

NATIONAL ASPHALT PAVEMENT ASSOCIATION

Asphalt pavements pave the way for enhanced mobility and a sustainable transportation network.



NATIONAL ASPHALT
PAVEMENT ASSOCIATION

ANNUAL REPORT 2019

www.AsphaltPavement.org

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**NATIONAL ASPHALT
PAVEMENT ASSOCIATION**

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On the Cover: Detail from "View from the Screed" by Bryan Warrick of K-Five Construction Corp., winner of NAPA's Annual Photo Contest.



Our Mission

The National Asphalt Pavement Association works to support, advocate, and advance the asphalt pavement industry.

- We **support** our members through education, technical advice, recognition programs, and peer engagement.
- We **advocate** by engaging, collaborating with, and educating decision makers.
- We **advance** the industry through innovation and research, thought leadership, and promoting safe, efficient, sustainable operations.

THE VOICE OF THE ASPHALT PAVEMENT INDUSTRY

For 65 years, NAPA has represented the interests of asphalt pavement producers and laydown contractors.

With more than 1,200 member companies, NAPA is the only trade association that exclusively represents the interests of asphalt producers and contractors on the national level with Congress, government agencies, and other national trade and business organizations. NAPA supports an active research program to improve the quality of asphalt pavements and paving techniques; provides technical, educational, and marketing materials and information; supplies product information to users and specifiers of paving materials; and creates networking opportunities for the industry.

2019 YEAR IN REVIEW

Reflecting on my tenure as NAPA Chairman, I have thoroughly enjoyed representing our industry and meeting so many new people.

2019 was characterized by major changes and new strategic initiatives for NAPA as we prepare for the reauthorization of the federal surface transportation programs in 2020.

In January 2019, Dr. Audrey Copeland took the helm as NAPA President & CEO and has demonstrated her leadership skills in moving this association forward. Mike Acott left big shoes to fill, but Audrey has set the direction forward for NAPA, refining the strategic plan for long-term goals, and developing the NAPA staff to optimize the member experience and value.

In addition to these operational changes, NAPA has undergone a physical transformation. In September, the association moved its headquarters to a modern, dynamic space. This new office will better serve our members and the staff, and we invite all members to visit when in the Washington, D.C., area.

Close to my heart is NAPA's new strategic focus on workforce development. This is a critical issue for the future of the industry, and NAPA's new standing committee on workforce development is building awareness of and interest in jobs in the asphalt pavement industry.

In conjunction with our workforce development initiative, Women of Asphalt also grew exponentially in 2019, highlighting the many opportunities and pathways for success for women in our industry.



Finally, 2019 came to a close with Congressional passage of a clean funding package for the new year with no pavement type selection mandates and with new money for asphalt pavement research. With this hurdle cleared, NAPA is turning its attention to reauthorization. The FAST Act expires in 2020, so we must push Congress to deliver a robust, well-funded, long-term highway bill that meets America's needs for the future — and ensure that the bill does nothing to bias the pavement type selection process.

I am truly thankful to have had the opportunity to serve as your chairman, and I look forward to seeing NAPA, our companies, and the industry prosper as we enter a new decade.

John L. Harper
Construction Partners Inc.
NAPA 2019 Chairman

EVOLVING TO BUILD MEMBER VALUE

Change is rarely easy, but it is often necessary. For NAPA, 2019 was a year of significant change as we transitioned leadership, location, and operations to modernize our facilities, ensure fiscal responsibility, and best meet the changing needs of our members. This is an ongoing, evolutionary process and in the coming year NAPA members can expect to see significant changes in how we serve you.

On a strategic level, we have undergone a reflective analysis of what NAPA does and how we do it. The result of this process is a clear mission statement for the association: NAPA works to support, advocate, and advance the asphalt pavement industry. We support our members through education, technical advice, recognition programs, and peer engagement. We advocate by engaging, collaborating with, and educating decision makers. We advance the industry through innovation and research, thought leadership, and promoting safe, efficient, sustainable operations.

With this as our guide, we have refined NAPA's strategic plan, defining our goals and activities for 2020 through 2022 to meet present needs and to prepare for future challenges and opportunities.

On an operational level, we will see the launch in late 2020 of a new association management system. This is a major technological advancement for NAPA that will empower companies with new tools to get the most from their membership. Online, you will be able to easily add members of your team to connect them with NAPA guidance, resources, and education. The new system will also support new levels of engagement for NAPA committees and member programs. This will all be accompanied by a new website that is built to be easy to use from a desktop in the office or a mobile device in the field.

Finally, we have also embarked on an ambitious plan to refresh the Asphalt Pavement Alliance, our 20-year-old partnership with the Asphalt Institute and the State Asphalt Pavement Associations.

This just scratches the surface of the changes underway at NAPA, but I am certain these efforts, which are under the direction and oversight of NAPA's member-leaders, will strengthen NAPA's ability to support, advocate, and advance the asphalt pavement industry, delivering ever greater value to your company.



Audrey Copeland, Ph.D., P.E.
National Asphalt Pavement Association
President & CEO

2019 MAJOR ACCOMPLISHMENTS

SUPPORT MEMBER GROWTH

- ✓ **Unparalleled Education & Networking**
Nearly 12,000 people attended NAPA events during 2019, including World of Asphalt and the People, Plants, & Paving education program with the most comprehensive asphalt education opportunities at a single site. In addition, more than 2,000 people downloaded or participated in NAPA webinars. NAPA also published nine new or updated technical publications and guidance documents.
- ✓ **CrewSafety Online Training**
To help ensure workers are prepared to avoid dangers within a roadway work zone, NAPA launched the CrewSafety online training tool with role-specific modules for different job functions.

ADVOCATE FOR THE INDUSTRY

- ✓ **Expanded Funding Without Mandates**
During 2019, NAPA and our partners in Washington secured expanded funding for highways and airfields, including repeal of a provision in the FAST Act that would have decreased highway funding by \$7.6 billion in FY2020. In the five transportation budget measures passed during 2019, none included pavement type selection mandates.
- ✓ **New Pavement Research Program**
Among the legislative wins of 2019 was the creation of a new research program with a dedicated \$3 million dollars to speed implementation and deployment of proven technologies for asphalt airfield pavements.

ADVANCE THE INDUSTRY

- ✓ **Successful Completion of FHWA Co-op**
2019 brought to a successful end a five-year cooperative agreement with the Federal Highway Administration (FHWA). The \$2 million effort funded research, deployment, and educational activities focused on advancing innovative asphalt technologies, including the development of informational materials and technical guidance.
- ✓ **Workforce Development**
To address the increasing need to attract and retain workers within the industry, NAPA established a new standing committee for Workforce Development. During 2019, an extensive market research effort was completed to understand the opportunities and challenges the industry faces in recruiting new workers.
- ✓ **Performance Branding Campaign**
In 2019, NAPA launched “Performance for a Lifetime,” a new branding campaign to highlight for pavement owners the value, sustainability, versatility, and innovative nature of asphalt pavements.

HONORS & ACCOLADES

NAPA earned several awards during 2019. Most notably, NAPA Senior Director of Government Affairs Ashley Jackson was honored as a 2020 Leading Association Lobbyist in the *Association Trends* Salute to Excellence. Also, the video “Work Zone Safety Is Your Responsibility Too” won Best Video in the Construction Media Alliance Marketing Awards, and *Asphalt Pavement* magazine’s redesign won a MarComAwards Honorable Mention.

OUR STRATEGIC PLAN

NAPA's activities are centered around seven sectors aligned with member needs.

1

LONGEVITY & GROWTH

Safeguard Longevity & Foster Growth: Engage and educate stakeholders, such as pavement owners and policy makers, to advance asphalt as the pavement of choice for mobility solutions.

2

QUALITY & INNOVATION

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

3

ADVOCACY

Advocate on Behalf of the Industry: Educate and engage with federal-level policy makers, in collaboration with other organizations, to advance legislation and regulations supportive of transportation infrastructure investment.

4

EH&S EXCELLENCE

Support Environmental, Health & Safety Excellence: Assist members to protect workers, improve environmental performance, and ensure regulatory compliance.

5

WORKFORCE DEVELOPMENT

Strengthen Support & Resources for Workforce Needs: Raise the profile of career opportunities and professional development in the asphalt pavement industry.

6

MEMBER INVOLVEMENT

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

7

ASSOCIATION EXCELLENCE

Advance Association Excellence: Provide superior financial, operational, and people stewardship for the association.

1

LONGEVITY & GROWTH

Safeguard Longevity & Foster Growth: Engage and educate stakeholders, such as pavement owners and policy makers, to advance asphalt as the pavement of choice for mobility solutions.

NAPA employs a multifaceted approach to build and present the case for the use of asphalt pavements for roads, runways, parking lots, recreational surfaces, and other applications.

Industry-Leading Research

NAPA and the State Asphalt Pavement Associations partnered to support a range of research projects to outline the benefits and advantages of asphalt pavements, counter misinformation, and promote best practices and innovation. During 2019, seven projects were completed and final reports published, including best practice guidance on life-cycle cost analysis for asphalt pavements, an updated study comparing asphalt pavement mixture production facility emissions to other common activities, and a synthesis of technical needs for low-volume asphalt roads. Also completed through the Pavement Economics Committee (PEC) with support and funding through the FHWA cooperative agreement were a webinar series and an updated publication on the design and construction of heavy-duty pavements.



Balanced Mix Design Workshops

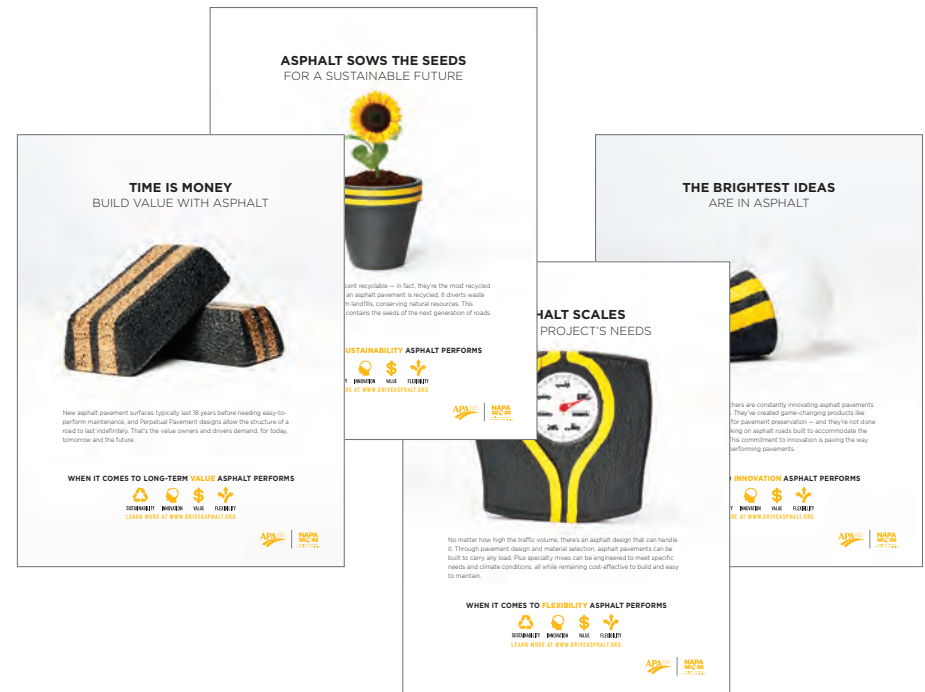
During 2019, with support and funding from NAPA and the SAPAs, NCAT conducted a series of six balanced mix design (BMD) workshops reaching more than 260 people with information needed for state highway agencies and asphalt contractors to move forward with BMD implementation and performance-based specifications. To facilitate DOT participation in the workshops, FHWA underwrote travel costs for some public-agency attendees.



PERFORMANCE FOR A LIFETIME

In 2019, NAPA rolled out a new national branding campaign for asphalt pavements, highlighting attributes of asphalt pavements that deliver long-lasting performance. With a combination of print and digital advertising, along with infographics and social media content, the Performance for a Lifetime campaign talks about asphalt pavements' value and sustainability in ways pavement designers and owners care about, as well as highlighting their innovation and wide range of application. The monthly social media calendar distributed to State Asphalt Pavement Associations and contractors also help put these themes in front of agencies and the public year-round.

To access Performance for a Lifetime materials, visit <https://goaspha.lt/Performance4Lifetime>



Deployment and Engagement

The Asphalt Pavement Alliance (APA) brings technical and marketing resources to effective action as the deployment arm of the industry. Working with the support of NAPA, the State Asphalt Pavement Associations (SAPAs), and the Asphalt Institute, the APA works to get information about

asphalt pavements in front of pavement designers and specifiers, as well as arm producers with information and materials to promote asphalt pavements.

During 2019, the APA hosted training seminars for the commercial sector focused

on building and maintaining high quality asphalt parking lots, drawing more than 126 people to four sessions. In addition, the APA conducted more than 30 live engagements, speaking to thousands of stakeholders on core messages that included data-driven life-cycle cost analysis, resiliency, asphalt performance for a lifetime, and pavement design using the free PAVExpress suite of online tools.

For more information from the Asphalt Pavement Alliance, visit www.AsphaltRoads.org

To access PAVExpress, visit www.PaveXpress.com



2

QUALITY & INNOVATION

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

NAPA works to advance asphalt pavement engineering, technologies, and innovation that enhance quality, performance, sustainability, and value.

2018 Recycled Materials & Warm-Mix Asphalt Survey



NAPA received a record level of participation in the annual industry survey on the use of recycled materials and warm-mix asphalt (WMA). This important project, conducted under contract for FHWA, documents the growing use of sustainable practices by the industry and helps make the case for states to increase their use of reclaimed asphalt pavement (RAP) and WMA. For the 2018 construction season, 272 companies representing 1,328 plants responded. In total more than 100 million tons of RAP was reclaimed for future use during the year, and more than 157 million tons of asphalt mixture using WMA technologies was produced, about half of which was produced at reduced temperatures.

For full survey results, visit www.AsphaltPavement.org/Recycling

Completion of FHWA Co-Op

2019 brought to a successful end a five-year cooperative agreement with the Federal Highway Administration (FHWA). The \$2.5 million effort funded research, deployment, and educational activities focused on advancing innovative asphalt technologies, including these 2019 “Asphalt Pavement Principles” video, and Sustainability in Practice publication/webinar, and in-place density field trials projects.



‘Asphalt Pavement Principles’ Video Series

NAPA worked with Applied Research Associates Inc. (ARA) to develop the “Asphalt Pavement Principles” video series for FHWA. The three-part video series highlights experts from NAPA, State Asphalt Pavement Associations, the National Center for Asphalt Technology, FHWA, and state departments of transportation discussing the relationship between density and durability, the importance of pavement smoothness, and the value of long-life pavements. By year-end 2019, the videos had been viewed more than 9,500 times via the FHWA YouTube channel, <https://goaspha.lt/FHWA-APP>

Sustainability in Practice Series

As public agencies increasingly seek to measure and quantify the sustainability of their infrastructure, it is important to both recognize and document the ways asphalt pavements meet sustainability objectives. Over the course of 2019, NAPA released a four-part series of publications and webinars, *Sustainable Asphalt Pavements: A Practical Guide*, to help asphalt producers and pavement owners understand how to address sustainability within the confines of good business practices. The four publications are available individually or in a single volume.



Download free copies of Sustainable Asphalt Pavements: A Practical Guide at www.AsphaltPavement.org/PracticalGuide

In-Place Density & Durability Study

During 2019, the National Center for Asphalt Technology (NCAT) completed the second phase of a three-part FHWA demonstration project for enhanced durability of asphalt pavements through increased in-place density. The project included field demonstrations in nine states to compare standard construction practices with new technologies and techniques, and found that a combination of incentives, adjustments to roller operations, mix engineering adjustments, and adherence to best practices and ensuring consistency were all effective in increasing density. New technologies, such as warm-mix asphalt and intelligent compaction, also showed promise in the demonstration projects.

PAVING FOR PERFORMANCE CONFERENCE

In December, NAPA drew 140 people to Austin, Texas, for the “Paving for Performance: Built to Perform” technical conference. The well-received sessions focused on what it takes to produce and construct high-quality asphalt pavements.

To cap off the meeting, the “Future of Plants & Paving” panel discussion was streamed via Facebook Live — NAPA’s first-ever live broadcast. More than 1,250 people have viewed the stream since it was posted online.



ENGAGING NATIONWIDE

The NAPA Engineering, Research, & Technology team kept busy during 2019, speaking at more than 30 technical conferences and meetings. In total NAPA staff traveled to 34 states to present or participate in 75 events during 2019.

3

ADVOCACY

Advocate on Behalf of the Industry: Educate and engage with federal-level policy makers, in collaboration with other organizations, to advance legislation and regulation supportive of transportation infrastructure investment.

NAPA represents the asphalt pavement industry before the U.S. Congress and Administration to grow infrastructure investments and asphalt-related research investment and seek support for NAPA's advocacy priorities.



NAPA Chairman John Harper (center) spoke along with Rep. Earl Blumenauer (D-Ore.) and Rep. Rodney Davis (R-Ill.) at a Capitol Hill press conference during the 2019 TCC Fly-In.

Repeal of Rescission: Saved \$7.6 Billion in Highway Funding

Thanks to work by NAPA and other stakeholders on Capitol Hill, Congress repealed the \$7.6 billion rescission in highway contract authority included in the FAST Act. Had the repeal not happened, every state's highway program would have seen a significant reduction in July 2020.

Stable Funding with No Pavement Mandates

2019 began with the federal government shutdown and no funding plan for the year. By year-end, NAPA successfully negotiated industry interests through the appropriation processes for FY2019 and FY2020, as well as through three continuing resolutions. Not only did the final appropriations bills include increased highway program funding beyond the FAST Act levels, all five pieces of legislation were passed with no pavement mandates.

Focus on Airfields

During the Federal Aviation Administration (FAA) reauthorization, successful NAPA advocacy helped secure an additional \$3.75 billion in federal funding and grants for airfield improvements. Also, thanks to NAPA's legislative leadership, a new airfield pavement research program was established with \$3 million dedicated to research on asphalt airfield pavements.

Defense Research Program

As part of the FY2020 appropriations process, Congress authorized a pilot research program focused on designing, building, and testing technologies to extend the service life of roads and runways under the authority of the Department of Defense. This is an opportunity for the industry to prove the value of asphalt pavements in mission-critical military applications.

DEFEATING STATE-LEVEL PAVEMENT MANDATES

While NAPA continues work to keep pavement type selection mandates out of federal legislation, other materials industries have shifted their efforts to state houses. Working with members and the State Asphalt Pavement Associations, NAPA experts provided testimony before lawmakers in Maryland, Massachusetts, and Missouri during 2019, helping to defeat legislation put forward by the concrete and cement industries that would

take pavement type decisions out of the hands of DOT experts.

To aid producers in advocating for the industry at the federal, state, and local level, NAPA launched *Successful Asphalt Advocacy*, a handbook for engaging with lawmakers that complements the association's online grassroots engagement center.

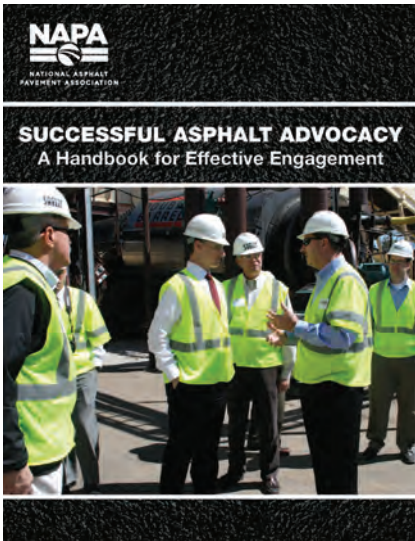
The online grassroots advocacy platform provides legislative action updates along with opportunities to



Massachusetts Aggregate and Asphalt Pavement Association Executive Director Jim Reger (foreground) and NAPA Vice President for Engineering, Research, & Technology Dr. Richard Willis testify about pavements and LCCA before the Massachusetts General Court.

send messages directly to lawmakers. During 2019, more than 215 emails were sent to lawmakers via this online platform.

Download the handbook and join in NAPA's grassroots engagement efforts at www.AsphaltPavement.org/Grassroots



NAPA Political Action Committee

NAPA's Political Action Committee is an important tool for supporting lawmakers who are directly involved with issues of importance to the association and its members. During 2019, NAPA PAC contributed \$58,500 to 21 members of Congress and five other political

action committees. For the first session of the 116th Congress, 58% of NAPA PAC contributions went to Democrats and 42% went to Republicans. Most of the lawmakers receiving NAPA PAC contributions sit on the House Transportation & Infrastructure Committee.

4

EH&S EXCELLENCE

Support Environmental, Health & Safety Excellence: Assist members to protect workers, improve environmental performance, and ensure regulatory compliance.

NAPA provides dedicated assistance to help member companies achieve and maintain EH&S excellence that protects workers, eliminates hazards, improves environmental performance, and complies with regulations.

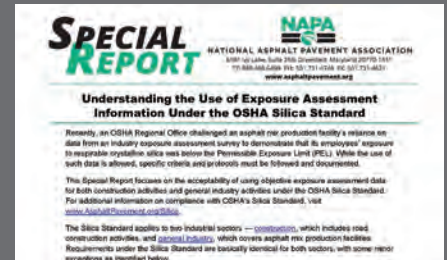
NAPA Care Benevolent Fund

No matter how much care is taken or training is provided, tragic accidents can still happen. In those cases, the NAPA Care Emergency Benevolent Fund provides immediate financial assistance to the families of NAPA member company workers killed in an accident at a plant or job site. In 2019, two families received assistance from NAPA Care.



Provided Guidance and Compliance Support for Federal Regulations

During 2019, NAPA developed and published industry guidance to aid in complying with new Occupational Health & Safety Administration (OSHA) crane operator certification requirements and using exposure assessment information to comply with OSHA's Silica Rule.



Sought Greater Flexibility from Washington

NAPA also continued to advocate with the Federal Motor Carrier Safety Administration (FMCSA) for additional relief from Hours of Service requirements to ensure greater flexibility for asphalt paving construction activities. In addition, NAPA led other industry associations in developing legislation to give states greater flexibility in funding innovative technologies that improve work zone safety. Although not passed in 2019, we continue work to advance this effort with Congress. In total, NAPA filed comments with regulators on a half-dozen proposed rule changes during 2019.

Supported Members in Local Engagement

Working with State Asphalt Pavement Associations and member companies, NAPA was able to help successfully address municipal concerns associated with stormwater runoff from asphalt pavement and RAP stockpiles in several states.

Keep up to date with regulatory issues via NAPA's EH&S Regulatory Blog: <https://goaspha.lt/RegulatoryBlog>

CREWSAFETY WORK ZONE TRAINING

2019 saw the official launch of a new online training program in partnership with American Road & Transportation Builders Association (ARTBA). CrewSafety (formerly ITCP) provides role-specific internal work zone safety operations training for laborers, truck drivers, and equipment operators. The online training platform can be used in group settings or individually, and can be integrated with a company's learning management system.

Learn more about the CrewSafety Program at www.AsphaltPavement.org/Safety

CrewSAFETY

Work Zone Training



National Work Zone Awareness Week 2019

For National Work Zone Awareness Week 2019 (NWZAW), NAPA updated the award-winning WatchForUs public awareness campaign to combat distracted driving in roadway work zones; a total of 17 associations signed on to support the effort. NAPA developed physical and digital products for companies to use to raise awareness about distracted driving in their communities. During one week, the #WatchForUs posts were seen more than 367,000 times.

In addition, NAPA produced a new video (above) highlighting personal stories of work zone accidents and near misses. This video won the Best Video award in the 2019 Construction Media Alliance Editorial and Marketing Communications Awards program.

To access the WatchForUs Toolkit and materials, visit: www.watchfor.us/toolkit



5

WORKFORCE DEVELOPMENT

Strengthen Support & Resources for Workforce Needs: Raise the profile of career opportunities and professional development in the asphalt pavement industry.

NAPA works to reshape general public, educator, and employee perceptions of the asphalt pavement industry to improve recruitment and retention by ensuring contractors have effective messages, supportive partnerships, and the ability to empower employees with the skills, training, and benefits needed to succeed.

WORKFORCE COMMITTEE LAUNCHES

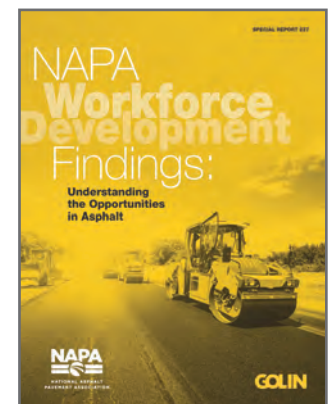
With contractors facing a wave of retiring workers and a need to find new ways to attract young people to the industry, NAPA created a new strategic focus area centered on worker recruitment and retention and founded the Workforce Development Committee (WFD) to direct its work. Divided into three task groups, the committee spent 2019 building out initiatives and laying the groundwork for future action.



To kick off the effort, NAPA's 2019 Annual Meeting keynote speaker, Mike Rowe, host of the television show *Dirty Jobs*, highlighted the value, importance, and opportunities offered by trade professions.

UNDERSTANDING OPPORTUNITIES

The Communications Task Group oversaw the first-ever national market research effort to understand how potential workers and their influencers view road construction as a career choice. Using two waves of national public surveys and conducting 10 focus groups across five regions, the effort identified opportunities, challenges, and persuasive messages that will guide development of NAPA's workforce efforts.



The findings of the research are available to members as NAPA Special Report 227 — *NAPA Workforce Development Findings: Understanding the Opportunities in Asphalt*.

PARTNERSHIPS & PROMISE

The Partnership Task Group examined existing alliances and efforts to reach potential workers. In addition to expanding NAPA's work with Future Farmers of America (FFA) to expose middle and high school students to the asphalt pavement industry, the task group identified other workforce development efforts for collaboration or partnership. In particular, NAPA is working with the Federal Highway Administration and the Department of Labor to engage as a partner in the Highway Construction Workforce Partnership and its Roads to Your Future program.

The Promise Task Group, which focuses on employee retention and ensuring an attractive workplace, is developing an industry survey of human resource professionals to benchmark industry benefits and how workers respond to them. *Be on the watch for the survey and its results in 2020.*

SUPPORTING THE FUTURE

Through the NAPA Research & Education Foundation (NAPAREF), and working with the State Asphalt Pavement Associations, NAPA directed funding for 113 scholarships worth \$193,700 in 2019 to civil engineering and construction management students. Since 1994, more than \$5.3 million in scholarships has been awarded to more than 2,300 students. Since 1986, NAPAREF has raised more than \$15 million from the industry to establish and support the National Center for Asphalt Technology at Auburn University.



WORLD OF ASPHALT #AG2ASPHALT DAY

At World of Asphalt 2019 in Indianapolis, NAPA, led by NAPA Chairman John Harper, worked with the Association of Equipment Manufacturers and the Asphalt Pavement Association of Indiana to welcome 100 FFA students to the show to learn about industry careers, see construction equipment, and explore their options.



IMPACT LEADERSHIP DEVELOPMENT

The IMPACT Leadership Group continues to serve as a focal point for career and personal development of mid-level staff at industry companies. During the 2019 IMPACT Conference, attendees engaged in collaborative activities to learn how to work with different personality types, communication styles, and approaches to conflict to better their leadership and management skills.





MEMBER INVOLVEMENT

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

NAPA delivers opportunities, tools, and activities that exemplify the value of NAPA membership and help member companies strengthen their businesses, build rewarding networks, and apply best practices to deliver high quality pavements.

FOCUS ON MEMBERSHIP

In December 2019, NAPA expanded its staff to include Steve Shivak as Director of Membership. This new position is focused on recruiting new members and building member engagement — bolstering the impact of the association and increasing the value of membership.



2019 Meetings Recap

NAPA's meetings provide a range of networking and educational opportunities for attendees, as well as a platform for hosting committee meetings that guide the association's activities. Across NAPA's 2019 meetings, More than 94% of attendees ranked NAPA's 2019 meetings as very good or excellent.

The World of Asphalt Show & Conference (WOA) is the largest asphalt-focused trade show in North America; in 2019, WOA was once again recognized by *Trade Show Executive* magazine as one of the fastest growing trade shows in the country.

64th Annual Meeting

Marco Island, Florida
≈850 Attendees

World of Asphalt Show & Conference

Indianapolis, Indiana
10,000+ Attendees from 54 nations and 500+ exhibitors

Transportation Construction Coalition Fly-In

Washington, D.C.
400+ Attendees

Midyear Meeting

Asheville, North Carolina
≈350 Attendees

IMPACT Leadership Group Conference

Buckhead, Atlanta, Georgia
≈100 Attendees

Paving for Performance: Built to Perform Technical Conference

Austin, Texas
140+ Attendees

Upcoming Meetings & Events

65th Annual Meeting

February 2–5, 2020
Grand Wailea
Wailea, Maui, Hawaii

CONEXPO-CON/AGG

March 10–14, 2020
Las Vegas Convention Center
Las Vegas, Nevada

Transportation Construction Coalition Fly-In

May 13–14, 2020
Grand Hyatt Washington
Washington, D.C.

Midyear Meeting

July 12–15, 2020
Ritz-Carlton Bacara
Santa Barbara, California

IMPACT Leadership Group Conference

September 15–17, 2020
W Minneapolis—The Foshay
Minneapolis, Minnesota

66th Annual Meeting

February 7–10, 2021
Omni Orlando Resort at Championsgate
Orlando, Florida

World of Asphalt Show & Conference

March 9–11, 2021
Georgia World Congress Center
Atlanta, Georgia

For information about upcoming meetings and events, visit www.AsphaltPavement.org/Meetings

Asphalt Pavement Redesigned

Asphalt Pavement, NAPA's bimonthly print and digital magazine, is read by more than 13,000 industry professionals, public agency officials, and academics. During 2019, the magazine completed a full redesign to increase the use of photography and streamline content to ensure it remains engaging and informative.

The redesign earned an honorable mention in the 2019 Association of Marketing and Communication Professionals MarComAwards.

NAPA also expanded its online activities in 2019, adding Instagram to the social media platforms used to promote the association and the industry.

Best Practices, Guidance, and Education

In addition to its meetings, NAPA helps keep the industry informed about innovations and best practices through its technical publications and the NAPA Webinar series.

NAPA added several new technical publications to its catalogue during 2019. In addition to the four-part *Sustainable Asphalt Pavements: A Practical Guide* series, second editions of *Guidelines for the Use of Reclaimed Asphalt Shingles in Asphalt Pavements* and *Design & Construction of Heavy-Duty Pavements* were released. NAPA also released special reports providing guidance on silica exposure assessment, complying with OSHA's crane certification requirements, and the use of asphalt pavements to earn LEED credits.

The NAPA Webinar program hosted 14 online education opportunities for more than 2,000 people during 2019, covering everything from work zone safety to advances in recycled tire rubber to drug testing in the workplace.

NAPA offers free digital technical publications and archived webinars to its members via the NAPA Online Store, <http://store.AsphaltPavement.org>

Upcoming NAPA Webinars can be found at www.AsphaltPavement.org/webinar



AWARDS & COMMENDATIONS

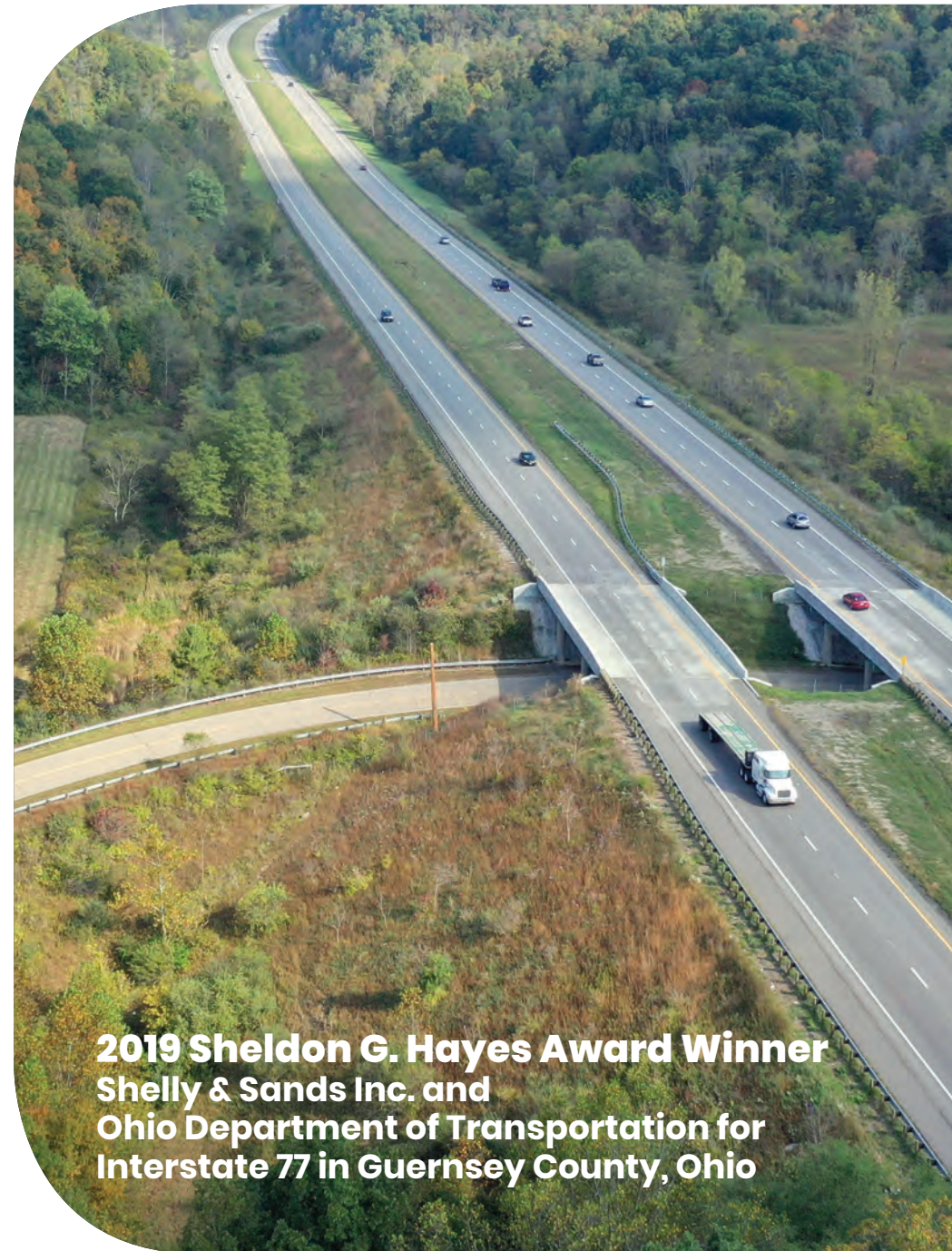
The NAPA Awards and Diamond Commendation programs recognize and reward excellence in asphalt operations and high-quality projects.

For more information on the NAPA Awards Program, visit www.AsphaltPavement.org/awards

For more information on the Diamond Commendation Program, visit www.AsphaltPavement.org/diamond

6 DOTs Earn 2019 Perpetual Pavement Awards

To promote the advantages of long-life asphalt pavements, the Asphalt Pavement Alliance annually recognizes road owners for pavements with 35 or more years of reliable, high performing service with the Perpetual Pavement Award. In 2019, Alabama DOT, Arkansas DOT, Florida DOT, Pennsylvania DOT, Tennessee DOT, and Washington State DOT (pictured below) were honored for long-life asphalt pavements.



**2019 Sheldon G. Hayes Award Winner
Shelly & Sands Inc. and
Ohio Department of Transportation for
Interstate 77 in Guernsey County, Ohio**



2019 DIAMOND COMMENDATIONS

720

ACHIEVEMENT

220

QUALITY

41

PAVING

19

TERMINAL



2019 NAPA AWARDS

388

**QUALITY IN
CONSTRUCTION**

19

**OPERATIONAL
EXCELLENCE**

7

ASSOCIATION EXCELLENCE

Advance Association Excellence: Provide superior financial, operational, and people stewardship for the association.

Ensure that NAPA's operations are efficient, its programmatic offerings are effective, and resources are appropriate to achieve goals.

Staff Growth & Development

During 2019, NAPA added to its staff with the hiring of Melanie Richardson as Vice President for Finance & Operations. Richardson brought to NAPA more than 26 years of experience with nonprofit membership associations in executive roles ranging from finance and accounting to operations.

Also, Manager of Meetings & Education Liz Price earned her Certified Meeting Planner credential and Director of Awards & Marketing Kelly Kanaras earned her B.A. in Communications.

Several NAPA staff were promoted in 2019: Dr. J. Richard Willis to Vice President for Engineering, Research, and Technology; Ashley Jackson to Senior Director of Government Affairs; Kelly Kanaras to Director of Awards and Marketing; and Carol Metzger to Manager of Operations & Database.

Building a New Home

September 2019, brought a major change for NAPA when the association moved to new state-of-the-art headquarters in Greenbelt, Maryland. With expanded meeting spaces and advanced teleconferencing capabilities and convenient to major transportation routes, the new space was designed to increase operational efficiencies, strengthen effectiveness, and support greater collaboration between NAPA staff and members — all while reducing operational expenses. The build-out and move were completed under budget by \$85,000.



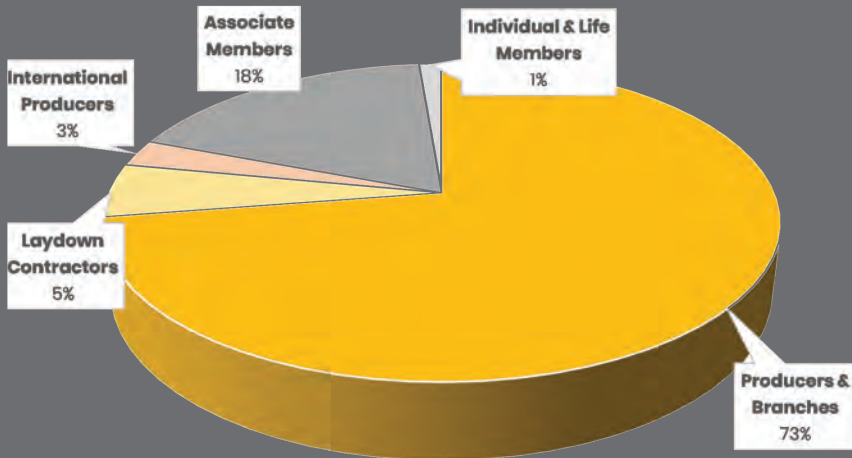
Building a Stronger IT Base

Throughout 2019, NAPA worked to build a stronger technical infrastructure for the association. After updating its accounting systems, NAPA began work on its database. Ensuring accurate information about NAPA's membership is critical to effective and timely communication. To this end, a new association management software (AMS) system has been specified with final implementation to occur in the second half of 2020. This massive undertaking touches every area of NAPA's operations, but it will ensure we are more efficient, nimble, and best able to serve our members.

2019 NAPA MEMBERSHIP BY THE NUMBERS

NAPA members range from small, family-owned operations to large, publicly traded multinational corporations. Every member company is a valued part of NAPA and can make significant contributions to the association's activities and programs. The value of NAPA membership is demonstrated by the fact that 96% of NAPA members chose to renew their membership for 2020.

81% of NAPA members produce or place asphalt pavement mixtures, and another 18% manufacture, distribute, or supply equipment and materials or provide ancillary services to the asphalt pavement industry.



NAPA MEMBER PRODUCTION

NAPA members produced more than two-thirds of all asphalt pavement mixture produced in the United States during 2019, an estimated 265 million tons. They also employed about 140,000 people in quality jobs rooted in their communities, and operated plants in almost every Congressional district in the nation.

Asphalt Facts

- ✓ In 2018, 389.3 million tons of asphalt was produced: that's 1.19 tons of asphalt for every man, woman, and child in the country.
- ✓ Of America's 2.84 million miles of paved roads, more than 94% of them are surfaced with asphalt.
- ✓ In 2017, on average, every American traveled 8,925 miles on asphalt roads.
- ✓ 101.1 million tons of reclaimed asphalt pavement was collected for use in new pavements in 2018. That's nearly double the combined weight of all the paper, aluminum cans, steel, glass bottles, and plastic recycled in the U.S. during the year.
- ✓ Reclaiming RAP from old roads for future use diverted 61.4 million cubic yards of material from landfills in 2018.

NAPA is guided by volunteer leaders. It is thanks to those members who serve as National Officers, on the Executive Committee and Board of Directors, as State Directors, and on NAPA committees, councils, and task forces that we are able to best serve the industry.

2020 NATIONAL OFFICERS



JAMES M. WINFORD JR., PH.D., P.E.

Chairman of the Board
Prairie Contractors Inc.



BRADY D. MELDREM

Third Vice Chairman
Norris Asphalt Paving Co.



JAMES A. MITCHELL

First Vice Chairman
Superior Paving Corp.



PATRICK L. NELSON

Secretary
Lehman-Roberts Co.



CHRISTIAN ZIMMERMANN

Second Vice Chairman
CRH Americas Materials Inc.



ROBERT DOUCET

Treasurer
Colas Inc.

2020 EXECUTIVE COMMITTEE

The NAPA Executive Committee is made up of members who manage, supervise, and direct the affairs of the association subject to the approval of the Board of Directors.

Stanley G. Bass, Vulcan Materials Co., Western Division
Kurt Bechthold, Payne & Dolan Inc., a Walbec Group Co.
Robert Doucet, Colas Inc.
Jason C. Duininck, Duininck Inc.
Brian Endres, Payne & Dolan Inc., a Walbec Group Co.
Dan Gallagher, Gallagher Asphalt Corp.
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.
Brady D. Meldrem, Norris Asphalt Paving Co.
James A. Mitchell, Superior Paving Corp.

Patrick L. Nelson, Lehman-Roberts Co.
Brad Oneglia, O&G Industries
John Quade, Knife River Corp.
Douglas C. Rauh, Summit Materials LLC
Ronald A. Sines, CRH Americas Materials Inc.
Steven M. Warren, Warren Paving Inc.
David White, Superior Paving Corp.
Peter A. Wilson, Barriere Construction Co. LLC
James M. Winford Jr., Prairie Contractors Inc.
Christian Zimmermann, CRH Americas Materials Inc.
Audrey Copeland, NAPA President & CEO



2020 BOARD OF DIRECTORS

Chairman of the Board: James M. Winford Jr.,
Prairie Contractors Inc.

1st Vice Chair: James A. Mitchell,
Superior Paving Corp.

2nd Vice Chair: Christian Zimmermann,
CRH Americas Materials Inc.

3rd Vice Chair: Brady D. Meldrem,
Norris Asphalt Paving Co.

Secretary: Patrick L. Nelson, Lehman-Roberts Co.

Treasurer: Robert Doucet, Colas Inc.

Alabama: Brett Armstrong,
Wiregrass Construction Co. Inc

Alaska: Marty Thurman, Granite Construction Co.

Arizona: Pat Weaver, Solterra Materials,
a Sunland Asphalt Co.

Arkansas: Tim Gorman, Rogers Group Inc.

California: Tony Limas, Granite Construction Co.

Colorado: Scott Davis, Schmidt Construction Co.

Connecticut: Brad Oneglia, O&G Industries Inc.

Delaware: Curtis Hall, Allan Myers

Florida: Vince Hafeli, Ajax Paving Industries of
Florida LLC

Georgia: Jim Dykes,
Dykes Paving & Construction Co. Inc.

Guam: Jerrold Johnson,
Hawaiian Rock Products Corp.

Hawaii: Jeromy Castro, Grace Pacific LLC

Hawaii: John Romanowski, Jas. W. Glover Ltd.

Illinois: Dan Gallagher, Gallagher Asphalt Corp.

Indiana: C.J. Potts, Milestone Contractors LP

Iowa: Randall Hattesohl,
Des Moines Asphalt, A CRH Co.

Kansas: Rob Lauer, Hall Brothers Inc.

Kentucky: Mike Law,
Scotty's Contracting and Stone LLC

Louisiana: Steve Hackworth,
D&J Construction Co. LLC

Maryland: Brian Russell, P. Flanigan & Sons Inc.

Massachusetts: Mike Barry, Palmer Paving Corp.

Michigan: James Klett,
Klett Construction, A CRH Co.

Minnesota: Jason C. Duinick, Duinick Inc.

Mississippi: Ralph Barnes, Adcamp Inc.

Missouri: John View,
Leo Journagan Construction Co. Inc.

New Hampshire: Christian Zimmermann,
CRH Americas Materials Inc.

New Jersey: Peter Kocek, Weldon Materials Inc.

New Mexico: Bryce Kidd, K. Barnett & Sons Inc.

New York: William Schmitz,
Gernatt Asphalt Products Co.

North Carolina: Allen Hendricks, Blythe
Construction Inc., a Co. of
the Hubbard Group Inc.

North Dakota: Dan Thompson,
Border States Paving Inc.

Ohio: Brent Gerken, Gerken Materials Inc.

Oklahoma: Tim Wilson, JoB Construction Co.

Oregon: Chris Doan, Knife River Corp.,
Central Oregon Division

Pennsylvania: Owen McCormick,
Joseph McCormick Construction Co. Inc.

Rhode Island: Dustin Everson,
Narragansett Improvement Co.

South Carolina: Scott Fant,
Sloan Construction Co. Inc.

South Dakota: Jason P. Bowes,
Bowes Construction Inc.

Tennessee: Glenn Chambers,
Vulcan Materials Co.

Texas: Albert Schlather, Colorado Materials Ltd.

Utah: Craig Fabrizio,
Staker Parson Cos., A CRH Co.

Vermont: Frank L. "Chip" Whitcomb,
Vermont Blacktop Corp.

Virginia: David White, Superior Paving Corp.

Washington state: Mike Lee,
Lakeside Industries Inc.

West Virginia: Willie Crane,
CRH Americas Materials Inc.

Wisconsin: Stephen Kennedy, Rock Road Cos. Inc.

At-Large: Chris Hobby, Lehigh Hanson Inc.

At-Large: Rodney Lane, Eurovia Atlantic Coast LLC

At-Large: James Richards,
Granite Construction Co.

At-Large: Ryan Yoch, Martin Marietta

Executive: Stanley G. Bass, Vulcan Materials Co.

Executive: Jay Lemon,
Haskell Lemon Construction Co.

Executive: John Quade, Knife River Corp.,
North Central Region

Executive: Douglas C. Rauh,
Summit Materials LLC

Executive: Steven M. Warren, Warren Paving Inc.

2022 Member: Craig Parker,
Silver Star Construction Co.

Immediate Past Chair: John L. Harper,
Wiregrass Construction Co. Inc.

NAPAREF Chair: Peter A. Wilson,
Barriere Construction Co. LLC

NCAT Board Chair: Ronald A. Sines,
CRH Americas Materials Inc.

Council of Past Presidents Chair: Dan Gallagher,
Gallagher Asphalt Corp.

**World of Asphalt Management Committee
Chair:** Kevin Kelly, Walsh & Kelly Inc.

Marketing Council Chair: John J. Keating,
CRH Americas Materials Inc.

Pavement Economics Committee Chair:
David White, Superior Paving Corp.

Go-to-Market Committee Chair: Kurt Bechthold,
Payne & Dolan Inc., a Walbec Group Co.

IMPACT Leadership Group Chair: Brian Endres,
Payne & Dolan Inc., a Walbec Group Co.

Associate Member Council Chair: Paula Shuford,
Herman Grant Co. Inc.

SAPA Chair: Larry Patrick,
Oklahoma Asphalt Pavement Association

SAPA Executive: David Gent,
Washington Asphalt Pavement Association

NAPA President & CEO: Audrey Copeland

THE NAPA TEAM

NAPA's skilled staff provides its members with direct access to engineering, sustainability, health & safety, regulatory, legislative, marketing and communications information and expertise.

NAPA President & CEO: Audrey Copeland, Ph.D., P.E.

Engineering, Research, & Technology

- J. Richard Willis, Ph.D., Vice President for Engineering, Research, & Technology
- Joseph Shacat, Director of Sustainable Pavements
- Brett Williams, Director of Engineering & Technical Support

Government & Regulatory Affairs

- Jay Hansen, Executive Vice President for Advocacy
- Howard Marks, Ph.D., J.D., MPH, Vice President for Environment, Health, & Safety
- Ashley N. Jackson, Senior Director of Government Affairs

Meetings & Education

- Lori Wolking, CAE, Vice President for Meetings & Education
- Liz Price, CMP, Manager of Meetings & Education

Marketing & Communications

- Ester Magorka, Vice President for Marketing
- T. Carter Ross, Vice President for Communications
- Monica Dutcher, Editorial Director & Content Specialist
- Kelly Kanaras, Director of Awards & Marketing

Member Services

- Steve Shivak, Director of Membership
- Carol Metzger, Manager of Operations & Database

Finance, Operations, & Administration

- Melanie Richardson, Vice President for Finance & Operations
- Ebony Ealey, Receptionist & Administrative Assistant I
- Dave Lucas, Staff Accountant I
- Stephanie Millard, Staff Accountant II
- Kim Williams, Executive Assistant to the President & CEO
- Kasey Witt, Administrative Assistant II, ERT

Contact NAPA Staff at telephone 888-468-6499 or email [first initial last name]@AsphaltPavement.org



NATIONAL ASPHALT
PAVEMENT ASSOCIATION



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