



# TRANSFORMING TOMORROW **TODAY**

## 2021 ANNUAL REPORT

Despite the uncertainties that persisted in 2021, NAPA resolved to advocate, advance, and support the asphalt pavement industry. Staff, leaders, members, and volunteers invested themselves in this shared mission. Our efforts yielded dividends that are transforming the future of our Association, our product, and our industry. A future that will exceed customer expectations, fulfill community needs, address environmental concerns, and engage members nationwide. We present our collective achievements in the pages of this digital annual report, organized according to NAPA's strategic priorities.

### CONTINUED UNCERTAINTY, UNFAILING RESOLVE

**James M. (Jay) Winford, Jr.**  
Ph.D., P.E.  
CHAIRMAN OF THE BOARD



**Audrey Copeland**  
Ph.D., P.E.  
PRESIDENT & CEO



For two years now, we have endured the COVID pandemic, shifting worker dynamics, supply chain issues, and ongoing funding uncertainty. But, as a member-based organization and as an essential industry, we have stuck together. That's why, this year, we're combining our message to you – in solidarity of the success we achieve together. As members and staff. As employees and owners. As the women and men driving this country's – and this organization's – prosperity. No matter our differences, we achieve more, and more-enduring, results when we work together.

We are thankful to our members, staff, and volunteer leaders who increased participation in 2021 to demonstrate their trust in NAPA as well as their commitment to the industry. From grassroots calls to action to personal outreach, our members have remained engaged.

We are especially thankful to the many volunteer leaders and national officers who renewed their commitment to provide steady leadership into the second year of this pandemic. We are equally privileged to instate the 2022 National Officers and reimagined Board of Directors at our 2022 Annual Meeting. While we've seen increased engagement already thanks to the past year's challenges, these folks will inspire continued engagement. After two years as First Vice Chair as well as chairing the Governance Task Force, Jim Mitchell is well on his way to leading a continued bright future for NAPA and the industry as your 2022 Chairman of the Board. He has our full support – please give him yours, too.



please give him yours, too.

2021 was ushered in with great uncertainty, which continued throughout the year. Just like our members, NAPA persevered through changing regulations, recommendations, and staffing issues – all while providing members with factual, actionable guidance.

We celebrated a return to in-person meetings with our Midyear Meeting in Nashville with attendance on par with pre-COVID meetings. Thank you for trusting us to move forward safely and for contributing to a successful meeting.

Aside from the health and safety of workers in our industry, the topic that loomed large throughout the year was security and predictability of infrastructure funding. In a year that began with political strife, U.S. lawmakers' ability to move long-term funding across the finish line was never a given. Sincerest thanks to our partners in the effort for not giving up until a new, forward-looking infrastructure funding bill was signed into law. After two years of unimaginable turbulence, this was the resolution our industry needed.

We resolve in 2022 to continue the work of advocating, advancing, and supporting the industry, aligned with the seven tenets of our strategic plan. Use this report to navigate what we've accomplished in those areas – and how our achievements in 2021 lay the foundation for continued transformation in 2022 and beyond.

The asphalt pavement industry will always face challenges. We resolve to embrace them as opportunities. From infrastructure bill implementation to climate stewardship, we will continue to shine a light on ingenuity, innovation, and collaboration. Together, we will thrive, no matter what the year ahead may bring.

With our thanks for your steadfast support,

Jay Winford & Audrey Copeland

## 2021 NAPA HIGHLIGHTS

### ADVOCATE INFRASTRUCTURE FUNDING: SECURED

2021 was a rollercoaster of a year for advocacy. But we hung on, celebrating the enactment of major legislation in November. While the infrastructure bill was drafted and debated in unusual fashion, it was done with support from all corners of the nation, both sides of the aisle, and meaningful input from NAPA. The Infrastructure Investment and Jobs Act solidifies funding for the next 5 years with new opportunities for our industry and the communities we serve. This once-in-a-generation investment in the American people will transform the way we do business and elevate our impact on the nation's infrastructure.

[Read More in ADVOCACY](#) ➔



### ADVANCE CLIMATE STEWARDSHIP: ENVISIONED



With the worldwide acknowledgement that a warming climate is – according to science – undeniable, NAPA's leadership had the foresight to establish the Climate Stewardship Task Force. Members, staff, and academics assembled to research and envision the asphalt pavement industry's role in climate stewardship. The deep understanding they developed led them to create The Road Forward, comprised of 4 visionary goals that will guide the industry's action toward achieving net zero carbon emissions by 2050. We invite every member company



the industry's action toward achieving net zero carbon emissions by 2050. We invite every member, company, supplier, and partner to join us on The Road Forward, beginning at NAPA's 2022 Annual Meeting.

[Read More in LONGEVITY & GROWTH →](#)

## SUPPORT MODERN GOVERNANCE: APPROVED

Member engagement is critical to our shared success – a fact that our leadership recognized when, in late 2020, they formed the Governance Task Force. Led by incoming Chairman Jim Mitchell, the task force quickly realized that effective governance was about more than bylaws and meeting attendance. They imagined a modernized Association propelled by engaged members. With membership approval and visionary leadership, we enter 2022 with refreshed bylaws, a streamlined Board of Directors, and 4 new Regional Advisory Councils that will inform our work regionally and nationally. We invite you to take an active role in your Association, in support of our industry's success.

[Read More in ASSOCIATION EXCELLENCE →](#)



**Not A Member Yet?  
Join Your Industry Peers Today.**

[Membership Has Its Advantages →](#)

**View the fully interactive digital report: [NAPAAnnualReport.org](https://NAPAAnnualReport.org)**





# LONGEVITY & GROWTH

Engage and educate stakeholders, such as pavement owners, policy makers, and highway and road users, to advance asphalt as the pavement of choice for mobility solutions.

When our industry set out to increase its usage of recycled materials 30 years ago, few could have imagined how far we would come. Through research and testing, technological advancements, partnership and ingenuity, we've established asphalt pavement as **America's most recycled material**.

Like the American landscape that asphalt connects, carrying people and commerce, we are always evolving. In addition to navigating the relentless COVID pandemic, NAPA devoted much of 2021 to laying the foundation for a prosperous future—both as an essential industry keeping the nation moving and as the only organization representing asphalt pavement producers and contractors at the national level.

To address new challenges the industry will face in the next 30 years, NAPA activated staff, volunteer leaders, and members to design a climate stewardship roadmap that will continue to spur innovation while safeguarding businesses, communities, and the environment.



## CLIMATE STEWARDSHIP TAKES SHAPE

### The Road Forward

A Vision for Net Zero Carbon Emissions  
for the Asphalt Pavement Industry

Convened in late 2020 by NAPA's member leaders, the Climate Stewardship Task Force devoted themselves in 2021 to formulating the asphalt industry's goals and action plan related to protecting the environment by reducing carbon emissions. Comprised of members, staff, and academics, the task force carried the mantle of deeply understanding the issue, outlining the industry's role and impact on the environment, and creating four shared industry-wide goals – all of which are documented in *The Road Forward: A Vision for Net Zero Carbon Emissions for the Asphalt Pavement Industry*. Their extraordinary vision will spur initiatives throughout 2022 and beyond, positioning asphalt pavement as the engineering, economic, environmental, and easy choice for road owners across the country.

See THE ROAD FORWARD →



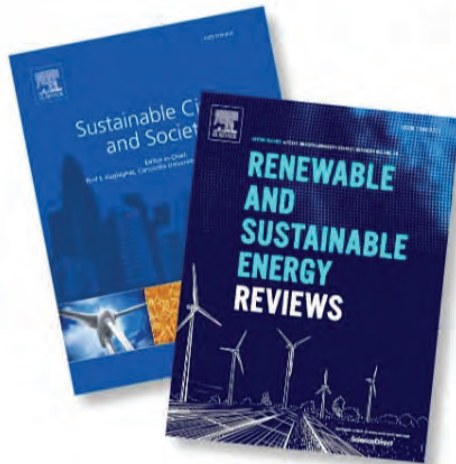


NAPA and the Asphalt Pavement Alliance (APA) launched the Climate Resource Center, including factsheets for the public, lawmakers, and engineers on the emission reductions achieved over the past decade thanks to the industry's rapid adoption of warm-mix asphalt and use of reclaimed asphalt pavement materials. The materials pave the way for future generations, informing the industry's vision for net zero carbon emissions and demonstrating a long history of protecting natural resources.

[Visit CRC](#) →

NAPA and its partners added to a growing list of videos, webinars, and reports on asphalt pavement resilience. Visit the collection on NAPA's website to examine and implement all the available resources, particularly in the context of increased focus on resilience in highway legislation, procurement, and funding.

[Visit AsphaltPavement.org/Resilience](#) →



Research published in Sustainable Cities and Society in March examined challenges and perceptions of mitigating the urban heat island effect, while research published in Renewable and Sustainable Energy Reviews in August provided an in-depth review of cool pavements.



**"I believe that asphalt pavements are the best option for serving the traveling public with sustainable, safe, and high-performance infrastructure. The key to that is learning to balance all of those constraints well. We need to work together to responsibly move forward."**

Trey Bowen, President of Superior Bowen, Kansas City, MO

Member Since 1980

**THINLAY**  
SAFE. SMOOTH. DURABLE.



## Pavement Preservation Journal

Ohio DOT Finds Thinlay Asphalt Offers Competitive Cost, Durable Performance

[Continue reading](#) →

## Roads & Bridges

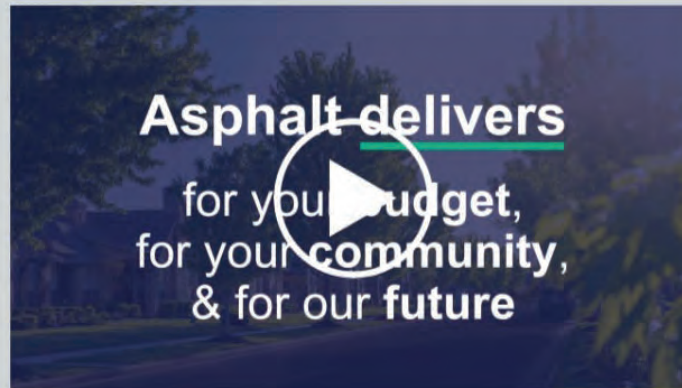
TAKING A PROACTIVE APPROACH  
Michigan DOT collaboration delivers high-performing, cost-effective pavement solution

[Continue reading](#) →



## ASPHALT DELIVERS

Focusing on the pillars of community, budget, and future, the industry's [Asphalt Delivers campaign](#) launched in April and has been supported by social media ads garnering **2 million impressions**.



## \$416K

In 2021, NAPA and 92.5% of SAPAs pledged support totaling \$416K for research directed by the Pavement Economics Committee (PEC), bringing the industry investment since 2013 to nearly \$4.5 million (71.3% from SAPAs, 28.7% from NAPA).

### PEC Projects Funded in 2021:

- Advocacy Support for a Bipartisan Infrastructure Bill
- Balanced Mix Design Web Resource Guide
- Develop and Implement a Climate Action Plan
- PaveXpress Updates
- Synthesis of Design Methodologies on Foundations Susceptible to Moisture



NAPA continues to be a strong supporter of the Asphalt Pavement Alliance (APA) in conjunction with the State Asphalt Pavement Associations and the Asphalt Institute.

The APA focuses on pavement type selection makers – delivering compelling educational messages to key audiences to make asphalt the pavement of choice.

[APA Annual Report](#) →

## 16

### Webinars

Including a series focused on private market applications and another focused on perpetual pavements.

## 14

### Perpetual Pavement Awards

Awarded a record number of PPAs (including 2 new categories) to DOTs demonstrating the benefits of designing, building, and converting pavements to perpetual ones

## 8

### Engineering Firms

A focused effort on the top 10 firms garnered 8 of them registering for at least one webinar.



Read about the inaugural PPA by Conversion winner in Roads & Bridges.

[Continue reading](#) →



# QUALITY, INNOVATION & SUSTAINABILITY

Broaden knowledge and use of best practices by leading the industry in technical expertise, research, education, and other tools.

NAPA members create highly engineered products, allowing people and goods to move across the country in a safe and efficient manner. Smooth, resilient roadways and runways are the reflection of our enduring commitment to innovation, quality, and sustainability.

**Innovation** such as technology to achieve balanced, performance-focused product design and testing. **Quality**, rooted in advancements to extend pavement life and design for resilience. **Sustainability** measures that continually preserve and reuse natural resources.

NAPA is leading the way, leveraging partnerships like the one we established decades ago with the National Center for Asphalt Technology (NCAT), the world's leading asphalt research center and test track, which continues to advance our collective knowledge. Following the passage of sweeping infrastructure legislation and working with our partners in all sectors, we will continue to lead the way.

## EPDs: ENVIRONMENTAL IMPACT REPORTS FOR CONSTRUCTION MATERIALS

Along with a new administration, 2021 ushered in a renewed focus on environmental stewardship in construction practices. NAPA was ahead of the curve when we designed and implemented Environmental Production Declarations (EPDs) for asphalt mixtures 5 years ago. This year, we expanded our commitment to helping asphalt mixture producers operate economically, sustainably, and in step with evolving customer requirements.



In July, we unveiled an updated Emerald Eco-Label EPD tool with Optimizer, empowering users to evaluate the environmental and economic benefits of operational improvements and compare mixes side by side. The Optimizer helps mix producers evaluate and prioritize energy efficiency upgrades and material selection to reduce the environmental impacts reported in EPDs.

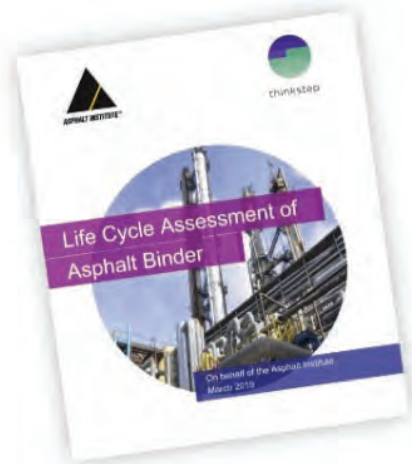


EPDs are governed by Product Category Rules (PCR) for Asphalt Mixtures. Led by the 13-member PCR Committee, the PCR underwent the required 5-year updates in 2021, beginning with revisions to the underlying life cycle assessment (LCA) of asphalt mixtures in July. During the required public comments period, 14 people offered 94 comments on the new draft PCR. Approval of the final PCR will spur revisions to the Emerald Eco-Label software in 2022 – helping mix producers stay ahead of the regulatory curve.



## What's in the new PCR for Asphalt Mixtures?

- Revised upstream datasets to align with FHWA LCA Pave software, including the Asphalt Institute's LCA of Asphalt Binder
- Enhanced transparency of asphalt mixture ingredients and environmental impact indicators
- Expanded geographic scope to include Canada
- Expanded technological scope to include cold central plant recycling (CCPR) technologies
- New provisions for portable asphalt plants



## NEW EPD REQUIREMENTS ENACTED IN 2021

A future in which environmental impacts are included in the procurement process is becoming reality in some markets, such as:



The Port Authority of New York and New Jersey was the first U.S. agency to enact an Embodied Carbon Specification, requiring that contractors submit EPDs on asphalt mixes. They will use data related to a product's global warming potential, as reported in EPDs, to inform the development of future policies, with a goal of reducing embodied carbon emissions.



**COLORADO**  
Department of Transportation

Colorado became the first state to require asphalt paving contractors to submit EPDs for all state construction projects. The Colorado DOT will incorporate EPD requirements into contracts beginning in July 2022.



## GET READY FOR ENERGY STAR

NAPA collaborated with the U.S. EPA ENERGY STAR program for industrial plants to develop an industry focus group for asphalt plants, which reviewed initial drafts (developed by EPA contractors) of the 2022 Energy Guide for Asphalt Plants and the Energy Performance Indicator tool, which will serve as the basis for a future ENERGY STAR Plant Certification program.

*Look for more information on how to get involved in the ENERGY STAR Program in 2022*

## MEDIA HIGHLIGHT PLASTICS

NAPA's 2020 plastics reports made international







Airport Asphalt Pavement  
Technology Program

## AAPT TAKES FLIGHT

The Airport Asphalt Pavement Technology Program (AAPT) is an effort between NAPA and the Federal Aviation Administration (FAA) to advance multiple focus areas involving asphalt pavements and associated asphalt materials to advance airfield reliability, efficiency, and safety. In 2021, the project launched a [website](#) and awarded 6 projects:

**Asphalt Paving Handbook – 2023 Update**  
*Asphalt Institute*

**Guidance for Selecting Asphalt Binder Grade**  
*NCAT*

**Balanced Mix Design Rutting Tests**  
*University of Nevada at Reno*

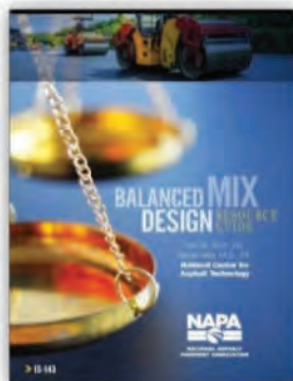
**Balanced Mix Design – Cracking Tests**  
*University of Illinois at Urbana Champaign*

**Mitigating Delamination and Plastic Flow at High Speed Exits**  
*Rutgers*

**Improving Performance of Longitudinal Joints at Airfields**  
*NCAT*

# \$6.5M

Funded Amount



## NEW RESOURCES FOR BMD

In February, NAPA released Information Series Publication (IS) 143, Balanced Mix Design (BMD) Resource Guide – a living document that focuses on current implementation status, summaries of asphalt mixture performance tests, guidance for selecting mixture performance tests, guidance for establishing mixture performance test criteria, approaches used in Balanced Mix Design, and training and other resources available on the topic of Balanced Mix Design and Mixture Performance Testing.

[Continue reading](#)

IS-143 spawned a web-based [BMD Resource Guide](#) that continues to be updated under a PEC contract with NCAT.

  
**122**  
downloads

  
**4,797**  
views



## FEATURED RESOURCES

[Practical Considerations for Selecting a Performance Test for Asphalt Mixtures](#) and the [Balanced Mix Design: Industry Business Case](#) were developed by the Committee for Engineering Application and Practice and the Future of Mix Design Task Force.





## 2020 RAP/RAS/WMA Survey Results

**407.8M**  
tons of asphalt mix  
produced in the U.S. 2019-2020

**274**  
companies

**87M**  
tons of RAP  
used in asphalt mixes in 2020

**1,406**  
production plants  
participated in the survey

### MEDIA HIGHLIGHT

Following a one-two punch of hailstorms in northcentral Indiana, Richard Willis gave [WTHR](#) a deep education on recycled asphalt shingles (RAS), some of which they used in a story about where old roofing materials end up.



Adding up 2021's hybrid activity, NAPA engineering staff attended 109 virtual and 11 in-person conferences and meetings for SAPAs, strategic partnerships, and industry-related committees, giving presentations nationally to advance asphalt pavements and NAPA membership.







# ADVOCACY

Engage with federal-level policy makers and educate the general public, in collaboration with other organizations, to advance legislation and regulation supportive of transportation infrastructure investment.

When Joe Biden was elected U.S. President in November 2020, NAPA wasted no time putting the asphalt industry's priorities in front of the incoming administration, submitting a detailed letter and legislative proposals. After a rollercoaster legislative process spanning most of 2021, NAPA achieved all of its strategic legislative priorities in the Infrastructure Investment and Jobs Act of 2021 (IIJA), signed into law on November 15.

Beyond finally having a long-term highway funding bill, 2021 also saw the activation of our members and coalitions to get involved with the legislative process. And we marked the 20th anniversary of the TCC Fly-In, albeit virtually.

All of this welcome activity sets the stage for implementation, growth, and new opportunities in 2022 and beyond. It's no time to rest on our accomplishments. Our staff, volunteers leaders, coalitions, and members will continue to advocate for and implement sound policies that drive the industry and keep America moving.

## CELEBRATING 5 YEARS OF GUARANTEED FUNDING

The IIJA, also called the Bipartisan Infrastructure Law (BIL) became law on November 15, when the U.S. House passed it in a bipartisan fashion (69-30). The historic legislation put an end to short-term funding extensions, reauthorizing traditional surface transportation programs for five years, while increasing funding for those programs 55% over baseline.



"This is a sea-to-shining-sea investment in the American people. Every state stands to benefit from this law."

2021 NAPA Chairman Jay Winford



### IN SHORT, THE IIJA/BIL:

- Provides **\$360 billion** for highways and bridges over 5 years
- Codifies "one federal decision" to improve project delivery
- Supports advanced technology and efficiency
- Offers, for the first time, federal safety contingency funds
- Aims for carbon reduction

### THE IIJA/BIL DOES NOT INCLUDE:

- Unnecessary Buy America restrictions on asphalt and aggregates





- Unnecessary Buy America restrictions on asphalt and aggregates
- Green New Deal provisions
- Pavement mandates

**FHWA released state apportionments for FY 2022 on December 14. For complete details on IIJA/BIL, read NAPA's summary at [AsphaltPavement.org/IIJA](https://asphaltpavement.org/IIJA).**

## GETTING TO THE IIJA

From a contested election to a conflicted congress, not to mention the ongoing uncertainty of the pandemic, getting to a fully realized infrastructure funding bill was no easy task. NAPA was ready to hit the ground running with a new administration – and did.



Our "[Build Back Better with Asphalt](#)" document, submitted on December 4, 2020, summarized the industry's priorities, providing a playbook for the new administration on issues such as:

- Researching use of recycled plastics
- Reauthorizing the Accelerated Implementation and Deployment of Pavement Technologies Program (AID-PT)
- Enhancing work zone safety
- Advancing low-carbon technologies
- Keeping mandates out of legislation
- Improving life-cycle cost data
- Securing American jobs and infrastructure



**"The President's proposal to renew 20,000 miles of roads will directly benefit from the latest innovative asphalt pavement technologies that are economical, resilient, and environmentally friendly. The 150,000 essential, skilled workers throughout our industry stand ready to modernize these roadways."**

NAPA President & CEO Audrey Copeland, commenting on the President's American Jobs Plan in April

The bipartisan act that finally passed out of the U.S. Senate in August addressed, in some way, all of these priorities, thanks to the tireless advocacy of NAPA leadership, members, and coalitions, including our State Asphalt Pavement Association partners. The bill represented a historic investment in core infrastructure, with surface transportation carrying the lion's share.

But delays in the House of Representatives threatened the landmark bill. Only after the consequential 2021 state elections and with bipartisan support was the House able to send the bill to the President's desk. Biden signed IIJA into law on the White House lawn on November 15, beginning a new and prolonged phase of understanding and implementing the 1,039-page law.

**For the latest on infrastructure implementation, follow NAPA's newsletter, magazine, social media, Member Briefings, and website at [AsphaltPavement.org/IIJA](https://asphaltpavement.org/IIJA).**

### MEDIA HIGHLIGHT **ANTICIPATION**

Jay Hansen appeared on the Marketplace Morning Report in December, joining others in the construction industry to discuss IIJA's





Listen Now ▶

## GRASSROOTS CRITICAL TO LOCAL & NATIONAL SUCCESS

Advocacy is everyone's responsibility. NAPA members stepped up and spoke out to advance federal and state issues to promote infrastructure funding and sound policy development. This included:

**3K+**

messages to officials

**460**

meetings with Congressional  
Staff & administration

**25**

25 letter/signatories

The TCC Virtual Fly-In is perhaps the most visible, participative advocacy event that transportation partners undertake. May 20 marked the legislative event's 20th anniversary, drawing 500 attendees. Transportation Secretary Pete Buttigieg, Senators Tom Carper (D-DE) and Shelley Moore Capito (R-WV), and House Problem-Solvers Caucus Infrastructure Co-Chairs John Katko (R-NY) and Conor Lamb (D-PA) provided enthusiastic updates to attendees.



**NAPA issued 7 press releases throughout the legislative process.**  
**Visit our website to catch up or join our press list.**

Visit [asphaltpavement.org](https://asphaltpavement.org) →

**NAPA filed comments on December 16 on the U.S. DOT's 2022-2026 strategic framework, just 10 days after it was published for public comment.**

[Read NAPA's Comments](#) →

[DOT Draft Framework](#) →

The U.S. Department of the Interior in April announced **\$1.6 billion** in new infrastructure projects in 2021 on public lands throughout the country. These investments in infrastructure projects were made possible by the NAPA-supported National Parks and Public Land Legacy Restoration Fund established in 2020 by the **Great American Outdoors Act (GAOA)**. The National Park Service (NPS) hosted a virtual industry fair in May to highlight project requirements and provide networking opportunities.

Find updates at [doi.gov/gaoa](https://doi.gov/gaoa) →





# ENVIRONMENTAL HEALTH & SAFETY

Assist members to protect workers, improve environmental performance, and ensure regulatory compliance while also educating roadway users and other stakeholders on work zone safety.

For nearly three decades, the asphalt pavement industry has elevated safety to priority #1. Our collective environmental health and safety (EH&S) efforts define our industry – and our essential, capable, one-of-a-kind workforce.

The past two years have tested us. And we have demonstrated our resolve. To keep America moving – from healthcare workers to self-quarantine supplies. To protect each other – in work zones, in the plant, at industry gatherings, and even at home. To advance the industry, advocate for fair regulation, and respond to criticism – relying upon proven science and common sense.

NAPA's EH&S efforts have helped the industry elevate exemplary practices, even while weathering the pandemic. We stand with you, we support you, and we're always watching out for you.



## ADVOCATING FOR REALISTIC COVID-19 REGULATIONS

Throughout the year, NAPA assisted members with maintaining COVID workplace protocols. Meanwhile, ongoing discussions between NAPA, our coalition partners, and the Occupational Safety and Health Administration (OSHA) resulted in realistic workplace regulations and relief for outdoor workers – with OSHA acknowledging that outdoor workers pose slight risk of contracting or transmitting coronavirus. As a result, outdoor workers were excluded, under specified conditions, from OSHA's end-of-year Emergency Temporary Standard on COVID-19 Vaccination and Testing.

## CURBING EJ'S

The Administration's spotlight on environmental justice (EJ) spurred state and federal implementation of EJ principles and programs, leading to increased scrutiny on zoning and



# UNPRECEDENTED OPERATIONAL IMPACTS

programs, leading to increased scrutiny on zoning and permitting of manufacturing facilities. Working with potentially impacted members, NAPA submitted a strongly written letter to regulatory agencies, questioning their legal authority to implement more restrictive operating conditions based on abstract EJ principles rather than objective, consistent criteria. Behind the scenes, NAPA is working directly with the U.S. Environmental Protection Agency to illustrate that asphalt mix plant emissions are low and well controlled, while providing informed, data-driven perspectives on permitting small operations like mix plants.

**“Until additional legal authority and clarity is created to address EJ concerns, state and federal agencies should rely on existing programs to ensure safe facility emissions, rather than on uncertain, ad-hoc policy.”**



Environmental justice (EJ) is the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income, with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. (U.S. EPA)



NAPA maintains a collection of materials to assist members with **COMMUNITY OUTREACH** during mix plant siting. [Contact us](#) to get help.

## CHALLENGING QUESTIONABLE STUDY FINDINGS ON EMISSIONS

NAPA challenged two separate late-2020 university research studies that implied adverse impacts associated with air and water emissions from asphalt pavements. Our multi-association coalition completed a preliminary analysis in late 2021 questioning many of the assumptions used in those university studies. Through informal dialogue with one university, we demonstrated that their published findings were an artifact of coal tar sealants – not asphalt.

## MEDIA HIGHLIGHT

### RAP

Articles in *Asphalt Pavement* magazine and *Science of The Total Environment* reinforced the safety and inertness of leachate from recycled





asphalt pavement (RAP) stockpiles.



### **Chad Spreadbury**

Graduate Research Assistant  
University of Florida Sustainable Materials  
Management Research Group presented  
research on RAP leachate at the 2021 NAPA  
Annual Meeting.

## **ADVANCING WORKER SAFETY**

NAPA was finally successful in securing work zone safety (WZS) contingency fund language in the surface transportation reauthorization bill signed into law in November. Our focus now shifts to promoting state DOT program implementation, allowing monies to be made available for enhanced work zone safety.

**Crew  
SAFETY**  
Work Zone Training

*Train workers, save lives with Crew-Safety  
– anytime, anywhere, online.*

[Access CrewSafety →](#)



*Every day, NAPA members make safety a  
priority. Read how they're promoting safety  
among their workforce in the EH&S-focused  
November/December issue of Asphalt  
Pavement magazine.*

[Continue reading →](#)

# **WATCHFOR.US**

Our springtime campaign to spotlight work zone safety coincides with National Work Zone Awareness Week, **Go Orange Day**, and related initiatives to raise awareness among the industry, our partners, and even the public – reminding them to #WatchForUs during paving



industry, our partners, and even the public – reminding them to #WatchForUs during paving operations and amplifying the importance of safety in all settings.

**3**

new partners  
totaling

**21**

**100**

Social Media  
posts

**300K**

impressions

**5K**

walked by NAPA  
staff at HQ



**10**

winners in our  
inaugural  
member contest



Get inspired to amplify safety in  
2022! See the 2021  
[#WatchForUs winners gallery](#).



## SUPPORTING MENTAL HEALTH AWARENESS

Working with CPWR, NAPA contributed to an April [webinar](#) addressing suicide prevention, mental health, and substance abuse among construction workers. NAPA Chairman Jay Winford welcomed more than 300 attendees to the live event. We marked National Suicide Prevention Week in September, sharing the recorded webinar and additional resources.

The suicide rate in the construction industry is nearly 4x the national average (*Construction Industry Alliance for Suicide Prevention*).

**If you need help, don't suffer in silence.**

**Call 1-800-273-8255**

(National Suicide Prevention Lifeline)

**or text HELLO to 741741**

(Crisis Text Line)





Raise the profile of career opportunities and professional development in the asphalt pavement industry.

As a nation struggles to recover from pandemic protocols, supply chain issues, and worker shortages, investing in the asphalt pavement industry's essential workforce remains a priority for NAPA, our partners, and our members. Looking to the future and learning from the past, we gain assurance in our resolve to recruiting, developing, and promoting the best people to ensure they can find meaningful careers in this industry while making lasting contributions to the communities they live and work in. Our values run deep and are reflected in our diverse workforce.

In 2021, we continued to think creatively toward preparing the industry's workforce of the future. Though the retirement rate for our industry is lower than the national average, we will need new talent to implement new infrastructure projects. Pre-pandemic, the industry established an effort to provide tools to help the industry recruit and retain that talent – work that will result in more workforce development resources in 2022.

## PAVE IT BLACK

Shining Spotlights on the People and Opportunities in Our Industry

### SEASON 4

Season 4 of Pave It Black, NAPA's flagship podcast, kicked off in October and continues into early 2022. Hosts Richard Willis and Brett Williams interview people in all kinds of asphalt jobs in this "season of opportunity." Stream episodes on your favorite podcast app or on our [website](#) to hear from professionals in business development, environmental compliance, project management, and so much more.



### SEASON 4, EPISODE 1

Hear Candy Klingensmith, Safety Manager at Knife River Midwest (Member Since 2015), provide insight on successfully engraining safety into company culture. [LISTEN NOW](#)



### SEASON 3, RECAP

Pave It Black's third season aired February–June with a focus on technology and innovation. Catch up data, dynamics, and drones in our recap in [Asphalt Pavement](#) magazine.

### SEASON 5, SNEAK PEAK

Season 5 will air in early 2022, highlighting climate-related issues and introducing topics we'll be tackling in The Road Forward, the industry's vision toward net zero carbon emissions.

We're launching a new **Career Pathways** website in 2022. The site provides information to potential recruits on 28 industry jobs by skill level plus details such as job descriptions, requirements, experience, average nationwide





requirements, experience, average nationwide salary, and career advancement. Plus, it links to NAPA's job board, where prospective employees can view and apply for open positions. (**Post yours today!**)

Visit [Asphaltpavement.org/Careers](https://asphaltpavement.org/Careers) →



FHWA's **Every Day Counts** Round 6 includes a Strategic Workforce Development Initiative: Innovative strategies to identify, train, and place workers in highway construction jobs that support the Nation's highway system. NAPA's Ashley Jackson served on the implementation team.

Learn more →



↑ **10%**

NAPA's monthly social media calendar saw 10% growth in 2021.



Social media provides organizations a means of promoting the asphalt industry and recruiting/retaining top talent.

Contact us to enroll in this free member program.



### MEDIA HIGHLIGHT TIPS FOR USING SOCIAL MEDIA

Valerie Echter (aka #AsphaltGalVal) offered tips for capitalizing on social media to promote your business and recruit workers in the January/February issue of *Asphalt Pavement* magazine.

Continue reading →

## EMPLOYEE ENGAGEMENT MATTERS

In Q2-2021, NAPA conducted a nationwide employee engagement survey on behalf of the industry to gain an understanding of, and create benchmarks for, how asphalt manufacturers and laydown contractors engage staff and crews. Participating companies each received individualized reports analyzing their responses.

### WE HEARD FROM



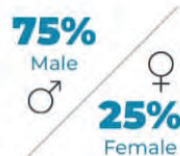
**76**  
Companies



**27**  
States



**900**  
Individuals



**15%**  
Union



**85%**  
Non Union



**50%**  
Hourly



**50%**  
Salary

### KEY FINDINGS



**68%**

said their careers benefitted from company-provided training and skill development opportunities

**87%**

of all respondents (and 92% of women) said they feel valued and respected at their company

## WHY DOES EMPLOYEE ENGAGEMENT MATTER?

Attendees of the 2021 Virtual Annual Meeting session "Employee Engagement: Influencers that Drive Top Performance" learned that disengagement costs U.S. employers \$550 billion a year in lost productivity. (Gallup, 2013)

## MEDIA HIGHLIGHT REVIVING INTEREST IN TRADE CAREERS

An article in *Asphalt Pavement* magazine's March/April issue featured a partnership in Indiana that aims to recruit high school students as interns, demonstrating that opportunities abound in asphalt pavement.

[Continue reading →](#)



## WOMEN OF ASPHALT EXPANDS IN 2021

**58%**  
Membership  
growth

**4**  
New branches:  
Florida,  
Minnesota/Dakota,  
Texas, Virginia

**4**  
Women in the  
Field videos



**2**  
Conversations to  
Lead & Inspire

**84**  
Women  
participated in a  
new mentorship  
program



See more in the  
**Women of Asphalt Annual Report.**

[Continue reading →](#)

## Did you know?

NAPA's Audrey Copeland and Amy Miller are founding members of WofA and serve on its Board of Directors.

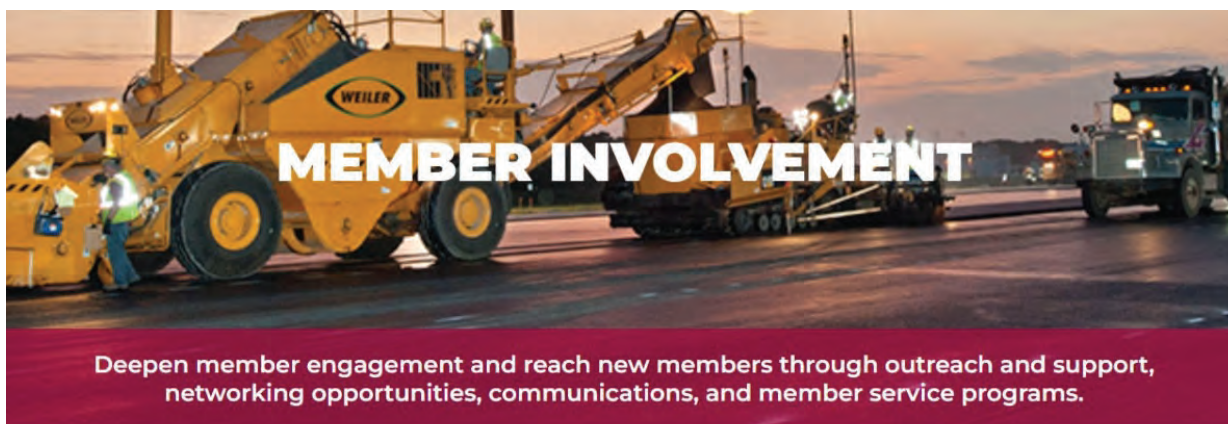
## MEDIA HIGHLIGHT RECRUITING WOMEN FOR ASPHALT JOBS

For the third consecutive year, the July/August issue of *Asphalt Pavement* magazine featured the many diverse women in asphalt, including an article on attracting and retaining women to careers in the industry.

[Continue reading →](#)







Deepen member engagement and reach new members through outreach and support, networking opportunities, communications, and member service programs.

Membership, member services, and member involvement strengthen the Association and the industry's collective voice. Members creatively and safely navigated challenges from the evolving pandemic and associated protocols to the evolving regulatory landscape. But asphalt has been in use for centuries, and these speedbumps won't stop us!

In fact, NAPA celebrated a 6-year record increase in membership, maintained high membership satisfaction and renewal, and even produced work causing lapsed members to consider rejoining.

While we kept members engaged and informed through all types of channels in 2021, from the print/digital magazine to our first virtual Annual Meeting, perhaps no event this year was more celebrated than our safe return to in-person meetings.

## NAPA MEETINGS: WHERE THE INDUSTRY GATHERS

In response to the COVID-19 pandemic, NAPA turned its traditional in-person Annual Meeting into a virtual event, ensuring the health and safety of our membership while still providing a way to encourage interaction, engagement, and fellowship. The theme of NAPA's **2021 Virtual Annual Meeting** was *Destination for Solutions, Your Route to Success in a New Era* and focused on worldwide trends impacting the asphalt industry. General sessions explored topics in business funding and leadership, inclusion and diversity, and climate stewardship, offering solutions to manage and thrive during challenges. More than 360 people registered for the February event featuring keynote speaker Ret. General Stanley McChrystal, sessions on topics from highway funding to employee engagement, and networking events filled with trivia and magic.



In the absence of our traditional **World of Asphalt** trade show and conference, we offered 62 educational sessions during the People, Plants & Paving Digital Conference in March. World of Asphalt reconvenes March 29-31, 2022, in Nashville, Tenn. Don't miss it!

[Register now](#) ➔

NAPA finally enjoyed a return to in-person meetings in Nashville in July for our Midyear Meeting, where together we created and performed the original song, "Asphalt Rocks

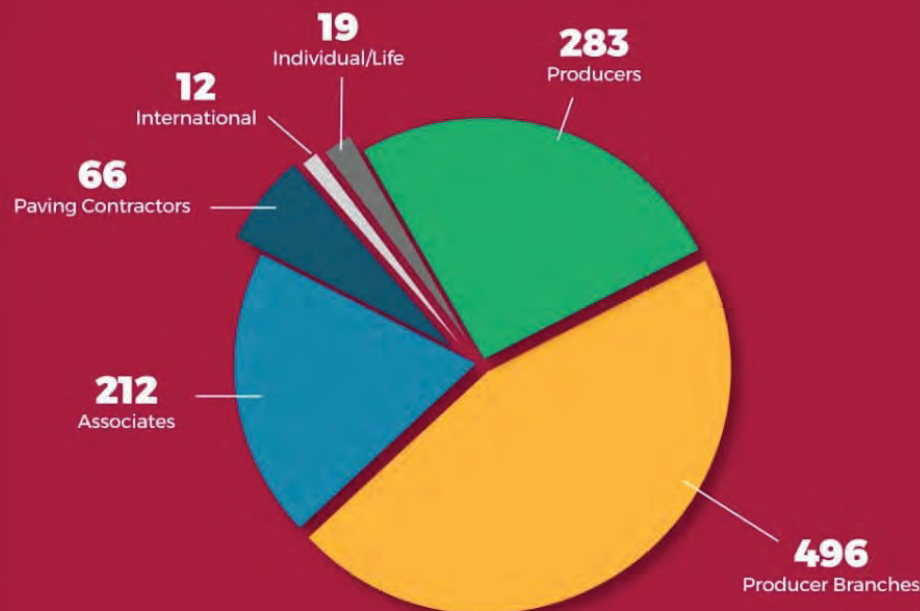




performed the original song, "Asphalt Rocks the Road." In addition to this musical celebration and traditional business meeting, attendees enjoyed a minor league baseball game, a fact-filled construction material market outlook, and 6 micro-sessions – not to mention the sheer joy of being together again!



## 1,088 MEMBERS



## WEBINARS

**39**  
Webinars offered in 2021

**10**  
Beyond the Basics  
webinars

**3K+**  
Attendees

**Most Attended**  
Asphalt Pavement  
Resilience webinars

### Keeping You Informed!

8 Member Briefings, including a special focus on infrastructure legislation

**New Life Members**  
Kevin Kelly  
Charles F. Potts

**58**  
New Members

**99%**  
Membership Renewal

**Membership Anniversaries**  
5 new Gold Club (50+ years), 18 new 30+ years



# SUPPORTING THE INDUSTRY, PAST & FUTURE

The [NAPA Research & Education Foundation \(NAPAREF\)](#) operates 6 programs, 2 of which are key member-focused initiatives.

## Honoring Passages, Helping Families

NAPAREF increased the immediate, tax-free, cash benefit from the NAPA Care Emergency Benevolent Fund to the affected family to \$7,500. The fund was established by NAPA Associate members to support the family of a NAPA member employee who suffers a fatal accident while working in the line of duty.

41 families assisted since 2012

[Make a Donation](#) →

## Educating Future Leaders

NAPAREF awarded a total of 113 scholarships in the amount of \$310,750 – the most awarded in one calendar year.

Of those, 26 students received a combined \$85,000 in Acott/Wilson Asphalt Pavement Industry Scholarships, established by Robert & Ellen Thompson in honor of former NAPA President Mike Acott and the Wilson family of Barriere Construction.

[Learn About Scholarships](#) →



## New Staff, Direction for AP Magazine

NAPA welcomed a new Communications team in 2021. Bill Rowan, hired in March, oversees communications and supports the Association's marketing efforts. Ty Johnson, hired in September, is the managing editor for NAPA's key communications vehicles, including the magazine, newsletter, and social media. Together, they envisioned new editorial approaches and design, taking shape in early 2022. See the latest (and review past issues) at [AsphaltPavement.org/Magazine](#).

**10,923 DIGITAL READERS (↑34%)**

### MOST POPULAR ISSUE

[July/August](#) (Special Edition: Women in Asphalt)

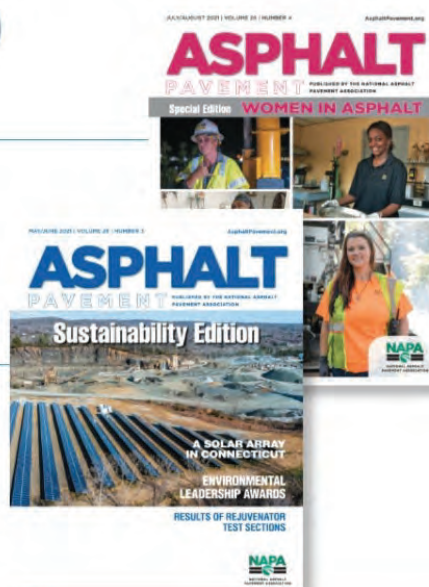
### MOST READ ARTICLE

[Approaching Asphalt Anew](#), profiling Cargill's Aimee Anundsen

### MOST VIEWED COVER

[May/June](#) (Sustainability Edition)

[Visit AsphaltPavement.org/Magazine](#) →



## MEMBER CONTRIBUTIONS ADVANCE OPERATIONS



Through 2020 and 2021, the Plant Operations Task Force for the Committee for Engineering Application and Practice (CEAP) contributed 12 Member To Member articles for *Asphalt Pavement* magazine, also posted to the member-only section of the NAPA website. Topics include aggregate moistures and stockpile, tuning your burner, loading trucks, first aid for asphalt burns, and more. Beginning in 2022, the



[Read Member To Member](#) →

[Preview Highly Effective Habits](#) →

## STAY INFORMED WITH ACTION NEWS

### MOST READ ISSUE

[February 15](#) (Annual Meeting Edition)

### 2<sup>ND</sup> MOST READ ISSUE

[December 20](#) (Year-End Edition)

### MOST READ ARTICLES

- Pave It Black Podcast Season 3 Launch (February 1)
- Plastics in Asphalt Resource Page (February 15)
- TCC Fly-In Follow-Up & FAST Act Reauthorization (May 24)
- OSHA Releases COVID-19 Vax/Test ETS (November 8)
- Federal Government to Establish Buy Clean Policy (December 20)

[Read Action News Archives](#) →

## RECOGNIZING THE BEST IN THE INDUSTRY

**MEET THE 2020 AWARD WINNERS!  
(AWARDED IN 2021)**

### Sheldon G. Hayes Award

FOR SUPERIOR WORKMANSHIP  
QUALITY, AND SMOOTHNESS  
ABOVE 50,000 TONS



**LINDY PAVING**

### Larry H. Lemon Award for Quality In Construction



**11 WINNERS**

### Inaugural Environmental Leadership Award



**3 WINNERS**

### The Ray Brown Airport Pavement Award

For Highest-Rated  
Airport Pavement



**THE GERKEN  
COMPANIES**

### Quality in Construction



**321 WINNERS**



## Operational Excellence

Community



2 WINNERS

## Operational Excellence

Safety Innovations



2 WINNERS



Read about the 2020 winners in the March/April 2021 issue of *Asphalt Pavement* magazine. →

[Learn More About the Awards Program →](#)

## DIAMOND COMMENDATIONS

Diamond Commendations symbolize best practices proven to improve quality, safety, and excellence.



**428**

Achievement

**11**

Achievement  
Sustainable

**129**

Quality

**15**

Paving

**10**

Terminal

[Learn More About the Diamond Program →](#)

## 2021 MEMBER PHOTO CONTEST WINNERS



2021 Member Photo Contest winners will be announced soon. Subscribe to NAPA's communications channels and stay alert!

[TO SUBSCRIBE: Log in, select 'Yes' for Action News, select 'Allow' for Bulk Email. →](#)



# ASSOCIATION EXCELLENCE

Provide superior financial, operational, and people stewardship for the association.

Following headquarters and IT systems modernization in 2020, volunteer leaders and professional staff dedicated themselves in 2021 to modernizing association governance. Most notably, the Governance Task Force, convened in late 2020, blazed the path toward engaging the Board and members. Their efforts bore fruit when, in successive turns, the Board unanimously supported the task force's recommendations, the membership overwhelmingly voted in favor of revised bylaws in October, and the Executive Committee formally approved them in November. The revised bylaws took effect January 1, 2022, establishing a roadmap for engagement at national and regional levels as the industry works to implement infrastructure legislation.

[REVIEW NAPA'S BYLAWS](#) 

Primarily, the revised bylaws modernize the association's leadership structure in two distinct ways to generate more input and impact. These include:

**1** Streamlining NAPA's Board of Directors, capping it at 30 members (down from a high of 80 at times), which sets national strategy for the industry and performs oversight and fiduciary duties for the association.

**2** Establishing an Advisory Council comprised of four geographic regions – Northeast, Southeast, North Central, and West – that will feed emerging and important issues to the national body, while supporting national efforts at the regional and local level.


These updates empower members and leaders through engagement opportunities and representation, generate greater focus through understanding of key initiatives and industry priorities, encourage grassroots execution through regional leadership, create alignment with State Asphalt Pavement Association (SAPA) partners, and reveal a transparent pathway to association leadership.



**"The new Board is going to be able to move in a more nimble way and have more succinct conversations about challenges in our industry. I'm really excited about the two-way conversation between the Board and the four new regions, and their opportunity to influence and impact national issues on a regional level."**

**Jim Mitchell**, Governance Task Force Chair and 2022 Chairman of the Board

Get to know Jim in the January/February 2022 issue of *Asphalt Pavement* magazine.

[Continue reading](#) 



## STAFFING UPDATES

To align with the revised bylaws and further advance a national strategy, NAPA enacted several staffing updates:

**Ester Magorka** is now Senior Vice President, Industry Promotion & Membership

**Amy Miller** is now Vice President, Member &

**Kelly Kanaras** is now Director, Industry Promotion

**Michelle Kirk** is now Manager, Alliances &



Amy Miller is now Vice President, Member & Industry Alliances and National Director, Asphalt Pavement Alliance

Ashley N. Jackson is now Senior Director, Government Affairs & Political Action Committee

Michelle Kirk is now Manager, Alliances & Awards

Ebony (Ealey) Curry is now Administrative Assistant & Diamond Coordinator

#### OUR MISSION

**TO ADVOCATE, ADVANCE, AND SUPPORT THE ASPHALT PAVEMENT INDUSTRY.**

#### OUR VISION

**ASPHALT PAVEMENT'S QUALITY AND VALUE PAVE THE WAY FOR ENHANCED MOBILITY AND A SUSTAINABLE TRANSPORTATION NETWORK.**

### 2021 NATIONAL OFFICERS



#### CHAIRMAN

James M. Winford, Jr., PhD, PE  
Prairie Contractors LLC



#### FIRST VICE CHAIRMAN

James A. Mitchell  
Superior Paving Corp.



#### SECOND VICE CHAIRMAN

Christian Zimmermann  
CRH Americas Materials Inc.  
(New Hampshire)



#### THIRD VICE CHAIRMAN

Brady D. Meldrem  
Norris Asphalt Paving Co.



#### SECRETARY

Patrick L. Nelson  
Lehman-Roberts Co.



#### TREASURER

Robert Doucet  
Colas Inc.

### 2021 BOARD OF DIRECTORS

#### EXECUTIVE COMMITTEE:

Stanley G. Bass, Vulcan Materials Co.  
Kurt Bechthold, Payne & Dolan Inc., a Walbec Group Co.  
Jason C. Duininck, Duininck Inc. (Minnesota)  
Brian Endres, Payne & Dolan Inc., a Walbec Group Co.  
Dan Gallagher, Gallagher Asphalt Corp. (Illinois)  
John L. Harper, Wiregrass Construction Co. Inc.  
John J. Keating, CRH Americas Materials Inc.  
Kevin Kelly, Walsh & Kelly Inc.  
Jay Lemon, Haskell Lemon Construction Co.  
Brad Oneglia, O&G Industries Inc. (Connecticut)  
John Quade, Knife River Corp.  
Ronald A. Sines, CRH Americas Materials Inc.  
Steven M. Warren, Warren Paving Inc.  
David White, Superior Paving Corp. (Virginia)  
Peter A. Wilson, Barriere Construction, A CRH Co.  
Audrey Copeland, NAPA President & CEO

Brett Armstrong, Wiregrass Construction Co. Inc., a Construction Partners Inc. Co. (Alabama)

Bruce Barkevich, Chair, State Asphalt Pavement Associations



**Bruce Barevich**, Chair, State Asphalt Pavement Associations  
**Ralph Barnes**, Adcamp Inc. (Mississippi)  
**Mike Barry**, Palmer Paving Corp. (Massachusetts)  
**Jason Bowes**, Bowes Construction Inc. (South Dakota)  
**Jeromy Castro**, Grace Pacific LLC (Hawaii)  
**Glenn Chambers**, Vulcan Materials Co. (Tennessee)  
**Willie Crane**, West Virginia Paving, A CRH Co. (West Virginia)  
**Scott Davis**, Schmidt Construction (Colorado)  
**Chris Doan**, Knife River Corp., Central Oregon Division (Oregon)  
**Dustin Everson**, Narragansett Improvement Co. (Rhode Island)  
**Craig Fabrizio**, Staker Parson Cos., A CRH Co. (Utah)  
**Scott Fant**, Sloan Construction (South Carolina)  
**David Gent**, Washington Asphalt Pavement Association  
**Brent Gerken**, Gerken Materials Inc. (Ohio)  
**Tim Gorman**, Rogers Group Inc. (Arkansas)  
**Steve Hackworth**, D&J Construction Co. Inc. (Louisiana)  
**Vince Hafeli**, Ajax Paving Industries of Florida LLC (Florida)  
**Curtis Hall**, Allan Myers (Delaware)  
**Allen Hendricks**, Blythe Construction, a division of Eurovia USA (North Carolina)  
**Chris Hobby**, Hanson Aggregates West Region  
**Jerrold Johnson**, Hawaiian Rock Products (Guam)  
**Stephen Kennedy**, Rock Road Cos. Inc. (Wisconsin)  
**Bryce Kidd**, K. Barnett & Sons Inc. (New Mexico)  
**James Klett**, Klett Construction, A CRH Co. (Michigan)  
**Peter Kochek**, Weldon Materials Inc., Weldon Asphalt Division (New Jersey)  
**Rodney Lane**, Eurovia Atlantic Coast LLC  
**Andrea Latham**, Vice Chair, Associate Member Council  
**Rob Lauer**, Hall Brothers Inc. (Kansas)  
**Mike Law**, Scotty's Contracting and Stone LLC (Kentucky)  
**Mike Lee**, Lakeside Industries Inc. (Washington)  
**Tony Limas**, Granite Construction Co. (California)  
**Owen McCormick**, Joseph McCormick Construction Co. Inc. (Pennsylvania)  
**Kevin Monaco**, Vice Chair, State Asphalt Pavement Associations  
**Craig Parker**, Silver Star Construction Co.  
**CJ Potts**, Milestone Contractors LP (Indiana)  
**Jordan Reed**, George Reed, Inc. (California)  
**James Richards**, Granite Construction Co.  
**John Romanowski**, Jas. W. Glover Ltd. (Hawaii)  
**Albert Schlather**, Colorado Materials Ltd. (Texas)  
**William Schmitz**, Gernatt Asphalt Products Inc. (New York)  
**Rob Scrivener**, Reliable Contracting Co. Inc. (Maryland)  
**Garrett Sharp**, Cummins Construction (Oklahoma)  
**Paula Shuford**, Chair, Associate Member Council  
**Dan Thompson**, Border States Paving Inc. (North Dakota)  
**Marty Thurman**, Granite Construction Co. (Alaska)  
**Pat Weaver**, Solterra Materials (Arizona)  
**Chip Whitcomb**, Vermont Blacktop Corp. (Vermont)  
**Tim Wilson**, JOB Construction Co. (Oklahoma)  
**Ryan Yoch**, Martin Marietta

## STAFF HONORS & ACHIEVEMENTS



In February, **Ester Magorka** earned [ASAE's Certified Association Executive \(CAE\)](#) credential, furthering her education and signifying her commitment to association management.

In May, **Richard Willis** was elected Chair of the newly formed [Consortium for Asphalt Pavement Research and Implementation \(CAPRI\)](#) at NCAT. As Chair of CAPRI, he will seek input from stakeholder groups (contractors, associations, agencies, suppliers, consultants, academia) to set priorities for future research needs and develop consensus recommendations on technical issues related to asphalt pavement materials test methods and construction specifications. CAPRI will also identify





construction specifications. CAPRI will also identify national priority research and implementation needs for tomorrow's asphalt pavements.



In June, **Audrey Copeland** was appointed to the Advisory Council for Engineering at her alma mater, Tennessee Tech, where students are eligible for the Wayne Evans Asphalt Industry Scholarship administered by NAPAREF. Audrey said she was motivated to "give back and further contribute to Tech." Her appointment was one of five women joining the council, aiming to strengthen its expertise and diversity.

In August, **Stephanie Millard** completed a bachelor's degree at the University of Maryland Global Campus.




Also in August, **Kasey Witt** completed SHRM's Veterans at Work Certificate program and was selected as one of 250 USAA/SHRM Foundation Veteran Ambassadors.



#### MEDIA HIGHLIGHT

### Episode 17 **LOOKING BEYOND THE PAVEMENT**

**Audrey Copeland** joined the Illinois Center for Transportation in October to talk about industry priorities and innovation on The Drive Forward Podcast.

The Drive Forward Podcast 

## STAFF ANNIVERSARIES

**30YRS**

Kim Williams

**10YRS**

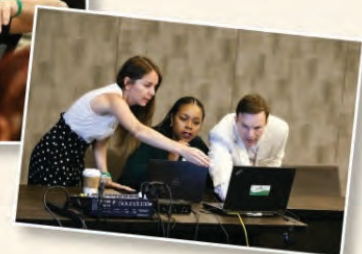
Stephanie Millard

**10YRS**

Kelly Kanaras

**5YRS**

Richard Willis



Meet the NAPA Staff 