



Colorado Stone, Sand & Gravel Association

2021 Strategic Update

**Strength
in Numbers**

Alignment and Focus

The primary objective for the Annual Strategic Update for CSSGA is to ensure our limited resources are:

- Not waste of time/resources
- Focused on areas that impact YOU, the membership and the ready mixed concrete industry.
 - Concentrated efforts on what you need
 - Eliminate non-effective areas or initiatives

Strength
in Numbers

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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Association Governance Guidance

- Revision and/or Implement Policies/Procedures
 - Document Retention, Whistleblower, Conflict of Interest policies
 - Introduce process for determining compensation
- Financial Oversight
 - Foresight Accounting Solutions, Stephanie Parnell, CPA
 - Separate Bookkeeper
 - Parallel monthly review with Stephanie/Todd
 - Quarterly review calls with Stephanie/Todd
 - Same firm that prepares/files 990 tax filing

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Management Cycle & Process reminder



2021 Strategic Update
8-12-21

Strength
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Strategy,
Performance
Planning

Process Renewal

Performance
Tracking/Execution

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Performance
Review

Performance
Assessment, G&O

SMART Goal (Specific, Measurable, Attainable, Timely)	How we know it was achieved
Enhance confidence in public speaking	Chair at least 3 presentations or facilitate meetings/events with various audiences over the course of 2016 year
Manage Association Wide Social Media Initiative	CRMCA and CSSGA social media platforms (Facebook, LinkedIn, Twitter) developed and launched by mid year.
Plan and successful execution of joint association functions.	Monitored by member feedback in post-event surveys
Manage Development of P&L LMS	LMS launched by end of 2016

(Document adapted from Carnegie Mellon)
Appendix for Performance Review Guidelines for Appraisal
(Adapted from Carnegie Mellon)

Self-Appraisals offer numerous benefits to the appraisal process including greater perceived accuracy, fairness and improved understanding of the demands and expectations of the organization. We recommend that the Self-Appraisal be completed and submitted to your manager approximately 1 week prior to your Performance Appraisal discussion.

The Performance Review Form provides periodic written review of individual performance, in the context of the ongoing performance management process. It is designed to facilitate constructive discussion between the employee and manager to clarify performance objectives, provide feedback about the employee's performance with respect to skills and behaviors, and provide a framework for identifying the employee's development plans. Preparation for the performance review discussion should begin with the employee completing a self-appraisal.

I. Major Areas of Responsibility (This is what you do)
This section of the Performance Review Form is used to record the three or four major activities or goals that you are responsible for in your job as well as the evaluation criteria for these. The major activities typically reflect duties described in the job description and/or performance goals. Evaluation criteria encompasses such standards as impact, timeliness, cost effectiveness, client satisfaction, accuracy, consistency, etc. During the review period, the manager and staff member are encouraged to review progress in meeting identified goals or activities, and the manager may decide to revise, add, or delete any of these & add in best meet changing organizational needs.

At the beginning of the review period, the manager and employee are responsible for reaching a shared understanding of the key skills and behaviors as they relate to the individual's job description and have been established by the manager. While the employee will be evaluating him or herself regarding the key skills and behaviors, the manager is ultimately responsible for assessing the staff member's performance against the agreed upon performance expectations and reviewing the assessment with the individual. Performance that does not meet expectations should be addressed in the Development Plan section of the Performance Review.

III Overall Assessment
The manager completes a brief summary of the employee's overall performance. (Employee does not complete this section.)

IV Development Plan



CSSGA's Focus Areas



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Safety

Technology

Part 46 and Training Enhancements

- Continue expansion of Mine Safety Institute for Part 46 training
 - Beginning DRMS Grant program modifications this fall
 - New Minor Training on LMS
 - Continue selling Memory Stick, DVD options
 - DRMS agreement in place

Training

Modules for MSHA and Subcontractor

- Training course throughout the year

Participation

Outreach

- Annual meetings with MSHA & DOT
- Continue revised Safety Awards Program as is.

Governmental Affairs

- State Senate, House & Governor single party (unsuccessful with House & Senate split)
 - Raised PAC levels, Interview & Create “Support/Endorsement” list
 - Implemented “Grassroots” action and award program
- Active and successful process with Legislative Sub-committee reviewing bills
- Continue Support for Highway Funding at Federal & State Level
- Continue Action Alert and grassroots Award Program
- Look for enhanced effectiveness re: Advocacy

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Governmental Affairs

National Infrastructure Funding source

Secure Long Term Source with current HB 3684 Infrastructure Investment and Jobs Act

- TCC
- NSSGA
- NRMCA

Colorado Funding

No current Initiative

State Elections

- PAC Fundraising
- Candidate Interviews and Targeted Money Disbursement
- Finalize and distribute Industry Endorsement list for members locations

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Land Use & Environmental

Key Issues

- Permitting issues regarding local opposition
- WOTUS D&F concerns with CDPHE
- Opposition effectiveness

Interaction

CDPHE, SEO and Other Agencies

- TMDL process with CDPHE, alliance in Western area
- Annual Industry Roundtable Meetings with CDPHE (Air, Water), SEO, DRMS
- Monthly meetings in Denver with statewide interaction

Stronger Alignment

Outreach and Grassroots Programs

- Industry Outreach Tours in August

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Education Outreach

Material Development

Presentation

- Aggregate Industry - Elementary to High School
- Aggregate Industry – Community
- Infrastructure - Currently inactive
- Aggregate Mining work force development – Illinois program

Training

Industry, Governmental, Educational and Community

- Training and tours with all regulatory agencies invited

Alignment

CSSGA with CRMCA and CAPA boards invited

- Industry Outreach Tour in August

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Annual Event Calendar for Discussion

Month	CSSGA	Combined	CRMCA
January	-----	-----	Night at the Rodeo**
February	-----	Ski Retreat	-----
March	-----	Gov's Mansion Networking	-----
April	-----	-----	Concrete Day**
May	-----	-----	-----
June	Networking*	-----	-----
July	-----	Summer Conference	-----
August	Industry Tour (+CAPA/CRMCA)	-----	Jay Martin Golf
September	Networking*	-----	-----
October	-----	-----	Clay Shoot**
November	-----	Annual Conference	-----
December	-----	-----	-----

*CRMCA + CAPA Board Invited

**CSSGA BOD Invited

Joint Legislative Breakfast Jan-April



Synergies where possible, separation when necessary

Communication

Online Media

Website and Social Media

- Improved website content and google search results
- Continue revitalized social media program

Publications

Industry and Governmental

- Colorado Public Works
- Colorado Construction and Design
- Articles in national publications were beneficial

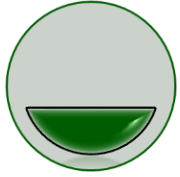
Public Relations

Communities

- Support a Solider

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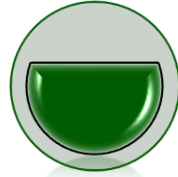
Social Media – Stay the Course



Contractor

Separate social media

Gather and input data

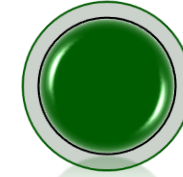


Annelise

Manage program

Gather data

Review data before posting



Social Media

Increase reach to specific demographics

Positive Messaging

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Questions?

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