ARPA Strategy Session

14 December 2022

HALEY ALDRICH

Deliverable Outline

Overarching Strategy Deployment Summary (SDS) • ARPA's overarching plan	Slide 3

SDS Implementation Guidance	Slides 4 & 5

A1 through A5 SDS • SDS for each of the Top 5 issues identified for 2023 • SDS attachment – photos of session work (detailed)	Slides 6 - 14

B1 – Emerging Issues – Ideas for ARPA response • Summary from session input	Slide 15

C1 – Meetings & Events • Meetings & Events – survey results & ideas for optimization	Slides 16 - 18

Developed By – Bethany Brooks (H&A), Eric Mears (H&A/ARPA), Steve Trussell (ARPA)

Last Updated: 12/13/22

1. What is our challenge and what are we trying to achieve?

Arizona Rock Products Association (ARPA) is looking to develop its 5-year strategy (2023 through 2027) in support of the organization's mission to promote and preserve the safe production and sustainability of the rock products industry through active involvement in the community, regulatory, and political processes. A strategy planning workshop was held on 14 December 2022 and attended by members of the board. The objective of the session was to:

- Develop a 5-year strategy
  - Align together on the most important issues to focus on (proactive needs for the industry)
  - Develop supporting goals to achieve this strategy
- Identify opportunities to continue to optimize the delivery of ARPA's mission to its members (emerging issues, ARPA meetings/events)

2. Reflection – Past Performance & Current State

ARPA's last strategy session was in 2018. The Board identified priority focus areas at that time – shown to the right.

Prior to the 2022 session, ARPA surveyed its membership to understand how these priorities may have shifted and where membership was looking for ARPA to focus its resources to support the industry.

2018 Priority Issues
1. Project funding
2. Regulatory
3. Community relations
4. Workforce
5. Land issues

Survey Data – Nov 2022

Priority issues for 2023 (w/survey data):

	High	Medium	Low	Score	Ranking
Water Supply – availability for operations & development	57	19	1	266	1
Workforce Development & Training	50	25	2	250	2
Strategies to tackle opportunities – Infrastructure funding and ADOT funds	49	23	3	242	3
Political strategies	49	23	2	242	4
Aggregate Permitting & Supplies – entitlement processes and land issues (combined topic)	45	29	1	238	5
Regulatory	42	30	5	228	6
Community relations/education	22	42	7	172	7
Details and specifications (material specific)	19	33	15	142	8
Sustainability & resiliency - opportunities, env justice	12	40	17	128	9
Increasing diversity in our leadership	9	27	30	90	10

Emerging Issues identified in the survey:

Economic downturn (inflation, recession, etc.)	Fuel alternative & sustainability initiatives
Supply chain/supplies costs/fuel costs	Decarbonization/Buy clean
Balanced Mix Design for Asphalt	Prop 400
Permitting and regulatory issues for engineer/consultants	ASLD leasing and response times

ARPA organizational performance:

Value received overall from ARPA	
5 – highest value	71%
4	23%
3	5%
2	0%
1 – least value (producer)	1%*

* - suspected error in survey

Do you feel that technical, political, regulatory and social issues affecting the industry are well understood by ARPA?	
Yes	79
No	1

Survey Data Continued – Nov 2022

ARPA Events Ranking	% of total votes
The ARPA Annual Convention	18%
Legislative Meetings and Functions	14%
12 Association Committees	14%
Educational Tours	9%
Conferences and Trainings	8%
ARPA Holiday Luncheon	7%
Community Relations Events/Projects	6%

ARPA Events Ranking	% of total votes
Meet the Producer (Associates)	6%
Mining Day at the Capitol	6%
Top Golf, Softball, Spring Training Game	5%
Special Issues Meetings	4%
Safety Awards Luncheon	3%
Political Fundraisers	1%

What is valuable about meetings / events?	% responses
Networking	33%
Education	20%
Marketing/Business Development	18%
Invoking positive change (best practices, etc.)	9%
Political Awareness	5%
Public Relations/Education on industry	5%
Creating opportunities for others	5%
Representation of each group in this industry	5%

3. Therefore, based on reflections on current state, we need to focus on the following critical areas (enter 3 to 5: abbreviate as goals in Box 4)

Goal	Description
A	Develop strategy plans for the top 5 priority issues
B	Reflect on emerging issues – generate ideas re: how ARPA can support
C	Identify opportunities to provide more value in events and meetings while balancing limited resources

4. Main Actions – Nov 2022

Supporting Goals		Critical Activities (4 max per goal)	Accountable/ Responsible	Start	Finish	Status
A. Strategies for Top 5 priority issues	A1	Develop a strategy plan re: Water Supply (#1) – see A1 SDS	SDS Lead	January 2023		
	A2	Develop a strategy plan re: Workforce Training & Development (#2) – see A2 SDS	SDS Lead	January 2023		
	A3	Develop a strategy plan re: Tackling Funding Opportunities (#3) – see A3 SDS	SDS Lead	January 2023		
	A4	Develop a strategy plan re: Political Strategies – see A4 SDS	SDS Lead	January 2023		
	A5	Develop a strategy plan re: Aggregate Permitting & Supplies – see A5 SDS	SDS Lead	January 2023		
B. Emerging Issues	B1	Generate ideas to monitor and/or address emerging issues – see B1 Ideas slide	Topic Lead			
C. Optimize meetings and events	C1	Generate ideas to add more value to our meetings and events; balancing this with limited ARPA resources (combine/deselect meetings?) – see C1 ideas slides	Nicole?			

5. Follow-Up/Unresolved Issues and help/support that is needed from others (e.g., things that we need to improve across the organization):

See next slide. Determine who will be accountable for managing this SDS – Steve?

User notes and links to supporting materials/metrics tracking:

Haley & Aldrich – Recommended next steps (for ARPA staff)

Review overarching SDS

- Update as needed
- Identify someone who is going to be accountable for this SDS
  - Establish regular check calls with all SDS team leads – *see next slide for check meeting guidance*
  - Hold ARPA accountable for executing its strategy

Goals A1 thru A5:

ID an SDS lead for each goal – leads will be accountable for managing & implementing the SDS

- SDS leads to:
  - Identify a team to support
    - Align with existing committees, etc. as appropriate
  - With team, review and complete SDS (January)
    - Digest survey and session results, fill gaps, adjust/add, etc.
    - Complete the action plan on the R side of SDS – who is Responsible for each task and when will we complete it by?
  - Establish regular checks on implementation progress – *see next slide for check meeting guidance*

Goals B & C:

Identify a lead to develop a plan and execute for each

- Could use an SDS or similar for plan

Haley & Aldrich – Recommendations for SDS check calls (overarching & A1 thru A5 SDS calls)

Meeting	Who Leads*	Attends	Timing	Objectives	Best Practices	
Overarching SDS SDS kick-off	Overarching SDS Lead	All ID'd as A1 through A5 SDS leads	January 2023	• Get team aligned on SDS • Address SDS gaps • Adjust as needed	• Everyone come prepared and focused • Share SDS ahead	
A1 thru A5 SDS kick-off(s)	SDS Lead	Team ID'd to support each SDS	January 2023			
Overarching SDS Check Calls	Overarching SDS Lead	All SDS leads	Quarterly (adjust as needed)	• Track Action Item (Box 4) progress • Identify hurdles and problem areas in executing plan • Ask for help & input where needed from group • Celebrate progress and successes	• Use quarterly ARPA update to bring forward organizational support needs, etc.	• Everyone come prepared and focused • Assign time limits for each person to update re: their tasks • Focus report outs on updates and needs for action items (don't review everything!) • Update Box 4 at each meeting
A1 thru A5 SDS Check Calls	SDS Lead	All those in an accountable role for items in Box 4	Monthly (adjust as needed)		• Use monthly meeting to ask for team support, get feedback, etc.	

Developed By (list all SDS contributors): Eric Mears (H&A/ARPA), Steve Trussell (ARPA)

Last Updated:

HALEY ALDRICH

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1. What is our challenge and what are we trying to achieve?

This is the hardest box to complete. Devoting time and effort here will pay dividends later (both in time spent and quality of the actions)

1. Revie...
2. Brains...

- However, …
- Therefore, we will…

Develop draft goal statement using guidance in box

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2. Reflection – Impacts to our Industry

Review survey data & brainstorm impacts

Survey Data

Quotes:

- Projects throughout the valley are being shut down or put on hold because of Arizona's current drought situation
- …low h... ...ces conservation as critical...
- I'd like ... certifications/awards for best practices in efficiency and reuse
- Highest priority issue… needs major focus moving forward if we want to have a strong water supply in the future

Review survey data – some quotes already included here

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3. Therefore, based on reflections on current state, we need to focus on the following critical areas (enter 3 to 5: abbreviate as goals in Box 4)

Goal	Description
A	
B	
C	
D	
E	

Identify and then prioritize 3 to 5 areas for ARPA to focus – remember: high impact to industry and lower difficulty (ARPA has influence)

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4. Metrics and Main Actions – we will achieve the following through our actions: *(metrics that will measure success against strategy – do not include day to day work!)*

Key Performance Indicators	#		1	2	3	4	5	6	7	8	Metric updates and status of activities (below) are for quarterly updates
	Metric (unit & lead/la...										
Last Updated: *Fill in date here*	Target										
	Current										
	Prev Year										

ID some metrics to track if team is making the right moves (e.g. are we closing gaps in understanding?)

Supporting Goals		Critical Activities *(4 max per goal)*	Accountable/ Responsible	Metric Impacted (#)	Start	Finish	Status
A. Fill in supporting goal here from Box 3	A1						
	A2						
	A3						
	A4						
B.	B1						
	B2						
	B3						
	B4						
C.	C1						
	C2						
	C3						
	C4						

ID activities re: your focus areas in Box 3 — Ideas from session included to the right

Water Supply

Mark Michaels Presentation on Issues in Majors Week

Promote use of Recycling water.

Concrete Change specs allow water? AKA recycled water.

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5. Follow-Up/Unresolved Issues and help/support that is needed from others (e.g., things that we need to improve across the organization):

Other items?

User notes and links to supporting materials/metrics tracking:

Developed By (list all SDS contributors) – ARPA Board Members: *ID from picture (Bri!)*

Last Updated: 12/14/22

1. What is our challenge and what are we trying to achieve?

The industry is losing experienced and skilled workforce and not backfilling at a high enough rate to support the project load (current and more so in the future). Therefore, we need to have a consistent focus on improving our industry image, while being mindful of cost. We can help recruit and retain people to our industry's workforce with a focus here.

2. Reflection – Impacts to our Industry

- We need more investments in (early) education re: industry opportunities
- Invest more in community advertisements re: industry opportunities (w/AGC?)
- Limited resources to drive trucks
- Downturns impact this – cyclical nature
- More competition for workers (newer industries in AZ)
- Limited resources to operate facilities

Survey Data

Quotes:

- *Need quality training & funds to transfer institutional and industry knowledge*
- *The numbers (of young people going into trades) will not be enough to sustain growth in both workforce and customers without historical levels of immigration*
- *Need strong training & development to promote retention*
- *(There is a) barrier of entry into our industry*
- *Workforce is getting older; we need to get serious about…how to attract people to the industry*
- *Lack of a skilled/competent workforce is a compounding issue through the entire industry*
- *Need to market the opportunities in this industry*

Biggest hurdle identified – lack of consistent investment in our current and future workforce.

3. Therefore, based on reflections on current state, we need to focus on the following critical areas (enter 3 to 5: abbreviate as goals in Box 4)

Goal	Description
A	Optimize spending on recruiting/retention
B	Develop a plan to bring consistency to this effort
C	Improve the image of the mining industry as an employer
D	
E	

4. Metrics and Main Actions – we will achieve the following through our actions: *(metrics that will measure success against strategy – do not include day to day work!)*

Key Performance Indicators Last Updated: *Fill in date here*	#	1	2	3	4	5	6	7	8	Metric updates and status of activities (below) are for quarterly updates
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	Target									
	Current									
	Prev Year									

Supporting Goals		Critical Activities *(4 max per goal)*	Accountable/ Responsible	Metric Impacted (#)	Start	Finish	Status
A. Optimize spend	A1	Develop/utilize online marketing & recruiting (identify resources and share) and other lower cost options to maximize investment					
B. Consistent support for WFD&T	B1	Set a regular budget for workforce development across the industry – assess why this has been cut in the past/determine what is not working and why it's been seen as expendable. Break this myth!					
	B2	Invest in developing training programs for existing workforce – paths to promotion, resiliency to market fluctuations thru cross-training, etc.					
	B3	Invest in education: • Classroom presentations • Career fairs • Trade schools • Bus drivers					
C. Improving our Image	C1	Improve culture of work environment – and advertise this. Identify what are hurdles here and develop ideas to address or fix misconceptions.					
	C2	Develop plan to keep wages competitive for region/state. (new competitors for this work force)					
	C3	Develop other incentives – tuition reimbursements, bonus programs, etc.					
	C4	Launch a video-based campaign; use social media for younger generations – make rocks sexy!					

5. Follow-Up/Unresolved Issues and help/support that is needed from others (e.g., things that we need to improve across the organization):

Identify team to take this forward. Team to – review and complete the A3 plan, incorporating reflections from the full team and other input, as appropriate.

For details on work completed in the room, see attached slide.

Impacts to our Industry

#2 – Workforce Development & Training
Impacts to our Industry

Now (Today – 2023)

- Need more investments in (early) education re: industry oppty
- Invest more in comm. Advertise re: industry opportunities (w/AGC?)
- Limited resources to drive trucks
- Limited resources to operate facilities
- Downturns, Cyclical nature
- More competition for workers

Goal Statement

Goal Statement – Standard Structure
Impacts to our Industry

ARPA/Our industry desires... (What re: this topic to support the industry)

However,... (list top 1 to 3 problem/challenges)

- Education
- Retention
- Pay
- Culture
- Advertising

Hurdles to achieving goal

Cost · Consistency · Image · Competition · Internal · Outreach · Generational

Ideas – prioritized on impact/difficulty

Impact Difficulty Assessment

Expected impact to reaching our goal, benefit to the industry, etc.

HIGH IMPACT / LOW IMPACT

LOW DIFFICULTY — HIGH DIFFICULTY

Ability for ARPA to implement, influence, etc.

Report out to Group

Report out template

Element	Notes
Goal Statement	• Having a consistent focus on our industry image, while being mine full with cost, can help recruit and retain people to our industry's workforce.
Hurdles Identified	• Consistent investment in our future workforce.
Ideas Generated	• Work place culture. • Training • Cost Budget • Competitive wages • Education out reach

WFD Team at Work

Group Reflections

- Industry Messaging
- Capture workforce who want to immediately work out of HS.
- ✓ Elementary ✓ mid-High ✓ Secondary
- Lack connection w/ middle level education paths
- Involved in modern communication channel
- Partnering w/ Association w/ similar goals.
- Institutional Outreach
- Partner w/ corrections (ADOT)
- Learning Opportunities to Career Paths.
- National aggregate ed program
- Programs impacts lag
- Mineral museum visit for elem.
- Not "want go into mining" no one knows about mining
- Give mining an identity (that is attractive)
- What is sweet spot for recruitment?
- Recruit from other industries thru incentives (tuit. reimb)
- Trades will be hard to fill down the road
- Diverse workforce outreach
- Reimbursement for trades training
- Competitive wages across workforce

Developed By (list all SDS contributors) – ARPA Board Members: *ID from picture (Nicole!)*

Last Updated: 12/14/22

1. What is our challenge and what are we trying to achieve?

There are opportunities in the near future to access funding to support projects (ADOT, infrastructure). We need to support our partners/clients in taking advantage of these funding opportunities in an effective, strategic way. We therefore need to identify the right opportunities and projects to support and champion (with others) and identify the messaging that will set our projects apart to receive those funds (e.g., sustainability, economic impact).

2. Reflection – Impacts to our Industry

ADOT difficult to work with – causes delays/issues on projects	Will need to work w/AGC or others to improve ADOT rock products program (specs, etc.)	Visibility of ARPA on legislation is an item we need to consider	There is complacency re: past industry achievements
Potential complications to our political standing	Political partnerships can be impacted by this	Administration changes could impact these opportunities	Delays to projects due to lack of funding (e.g. sales tax)

Survey Data

Quotes:

- *We need to continue to inform the public about our industry and educate them. This will help us get the support and funding needed.*
- *(We need to) ID partners & candidates aligned with dual goals of infrastructure funding and reasonable regulation*
- *ADOT and infrastructure projects provide a lot of companies in our industry a major source of revenue, providing job opportunities and bringing economic prosperity to our state*

3. Therefore, based on reflections on current state, we need to focus on the following critical areas (enter 3 to 5: abbreviate as goals in Box 4)

Goal	Description
A	Need a strategic approach to funding
B	Maintenance of political relationships and messaging
C	Advocacy with owners and agencies
D	
E	

4. Metrics and Main Actions – we will achieve the following through our actions: *(metrics that will measure success against strategy – do not include day to day work!)*

Key Performance Indicators — Last Updated: *Fill in date here*	#	1	2	3	4	5	6	7	8	Metric updates and status of activities (below) are for quarterly updates
	Metric (unit & lead/lag)									
	Target									
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	Prev Year									

Supporting Goals		Critical Activities *(4 max per goal)*	Accountable/ Responsible	Metric Impacted (#)	Start	Finish	Status
A. Strategic Funding Approach	A1	Identify exactly where the funding could come from – know the program so we can be responsive, know where the best opportunities exist					
	A2	Create a committee or working group to partner with participants from various markets					
	A3	Create strong messaging to support funding – advertise why our projects are 'worthy'					
	A4	Develop working documents w/key topics that identify needs/opportunities to legislators (R&Ds), agencies, etc.					
B. Political relations/ messaging	B1	Prop 400 extension – work on this for Southern AZ RTA					
	B2	Focus on moderate Republicans to advocate for ARPA w/r/t their 'new tax'					
	B3	Sell quality time increase in development and tax revenues					
C. Owner/ agency advocacy	C1	Restructuring how state funding for projects are allocated (ie. greater % going to rural areas) e.g., Casa Grande Accord & give rural AZ more $$ than Maricopa/Pima Co.					

5. Follow-Up/Unresolved Issues and help/support that is needed from others (e.g., things that we need to improve across the organization):
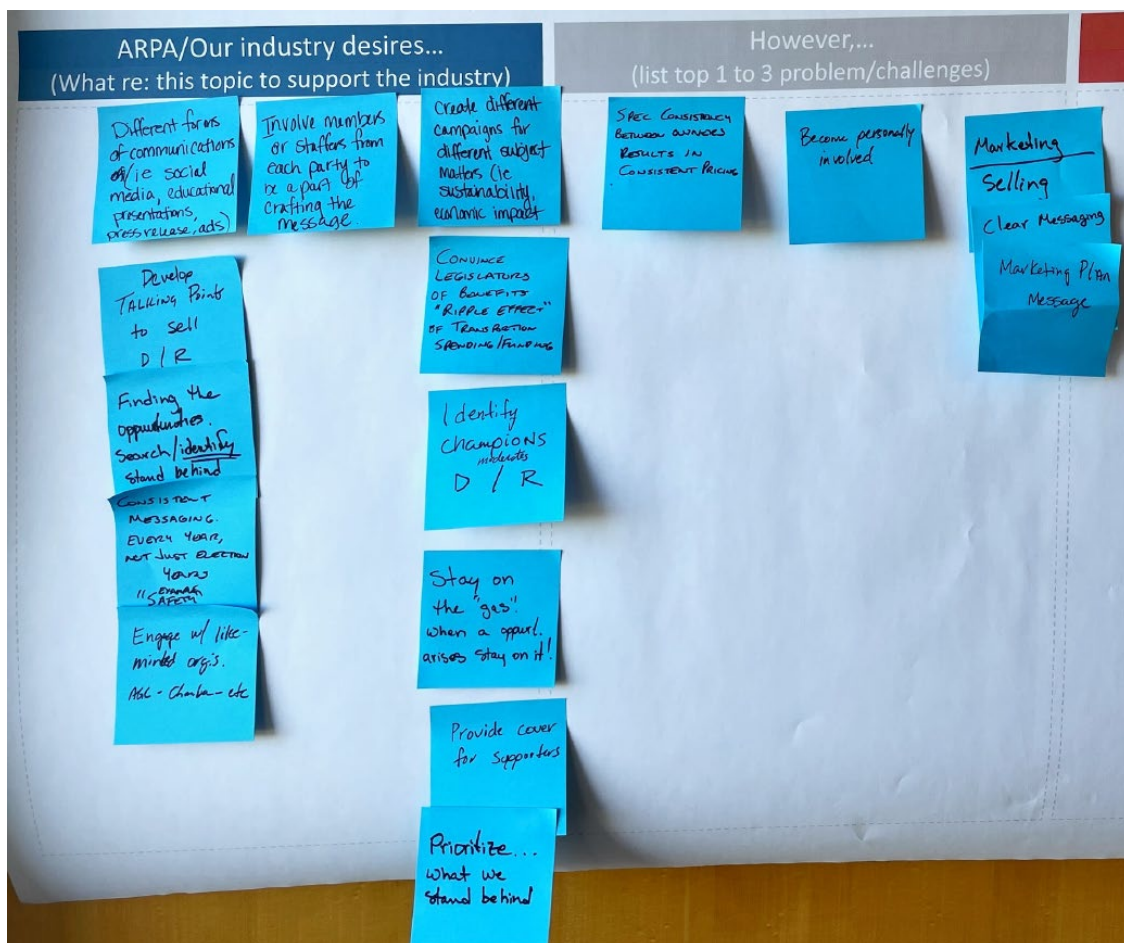
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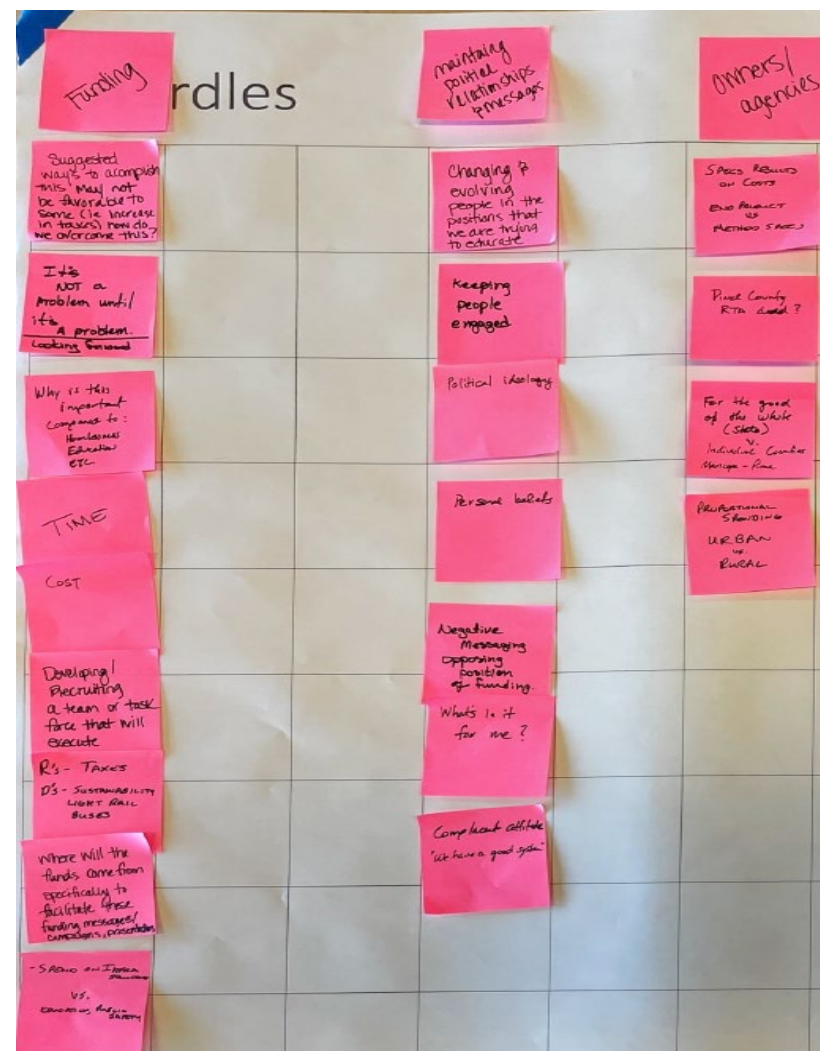For details on work completed in the room, see attached slide.
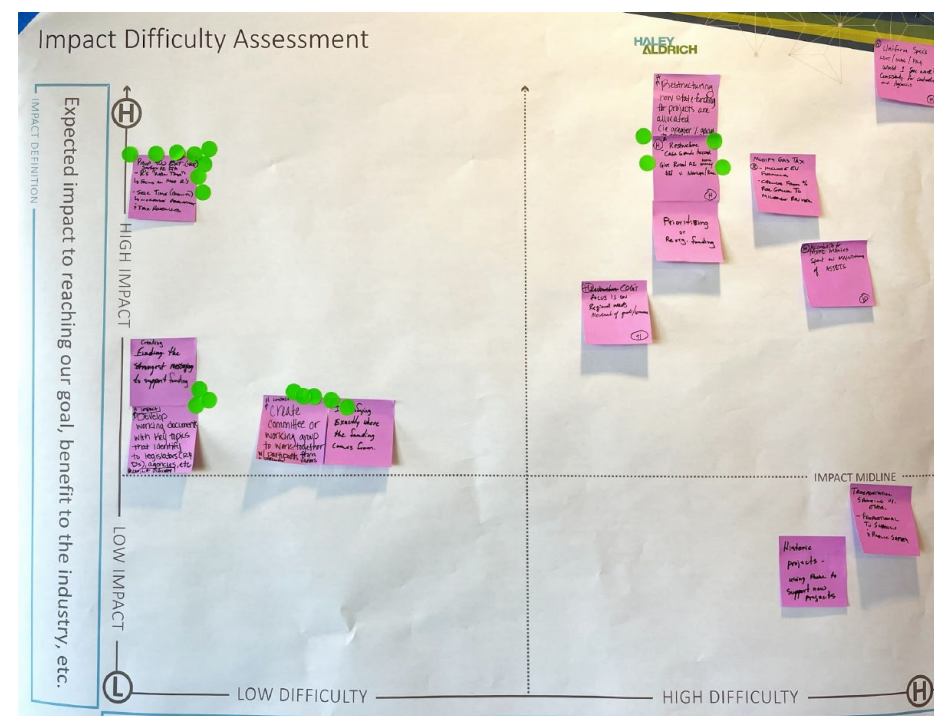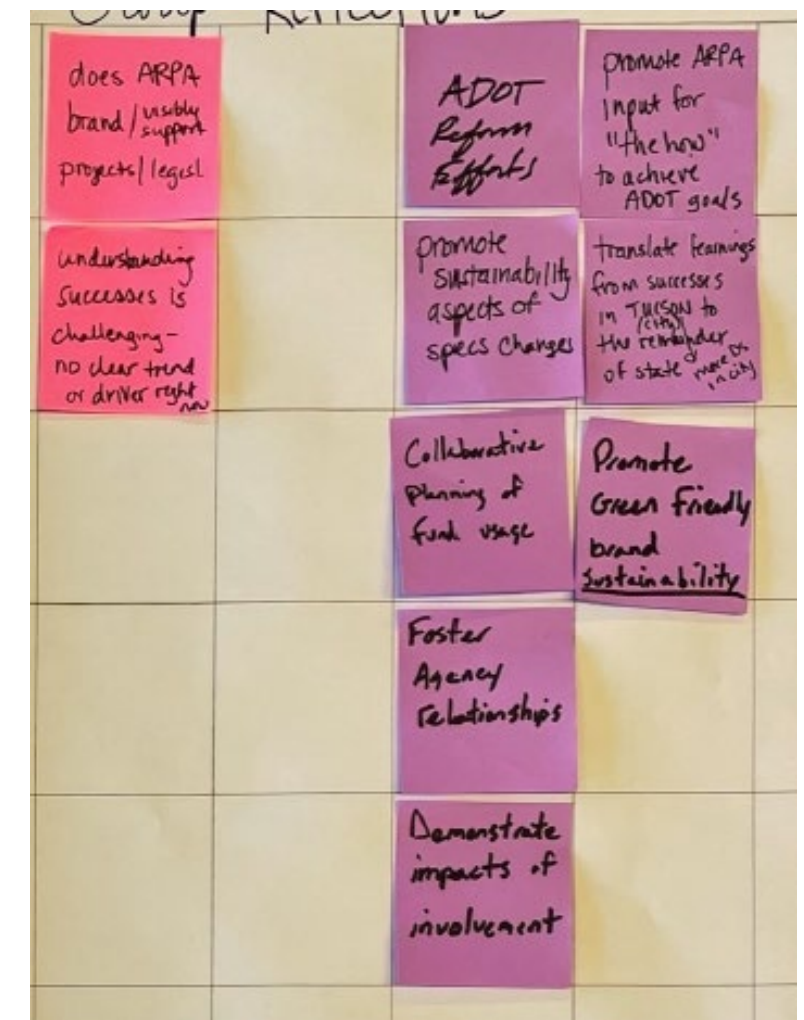
Impacts to our Industry

Now (Today – 2023)

- ADOT difficult to work with – cause delays/issues on projects
- Need to work w/AGC or others to improve ADOT rock products program (specs, etc.)
- Visibility of ARPA on legislation
- Complacency of past achievements
- Delays to projects due to lack of funding (e.g., sales tax)
- Complications to our political standing
- Administration changes
- Political Partnerships

Goal Statement

ARPA/Our industry desires…
(What re: this topic to support the industry)

However,…
(list top 1 to 3 problem/challenges)
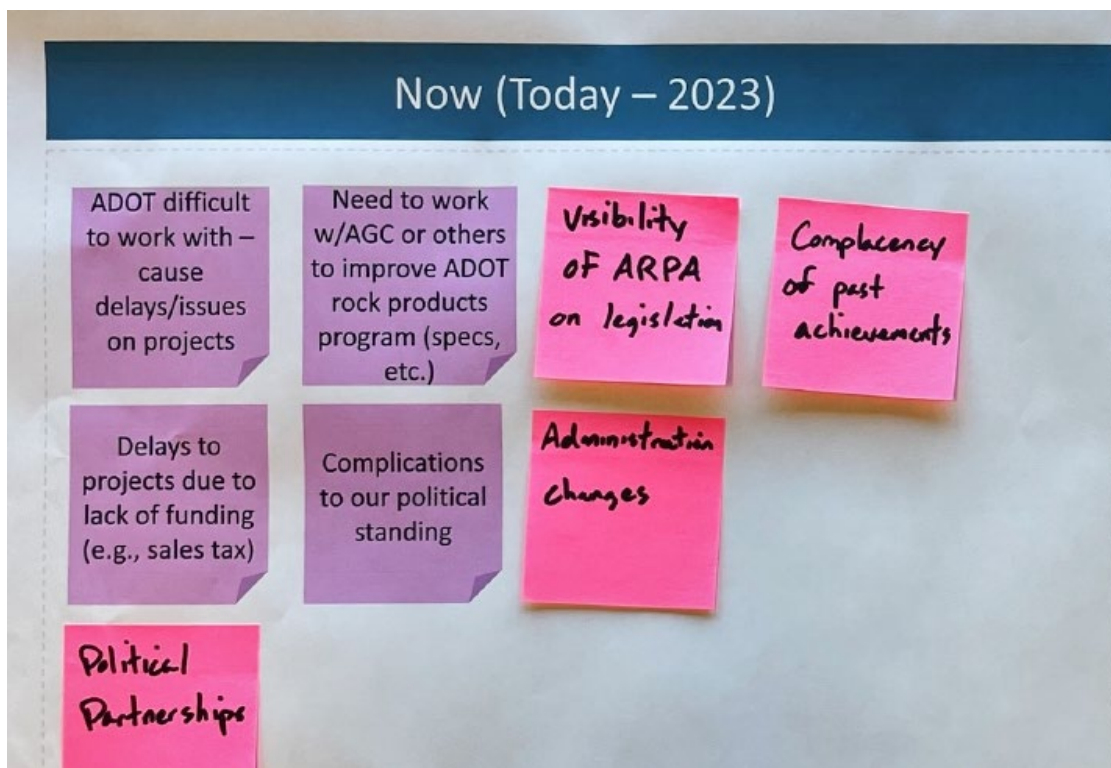
Hurdles to achieving goal

Ideas – prioritized on impact/difficulty

Impact Difficulty Assessment

Group Reflections

Funding Team at Work

Developed By (list all SDS contributors) – ARPA Board Members: *ID from picture*

HALEY ALDRICH

1. What is our challenge and what are we trying to achieve?

ARPA desires to advocate for a positive and sustainable environment for a growing industry through strong relationships with key stakeholders and strong messaging.

2. Reflection – Impacts to our Industry

There is a need for more balanced advocacy	ARPA has great respect from state/county – need to maintain this	Need to prepare (early) for next election cycle	More resources are going to need to be put here in the near term
Need to defend mining exemptions	Community messaging is important	Issue prioritization will be needed	Political optics – need democratic support
Will need to monitor regulations for new (direct) impacts to supply chain (e.g., work at quarries)	Potential issues we need to monitor: silica, asbestos, tribal entities – don't want any regulatory surprises	New governor, land use, DEQ, SHPO, legislature – will need to rewire connections	

Survey Data

Quotes:

- *Emerging geopolitical involvement – need to stay ahead of these issues*
- *AZ just had a somewhat substantial political shift and moving into this next term our industry needs to be represented and fought for in this new administration*
- *The community, if uneducated, can help steer the bad politics*
- *(We are seeing) less business friendly/savvy politicians, specifically with respect to funding*
- *Political change in executive branch will require us to develop different messaging*

3. Therefore, based on reflections on current state, we need to focus on the following critical areas (enter 3 to 5: abbreviate as goals in Box 4)

Goal	Description
A	Prioritizing issues and solutions
B	Educating key stakeholders
C	Understanding political realities
D	
E	

4. Metrics and Main Actions – we will achieve the following through our actions: *(metrics that will measure success against strategy – do not include day to day work!)*

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Supporting Goals		Critical Activities *(4 max per goal)*	Accountable/ Responsible	Metric Impacted (#)	Start	Finish	Status
A. Prioritizing issues and solutions	A1	Identify key stakeholders and prioritized issues. Avoid issues that have minimal value to overall industry – identify key objectives that are achievable to focus our efforts on.					
	A2	Prioritize short-term and long-term goals/strategies (political & community) including staying on top of politics (everchanging)					
	A3	Plan for targeted use of political funds (to areas identified in A1 and A2)					
B. Educating Key stakeholders	B1	Outreach to large groups via: • social media & advertising on ARPA issues (including ARPA 101) • poll to understand current temperature of people re: industry. (Build educational aspect into the survey?...'did you know that..' employs X local, sustainability, etc.'					
	B2	Develop strong & diverse messages for key stakeholders including: • Successes – footprint, value to community, sustainability • Positive image • Maintain high standards					
	B3	Foster relationships with communities near operations					
	B4	Educate politicians, city council members, residents etc. re: revenue potential to cities					
C. Understanding Political Realities	C1	Foster healthy relationships with key elected & agency officers; build relationships with new officials via in person/personal meetings. Leverage existing relationships and reach across the aisle.					
	C2	Engage in political meetings to understand feelings and relationships.					

5. Follow-Up/Unresolved Issues and help/support that is needed from others (e.g., things that we need to improve across the organization):
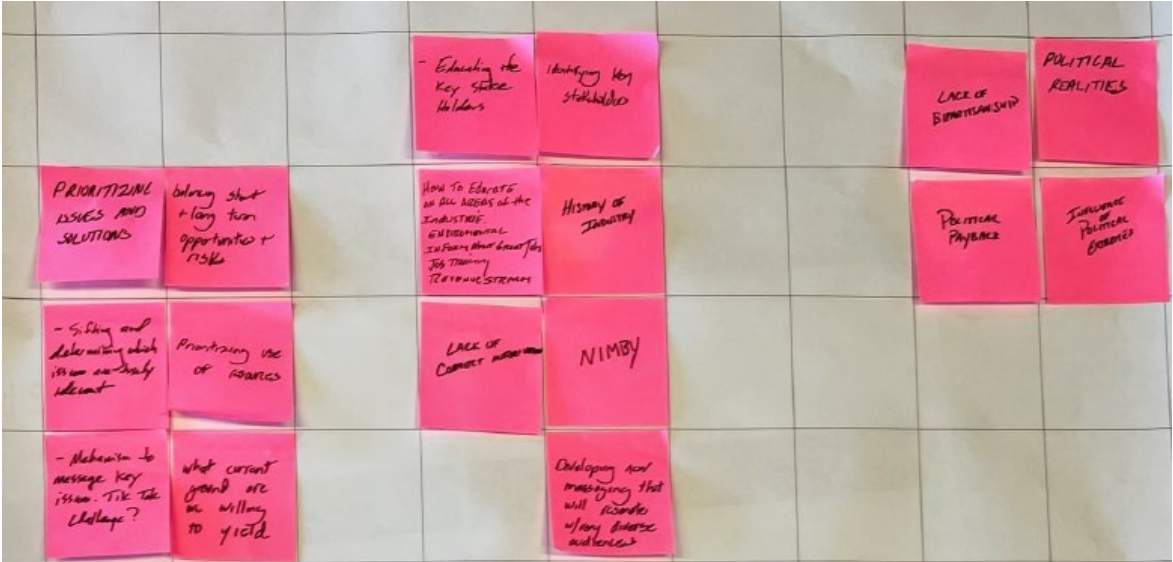
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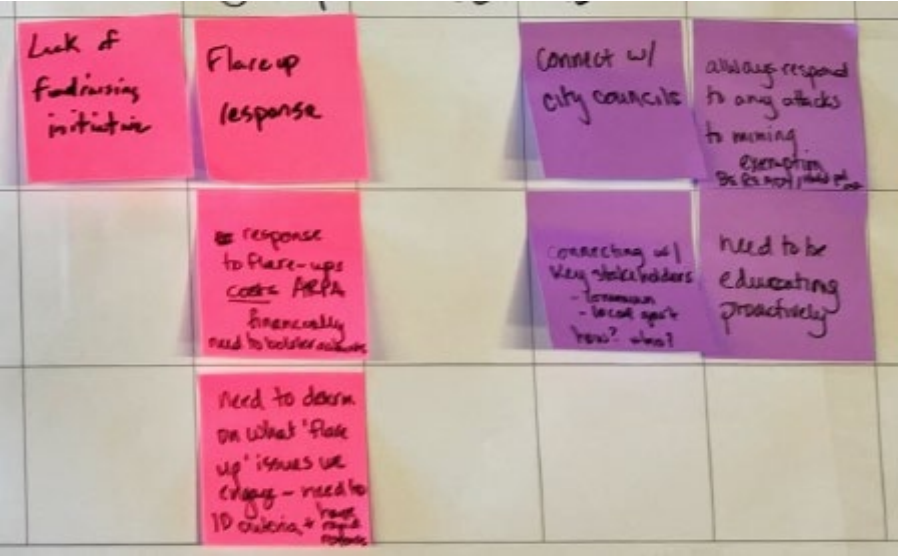For details on work completed in the room, see attached slide.

Impacts to our Industry
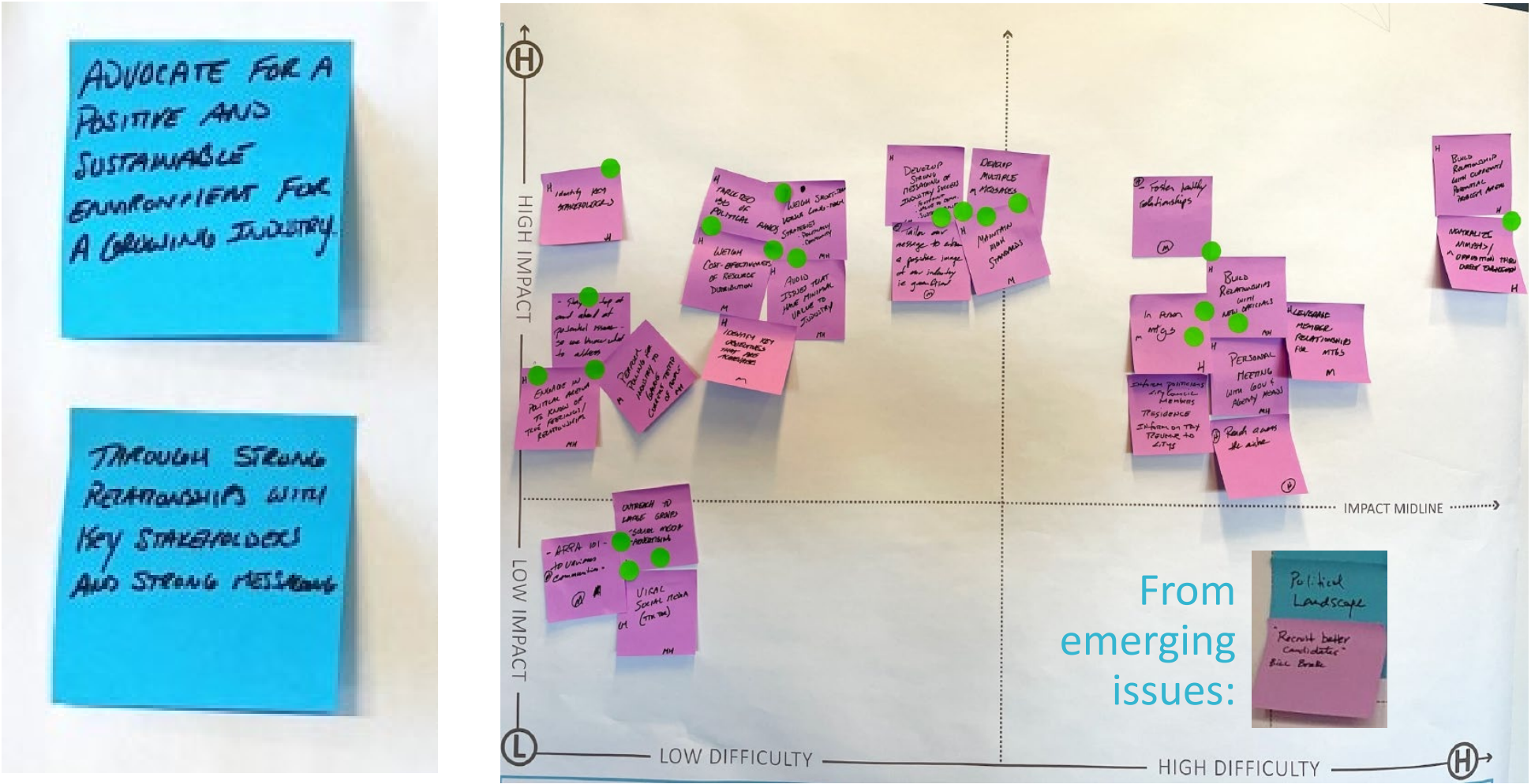

Hurdles to achieving goal

Group Reflections

Goal Statement

Ideas – prioritized on impact/difficulty

Polit Strat Team at Work

1. What is our challenge and what are we trying to achieve?

ARPA would like to support the aggregate industry's sustainability, including licenses to operate. However, there are challenges to supply, land access and industry protections (e.g. mining exemption). Therefore, we need to educate planners on aggregate protection, support timely/ reasonable permitting, improved entitlement outcomes and our messaging.

2. Reflection – Impacts to our Industry

- Delays in projects due to inefficient state land group
- More lucrative buyers (res/comm) getting land vs. mining
- Lack of reserve in the PHX market area
- Focus on state land mgmt – Need a committee/ Partner?
- Scraping the barrel re: resources – at a tipping point
- Increased permitting costs
- Extended delays for large scale projects (10 yr)
- Importing aggregates to Maricopa Co. / Increased costs to ship
- Increased costs to make aggregates usable
- State land barriers
- Increased processing costs
- Regulation changes

Survey Data

Quotes:

- *There is a severe lack of new sources of aggregate coming online*
- *All aggregate suppliers in Apache Co. are competing with the Co. to produce & sell to the public*
- *With the recent shortages, good to stay vigilant*
- *(Lack of) aggregate availability is an emerging issue*
- *Can only grow as an industry with:*
  - *securing raw materials, aggregates and water*
  - *ensuring specifications are correct for product use*

3. Therefore, based on reflections on current state, we need to focus on the following critical areas (enter 3 to 5: abbreviate as goals in Box 4)

Goal	Description
A	Entitlement/Zoning
B	Permitting
C	Political & Community Engagement
D	
E	

4. Metrics and Main Actions – we will achieve the following through our actions: *(metrics that will measure success against strategy – do not include day to day work!)*

Key Performance Indicators	#	1	2	3	4	5	6	7	8	Metric updates and status of activities (below) are for quarterly updates
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Supporting Goals		Critical Activities *(4 max per goal)*	Accountable/ Responsible	Metric Impacted (#)	Start	Finish	Status
A. Entitlement/ Zoning	A1	Establish universal mining zoning					
	A2	Develop a plan to ensure mining exemption protection					
B. Permitting	B1	Hold agencies accountable for timeframe and requirements on permits					
	B2	Defend/strengthen affirmative permitting requirements (e.g., standardize FUP requirements state-wide)					
	B3	Request opportunities to comment/work collaboratively on problematic processes					
C. Political & Community Engagement	C1	Community efforts: • Outreach regarding the industry • Require every agency to have mining permits • Penalize communities that preclude mining					
	C2	Fully engage in political process (including new administration): • Appointees (participate w/appts @ AELD/ADEQ) • Legislative education & vigilance • Educate new members on regulatory rules/exemptions • Require ASLD annotation language on all actions					

5. Follow-Up/Unresolved Issues and help/support that is needed from others (e.g., things that we need to improve across the organization):

Identify team to take this forward. Team to – review and complete the A3 plan, incorporating reflections from the full team and other input, as appropriate.

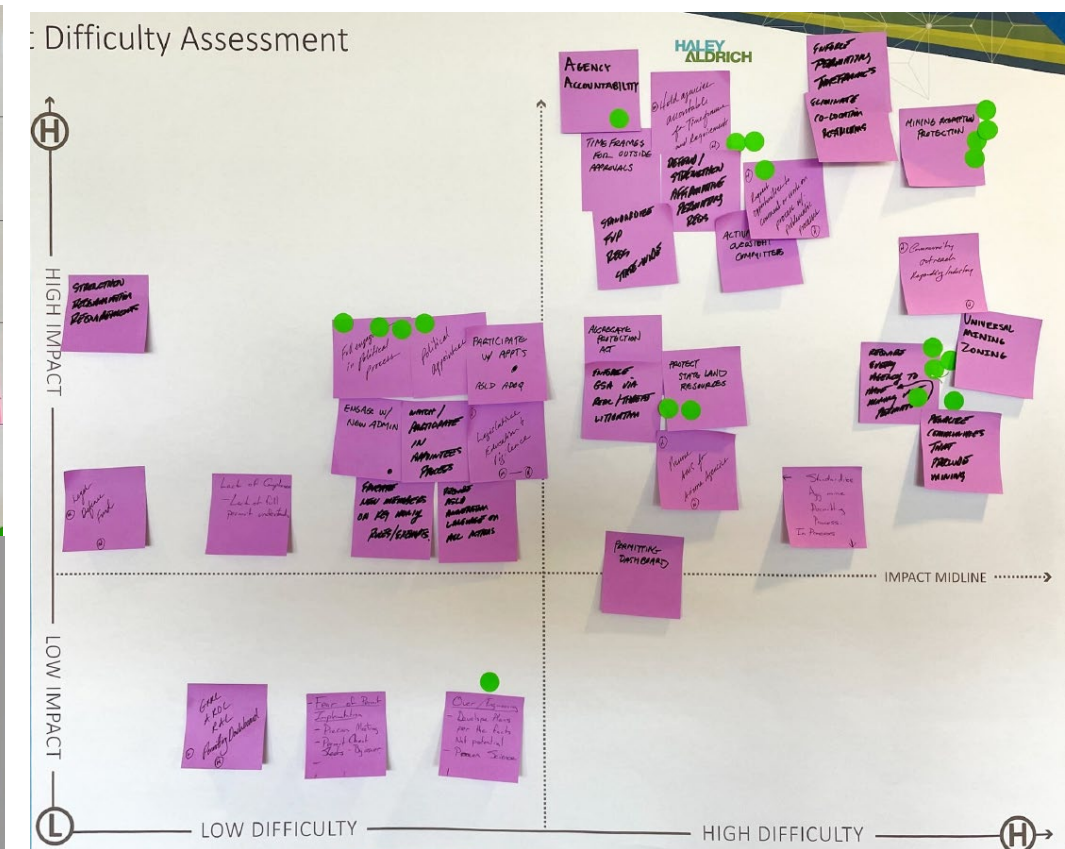For details on work completed in the room, see attached slide.
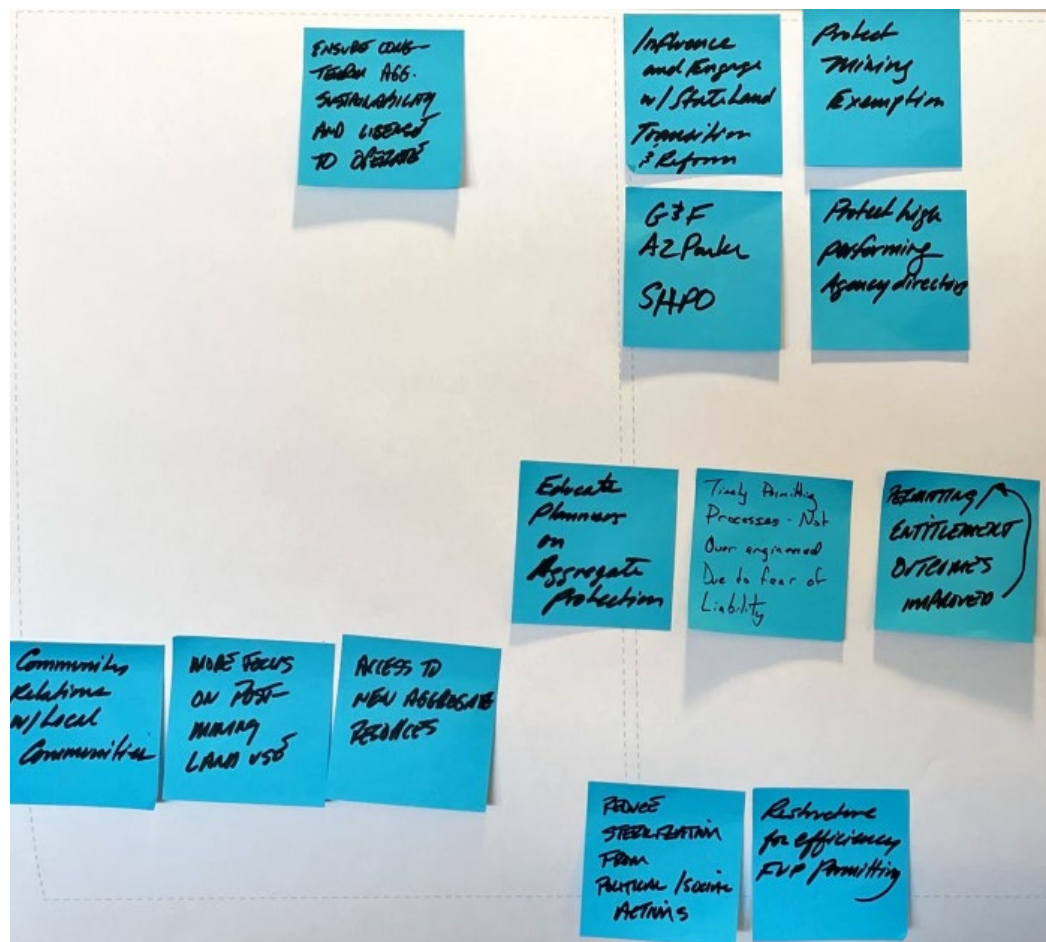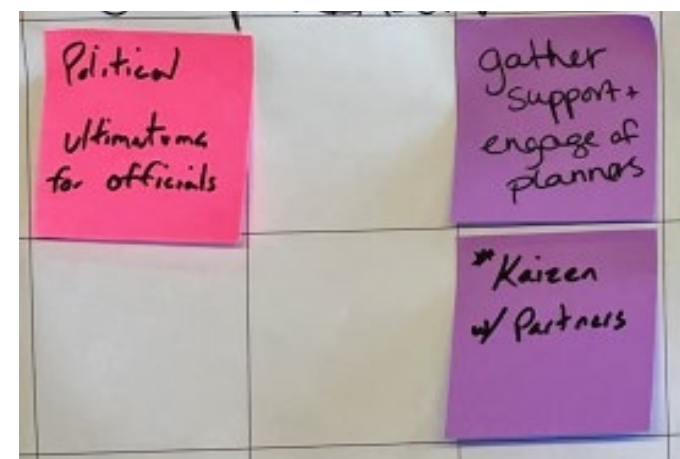
Impacts to our Industry
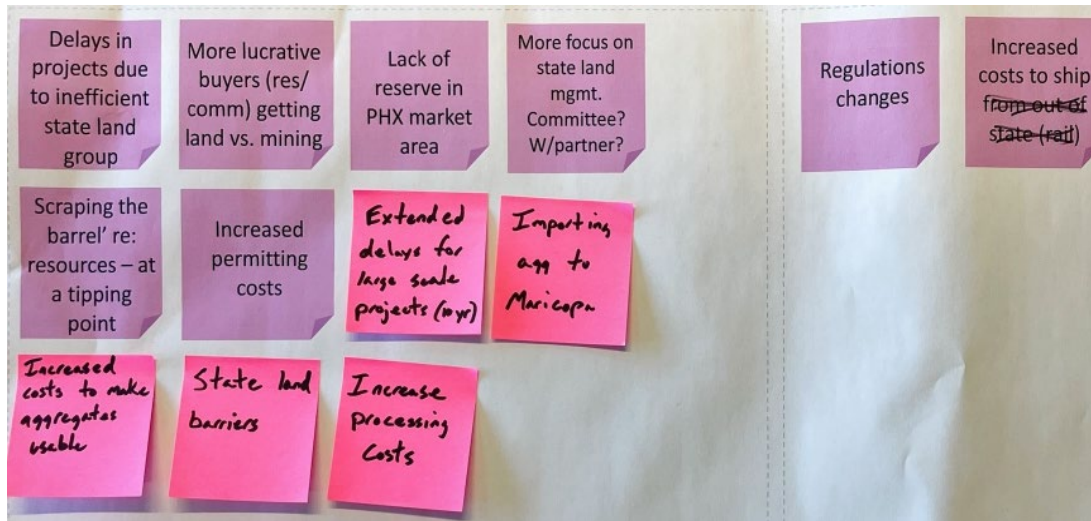
Hurdles to achieving goal

Ideas – prioritized on impact/difficulty

Goal Statement

Group Reflections

Aggregates Team at Work

B1. Emerging Issues – Ideas for ARPA response

Topic:	Economic Downturn	Permitting & Regulations	Decarbonization	Sustainability Initiatives
Ideas:	Shift training to public schools	Process reform & funding for ASLD	Work w/utilities on ideas & implementation	Promote recycling – increase RAP % ADOT/MAG/PAG
		Environmental Justice Training (Dawn S – H&A)		Promote recycling – allow 100% recycled by every agency (ADOT, MAPG, PAG)

C1. Meetings & Events – Survey Results

ARPA Events Ranking	% of total votes	Request for more in survey comments?
The ARPA Annual Convention	18%	
Legislative Meetings and Functions	14%	
12 Association Committees	14%	
Educational Tours	9%	X
Conferences and Trainings	8%	X
⭐ ARPA Holiday Luncheon	7%	
Community Relations Events/Projects	6%	
Meet the Producer (Associates)	6%	X
Mining Day at the Capitol	6%	
⭐ Top Golf, Softball Tournament, Spring Training Game	5%	
Special Issues Meetings	4%	
Safety Awards Luncheon	3%	
Political Fundraisers	1%	X (more $, bipartisan)

What is valuable about ARPA meetings / events?	% responses
Networking	33%
Education	20%
Marketing/Business Development	18%
Invoking positive change (best practices, etc.)	9%
Political Awareness	5%
Public Relations/Education on industry	5%
Creating opportunities for others	5%
Representation of each group in this industry	5%

⭐ Purely social

HALEY ALDRICH

C1. Meetings & Events – Ideas for Optimization

Topic:	Overall	ARPA Annual Convention	Legislative Mtgs & Functions	Associate Committees	Educational Tours
Ideas:	Combine events with other organizations where it makes sense	Speaker keynote fun	Legislative Tour	Combine committees; make them quarterly to increase participation	Include Northern / Southern Regulatory Communities
	Build in social functions, networking opportunities at other functions as appropriate (ie. happy hour after)		Legislative gifts for house & senate	Subcommittee on Water & Land?	More education tours advertised on social media and community alerts
				Convert some to ad hoc or subcommittee	Promote recycling – allow 100% recycled by every agency (ADOT, MAPG, PAG)

HALEY ALDRICH

C1. Meetings & Events - Ideas for Optimization

Topic:	Conferences & Trainings	Mining Day at the Capitol	Political Fundraisers	Safety Awards Luncheon	Social Events (golf, softball, spring training)
Ideas:	Survey for offerings	Theme	Bring back fundraising for PACT back account (January)	Combine w/annual convention	Clay shoot
			More notice needed	Increase participation (low turnout and submittals)	
			designate a day of the week & time to regularly host (addresses idea above)		
			Hold more in southern & northern AZ		

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