

ON THE ROAD

ISSUE 3, 2020



“PAVING THE FUTURE”



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PAVING THE FUTURE

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Reed Ryan

Executive Director
The Utah Asphalt Pavement Association

“I would say that is one of the strongest traits driving our industry — we get better. We adapt. We adjust. We make things happen under the most trying of circumstances and deadlines. And we control our future.”

WE CONTROL OUR FUTURE



Welcome to Issue #3 of On the Road for 2020! What a year and what a great time to be involved in the asphalt pavement design, construction, and maintenance industry! Somehow, despite this wonderfully crazy year we have all been a part of, we have made it to August. Which means that even though as busy as everything seems right now, cooler months and shortened days are certainly ahead and just right around the proverbial corner; and while 2020 will certainly be a year to remember, I think I can safely say that many of us are looking forward to a time when things may get back to being a little more “normal” in the near future.

I am really proud of this issue of On the Road. Our friends at the newsLINK Group, LLC have done a great job of helping UAPA put together some of the best interviews and information we have had to date. It was our pleasure to host Lt. Governor Spencer Cox at the 2020 Utah Asphalt Conference this year and it’s exciting and informative to gain better insights into his thoughts on infrastructure in the pages of this issue. Similarly, Natalie Gouchnour’s expertise on Utah’s economy both now and into the future is both reassuring and thought-provoking as we all reconcile the ongoing ramifications of COVID-19 and its continued spread. My favorite piece, however, comes from Daniel Burrus’s article in helping us to all understand that even though events like COVID-19 may rage, we can all exercise and plan to have more control in our lives and in our businesses. I particularly enjoyed his advice on using COVID-19 as a positive disruptor. He says, “The way I see it, COVID-19 isn’t our biggest problem, it’s what we are doing, or not doing about it.” It’s this kind of information that causes me to think that

this issue of On the Road will help give you some good insights and hopefully cause you to act for the better.

In fact, in my eight years as the Executive Director of the Utah Asphalt Pavement Association, I would say that is one of the strongest traits driving our industry — we get better. We adapt. We adjust. We make things happen under the most trying of circumstances and deadlines. And we control our future. It’s exciting to see member organizations of UAPA take control of their collective futures through the work of the association. It’s humbling to know the trust you put in us to do just that, and it’s an honor to continue to improve, innovate, and be a positive force in our industry together, as one, through UAPA.

We wrap up this issue of On the Road with a great project spotlight happening at the Cedar City Regional Airport and a case study as to the speed of construction when it comes to asphalt pavements. The project in Cedar City is nothing short of impressive, and I hope to see it nominated for an award at our 2021 Utah Asphalt Conference, coming up next February.

Until then, or until the next time we see you at the UAPA Golf Classic, the UAPA Fall Conference, or on the computer, participating on one of our UAPA Brunch & Learns, know that we wish you continued success as we head into the Fall and the end of yet another season of amazing work happening all over the state of Utah. Stay healthy and stay safe! ◀

Best regards,
Reed Ryan
Executive Director
The Utah Asphalt Pavement Association

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Q&A WITH LT. GOVERNOR SPENCER COX

UAPA was able to speak with Lt. Governor Cox about the Utah economy and the importance of infrastructure within our state, not just as a “recovery” strategy but also as a means to manage our state’s growth.

With COVID-19 raging, all the states have their challenges and certainly their strategies. But other things also require attention and planning, for many reasons, such as roads and infrastructure. Do you plan to work on those two areas?

Absolutely! Let me say this first, though. Recovery needs to be our first and foremost objective. We have to get that right before we can do anything else, and the good news is that there is a recovery plan. It was prepared by the governor, the legislature and dozens of community leaders. The recovery plan identifies the steps Utah needs to take to return to economic strength. The state’s economic recovery is already underway.

Undoubtedly, we still have challenges ahead. The next several months will not be easy. There will be tough choices with difficult trade-offs, and we will have the occasional setback. We need to be vigilant and smart. But when all is said and done, I have zero doubt that we will emerge from this in a good place.

It’s well known that you have a very long commute. If anyone is an expert on commuting via our state’s roads, it would be you. With that in mind, how is the commute?

Brutal. It’s about four hours a day, round trip. When I started working as

lieutenant governor six-and-a-half years ago, my wife was very firm — we’re not moving. I commute regularly because of that decision, and I can tell you this: I think we have really good roads.

It’s always been a priority here in Utah for the legislature to invest in our roads. UDOT does a great job. For us, it’s imperative to keep Utah’s roads in good condition. What it boils down to is this: good roads are the most economical roads. If you put money into the roads as needed, the ROI is of course much more substantial, and in Utah, ROI has been and will continue to be the focus. A lot of other states aren’t as “road-minded,” if you will.

Once a road deteriorates, it’s hard to maintain. We want to invest in our roads. We pour over 4 million tons of asphalt per year in Utah. I am proud of our roads, and that comes from someone who spends a lot of time on them!

When it comes to investing in our roads, what do you see as a future guide or strategy?

The best decisions are made at the local level, and I don’t see that changing. However, we are investing in infrastructure, and there’s a little formula that I use all the time. It’s proven to be correct every single time. And that is: where infrastructure precedes growth and density, the quality of life stays high. That means it’s really important that we focus that density around the places where we do have the infrastructure, particularly mass transit.

By the way, we’ve had the best economy in the nation over the past 10 years, and we have the second-best transportation system in the country. Every four years, the American Society of Civil Engineers’

Report Card for America’s Infrastructure is released. It depicts the condition and performance of American infrastructure in the familiar form of a school report card — assigning letter grades based on the physical condition and needed investments for improvement. The most recent report card gave an average national score of D for roads and infrastructure. Utah received a B+. That’s not quite an A, and getting an A is a definite draw for us, but we feel very good about our score.

We have many great partners in our quest for the A. Our partners include UDOT and, of course, the members of UAPA.

What do you see as the future of roads, such as “smart roads”?

I definitely think smarter roads, if you will, are the next frontier. UDOT is already exploring better ways to use our existing roads to better manage traffic and allow us to build to maximum capacity. We don’t need maximum capacity all the time. The only time we reach it is for a few hours a day during rush-hour traffic. But anyone stuck in peak traffic wants the state to do what it can to keep traffic flowing smoothly as much as possible. Daily traffic jams affect the quality of life.

What about planning for growth in rural Utah?

I was born in Fairview. Fairview is a town of about 1,200 people in Sanpete County, which is in the geographical center of the state. Sanpete county is one of the bigger counties south of Utah county. I was raised on the farm that my great-great-grandfather settled about 160 years ago. Two brothers were sent down to settle Manti. One brother stayed there, but Manti got too big for

the other brother, so he moved his family to Fairview. We've been there ever since.

It was fascinating growing up in a very small town. Depending on what's going on, it's either great or it's awful because you know everyone. My dad refers to it as Mayberry, from the Andy Griffith show. Everything was just kind of perfect.

Then something happened. The state and the nation decided to expand the freeway system and connect all of our states together. Highway 89 ran right through the heart of Fairview and Sanpete county all the way down. There was a lot of discussion about where the new freeway would go. The freeway ended up not following 89 after southern Utah county. Highway 6 and 89 continued down, but I-15 parted paths and went to Juab County, to Nephi and eventually Las Vegas.

Have you seen Cars? Cars is the story of Fairview because time passed it by, just like the town in the movie. When I saw Cars with my children, they said, "Dad, why are you crying?"

Every town has the same problems that big cities have. People are litigious and sewers back up, but you don't have the human capital to solve those problems. My wife calls it the STP: the same 10 people do everything, and getting other people involved is hard to do. Fairview is one of the few cities of its size that has ever even engaged in a planning effort.

We have an increasing divide in our country, and we need to fix it. The red votes all come from rural places, and the blue votes come from big cities, although there are exceptions to that.

To fix the divide, you need to get proximate. The people who work in the legislature can't make good policies if they don't have the knowledge to make informed decisions.

Economic development and access to telecommuting are other tools that can fix the divide. Small towns can be a really great place to live, but there have to be good jobs available. Without jobs, people either get stuck in poverty or they leave. But because the towns are so small, you do need to have careful planning so you don't put too much strain on the existing infrastructure.

We need really smart people to help us come up with the right solutions, and we need them to understand rural Utah as well as urban Utah. ◀



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NATALIE GOCHNOUR ON THE UTAH ECONOMY



Natalie Gochmour, the Director of the Kem C. Gardner Policy Institute at the David Eccles School of Business, recently talked about Utah's economy and COVID-19. The following article is a summary of her insights.

The U.S., including Utah, is currently in the middle of a shutdown recession caused by COVID-19. There is considerable evidence to show that Utah has done better than other states: Utah's unemployment rate (8.5%) is the second-lowest in the country. The national rate is 13.3%. Utah's jobs have declined by 4.8% in Utah, but the country as a whole has lost 11.8% of its jobs. The numbers are troubling, but they are better than their national counterparts.

Natalie credits Utah's success to Governor Herbert's plan, released March 24, 2020. She sees the pandemic as the equivalent of a body blow that has affected different industries and different people severely and unevenly. Governor Herbert's color-coded economic phases gave citizens of the state structure and hope. Although she says Governor Herbert is unwilling to shut down the economy again, he is willing to support local control over issues such as face coverings in Salt Lake County. She recommends that people follow public health guidelines, including the use of face coverings.

If Natalie had one piece of advice to give business owners or employees, it would be to wear some kind of face covering. She sees masks as the most effective tool we have to keep the economy functioning while protecting public health. She cited a study that was released in the June 2020 issue of *The Lancet*. An article about the study made a compelling argument that masks significantly reduce the risk of infection.

In Natalie's opinion, the worst of the pandemic is over. Job loss peaked in April 2020, and she now expects a gradual recovery that will look more like a gradual Nike swoosh than a V-shape. She says recovery will not be complete until there is a vaccine, which she thinks is most likely to be available by Spring 2021.

The state has written a two-year business plan that started in March 2020. Planning has included consideration of the following scenarios:

- Best-case is a green new normal and rapid access to a vaccine.
- Hot spots and flare-ups could affect geographic areas and specific industries.

One of the difficulties currently facing the state is the uncertainty that exists. Natalie's approach for uncertain situations is to come up with a plan that heads us in the right direction, and then use incoming information to create iterations of that plan.

The Gardner Institute has, of course, already considered the effect of COVID-19 on the state in the short term; in the long run, she thinks that the pandemic will end, furloughed employees will return to their jobs, masks will go away and life will feel normal again.

Utah is currently still a growth state. The rapid growth areas during the next 20 to 50 years are the "ring counties" surrounding the urban counties, such as Summit, Wasatch, Juab and the southwest counties. The biggest growth engine in the state is located in Utah County. It has Provo and land that is close to the city. She thinks it will be almost as large as Salt Lake County.

The long-term structural changes she sees are the ones that affect Utah's economic structure. People have been using global supply chains, but they can fall apart because they are unavoidably risky, unpredictable and brittle. Shorter supply chains are inherently more dependable, so she thinks "just in time" will change to "just in case."

Salt Lake City has huge supply chain advantages: in addition to being in the center of the country, there are enormous transportation assets such as the airport and freeway system. It is ideally situated as a global logistics hub, which means there will be a need for commercial real estate. At the same time, remote work could change the economics of that real estate.

The pandemic will create a new normal for growth and prosperity, with winners and losers as some industries gain advantages and others are hurt as changes in purchasing patterns take place. For example, people are likely to invest more effort in home improvement, nesting and home security for a while. As the restaurant and retail industries dropped, so did the sales tax revenue with them, but home improvement stores saw increases. For example, according to Staker Parson Materials & Construction, a lot of people have recently bought decorative rocks for the landscaping around their houses.

Economically, businesses on the winning side have an obligation to help businesses on the losing side. Tax money has helped with the paycheck protection plan, and many people have bought takeout just to help restaurants. These efforts, including direct payments and funding to help symphonies, operas and museums, are important; when damage is severe, it can be tough to put programs

back together again later. Natalie just hopes that everyone had a rainy-day fund to fill in the gaps.

Governor Herbert's Utah Leads Together plan has four volumes. The fourth volume focuses on economic recovery and revitalization with three horizons: 100 days, 250 days and 500 days.

As far as commercial construction is concerned, the Utah Legislature is always interested in building when economic needs are great and interest is low. They push to accelerate bonding to build important projects, and that includes building infrastructure. The definition of infrastructure is broad; it consists of a wide range of possible projects such as broadband, outdoor recreation, transit, transportation and water. Some projects are ready for construction, and more will be ready soon. For example, the airport will be completing a major milestone in September, and once that milestone is done, there may be a need for many more workers there.

In Utah, 7% of its jobs are currently in construction. That percentage includes UAPA. The value of nonresidential construction in Utah for 2020 was estimated for the governor's office in late December 2019 to be close to \$2.06 billion, but that estimate was made at a time when people had only recently heard the term COVID-19. No one anticipated the shutdown that would take place in March.

The most recent forecast took place in June 2020, and it confirmed that turning off the Utah economy caused a really bad second quarter. As a result, 2019 was a peak year for economic growth, and in contrast, 2020 will show a decline. However, you also have to look at other data. Between May 2019 and May 2020, the fastest industry growth was in construction. Where the entire state saw a 4.8% decline in employment, construction (including road construction) had a 7.3% growth rate.

The construction industry has some advantages when compared with other sectors. It is essential, many construction workers do their work outside, and its high wages have a multiplier effect on the economy. It is a lead indicator because construction can help support other industries.

Having a skilled workforce is the most important way to build the Utah economy. As businesses consider Utah for new locations or expansions, those businesses always consider the cost and quality of labor. A huge part of Utah's prosperity has been based on the state's ability to provide a well-trained labor force that is available for work. A major tenet of Utah's approach is upscaling and rescaling Utah's job force. Why? Since so many skills are attached to specific jobs, people who have been laid off often need to be retrained.



Many jobs are in the skilled trades. Utah has money and programs to help people learn those trades, but Utah industries have a responsibility to recruit and train potential employees.

Natalie sees an incredible need to unify as a country and as individual citizens. The policy turmoil in Washington D.C. has been incredibly hard on everyone. She thinks we have a responsibility as citizens to come together and solve problems. But how exactly do we do that?

Natalie has been thinking a great deal about the pandemic and structural and behavioral change. Of the two, behavioral changes are harder to create than structural change. She sees the aging U.S. population as something that will cause structural change, and she sees behavioral change as an important way to get rid of the pandemic. Since there is substantial evidence that masks and face coverings make it possible to protect human health while allowing the economy to continue functioning, she sees masks as something that should not be considered political.

Natalie has also been reading everything she can about social justice, racial inequalities, and racist and antiracist policies. For example, she read *Just Mercy* by Bryan Stevenson because Spencer Cox has been strongly recommending it to people.

The evidence is plain that the U.S. needs to change. The country has racial economic disparities that are especially apparent in the criminal justice system. Natalie talked about a national initiative, announced June 23, 2020, to address inequality of opportunity in education, employment, entrepreneurship and criminal justice reform. On a local and state level, it has become increasingly crucial for members within the construction industry to be involved in finding solutions. That means volunteering time, engaging in the effort to find answers, making sure decision-makers know your point of view, and being willing to listen.

Why is listening important? Listening is a behavioral change. As such, it is difficult. But being defensive about past actions is not going to be enough going forward. Solutions will only become apparent if we are willing to be reflective, to examine our behavior, to listen, and then to commit to action.

The work we need to do will have to be done at a time of great social unrest. Addressing inclusivity will force us to redefine leadership. Natalie noted that management is responsible for navigating complexity, but leadership is responsible for navigating change. We will also need to see around corners, rally a coalition, create a change vision, communicate and execute that vision, and make the short-term wins that build confidence and create an environment for success. That kind of anticipation and projection can be tough, but doing it successfully has never been more important. ◀

Natalie Gochnour Biography

Natalie Gochnour is an Associate Dean at the David Eccles School of Business, the Director of the Kem C. Gardner Policy Institute at the University of Utah, and the Salt Lake Chamber's Chief Economist. She has advised past governors and helped develop public policy, was one of George W. Bush's political appointees, an associate administrator at the EPA, and a counselor to the Secretary of Health and Human Services. At the Gardner Institute, Natalie leads a nonpartisan team of 30 research professionals. Their job is to inform decision-makers so they can make better decisions. Natalie also participates regularly in a radio program on KCPW called *Both Sides of the Aisle* along with Sen. Dan McCay, R-Riverton, and Shireen Ghorbani, a member of the Salt Lake County Council.

IN UNCERTAIN TIMES, YOU HAVE

MORE CONTROL THAN YOU REALIZE

By Daniel Burrus



Traditionally, when an individual or organization fears change, it has something to do with digital technology disrupting their status quo. Will something autonomous replace my job? What if something is created that puts me completely out of business?

Aside from digital transformation, another wave of fear comes from new, fast-moving competition and the threat of loss of relevance and market share.

I have discussed at length these fears and many more, and how to become more anticipatory, paying attention to the hard trends that are shaping the future both inside and outside of your industry, how to see disruption and change before they strike, and most importantly how to identify and act on the opportunities they represent.

Few would have thought, in the early stages of 2020, our economy would be in a downturn, we would be instantly converted to remote work or, unfortunately for some, laid off, and we would be quarantined to our homes due to a global pandemic.

Real-World Dystopia

Whether you're in business or not, ever since the Great Recession about a decade ago, it seems the majority of individuals will not admit to their tendency to sleep with one eye open on the economy. This "hope for the best but expect the worst" attitude can be useful, but it can also be dangerous, both for your health and well-being, and for your entrepreneurial ability to see and act on the many new opportunities disruptive change presents.

Unfortunately, the COVID-19 pandemic has, to a great extent, suppressed our positive, innovative mentality as a species, and has sent many of us into a primordial tailspin of trying to get back to the way things were — the status quo. Due to fear, we are finding ourselves in a real-world dystopian society, where individuals buy in bulk unnecessarily, prepping for the end of the world.

The pandemic will end and we will recover to another new version of normal. What if we made the new post-pandemic normal much better than what we had before? Is that possible?

It sure is, if we get past fear and reacting to the next disruptive problem and become anticipatory, using the power of disruptive change to create a better tomorrow for all.

Keep in mind that while times are highly uncertain in an all-encompassing way, this global disruption on a massive scale is also creating new ways to have a positive, significant impact on the present and the future.

Going Remote, No Matter Who

A global pandemic, shutdown, and quarantine are very similar to digital disruption: They know no boundaries and will disrupt every industry there is. However, what this pandemic disruption is showing us is that many organizations are quickly shifting to reposition their workforce to new roles or remote roles by digitally banding together and working efficiently from a distance.

It is easy to consider going remote when you have a desk job or a career that is already rooted in flex-time industries. However, what about those that don't have it as easy?

CONTROL.

Virtual reality and augmented reality (VR and AR) are two technologies that have started gaining traction in recent years, given the exponential changes of the Three Digital Accelerators of bandwidth, computing power, and processing power, which I have discussed since the early 1980s. Now more than ever, we can see industries — which ordinarily are unable to go remote because they were based on the need for a customer to be physically present — figure out ways to provide a remote customer experience.

An incredibly outside-the-box example can be found by way of museums, zoos, and even theme parks going remote. Monterey Bay Aquarium and Walt Disney World have gone remote using live-streaming video and a form of virtual reality applications like Google Street View, so guests having to cancel their vacation can still “walk through” Disney World with their families for something to do.

If Walt Disney World, an in-person entertainment giant with visceral experiences, can find a way to go remote, imagine the remote possibilities in several other industries around the world.

Innovation Is Needed More Than Ever

While our worlds may seem to be in a period of indefinite stasis, the world and peoples’ needs don’t stop. A hard trend most people take for granted is that there are more than 500 cycles that continue, such as the sun setting tonight and rising tomorrow, the stock market going down and going up, and the pandemic beginning and ending.

If you have followed my writings, you know that I want us all to become positive

disruptors, creating the disruptions that need to happen in order to make the world a better place for all.

Being a disruptor during times like these might sound contrary to what people want. However, when you’re a positive disruptor, you choose significance over success, focusing much less on you and what you have done, and more on what you can do for others in a significant way.

When you look for ways to elevate your significance in times like these, you can find new ways to change your community, your state, your nation, and, if you think big enough, even the world for the better. I can’t think of a more needed time than right now. Ask yourself: What can you and your organization do now that would have a significant impact on others?

Stop looking at this economic and social slowdown as a time to wallow in the disruption of your status quo. It is also a free pass to innovate as much as you can! An identifiable hard trend based on the science of cycles is that the pandemic will end and the market and economy will bounce back. So in the meantime, focus on the positive difference you can make and what you can disrupt in a positive way — what you can do now to make a difference by helping others. The needs are massive and so are the opportunities to make a significant difference!

Looking for Opportunity in Helping Others

Consider this: Perhaps your organization has shifted to remote work with ease, whereas a customer of yours in a similar industry is struggling and falling behind. Is there a way to help them now? What if,

in this unusual time of need, you didn’t charge them for the help? Would they remember that generosity in the future?

This pandemic has inadvertently leveled the playing field; therefore, no one is safe from disruption, and this global disruption is happening a lot faster than digital disruption. We’re all in the same boat, so one major way to innovate is to find ways to help your customers through this in ways you haven’t thought of before. You’re thinking too small if you are thinking of offering them a discount on your product or service. It’s better to look at their desperate needs now and ways that help them stay afloat, which in turn might help you stay afloat.

This concept isn’t solely constrained to business and customer relationships. This touches on the topic of thinking about your employees who rely on you. You may be in business as a unified organization, but an employee now working remotely with kids at home and having to now think in terms of profits and losses in their personal life has unmet needs as well that you need to think about and act on. As you work to keep the doors open, what are you doing to take care of your own?

Let’s return to the entertainment industry with an example of the National Basketball Association shutting down during this crisis. While it is no secret that owners, players, and team affiliates will be financially okay during this situation, the workers at the snack bars, restaurants, and merchandise stores will feel a major financial impact, if they can survive at all. However, many teams have stepped up and donated portions of their salaries to



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cover the losses the service employees will feel while out of work, which in turn incentivizes them to continue to work for the stadiums and gives them a sense of belonging to the organization.

That has already created a positive change throughout the rest of the NBA, as other teams follow suit and help their fellow man and woman when in need. This positive disruption is spreading to other sports faster than any virus!

Anticipation Will Get You Through This

Hard times will pass, but the hard trend in times of complete uncertainty is that a new day will dawn with new opportunities to make a significant difference unfolding with it. There will be a tomorrow, so what are you doing to anticipate, innovate, and seize the opportunity it brings with it? Are you using this pandemic to be a positive disruptor, or will COVID-19 close your business' doors for good? It doesn't have to.

As my good friend W. Mitchell, who has been through several major accidents, says; "It's not what happens to you. It's what you do about it." The way I see it, COVID-19 isn't our biggest problem, it's what we are doing, or not doing about it. Those of you who have read my latest book, The Anticipatory Organization, know one of my principles is this: Take your biggest problem and skip it. The real problem for your business isn't the virus, it's how you are reacting to it. Don't panic. Focus on defining the real problem both you and your customers are having and use the certainties found in hard trends to reveal a solution.

There will be a future after the pandemic. If you are anticipatory, pre-solving predictable problems before you have them and becoming a positive disruptor creating the transformations that need to happen, you will find the future is bright. ◀

Daniel Burrus is considered one of the world's leading futurist speakers on global trends and disruptive innovation. The New York Times has referred to him as one of the top three business gurus in highest demand as a speaker. This article originally appeared in the April 2020 edition of The Statement, the official member magazine of the Maryland Association of CPAs and is reprinted with permission.





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CEDAR CITY REGIONAL AIRPORT



CEDAR CITY REGIONAL AIRPORT REMODELING PROJECT



The Cedar City Regional Airport Remodeling Project has included the following major scope items. (P-152, P-154, P-209 and P-401 are all FAA airport specifications.)

- Pavement Removal: 1,397,700 SF
- P-152 Imported Granular Borrow: 420,000 tons
- Excavation: 70,800 CY
- P-154 Granular borrow subbase course: 55,000 tons
- P-209 Untreated base course: 85,000 tons
- P-401 Asphalt: 55,000 tons





The Power of Airports

Airports can fuel economic development and lift the local economy off the ground. Airport improvement projects are key to raising the economic profile of the surrounding region. The Cedar City Regional Airport itself occupies 1,040 acres and has two runways, 2-20 and 8-26. The airport currently serves the following:

- Air charter operators
- Air taxi operators
- Pilots and passengers
- Scheduled air carriers for cargo and passengers

Origin of the Airport

The airport's initial construction occurred in 1929 when the federal government installed an emergency landing strip for airmail. The Cedar City Chamber of Commerce recommended that Cedar City receive control of the airport in July 1931, and control transferred March 1938. In 1941, a CAA grant of \$287,000 enabled civic leaders to level and grade the airfield. They had two runways built, fenced and lighted the boundary, and added a beacon. Southern Utah University (then called Branch Agricultural College) began training pilots in 1938, and still uses the airport for flight training today. Commercial airline service started in 1951, and the airport currently has SkyWest Airlines providing daily flights to and from Cedar City.

Today, the Cedar City Corporation owns the Cedar City Regional Airport, and the airport board consists of volunteers from our local community who are appointed by the mayor and represent the city. The Airport Board consists of eight board members who assist the airport manager and staff in management decisions related to the airport rules and regulations. Airport Board meetings are publicly held meetings, and the board invites all who have an interest in aviation to attend. These meetings are a great way for individuals to be kept up-to-date on current events at the airport.

Renovation Happening Now

Cedar City Regional Airport is currently undergoing a runway reconstruction

project with Sunroc Corporation, a UAPA Member. The scope of the project includes the following:

- Reconstructing Runway 2-20 and rehabilitating Runway 8-26. The pavement on runway 2-20 was 24-55 years old; a runway's life expectancy is 20 years. The asphalt on portions of Runway 8-26 was 49 years old.
- Correcting Runway 2-20's nonstandard cross slope at intersections, areas where water ponds during storms (a safety issue), a nonstandard longitudinal slope, and nonstandard lighting where Runway 2-20 intersects with Runway 8-26.
- Relocating a wildlife fence near Runway 2-20 outside the object free area. Also, the MALSR lighting system needed replacement after more than 30 years, and after more than 25 years, so did the lighting and signing system on the airfield. The airport has gone through and renamed its taxiways and intersections leading onto the main runway. These changes will conform with a more logical configuration that will bring the airport's layout plan more in line with the FAA's recommended standard. These changes will reduce risk and allow pilots to avoid loss of situational awareness.
- Finally, the existing irrigation box culvert and pond dikes needed to be moved outside the airport property. This change will increase safety and functionality for the airport while still allowing the irrigation company to provide water to all those property owners that rely on it west of the airport.

Cedar City is excited about these improvements. The new and improved runway will meet all of the FAA design standards and will provide the community with a runway that will allow the community to benefit from businesses that choose to fly in and out of Cedar City. Many of the local factories and businesses use the airport. Some of these businesses that rely on the airport include:

- BLM Tanker Base
- Charlotte Pipe
- FedEx
- Life Flight
- Rocky Mountain Retina



- Staheli West
- SUU
- Syber Jet
- The Levitt Group
- UPS



We think that with a new runway, and an economy that has fared better than some through this pandemic, the project will help in marketing efforts to bring in new business to the area.

Ryan Marshall, Director of the Public Works Department, says his office is excited about bringing the airport up to specifications because the last reconstruction took place more than 30 years ago. "After the reconstruction is done, we will have an upgraded airport for planes to land and passengers to enjoy. We hope that after the coronavirus, the remodeled Cedar City Airport will become a destination hub for all that we have to offer with the Utah Shakespeare Festival, the Utah Summer Games, our diversified recreational activities, and our proximity to several national parks."

Project Update and Funding

The airport reconstruction and rehabilitation project started March 16, 2020, and completion is scheduled by Sept. 25, 2020. Sunroc Corporation is constructing the project. The total cost of the project is slightly less than \$17 million. Approximately \$16 million has been set aside to pay for the cost of construction,

In addition to the project described above, Cedar City Regional Airport also has plans that are associated with its Capital Improvement Plan, which in turn is part of the FAA Airport Improvement Program

and less than \$1.3 million will cover the cost of replacing the MALSR Approach Lighting System.

Funds for the project are being provided primarily by the FAA, with Cedar City paying \$859,130 of in-kind services. The FAA can provide the funds because of its Airport Improvement Program (AIP). This program collects tax revenue from four different tax sources:

- Commercial and general aviation fuel
- Commercial passenger tickets
- Domestic cargo and mail
- International arrival and departure

Phases of the Project

The completed reconstruction of the airport will follow seven phases, starting in March 2020. Runway 2-20 has not been

in commercial use since phase 1. It will open for daytime use at the start of phase 4.

Kelly Cox, Sunroc, is the project manager. He reports that during the entire reconstruction process, 4,800 feet on the runway have been open at all times. Even though there haven't been commercial flights, FedEx has been able to continue its deliveries, and the SUU aviation program has been fully functional and has lost no revenue as a result of the reconstruction that has been done. This accomplishment was possible because of doing the work in phases. Most of the heavy lifting for the project started March 16 and will be finished July 18, when the first five phases will be complete. The remaining phases have to be delayed a month because paint bleeds on brand-new asphalt; the asphalt will be marked with temporary paint until it has aged enough to put on the final coat.



The specific phases of the project are as follows:

- **PHASE 1:** March 16-May 14. The south half of Runway 2-20 was rebuilt. When commenting about phase 1, Nick Holt, Cedar City Airport Manager: Q&A said, "It was nice to be able to work with such great professionals within this industry. JVIATION is a national engineering company that has an office right here in Southern Utah, and they engineered and designed this runway. It's been rewarding to walk through this process and see all the effort that has gone into planning and preparing for this project, and then move into the construction phase and watch such a great plan come together so well. Sunroc has said that these are some of the tightest tolerances that they have had to perform work to in order to meet the specifications that have been laid out in this project, and they have told me that they have done everything that they can to give us the very best. I believe them. The pavement's final inspection showed that they have stayed within a quarter of an inch variance all the way up and down this section of pavement. I call that precision!"
- **PHASE 2:** May 15-July 18; The north half of Runway 2-20 is currently being rebuilt. For Runway 2-20, Takeoff Runway Available (TORA) is 4,350 feet. Landing Distance Available (LDA) is 3,850 feet. Runway 8-26 is closed.

- **PHASE 3:** April 9-May 7, 2020. This work moved along well and was conducted alongside the work being completed in Phase 1 and Phase 2. Nick Holt, the Airport Manager, has been impressed with the professionalism and work ethic that Sunroc has provided. During Phase 3, the west side of the safety area for Runway 2-20 was regraded. Sunroc removed the existing asphalt and stockpiled it for the airport to reuse in the future. Sunroc regraded the existing base course and added a new base course. All work done meets the design grades. The plan was to pave 4 inches of asphalt and regrade the shoulder.
- **PHASE 4:** This phase was started earlier than previously scheduled (July 20-Aug. 10). It involves reconstructing sections of Runway 8-26. The runway has been milled and over excavation work has begun. Sunroc is now ahead of schedule.
- **PHASE 5:** For this phase, the runway has been milled and over-excavation has started, putting this phase ahead of schedule, too. The work was originally scheduled to take place July 20-Aug. 10. When the work is done, Runway 2-20 will be available again for commercial service.
- **PHASE 6:** Sept. 9-Sept. 22. Grooving Runway 2-20 during the night (8 p.m. to 6 a.m.)
- **PHASE 7:** Sept. 22-24. The final phase: Crews will paint both runways (2-20 and

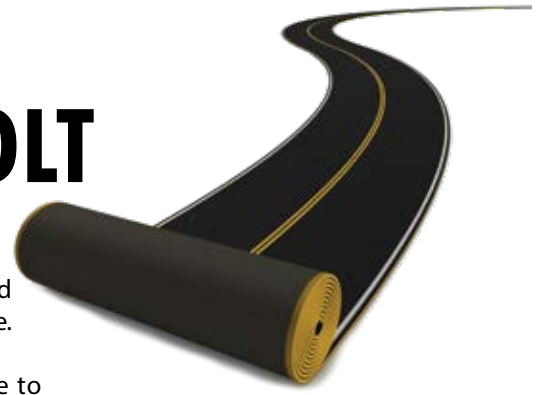
8-26), on an intermittent schedule. The portions of the runway that are being painted will be closed while the work is being done. The airport will take into consideration the commercial flight times during this period in an attempt to avoid any delays or disruptions to scheduled service. The airport will reopen after the paint is dry.

In addition to the project described above, Cedar City Regional Airport also has plans that are associated with its Capital Improvement Plan, which in turn is part of the FAA Airport Improvement Program. The reconstruction project will start at the end of the summer in 2020 and will involve reconstructing Taxiway A-1 and part of Taxiway A. Also, the airport helipad will undergo pavement maintenance. The new airport beacon that was installed in 2019 will be paid for. This work will be paid for using a 100% grant from the FAA.

In January 2021, passenger fees will make up the \$1 million required to reconstruct and expand the secure terminal area. The airport stairs will be replaced by an open escalator system that will give screened passengers access to the observation deck, and the size of the secure area will increase to accommodate approximately 350 passengers instead of the current 250.

In January 2022, the security access control system will be upgraded for \$75,000. ◀

Q&A WITH CEDAR CITY AIRPORT MANAGER **NICK HOLT**



When did you become the Airport Manager?

I was hired by Cedar City Corporation on Feb. 4, 2019, to fill the airport manager position at the Cedar City Regional Airport shortly after Jeremy Valgardson left and went to Texas. I have a bachelor's degree in Aviation and hold the ACE Operations accreditation and the CM accreditation from the American Association of Airport Executives. I previously worked as Airport Operations and Aircraft Rescue Firefighter at the St. George Regional Airport.

What are your goals for the airport?

Steve Farmer was the airport manager when I entered into the aviation community several years ago. While I attended flight school and worked as a flight instructor here at Cedar City, I saw Steve's dedication to this airport. After Steve spent several years here, Russ Volk took office as the airport manager and led the airport for approximately four years. Russ was offered an opportunity to run an airport in Texas and decided that it was time to move on; when Russ left, Jeremy Valgardson ran the airport, but after four more years, he was also hired away to go to Texas. Following Jeremy's tenure, I was hired to run the Cedar City Regional Airport by Mayor Maile Wilson Edwards and the City Manager, Paul Bittmenn. I am currently in my second year here at Cedar City.

During my time here, I have learned that over the last 20 years, the previous airport managers faced their own challenges as they worked to improve what they had been given. They made crucial decisions that have helped the airport grow and become what it is today. It's my goal to take the building blocks that they put in place and continue to build on them.

I think that we are sitting in a great place here in Cedar City and this great state of Utah. I can't help but look around at neighboring states and see the reason why all my neighbors have

decided to leave California, Oregon and Nevada, and make Cedar City their home.

For the airport to succeed, we have to focus on bringing in higher-paying jobs and family friendly culture to our community. That's why I am a member of the Economic Development Committee.

My work on the committee allows me to build relationships with local business owners, elected officials and other auxiliaries. We all want to attract businesses and working groups that will benefit the airport and bring new ideas to the area.

I have focused on cleaning up areas that have great potential for building opportunities on and around the airport. It's important to me to be able to create an atmosphere at the airport that we can be proud of. Cedar City has a lot to offer that has been overlooked in the past. The Cedar City Airport is listed with the State Aeronautics as a Cargo Airport here in Utah, as well as a commercial airport. We currently have FedEx and UPS that fly aircraft here daily. The geographic location of the city is excellent. We have assets such as:

- The Union Pacific Railroad rail spur that passes just outside the fence of the airport
- A major Interstate I-15 that is within a day's trucking to over a dozen major cities and markets in multiple states
- A runway long enough to handle large jets

It's easy to see that we are just scratching the surface of what our potential is. COVID-19 may slow things down a little bit, but I am optimistic and think that over the next 10-15 years, we are going to see some significant changes here in Southern Utah. I have been working closely with Iron County Tourism to create some marketing strategies. We are working to bring awareness to our national parks and to the fact that the Cedar City Airport has commercial service and is the closest airport that can provide access to the majority of Utah's national and state parks.

As with many of the business owners and managers in the world today who struggle to survive and keep things moving forward, I would say that the pandemic has been one of the biggest challenges that the aviation industry has faced in many years. Due to the impacts of COVID-19, we are taking a more conservative approach and will hold off on any plans to expand the terminal hold room. I recognize that this project must take place at some point, but we will wait until the timing is right. We have been focusing on taking care of the biggest and most expensive asset that the airport has, which is our paved asphalt.

Jeremy completed the rehabilitation of Taxiway C and sections of Taxiway A and completed a hard stand for the commercial airplanes to use while on the commercial ramp. He also started the design phase of the new runway.

During my first year and a half here in Cedar City:

- We have been able to carry on the plan to reconstruct the main runway, reconstruct portions of the crosswind runway, and complete crack sealing on the majority of our ramps and taxiways.
- We have applied for a grant that will allow us to reconstruct some of the oldest pavement on the airport that includes Taxiway way A and A1 intersections, and seal-coat the helipad.
- The same grant will also help us pay for the Airport Rotating Beacon that was relocated in early 2019.
- We have also been working on making improvements to our commercial parking. We have added sidewalks and more parking lot lights.
- We have upgraded our camera system inside and outside of the terminal.

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- In addition to these improvements, we have added additional chandelier lighting inside the terminal, updated our wayfinding signs, and replaced carpet.
- In our lobby, we have updated the furniture with new couches, lounge chairs, and chairs and tables in the vending area and window seats at the front of the building.
- We have brought in some electronic and static wall displays that show visitors a nice touch of the history and beauty that is found right here in Southern Utah.

What can you say about SUU's use of the airport for its aviation training program?

SUU continues to improve and grow. They have the largest helicopter program in the nation and one of the most popular fixed-wing pilot programs. They offer unique training opportunities that students may miss out on if they did not attend SUU. Options include:

- Night goggle training
- Long line
- Mountain operations

- Turbine engine training
- For fixed-wing pilots, tail dragger training in the Satobria

SUU's aviation programs have become very popular. The university has grown the program to approximately 300 students per semester. One of the most recent adjustments to the school was to add the additional accredited mechanic program. The school has plans to grow this program to include another 300 students. We are happy to have SUU present here at Cedar City.

How will the remodeling project benefit Cedar City? Specifically, how will it impact the citizens there?

The airport has partnered with Iron County Tourism to upgrade the terminal. Together, we have been able to replace carpet, couches, and lounge chairs in the waiting area and have added tables and chairs. We have also been able to update the wayfinding signs and create wall displays that focus on Southern Utah. These upgrades will be easily cleaned daily to

keep things sanitary and comfortable for all those who choose to fly in and out of Cedar City.

Can you tell me about Sunroc's involvement in the project?

Sunroc was the low bid on the runway project and was awarded the contract to work as the general contractor on this project. In turn, Sunroc hired sub-contractors:

- CMR to complete the asphalt milling process
- Mesquite Electric to complete the airfield lighting and electrical work
- GEM Engineering as quality assurance
- Straight Stripe to take care of the paint markings.

AVIATION is the airport's engineering company, and they have been hired as the project manager on this effort. Landmark has also been hired to provide testing on this project so we can make sure we are building everything within FAA and state specifications. ◀



Asphalt Value Proposition:

Speed of Construction

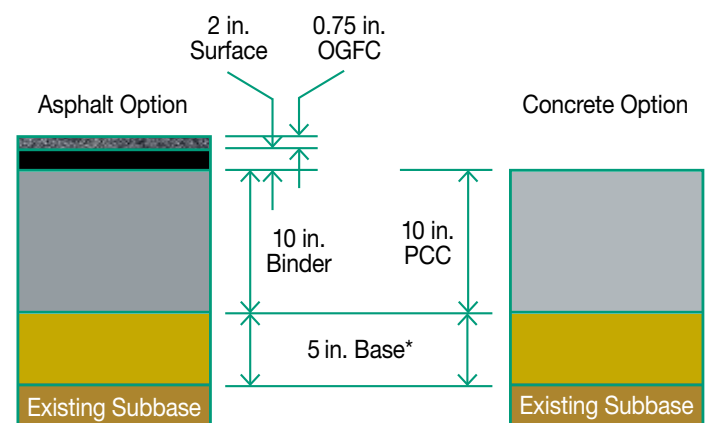
Quantifying Construction Costs

With the option of nighttime construction, and without the lengthy curing time typical of concrete (Poole, 2005), asphalt pavements offer the flexibility needed to handle all levels of traffic and can be constructed or maintained quickly with minimal disruption to travelers. In fact, new or newly rehabilitated asphalt pavement can be opened to traffic as soon as it has been compacted and cooled. There is no question of waiting for days or weeks, with traffic being detoured or squeezed. Simply put, the fastest choice in pavement construction is asphalt.

The interchange of I-10, I-12, and I-59 east in Slidell, Louisiana, northeast of New Orleans and constructed in 2016, presents a very compelling case for asphalt's speed of construction when rehabilitating a roadway. Each of these interstate roadways is a critical storm evacuation route that must be opened within 48 hours of a tropical storm entering the Gulf of Mexico during hurricane season. Speed of construction was of the utmost importance for this project due to lateral confinement prohibiting the placement of barricades in the work zone. The mainline roadways of all three interstate highways and six ramps were impacted by this project and the Louisiana Department of Transportation and Development's (LADOTD) primary traffic control concern was to avoid lane

closures during peak travel hours. A list of lane closure restrictions required contractors to complete work on time. Including restrictions on weekdays and weekends when no lane closures are allowed for certain segments, and others in which single lane closures are allowed. Concurrent lane closures on adjacent sections are allowed only in instances where traffic control dictates the prevention of hazardous yield conditions.

Both a concrete and an asphalt pavement section were designed by LADOTD. The alternative structural designs for the pavement are shown in Figure 1. Both of the LADOTD alternatives were remove and replace options.



*Base may be either unstabilized granular, cement stabilized, or asphalt stabilized

Figure 1. Design Alternatives for Louisiana Interchange (Lambert & Savoie, 2012).

The proposed time to construct for the asphalt bid was almost half (56%) that of the shortest concrete project (360 days versus 675 days), equating to a time cost savings of \$4.2 million.

The LADOTD published the “Apparent Bid Results” for this project in January 2015. The agency had estimated construction cost of approximately \$40,757,000 with 700 days as the maximum construction time and a calculated user delay cost of \$15,000 per day. The time cost for each of the five bids is presented in Table 1. Note that the second lowest overall bidder had the lowest construction cost but about 1.9 times the construction time – this made the difference between the two bidders. All the concrete bids had construction times between 640 and 700 days, resulting in about \$10,000,000 in user delay costs, almost double that of the asphalt alternative. The proposed time to construct for the asphalt bid was almost half (56%) that of the shortest concrete project (360 days versus 675 days), equating to a time cost savings of \$4.2 million.

| Rank | Construction Bid, \$ | Proposed Time, days | Time Cost, \$ | Total Bid, \$ |
|--------------|----------------------|---------------------|---------------|---------------|
| 1 (asphalt) | 39,888,687 | 360 | 5,400,000 | 45,288,687 |
| 2 (concrete) | 37,473,810 | 675 | 10,125,000 | 47,598,810 |
| 3 (concrete) | 47,524,942 | 699 | 10,485,000 | 58,009,942 |
| 4 (concrete) | 53,532,280 | 640 | 9,600,000 | 63,132,280 |
| 5 (concrete) | 59,918,761 | 700 | 10,500,000 | 70,418,761 |

Table 1. Comparison of Bids for Louisiana Interchange.

Barriere Construction Co. LLC performs both asphalt and concrete pavement construction in Louisiana. Their choice of bidding the asphalt alternative was based on the flexibility and speed of construction that asphalt offers. Furthermore, asphalt allowed the

construction in the critical “fast” zones to take place quickly, allowing the remaining construction to take place behind hard barriers, making the work zone safer for motorists and workers. When asked why the asphalt alternative was bid at a lower work time than the concrete alternatives, Barriere representatives speculated that constructability issues associated with the size of concrete paving operations requiring more space and the timing of construction activities to account for such factors as curing may have played a critical role.

By quantifying the impacts of time costs on the local community, state agencies can gain a more holistic view of the total economic impact of a construction project. This analysis helps the agency make an informed decision surrounding the economic and construction costs associated with large pavement projects.

Recommendations:

1. Owners should quantify the time costs of construction operations during the pavement type selection process or lowest responsive bidder analysis.
2. Owners should consider pavement type selection for work zone safety impacts in critical “fast” zones.



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