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Your Future!

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# ARPA e-News November 25, 2009

## ARPA Members and Family,

Thanksgiving offers an opportunity for reflection and gratitude. As your director, I humbly extend my appreciation for each of you and all you have done to make your Association strong and productive. Thank you for all you have assisted us in accomplishing. I am grateful for many things in my life including my family and friends and each of you fall into those two categories. While there are some things that remain challenging I am affirmed our industry and the amazing people who make up our ranks will prevail. I wish for you and your families a safe and enjoyable holiday season and look forward to seeing everyone at the ARPA Steak Fry. It promises to be our best yet, and loaded with surprises. I leave you with a quote from Theodore Roosevelt. "Let us remember that, as much has been given us, much will be expected from us, and that true homage comes from the heart as well as from the lips, and shows itself in deeds."

~Steve Trussell  
ARPA Executive Director



## ARPA Active at State Legislature



Rusty represented the Arizona Rock Products Association before the Mining Ad Hoc Committee, with Senator Sylvia Allen and Representative Russ Jones chairing the meeting.

A visual presentation was given with information about the fundamental nature of our products to the creation of the world we live in, the industry's impact on Arizona's economy, as well as a review of challenges that we and all other regulated industries face in these challenging times. The Committee was interested in what regulatory area needs to be addressed, and Rusty pointed out that while the growth of regulation has been incessant, if the profit margin is great enough, a human will attempt to keep fighting the fight. But when the margin narrows and in today's case, is flipped, yet the burden of regulation of all kinds is constant and increasing, then that burden holds down the entrepreneurial spirit and can suffocate it. The result is a slow recovery at best and company consolidation as well as a feeling of enmity with government. Neither is productive. Rusty also wanted to recognize the time that Tom Lowry has put in to the committee and feels that he is invaluable to its success.

**Happy Thanksgiving!**

**ARPA office will be closed Nov. 26 & 27 in observance of Thanksgiving.**

## Meetings/Events

### ARPA Board Meeting:

The **Executive Board (9am)** and **Board of Directors (10am)** meetings will be held on Thursday, December 17th just prior to the ARPA Holiday Steak Fry.

### ARPA Holiday Steak Fry

**Date:** December 17, 2009  
**Time:** 11am-1pm  
**Location:** ARPA office  
916 West Adams Street  
Phoenix, AZ 85007  
**RSVP:** See attached flyer.

### Southern ARPA Holiday Luncheon

**Date:** December 10, 2009  
**Time:** 11:30am  
**Location:** Old Pueblo Grille, Tucson

## ARPA Board Hears From BLM and Governor's Office

The ARPA Board of Directors held their monthly meeting on Wednesday, November 18, 2009 which afforded them the opportunity to have Jim Kenna, Bureau of Land Management (BLM) and Richard Bark, Policy Advisor to Governor Brewer, provide valuable updates on industry issues.



*Jim Kenna, BLM*

Jim Kenna shared BLM's policy regarding non-competitive mineral leases. He spoke about the Restoration Design Energy Project in which the BLM is currently looking for candidate sites for housing renewable energy projects. The BLM feels the rock products industry would be a good partner for this project in offering candidate sites. He also discussed how BLM will handle split estate situations when the owner owns the surface and the BLM owns the mineral rights. Jim explained that the BLM would normally not go competitive without the owner's consent. He also addressed the concerns of the membership in regards to Resource Management Plans (RMP) and encouraged the input and support of the rock products industry on future plans and are currently accepting comments for the Lower Sonoran RMP.



*Richard Bark,  
Policy Advisor to  
Governor Brewer*

Richard Bark discussed the current budget, the legislature and upcoming challenges including agency fee increases, education cuts, push for general permitting, Pinal County non-attainment and his support of ARPA's legislative agenda.

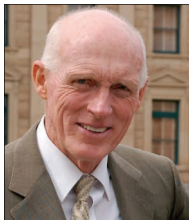
## Deputy Director, Patrick Cunningham Leaving ADEQ

Patrick Cunningham, who is currently the Deputy Director for the Arizona Department of Environmental Quality (ADEQ), will be leaving the department in January 2010. He will then direct the Criminal Division of the US Attorney's Office which will be official when he leaves ADEQ on January 4th.



## ARPA Advises Legislative Decision Making

We are pleased to have Senator Allen's attention on the issue of fees and other demands. Steve and I spoke to the dangers of authority being given in crisis and remaining after. In our case it is unfettered fee authority. Our suggestion was placeholder language with a cap on any increase of 10 % a year with a three (or less) year sunset with some type of bona fide trigger on the fee. Also, an advisory committee to oversee how the agencies act and the impacts on the companies and the economy. With that in the bill we can then communicate with our members and get the lowdown, up-down, or the same before the bill gets away. Even more important was the conversation on trust and efficiency. We will have a consultant prepare a permit, put his engineer's stamp on it, then submit it to an agency who has another engineer put his stamp on it. We



suggested that the first be responsible when it's stamped! The agency looks to administrative requirement and when done then its done; no double dollar demand for consultants. Agencies will question motives, but the stamp has associated meaning that needs to be recognized. It was a good conversation and Sylvia is a dynamo!

*~Rusty Bowers, ARPA Government Relations Director*

**Helps sustain the Arizona Rock Products Industry, refer a new member today!**

Contact Laura Post at 602-271-0346 or [laura@azrockproducts.org](mailto:laura@azrockproducts.org) to apply for membership.

## **Tim Bee, Southern AZ Director for Governor Brewer and Steve Christy, ADOT Transportation Board, Visit Southern ARPA**



*Tim Bee, Southern  
AZ Director for  
Governor Brewer*

On Wednesday, November 11, 2009 the Southern ARPA Committee held their monthly meeting at Granite Construction in Tucson. Tim Bee who is the Southern Arizona Director for Governor Jan Brewer presented an update on the challenges associated with the State Budget. He gave a very comprehensive outline of the Revenue and Cost structure Arizona legislators are dealing with as well as an update on how the Governor plans to deal with the State Deficit.



*Steve Christy, ADOT  
Transportation Board*

Steve Christy, ADOT Transportation Board, was also a guest at the meeting. He shared his personal history as a native Tusconan and growing up in the automobile industry in Tucson. Steve values the support of organizations such as ARPA and the need to be engaged in issues affecting our industry. Steve re-capped the proceedings at the latest ADOT Transportation Board meeting in which a member of the Board from rural Arizona successfully had a \$55M project on I-10, widening the interstate from SR87 to I-8, removed from the ADOT construction schedule because the board member felt a disproportionate amount of funding was being programmed to benefit the major metropolitan areas of Phoenix and Tucson. Steve stated that he is lobbying the Southern Arizona Leadership Council and the Chamber of Commerce to have the project reinstated at the next ADOT Transportation Board meeting and then addressed questions from the committee. Special thanks to Bill Mackey of Granite Construction for this report.

### **State Budget Deficit Forces ADOT Staff Layoff**

Because of the ongoing and deepening State of Arizona fiscal deficit, the Arizona Department of Transportation is forced to implement a series of layoffs as part of its roadmap to reduce expenses and balance a budget ravaged by declining transportation revenue and legislative transfers.

On June 3, ADOT Director John Halikowski sent a letter to the Arizona Legislature that was read on the floor of the House of Representatives warning lawmakers of a "perfect storm" created by the state's plan to use transportation dollars to pay for other state needs at a time when less money coming in from fuel taxes and vehicle sales has meant a big drop in transportation revenue.

With state transportation funding depleted by \$500 million in fund transfers and continued declines in transportation revenues, ADOT last month announced its budget roadmap for fiscal year 2010 to address a \$100 million shortfall through steps that include the temporary closure of most highway rest areas, a plan to shutter a dozen Motor Vehicle Division offices, and a reduction in roadway maintenance.

This week 90 ADOT staff members were notified that they were the first to be laid off. The staff who are being forced to depart are primarily in MVD customer service roles—the very professionals who last year kept office visit times to a statewide average of 23 minutes for 4 million customers.

Additional layoffs, following a review by the Arizona Department of Administration, will occur before the end of 2009 as part of ADOT's published budget roadmap. The layoff plan is expected to save \$6 million annually. Spurred by the state's \$2 billion budget deficit, these layoffs are separate from future legislative cuts that may attempt to balance the state budget.

# Member News

## Habitat for Humanity Project Earns LEED Platinum Award



*Roger Smith (center-left) and Scott Palmer (center-right) of Salt River Materials Group proudly accepted the LEED Platinum award from the USGBC.*

Salt River Materials Group partnered with Habitat for Humanity® with the support of additional ARPA members to build the first concrete Net-Zero Energy home in central Arizona. This unique home was honored with the highest LEED for Homes certification level on November 10th by U.S. Green Building Council (USGBC) President and CEO Rick Fedrizzi prior to the kickoff for Greenbuild 2009 in Phoenix.

The project exceeded the 80 point requirement for platinum with a project score of 114.5 on the LEED certification. The new home for a low income family was built in 12 weeks and is expected to produce more energy than it consumes. Scott Palmer, Salt River Materials Group, stated that “not only have we developed a high-performance home that will exceed the stringent regulations set forth in the current Energy Bill for new home construction, but more importantly, we have provided a very high quality and beautiful home for a deserving family.”

The home was constructed using insulating concrete forms, a specially designed roof system with low solar reflecting concrete roofing tiles and a building integrated photovoltaic solar roof system.



## ARPA Members Participate in Rock Products Film



*Sara Cook, Lafarge NA*

ARPA Member, Brown and Caldwell has taken the director's chair for the rock products industry video. This was evident by their presence at the ARPA office during the week of November 16-20 to shoot valuable footage for the film. Scott Hughes of CalPortland, Sara Cook of Lafarge NA and Manny Mungaray of Salt River Materials Group were among those who participated in the filming.

The objective of the video is to educate the community about the rock Products industry.

The ARPA Community Relations committee, guided by ARPA's strategic plan, developed the idea of the video as a proactive way to promote the Industry. Once completed, the film will also be a great educational tool to provide to legislators and other state officials. An additional video is also being made for the Rock Products Industry display that will be seen at the Arizona Mines and Minerals Museum in the near future.



*Manny Mungaray  
Salt River Materials Group*

## DID YOU KNOW?

**In the past five years, more than 11,000 people have been injured and more than 80 people have been killed in work zone crashes.**

- **85% of those killed in work zones are drivers or passengers.**
- **Work zone fatalities occur every 7 hours—3 per day.**
- **Work zone injuries occur every 15 minutes—43 per day.**

# Expand Your Mine

## Counterbalance Apathy to Increase Productivity by Linda Tennant

Are you or your people apathetic? We might be a bit insulted by the question yet, like the law of gravity, apathy is a natural part of life. We define apathy as **"A natural human instinct, common to us all, that consistently encourages us to seek a comfort zone in which nothing ever changes."**\* Perhaps, the question we should ask is how, not if, apathy is affecting us.

**Symptoms & Dangers of Apathy:** Have you experienced or seen these symptoms of apathy? Take a minute to check off any that apply right now.

Burnout, Stagnation or Low Morale       Indecision       Lack of Creativity  
 Lack of Motivation       Lack of Productivity       Resistance to Change       Lack of Urgency

These symptoms cause many problems within an organization and negatively affect the bottom line and company culture. Like gravity, apathy cannot be eliminated – it is a natural tendency. It is natural to seek a comfort zone. Without proactive leadership, an organization will be weighed down with many issues that are a result of apathy. Counterbalancing apathy is perhaps the single most important thing leaders can do with their people and themselves.

Don't take for granted these symptoms are normal - even that thought reflects apathy! Realize there is a common cause for the symptoms – this will save you from wasting time addressing symptoms rather than the root cause.

### **Steps to Counteract Apathy**

**Establish & Communicate Clear Vision & Purpose:** This is not just a 'fluff' exercise. Have you seen how strong our motivation is when we have a clear purpose or reason to work out consistently such as wanting to look good for a class reunion or fit into a piece of clothing? Without vision or purpose, working out just becomes a chore that we avoid.

**Include Your People** in setting specific goals toward the vision & help them know the benefits to them personally in achieving the goals.

**Know What Motivates Each Employee** – it's not just money and it's likely not the same thing that motivates you.

**Develop Yourself & Your People:** People, like organizations, are either growing or declining. People who are growing are stimulated, more creative and better able to take on new things, and make better decisions. When you and your people expand, the organization expands.

Developing people shouldn't be done haphazardly. Create a cohesive development plan for each person that fully involves the organization's vision and takes into account each person's specific growth needs. Be sure to note upfront how the effectiveness of the development will be measured.

### **Challenge Your People**

Do you think it's possible to balance eleven nails at once on the head of one nail sticking out of a board without using outside supports? It sounds impossible, doesn't it? In fact, it is possible and we teach people to do this in a matter of minutes to show what can be done with a little information and teamwork. Challenge your people to do the impossible.

Like gravity, our resistance to apathy is something ongoing, and something a leader should not ignore. Becoming aware of apathy and taking prudent action will always pay big dividends. Your people and customers will thank you for it!

\* From the book, "The Tripping Point in Leadership – Overcoming Organizational Apathy," by David Byrd. Contact us for a free copy with included analysis.

Linda Tennant is president of Attainment, Inc., a 20 year franchise of Leadership Management International (LMI). Using a proven Behavior Change Process with verifiable ROI, Attainment facilitates leaders in improving Leadership, Productivity, Communication, Team building, Coaching and Sales. Visit [www.AttainmentInc.com](http://www.AttainmentInc.com) or call 602-615-4163.