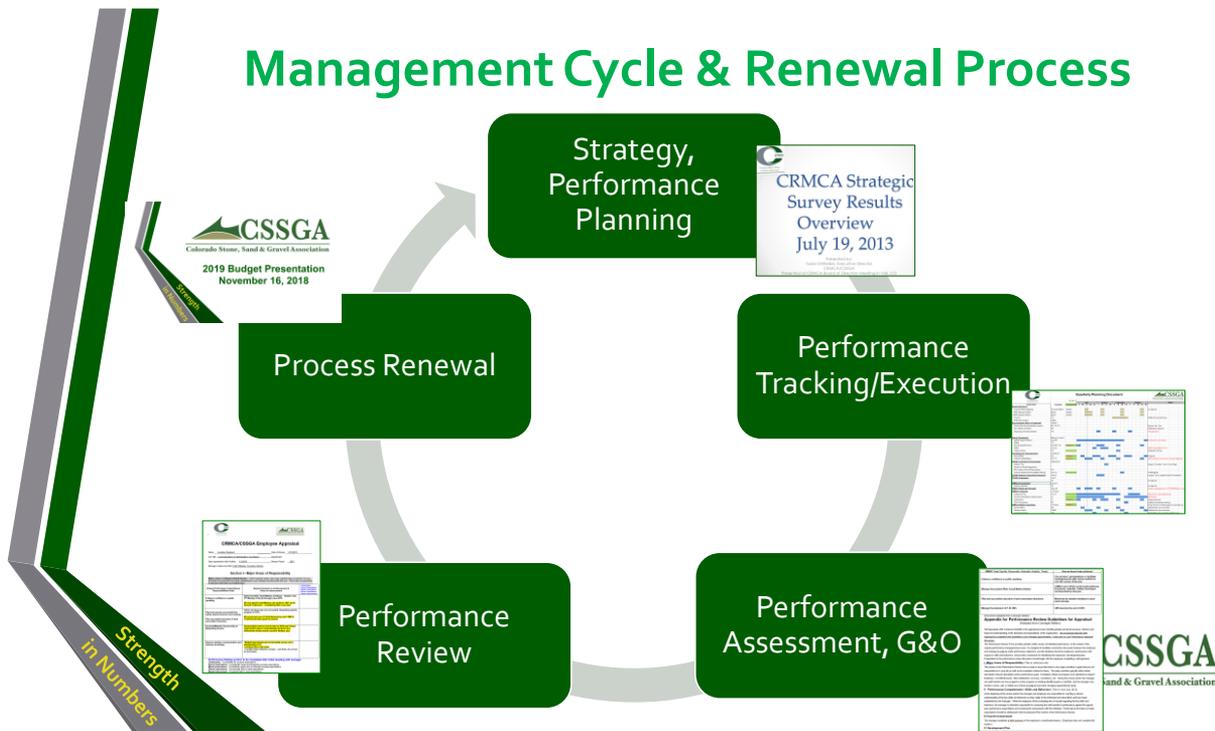
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**2019 Budget Presentation  
November 16, 2018**

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## Management Cycle & Renewal Process



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## 2019 Budget Overview

- 2018 Year End forecast variance to budget due to 527 Infrastructure Initiative (\$204k vs \$57k budget).
- 2019 would have similar year overall,
  - Normalized spending on 527 and Governmental Affairs
  - MSI (Part 46) budgeted similar to previous year, On-line (NMT only) and DVD option for all.
  - Monthly costs include monitoring.
  - No money budgeted to modify any other programs. Proposed 3 year expansion plan to DRMS. No current response.

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2019 Budget  
Overview

	2018 Annual Budget	Q3 YE Forecast	2019 Annual Budget
Ordinary Income/Expense			
Income			
Dues Revenue	276,000.00	296,000.00	292,000.00
Program/Events Revenue	39,000.00	39,000.00	39,000.00
Mine Safety Training Revenue	82,000.00	95,000.00	85,000.00
Mine Safety Training to State	-23,000.00	-24,000.00	-24,000.00
Unrealized Gain/Loss on Account	0.00	0.00	0.00
<b>Total Income</b>	<b>374,000.00</b>	<b>406,000.00</b>	<b>392,000.00</b>
Gross Profit	374,000.00	406,000.00	392,000.00
Expense			
Meeting/Events Expense	39,000.00	39,000.00	39,000.00
Mine Safety Training	24,000.00	40,000.00	36,000.00
Committee Meetings	7,000.00	8,000.00	8,000.00
Lobby/527 Contributions	57,500.00	204,000.00	58,500.00
Professional/Legal Fees	22,000.00	22,000.00	22,000.00
Scholarship Expense	2,000.00	3,000.00	2,000.00
Accounting	8,500.00	9,800.00	10,000.00
Business Meetings	6,000.00	6,000.00	6,000.00
Information Technology	10,000.00	10,000.00	15,000.00
Insurance Expenses	4,800.00	4,800.00	4,800.00
Membership/Sponsorship/Donation	2,500.00	2,500.00	2,500.00
Office Expenses	17,200.00	16,000.00	17,000.00
Personnel Expenses	133,000.00	135,000.00	140,000.00
Proxy Tax	18,000.00	18,000.00	
<b>Total Expense</b>	<b>351,500.00</b>	<b>518,100.00</b>	<b>360,800.00</b>
<b>Net Ordinary Income</b>	<b>22,500.00</b>	<b>-112,100.00</b>	<b>31,200.00</b>

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## Cash Management Plan adopted 2016

As part of the annual budget process, the Executive Director will provide cash flow balance forecasts for the following year. In the event the forecasted range for cash & equivalents (checking accounts, money market accounts and investments) falls outside of the 6 to 18 month targeted window, the CSSGA board may take action. However, at the boards discretion, no action is required.

- Net Operating Costs = \$353k  
\$392k total costs - \$39k (Program/Events Expense)
- 2019 Year End Cash Forecast with Proposed Budget = \$223k  
\$165k (EJ) + \$27k (US Bank checking) + \$34k (MSI cash) + \$31k (Income)

**Equal to 7.5 months Operating Reserves**

-End of Presentation-

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