

Strategic Planning Report for the Arizona Rock Products Association

Background

ARPA held a strategic planning session Wednesday, March 26, 2008 at the Phoenix Airport Marriott in Phoenix, AZ. Those in attendance were:

Larry Walker, ARPA Chairman
Advanced Mineral Recovery

Ronald Miller
Ft. McDowell Yavapi Materials

John Fowler
Arizona Materials

David Richards
Granite Construction Company

Dick Hrubes
Arizona Materials

Pat Kuehner
Hanson Aggregates

Craig Starkey
Arizona Portland Cement Company

Manny Nappa
iMix

Russell Bowers
Arizona Rock Products Association

C.R. Herro
LaFarge North America

Steve Trussell
Arizona Rock Products Association

Maury Tanner
M. R. Tanner Mining

Eric Mears
Brown and Caldwell

Bruce Dyer
Salt River Materials Group

Rob Cutter
Cemex

Pete Kuehner
Salt River Materials Group

Michael Smith
CPC Southwest Materials Inc.

Mark Reardon
Vulcan Materials Group

Lee Hulbert
FNF Construction, Inc.

Rick Vickery
Vulcan Materials Group

Doug Augeri
Cemex

Purpose

The objective for this session was to create a strategic plan for ARPA that would:

- a. Clarify the mission for the organization
- b. Identify key business lines for ARPA
- c. Determine how ARPA can best serve its members and represent the industry.

Process

ARPA utilized the services of Stacy Tetschner to conduct the planning session. The group was engaged in a process and series of discussions that allowed an overview of the organization's current programs and services as well as what ARPA would be focused on in the future.

As preparation for this process, Steve Trussell and Stacy Tetschner also conducted a planning and feedback session with committee leaders of ARPA. The results were shared with the Board of Directors and included the following four recommendations to be considered during this planning session.

1. Make the following changes to the ARPA mission statement:
 - a. Replace the phrase "long term interests" with the word "sustainability".
 - b. Add an additional bullet point to specify community relations as a major program of work for ARPA.
2. Create a better structure for committees to work together and to communicate and integrate with the work of the Board.
3. Consider committees having some form of representation at the Board meetings.
4. Create a staffing plan to better support the work of the committees.

The conclusion of the committee leaders was that this one hour session provided an opportunity for better insight and collaboration on projects that had overlap among committees. At the end of the meeting committee leaders made the decision to schedule a quarterly luncheon so that they could create opportunities to update each other on the work they do and find opportunities to support programs organization wide vs. in individual silos of each committee.

Looking to the Future

In the opening discussion each of the Board members present was asked to consider the future of ARPA and the work it does and envision what they would like the industry trade press to write about ARPA in the next two years and then again in five years. The purpose was to focus on possibilities of what ARPA could accomplish with no restrictions. These individuals then had small group discussions to gain consensus within that group on agreed upon headlines. These headlines were then shared with the larger group and the results included:

TWO YEAR HEADLINES

Community Relations

ARPA Eliminates Dangerous Mine Openings
ARPA Finds Solutions and Partners to Solve Difficult Transportation Problems
ARPA Clarifies Industry's Value to the Economy
ARPA Creates Community Partnerships

Legislative

ARPA Assists Government in Creation of Regulations
ARPA, Industry, and County Agree on River Channelization Project
Rock Products Industry Breaks Ground on Channelization

Environmental

Leadership in Environmental Efforts
Industry Recognized for Producing Green Products
ARPA Leads Air Quality Improvement Efforts
ARPA Receives National Environmental Award – Other Industries Take Note

Sustainability

Sustainability Plan Lauded
Strategic Aggregates

Safety

Construction Materials Industry Recognized as a Leader in Safety

Financial/Economy

State's Economic Growth Soars as Construction Materials Industry Flourishes

FIVE YEAR HEADLINES

Aggregate/Natural Resources Management Plan
Construction Materials Industry Recognized as a Good Neighbor
Industry Secures Funds for Infrastructure (both federal & private)
Industry Flourishing
Quarry Days Attended by 500,000 Kids and Parents
Completed First Segment of River Channelization With Recycled Materials in Cooperation with Local Community
Governor Bowers Recognizes ARPA for Setting Environmental Standard

The group was able to take this envisioned future and then focus on the current mission of ARPA which is:

- The Arizona Rock Products Association
Enhances, Protects, and Preserves
the long term interests of the rock products industry through
- technical expertise,
 - safety,
 - environmental awareness, and
 - active involvement in the legislative, regulatory, and political processes.

Through a series of discussions and review of the recommendations from the committee leaders, the group revised the mission statement for ARPA to the following:

ARPA promotes and preserves the sustainability of the rock products industry through active involvement in the community, regulatory, and political processes.

Mapping Out the future

Once the mission was agreed upon the task of how ARPA would serve its members was addressed. While the group realized there are many programs and services that the organization directly provides its members (and it should continue with those), it was decided that ARPA should focus on those three business lines that it could be the best at in representing the Rock Products Industry. Those are taken directly from its mission statement and are:

1. Establishing Strong Community Relations
2. Involvement in Regulatory Processes
3. Involvement in Political Processes

It is important to note that all three business lines are framed around the idea that ARPA is best at collaboration in each of these and not solely driving them itself. These strategic business lines were then formatted into the following 5 year plan with corresponding goals/objectives for collaboration with appropriate individuals, organizations, and groups that can help advance any of these.

Arizona Rock Products Association

Strategic Plan 2008 – 2013

	Community Relations	Regulatory Processes	Political Processes
<p>MISSION:</p> <p><i>ARPA promotes and preserves the sustainability of the rock products industry through active involvement in the community, regulatory, and political processes.</i></p>	<p>Educate the community about who we are and what we do.</p> <p>Host statewide public events</p> <p>Provide internal media training for our members</p> <p>Coordinate and promote charitable giving projects</p> <p>Have representation at career day programs</p> <p>Find a meaningful funding source for community relations (i.e. check off fund)</p> <p>Message to the Community: Relate what we provide with what it takes to provide it.</p> <p>Utilize media strategies to pace pressure for changes and press support.</p>	<p>Be actively involved in establishing regulations and standards</p> <p>Educate our members on complying with regulations and standards</p> <p>Collaborate with other affected groups</p> <p>Involve our members in these processes</p>	<p>Involve our members directly in the political process</p> <p>Get more Board involvement in the political process</p> <p>Dedicate time at Board meetings for political review</p> <p>Identify and support political candidates from within our industry</p> <p>Align efforts for best return (national vs. local)</p> <p>Proactively communicate issues, etc. to the members to keep them informed and engaged</p> <p>Develop grassroots processes to contact legislators</p>

Conclusions/Next Steps

The key to achieving the goals and work set forth in this planning session will be diligent follow up and engaging the entire membership in many of the efforts related to the three major lines of business. The organization and the industry it serves are in a series of transitions. Identification and development of future volunteer leaders and champions of these programs will ensure the organization will stay true to the course it has set for itself while not being overburdened with “stuff” to do.

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