



COLORADO READY MIXED CONCRETE ASSOCIATION

# **2020 Annual Conference Business Update**

**Cole Jacobs  
Martin Marietta**

**Strength  
in Numbers**

# CRMCA's Direction Remains Focused



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# Safety

## Implemented Driver of the Year

- Safety is one of the key deciding factors

## Initiatives on a case-by-case basis

- Member input

## Training, Training, Training...

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# Training – Educational Webinars

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

- **A Mine Engineer’s Primer to Automated Hauling Systems and Market Update.** Greg Lewicki & Associates.
- **Capital Equipment: Financing & Tax Strategies Plus Tips for Accessing Gov’t Subsidies.** Alliance Leasing.
- **Challenges to Maintaining Due Process through Virtual Litigation.** Jackson Kelly, PLLC.
- **Construction Best Practices to Prevent Soft Tissue Injuries.** Colorado Safety Association.
- **COVID-19 Regulatory Update – April/May Edition.** Jackson Kelly, PLLC.
- **Environmental Acoustics 101 – Stone, Sand and Gravel Operations.** Behrens and Associates – Environmental Noise Control
- **IS IT SAFE TO ASSUME? State Assumption of Clean Water Act Section 404 Program Authority.** Otis & Bedingfield, LLC.
- **Making Sense of OSHA/MSHA COVID-19 Guidance.** Law Office of Adele L. Abrams.
- **Please Return to Your Home: Managing Mining and Business Activities Under Shifting Agency Guidelines.** Jackson Kelly, PLLC.
- **Safer at Home – Ergonomics in Home Offices.** Chubb Global Risk Advisors.
- **Silica Train-the-Trainer.** Colorado Safety Association.
- **Unraveling The Mystery Of Weight Laws.** Transwest Trucks.
- **Updates in Colorado Employment Law.** Fisher & Phillips LLP.

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# Governmental Affairs

- Ongoing integration with legislators on year-round basis
  - Active interaction with strong NRMCA influence
- 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)
  - CIC-527 – Progress with CCA, CAPA, CSSGA, ACPA-CO/WY

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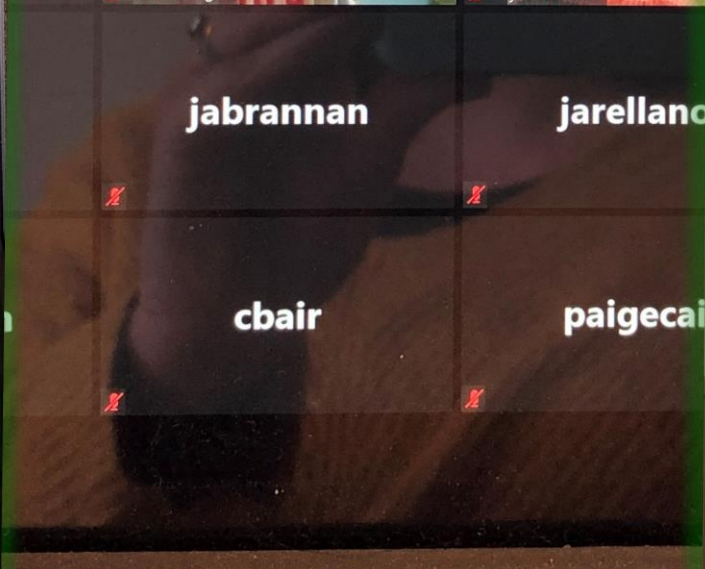
## Candidate Forums

The meetings provided an opportunity to hear from elected officials and candidates about their views and opinions as they pertain to the infrastructure construction industry in Colorado.

- **Sen. Cory Gardner**
- **Rep. Jason Crow**
- **Lauren Boebert (CD-3)**
- **Steve House (CD-6)**

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# Technical Committee

## Partnerships with local and state-wide agencies

Position letter to CDOT Leadership regarding S.A.M. Interaction continues.

## Technical training and educational seminars

Developed through Market Committee input

CRMCA Online Concrete Procedures Video Series for ACI certification preparation

## 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 Social media

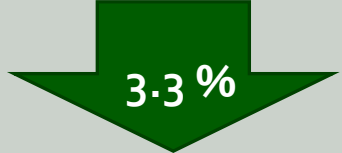
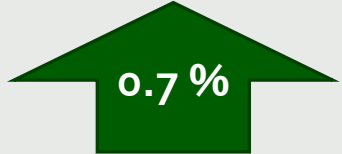
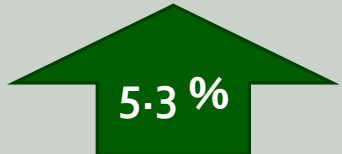
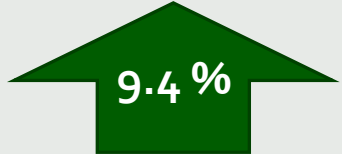
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# Concrete Testing Adherence Program 2020 Data

- Currently 12 Producers and Laboratories utilizing Monthly Reports
- 6 Producers and 1 Laboratory participating (submitting Observations) in 2020
  - Two (2) Government Agencies planning involvement
- ~1,600 expected total observations in 2020
  - 1,682 total observations in 2019
  - 2,344 total observations in 2018
  - 1,194 total observations in 2017
- Supervisors have access to assessments that include:
  - Pictures can be taken during observation
  - Email notification of observed (testing) employee not meeting requirements
  - Power BI reporting program currently in process.
    - Monthly reports; no direct access

Adherence Question	Change in Observation Last 2 Years (2018-2019)
Is the testing technician currently ACI Field I certified to test concrete?	 3.3 %
Excluding preliminary check tests, was the concrete sampled in accordance with ASTM C172?	 0.7 %
Were physical property tests completed and strength specimens molded (if required to cast) in accordance with the appropriate ASTM procedure?	 5.3 %
Were the concrete specimens (if required to cast) stored in an initial curing environment following ASTM C31, section 10.1.2?	 9.4 %

# 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*

### - **Partner with NRMCA**

ASTM & ACI action items to develop better procedures

- Committee correspondence between CRMCA and ASTM/ACI

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# CONCRETE TESTING ADHERENCE COLLABORATION

## Adherence Program Modifications & Plan

- Separated program in late 2019 versus “CRMCA Adherence Program”
- Ability to broaden our geographic scope and opportunities
- Renamed program Concrete Testing Adherence Collaboration (CTAC)
- Copyright and Trademark of logo
- Adaption to national program, adding significant energy and impact to the program.

TM

# ACI Certification Program Stats



American Concrete Institute  
*Always advancing*

	2018 Actuals	2019 Actuals	2020 <u>Estimate</u>
Field 1	609	679	557
Strength	160	128	170
Aggregate 1	77	57	62
Aggregate 2	28	2	17
Aggregate Base	5	3	2
Laboratory 2	26	3	10
Flatwork Finisher	51	79	28
Concrete Special Insp.	0	29	4
Concrete Transportation Insp.	13	2	12
Cement Physical Tester	0	8	0
Self-Consolidating Concrete	0	7	2
<b>TOTAL</b>	<b>969</b>	<b>997</b>	<b>864</b>

*\*2020 includes registration total expected for remaining scheduled sessions*

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# 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.

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Hands on training thru CSU encouraging youth to not only learn more about concrete but choose as a career.



Marketing efforts focused primarily on:



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.**

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# Build with Strength Colorado thru 2020

- In 2020 Build with Strength Colorado aligned all regional Market groups for a unified approach to promote concrete as the premiere building material across the state.
- In an unprecedented year BWS Colorado worked to adjust to the needs of the state including more virtual presentations, educational material and online industry interactions.

## Events

- Conducted Lunch & Learns across Colorado
  - 4240 Architects, LLC.
  - CU Denver CEM Program Candidates
- Created a Build with Strength landing page for the CRMCA website.
- Completed a local case study for the Delta School ICF project.
- Attended the groundbreaking ceremony for the Trailhead Townhomes Community – an ICF project with Habitat for Humanity.
- Sponsored Denver Metro Chamber Meeting
- Attended AIA Colorado Annual Conference Design + Build
- Habitat for Humanity RESTORE building determined to be constructed in ICF.

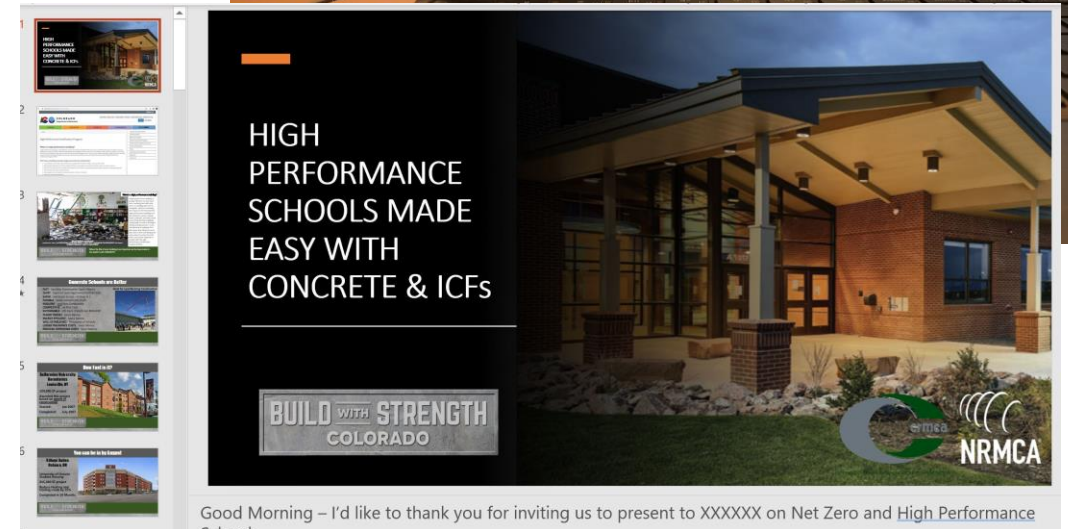
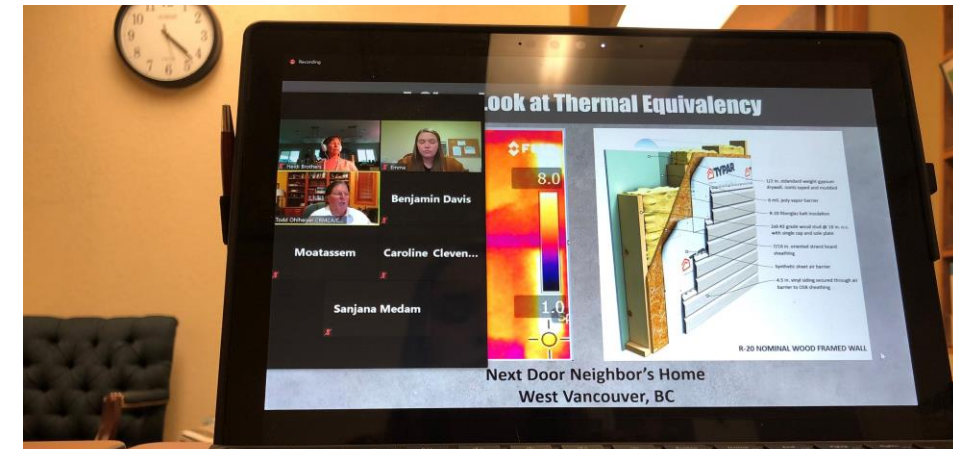
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# Trailhead Townhomes Groundbreaking



# Virtual Presentations



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# Delta School Case Study



## CONCRETE CASE STUDY: INNOVATION

### DELTA MIDDLE SCHOOL

**Delta, Colorado**  
**Project Type:** School Addition  
**Project Location:** 910 Grand Ave, Delta, CO 81416  
**Awards:** Qualified for Colorado's BEST Grant  
**Architect:** Reilly Johnson Architects  
**Method:** ICF Framing System

### CONCRETE IS SETTING COLORADO SCHOOLS UP FOR SUCCESS

When renovations were needed to keep Delta Middle School on the cutting edge of innovation and design, architects turned to **Insulated Concrete Forms (ICFs)** to make some big additions possible, including six new classrooms, a media/library, kitchen and cafeteria, conference room, and new administrative offices. **The enhancements earned them the Building Schools Today (BEST) grant.** Here's how they got there.

#### Innovative Concrete Structure.

ICF walls were stacked and poured up to 31' 6" tall, supporting steel framing and decking. The large use of concrete provided safety, noise reduction, durability and sustainability, as well as a faster construction schedule and increased energy efficiency.

#### Unique Design Features.

The concrete design goes above and beyond ordinary specifications to highlight long spans, transfer levels, shallow floor-to-floor layout, lateral systems, bearing walls, LEED certification, superior insulation, energy conservation and a green roof.

#### The Best of the Best.

The renovations for Delta Middle School have it all – from unparalleled safety and strength for students and educational staff to beautiful architectural design, to lower maintenance costs and greater savings on energy expenses. No wonder it qualified as the BEST in Colorado.

A Coalition of the National Ready Mixed Concrete Association | [BuildWithStrength.com](http://BuildWithStrength.com)

# BWS Landing Page



## Design Center



Free concrete project design and technical assistance is available through the National Ready Mixed Concrete Association's (NRMCA) Design Center.

The Design Center can assist you in choosing the right concrete solution for a wide variety of projects, from multi-family residential to use in industrial and health care facilities.

NRMCA's expert team of engineers and architects are available to help you select the most appropriate concrete systems, including:

- Concrete frame and post-tension flat plate systems
- Tied slab systems

## We are concrete strong.

The Colorado Build With Strength's 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. No other material can replicate concrete's advantages in terms of strength, durability, safety and ease of use.



## Design Center

## Education

## Case Studies

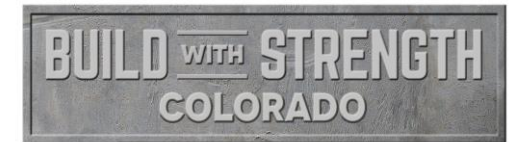
## ConcreteTracker

**ConcreteTracker** is a collection of concrete building and paving case studies assembled by the National Ready Mixed Concrete Association. Building owners, developers, architects, engineers and others interested in seeing a concrete building near them can search the map and get information about concrete building or paving projects in their area.

**Can't find a project in your neighborhood?** There are literally millions of concrete building and paving projects all over the U.S., just because there isn't a pin on the map doesn't mean there isn't one close by. NRMCA's Concrete Design Center can help you find concrete projects in your area or if you have a concrete project you want to include on the map, contact Laurel Loring at [Lloring@nrmca.org](mailto:Lloring@nrmca.org) or (801) 622-7995.

## Get Involved

## Build With Strength



## We are concrete strong.

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Projects like Green Schools Conference to be continued.....





# Green Schools Conference and use of creative trade booth





# 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 Solider
- Industry outreach tours

# 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

# Management Cycle & Renewal Process

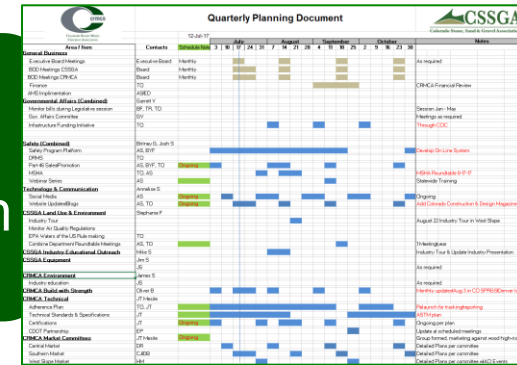


Strategy,  
Performance  
Planning



Process Renewal

Performance  
Tracking/Execution



## With Business Cycle

**CRMCA/CSSGA Employee Appraisal**

Name: Annelle Shepherd Date of Review: 2/10/2019

Job Title: Communications & Administrative Coordinator Department:

Date Appointed to this Position: 5/1/2018 Review Period: 2018

Manager's Name and Title: Todd Chibwe, Executive Director

**Section I—Major Areas of Responsibility**

**Major Areas of Responsibility/Goals—** These typically relate to the major activities that you perform on your job and/or the goals that have been established by your manager and discussed with you. This is also an opportunity to describe noteworthy accomplishments.

Primary Performance Expectations/Responsibilities/Goals	Notes/Comments on Achievements & Areas for Improvement	Outstanding Above Expectations Below Expectations Needs Improvement
Enhance confidence in public speaking	Attended monthly Toast Masters meetings - Skyline Club (1st Monday 6:30 pm) through June 2018. <b>Did not attend Toast Masters, but spoke to 100+ at the Annual Conference - considering that a success!</b>	
Plan and execute successful first safety awards luncheon and training. Plan successful execution of joint association functions.	Safety luncheon was not successful. Reworking awards program to 2019. <b>All events last year (CSSGA Networking and CRMCA Conferences) were great successes</b>	
Increase/Maintain Sponsorship at Networking Events	Sponsorships were at record rates in 2018 and I found creative ways to acknowledge sponsors (e.g. Milestones during award, sponsor banners, etc.)	
Improve member communication and industry knowledge	Website benchmark and social media survey out to membership in Q1 2018. <b>Consider basic industry courses - not done, do not see as necessary</b>	

**Performance Ratings portion to be completed after initial meeting with manager.**

Outstanding - Consistently far exceeds expectations.

Above Expectations - Consistently meets and frequently exceeds expectations.

Meets Expectations - Consistently meets and occasionally exceeds expectations.

Below Expectations - Occasionally fails to meet expectations.

Needs Improvement - Frequently fails to meet expectations.

Performance  
Review

Performance  
Assessment, G&O

**SMART Goal (Specific, Measurable, Attainable, Realistic, Timely)**

**Enhance confidence in public speaking**

**Manage Association Wide Social Media Initiative**

**Plan and successful execution of joint association functions.**

**Manage Development of P-46 LMS**

**How we know it was achieved**

Give at least 3 presentations or facilitate meetings/events with various audiences over the course of the year.

CRMCA and CSSGA social media platforms (Facebook, LinkedIn, Twitter) developed and launched by mid-year.

Monitored by member feedback in post-event surveys.

LMS launched by end of 2016.

**Appendix for Performance Review Guidelines for Appraisal**  
(Adopted 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 in order 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 in order to best meet changing organizational needs.

**II. Performance Competencies—Skills and Behaviors** (This is how you do it)

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**



# 2021 Budget Overview

Year End forecast at +\$26,000 vs  
-\$4,000 budget

2020

2021

Would have similar year overall

- Normalized spending on Committees
- ACI Revenue and Expenses at 2020 Budget levels
- Events Budgeted to break even

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## Colorado Ready Mixed Concrete Association

	2021 Budget
<b>Income</b>	
4000 Dues Revenue	315,000.00
4050 Program Revenue	94,000.00
4300 Certification Program Revenue	374,000.00
<b>Total Income</b>	<b>\$ 783,000.00</b>
<b>Gross Profit</b>	<b>\$ 783,000.00</b>
<b>Expenses</b>	
5100 Meeting/Events Expense	94,000.00
5200 Committee Meetings	44,000.00
5300 Certifications Expenses	225,000.00
5500 Lobby/527 Contributions	32,000.00
5600 Professional/Legal Fees	1,000.00
6010 Accounting	32,300.00
6040 Business Meetings	8,200.00
6100 Information Technology	17,000.00
6150 Insurance Expenses	4,500.00
6175 Membership/Sponsorship/Donation	12,000.00
6200 Office Expenses	41,000.00
6300 Personnel Expenses	270,000.00
6615 Promo CRMCA	1,000.00
<b>Total Expenses</b>	<b>\$ 782,000.00</b>
<b>Net Operating Income</b>	<b>\$ 1,000.00</b>
<b>Other Income</b>	
7000 Other Income	0.00
<b>Total Other Income</b>	<b>\$ 0.00</b>
<b>Other Expenses</b>	
8000 Depreciation Expense	0.00
<b>Total Other Expenses</b>	<b>\$ 0.00</b>
<b>Net Other Income</b>	<b>\$ 0.00</b>
<b>Net Income</b>	<b>\$ 1,000.00</b>

2021 YE Cash Forecast w/Budget = 6 Month Reserve.

**2021  
Budget**

## 2021 Quarter 1 Priorities



Legislative Session begins in January, although not yet determined how



ACI Certifications start off strong with restrictions in place



Prep for BWS plan in Denver



Successful expansion of Concrete Testing Adherence Collaboration (CTAC)



Marketing/Promotion thru Committee Structure

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