2019 Strategic Plan Overview

Presented by:
Dana Rotkovich, President CRMCA
November 2019
CRMCA’s Direction Remains Focused

Strategic Plan

- Safety
- Governmental Affairs
- Technical
- Environmental & Regulatory
- Marketing & BUILD with STRENGTH
- Networking & Communication

Strength in Numbers
Management Cycle & Renewal Process

1. Strategy, Performance Planning
2. Performance Tracking/Execution
3. Process Renewal
4. Performance Review
5. Performance Assessment, G&O

With Business Cycle
Our mission is to educate the building and design communities and policymakers on the benefits of ready mixed concrete, and encourage its use as the building material of choice for low- to mid-rise structures.
View the CRMCA Promo Video Using the Link Below
BWS Task Force approach thru 2019

- Task Force groups created in 2019 to create a pipeline for projects in different target areas
  - ICF Task Force
    - Coordinating Round Table (“Town Hall”) Meeting in October 2019 to partner more with manufacturers, suppliers, and contractors
    - ICF construction education and training
  - Dodge Leads Task Force
    - Developing leads and contacts through Dodge Report targeting engineers and architects
    - Use of Association Tracking list in attend local meetings
  - Schools Task Force
    - Develop contacts with school districts and entities to create understanding of ICF construction.
    - Partner with architects and builders of ICF schools both locally and nationally

Events
- Conducted multiple Lunch & Learns across Colorado
  - October 15, 2019 – BWS Colorado ICF Town Hall
  - December 3, 2019 – BWS Colorado ICF Training
- Central Market
  - Apr 2019 – Rocky Mountain Green BWS Booth
  - May 2019 – Colorado Special Inspections (CSI)
  - May 2019 - DBIA conference BWS Booth
  - June 2019 – National Apartment Assn. NRMCA/BWS Booth
  - Nov 2019 – Colorado Green Schools Summit BWS Booth
  - Dec 2019 – Colorado Association of School Boards Conference
  - Dec 2019 – Colorado Concrete Expo BWS Booth
- Southern Market
  - July 2019 – ASCE SoCo BWS Presentation
  - Nov 2019 – Cold Weather Concrete Seminar
- Western Market
  - June 2019 – Delta County Middle School Meet & Tour
Task Forces are across the state

<table>
<thead>
<tr>
<th>BWS Task Force</th>
<th>ICF</th>
<th>Pre-Planning Leads</th>
<th>Schools (&amp; Churches)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Committee</td>
<td>Leader: Darrin Borgschatz&lt;br&gt;Coord: Emma Dolan</td>
<td>Leader: Ken Hall&lt;br&gt;Coord: JT Mesite</td>
<td>Leader: Tom Cummings&lt;br&gt;Coord: Emma Dolan</td>
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<tr>
<td><strong>Central</strong>&lt;br&gt;Chair: Terri Kelly; Tom Cummings&lt;br&gt;Coord: JT Mesite</td>
<td>Phil Dyer&lt;br&gt;Dave Gray&lt;br&gt;Dana Rotkovich</td>
<td>Ken Hall&lt;br&gt;Terri Kelly&lt;br&gt;Jenn Wiggins</td>
<td>Ken Bontrager&lt;br&gt;Tom Cummings&lt;br&gt;Kirk Johnson&lt;br&gt;Mike Smith&lt;br&gt;Tyler Reeb</td>
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<tr>
<td><strong>Southern</strong>&lt;br&gt;Chair: Darrin Borgschatz&lt;br&gt;Coord: JT Mesite</td>
<td>Darrin Borgschatz&lt;br&gt;Tod Knudsen</td>
<td>Justin Baum&lt;br&gt;Joe Griego&lt;br&gt;Daniel Mitschele&lt;br&gt;Manny Mungaray</td>
<td>Monte Monteleone</td>
</tr>
<tr>
<td><strong>Western</strong>&lt;br&gt;Chair: Scott Baumgardner&lt;br&gt;Coord: JT Mesite</td>
<td>Randy Brenner&lt;br&gt;Jeff Hess&lt;br&gt;Joe Melton</td>
<td>Scott Baumgardner&lt;br&gt;Doug Wolf</td>
<td>Doug Wolf&lt;br&gt;Holly Martin&lt;br&gt;Carly Aggson</td>
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Examples of successful events in following slides
Successful Green Schools Conference
Green Schools Conference and use of creative trade booth
Partnered with NRMCA and ICFMA for the BWS Town Hall event to expand contractor network
Technical Committee

- Partnerships with local and statewide agencies
  - Position letter to CDOT Leadership regarding disagreement with S.A.M. Interaction continues.
  - ASTM Portal specifications offered free to municipalities
  - Technical training and educational seminars
    - Developed through Market Committee input
- Remains a strong Sponsoring Group for ACI and other Programs
  - Input and vote on multiple national committees
  - Leader in several new programs
  - Continues solid working relationship with Rocky Mountain Chapter for American Concrete Institute (RMACI)
    - Certification agreement continued
    - RMACI Awards Program at CRMCA Annual Conference and highlight in “Colorado Concrete” magazine
Concrete Testing Adherence Program 2019 Data

- Currently five 5 to 9 Producers utilizing monthly and 3 Laboratories participating
  - Two (2) Government Agencies starting involvement in submittals
- ~1,800 total observations in 2019
  - 2,344 total observations in 2018
  - 1,194 total observations in 2017
  - 1,692 total observations in 2015 & 2016
- Supervisors have access to assessments that include:
  - Pictures taken during assessments
  - Email notification of assessed (testing) employee not meeting requirements
  - Power BI reporting program currently in process.
    - Anticipated roll-out in Q1 of 2020.
    - Monthly reports; no direct access

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<thead>
<tr>
<th>Adherence Question</th>
<th>Change in Observation Last 2 Years (2017-2019)</th>
</tr>
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<tbody>
<tr>
<td>Is the testing technician currently ACI Field I certified to test concrete?</td>
<td>6.2 %</td>
</tr>
<tr>
<td>Excluding preliminary check tests, was the concrete sampled in accordance with ASTM C172?</td>
<td>3.5 %</td>
</tr>
<tr>
<td>Were physical property tests completed and strength specimens molded (if required to cast) in accordance with the appropriate ASTM procedure?</td>
<td>2.2 %</td>
</tr>
<tr>
<td>Were the concrete specimens (if required to cast) stored in an initial curing environment following ASTM C31, section 10.1.2?</td>
<td>12.4 %</td>
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Concrete Testing Adherence Program

**Benefiting Members**
- Assist employee training
- Company comparisons with program average
- Specific placement information (i.e. dispatch ticket, add "I notes")
- Testing “failure” notifications and photo log of field-testing observations

**Educating Colorado**
- Develop industry training & education
- Continue to promote use of program through membership
- Assist members and industry in disputes through observation results

**Drive Change Nationally**
- *Long-term development*
  - ASTM & ACI action items to develop better procedures
  - Committee correspondence between CRMCA and ASTM/ACI
Adherence Program Modifications & Plan

• Separate program versus “CRMCA Adherence Program”
  • Ability to broaden our geographic scope and opportunities
  • Renamed program Concrete Testing Adherence Collaboration (CTAC)
  • Program copyright underway
  • Trademark logo

• Begin discussions to expand beyond Colorado
## ACI Certification Program stats

<table>
<thead>
<tr>
<th></th>
<th>2017 Actuals</th>
<th>2018 Actuals</th>
<th>2019 Actuals</th>
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<tbody>
<tr>
<td>Field 1</td>
<td>554</td>
<td>609</td>
<td>752</td>
</tr>
<tr>
<td>Strength</td>
<td>143</td>
<td>160</td>
<td>125</td>
</tr>
<tr>
<td>Aggregate 1</td>
<td>57</td>
<td>77</td>
<td>57</td>
</tr>
<tr>
<td>Aggregate 2</td>
<td>9</td>
<td>28</td>
<td>2</td>
</tr>
<tr>
<td>Aggregate Base</td>
<td>3</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Laboratory 2</td>
<td>8</td>
<td>26</td>
<td>3</td>
</tr>
<tr>
<td>Flatwork Finisher</td>
<td>16</td>
<td>51</td>
<td>79</td>
</tr>
<tr>
<td>Concrete Special Insp.</td>
<td>29</td>
<td>0</td>
<td>29</td>
</tr>
<tr>
<td>Concrete Transportation Insp.</td>
<td>0</td>
<td>13</td>
<td>2</td>
</tr>
<tr>
<td>Cement Physical Tester</td>
<td>0</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>Self-Consolidating Concrete</td>
<td>0</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>819</strong></td>
<td><strong>969</strong></td>
<td><strong>1066</strong></td>
</tr>
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*2019 includes registration total expected for scheduled December sessions*
Teaching the next generation about CONCRETE

- Interaction with professors and university curricula.
- In separate weeklong training programs, worked with CSU main campus and CSU Pueblo to train and Field 1 certification for 141 students.
Hands on training encouraging youth to not only learn more about concrete but to choose as a career.
Governmental Affairs

Ongoing integration with legislators on year-round basis

Actions through Grassroots Program

• Awards & Action Alert program, communicating directly with elected officials

Actively Support Highway Funding at Federal & State

• Alignment & Support of NSSGA/NRMCA/Transportation Construction Coalition (TCC)

• CCIC – Progress with CCA, CAPA, CSSGA, ACPA-CO/WY
  • Prop CC again failed. Continue to work towards new funding sources
CRMCA has a voice at the Capitol.
Representing CRMCA & CSSGA – Along with Lobbyist Totsy Rees, Ohlheiser was recognized for industry leadership on Senate floor by Senator Jerry Sonnenberg
April 23, 2019
Safety

- Implemented Driver of the Year, where safety is one of the key deciding factors
- RMX Hours of Service training
- Initiatives as Required
Communication

Online Media
Website and Social Media
- Revitalization of social media program, partnership with NRMCA for feeds
- Monthly Blogs
- E-News

Publications
Traditional along with New Media
- Colorado Public Works Journal
- Concrete Products
- Colorado Construction and Design Magazine – Innovations in Concrete special edition

Public Relations
Communities
- Support a Soldier
- Industry outreach tours
2020 Quarter 1 Priorities

• Legislative Session begins in January
• ACI Certifications start off strong
• Prep for Building Code changes in Denver
• Research expansion of Concrete Testing Adherence Collaboration (CTAC)
• Marketing/Promotion thru Committee Structure