Strategic Plan Update
Zane Luttrell
Rocky Mountain Aggregate & Construction
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.
CSSGA’s Direction Remains Focused

Strategic Plan

- Safety
- Communication
- Governmental
- Networking
- Environmental
- Education
**Training**

Mine Safety Institute Part 46

- Partnership with CDRMS - Program rebranded from CSSGA Part 46 Training
- Real Mines, Real Miners.
- Now three delivery methods Online (LMS), Flash Drive & DVD
- Program Updates through reinvestments in 2021

**Participation**
Training

Outreach & Interaction

- Interaction with MSHA
- Annual meetings with MSHA and CSSGA membership each fall
- Continue Employee Recognition thru Safety Awards Program
  - Rodman C. Stewart Memorial Leadership Award
  - Unprecedented Innovation Award
  - Safety Innovation Award
  - Annual Team Awards
Training – Educational Webinars

Webinars not only offered training for members AND showcase associate members their knowledge and “network”

- Challenges to Maintaining Due Process through Virtual Litigation. Jackson Kelly, PLLC.
- IS IT SAFE TO ASSUME? State Assumption of Clean Water Act Section 404 Program Authority. Otis & Bedingfield, LLC.
- Please Return to Your Home: Managing Mining and Business Activities Under Shifting Agency Guidelines. Jackson Kelly, PLLC.
- Unraveling The Mystery Of Weight Laws. Transwest Trucks.
- Updates in Colorado Employment Law. Fisher & Phillips LLP.
Governmental Affairs

➢ Legislative & Lobbying
  ➢ Continuous involvement with lobbyist during shortened session
  ➢ 2020 PAC funding and Endorsements
  ➢ Actively Support Infrastructure Funding at Federal & State
  ➢ Action Alert program, communicating directly with elected officials

➢ Alignment with Industry Partners
  ➢ NSSGA/NRMCA/TCC
  ➢ Colorado Construction Industry Coalition (CCIC) 527

➢ Candidate Forum
  ➢ Opportunity to hear from elected officials and candidates about their views and opinions as they pertain to the infrastructure construction industry in Colorado
  ➢ Providing information for members to make informed decisions
Land Use & Environmental

Proactive Stance

• **Key Measures**
  - CDPHE Stormwater General Permit implemented. Pushing to align with 10-year implementation plan like domestic water
  - CSSGA has formed a Land Task Force
  - Several Amicus Briefs filed to support industry!!!!!!!!!!!!!

Strong Interaction

• Industry Roundtable Meetings with CDPHE (Air, Water), DWR, DRMS

Stronger Alignment

• **Outreach and Grassroots Programs**
  - Industry Outreach Tour canceled in 2020 with stronger reliance on Candidate Forums and Digital Discussions.
**Education Outreach**

**Material Development**

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

**Training and Outreach**

- Industry, Governmental, Educational and Community
- Training and tours with Industry professionals
- Gayle Lyman Memorial Scholarship

**Alignment**

- CSSGA and CRMCA Committees
- Includes Colorado Asphalt Pavement Association with Annual Industry Tour
  - Obviously virtual meetings in 2020
  - Led to Digital Discussions
Digital Discussions

Leaders in and out of the industry were invited to join members in casual conversation. Overall, the associations put on 9 Digital Discussions

- **Colorado Association of Realtors**: Tyrone Adams
- **Colorado Hotel & Lodging Association**: Amie Mayhew
- **Colorado Leeds School of Business**: Brian Lewandowski
- **Colorado State HD 53**: Rep. Jeni Arndt
- **Division of Reclamation, Mining & Safety**: Ginny Brannon
- **Former State Lawmaker & Colorado Ethics Commissioner**: Yeulin Willet
- **Metro Denver Economic Development Corporation**: J.J. Ament
- **National Stone, Sand & Gravel Association**: Michael Johnson
Networking

• Networking on annual basis
  • Ski Outing in partnership with CRMCA February
  • Spring Networking Held at Governor's Mansion - Canceled
  • Summer Networking Canceled
  • Fall Networking & Golf Outing – Canceled, however.....
    • Combined with CRMCA Clay Shoot
  • Annual Conference – November - Online
Communication

Online Media
- Website and Social Media
- Continue social media program
- Monthly Blogs
- E-News

Publications
- Traditional along with New Media
- CONROCK magazine combined with CRMCA
- Colorado Public Works Journal
- Colorado Construction and Design

Public Relations
- Communities
- Support a Solider
- Industry outreach tours
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
• Modernize utilization of Association Management System (AMS)
• Computer software that provides membership organizations with functionality required to provide services to members
Management Cycle & Renewal Process

- Strategy, Performance Planning
- Performance Tracking/Execution
- Process Renewal
- Performance Review
- Performance Assessment, G&O

with Business Cycle
2021 Budget Overview

2020
• Year End forecast in line with budget (+$22,000 vs +$10,200 budget)

2021
• 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 Thumb Drive and DVD option for all training.
  • Year End Budget of +$3,200.
<table>
<thead>
<tr>
<th>Account Code</th>
<th>Description</th>
<th>Budget Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>4000</td>
<td>Dues Revenue</td>
<td>280,000.00</td>
</tr>
<tr>
<td>4050</td>
<td>Program/Events Revenue</td>
<td>40,000.00</td>
</tr>
<tr>
<td>4500</td>
<td>Mine Safety Training Revenue</td>
<td>73,000.00</td>
</tr>
<tr>
<td>4501</td>
<td>Mine Safety Training Mgmt Fee-CSSGA</td>
<td>12,000.00</td>
</tr>
<tr>
<td>4550</td>
<td>Mine Safety Training to State</td>
<td>-24,000.00</td>
</tr>
<tr>
<td>4900</td>
<td>Unrealized Gain/Loss on Account</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td><strong>Total Income</strong></td>
<td><strong>$ 381,000.00</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Gross Profit</strong></td>
<td><strong>$ 381,000.00</strong></td>
</tr>
<tr>
<td>5100</td>
<td>Meeting/Events Expense</td>
<td>40,000.00</td>
</tr>
<tr>
<td>5200</td>
<td>Committee Meetings</td>
<td>9,000.00</td>
</tr>
<tr>
<td>5500</td>
<td>Lobby/527 Contributions</td>
<td>59,500.00</td>
</tr>
<tr>
<td>5600</td>
<td>Professional/Legal Fees</td>
<td>24,000.00</td>
</tr>
<tr>
<td>5700</td>
<td>Scholarship Expense</td>
<td>5,000.00</td>
</tr>
<tr>
<td>6010</td>
<td>Accounting</td>
<td>9,000.00</td>
</tr>
<tr>
<td>6040</td>
<td>Business Meetings</td>
<td>5,500.00</td>
</tr>
<tr>
<td>6100</td>
<td>Information Technology</td>
<td>13,000.00</td>
</tr>
<tr>
<td>6150</td>
<td>Insurance Expenses</td>
<td>4,800.00</td>
</tr>
<tr>
<td>6175</td>
<td>Membership/Sponsorship/Donation</td>
<td>2,000.00</td>
</tr>
<tr>
<td>6200</td>
<td>Office Expenses</td>
<td>16,000.00</td>
</tr>
<tr>
<td>6300</td>
<td>Personnel Expenses</td>
<td>157,000.00</td>
</tr>
<tr>
<td>7100</td>
<td>Mine Safety Training</td>
<td>32,000.00</td>
</tr>
<tr>
<td></td>
<td><strong>Total Expenses</strong></td>
<td><strong>$ 376,800.00</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Net Operating Income</strong></td>
<td><strong>$ 4,200.00</strong></td>
</tr>
<tr>
<td>8000</td>
<td>Amortization</td>
<td>1,000.00</td>
</tr>
<tr>
<td></td>
<td><strong>Total Other Expenses</strong></td>
<td><strong>$ 1,000.00</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Net Other Income</strong></td>
<td><strong>$ -1,000.00</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Net Income</strong></td>
<td><strong>$ 3,200.00</strong></td>
</tr>
</tbody>
</table>