

ON THE ROAD

ISSUE 2, 2021



“PAVING THE FUTURE”

**HAPPY 10TH
ANNIVERSARY
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OUR OFFICES

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**PAVING
THE FUTURE**

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Reed Ryan

Executive Director
The Utah Asphalt Pavement
Association

A big thanks to all of our members who have helped get us to this point. I'm looking forward to seeing what the next 10 years will bring.

HAPPY 10TH ANNIVERSARY UAPA!

We have come far as an association in a short amount of time – and we're just getting started. 2021 and 2022 hold a bright future for the growth and maturation of UAPA. Here are just a few things we will be working on in the coming year:

- An extended and refined presence on Capitol Hill both locally and nationally through UAPA's Legislative Task Group creation
- A potential refinement to the highest levels of leadership and investment in the association through the creation of the UAPA Executive Board
- Central and regional leadership meetings with UDOT executives
- Significant specification revisions and partnerships through the work of UAPA on the APWA Specification Committee and the UCEA Pavement Committee
- Practical advancements to the challenge of workforce development by participation in the Pathways programs for higher education institutions and the creation of the UAPA Equipment Rodeo for high school students
- Additional outreach to the regions of Utah with the creation of the Central/Eastern Utah Regional Leadership Council
- Commitment to industry by adding to UAPA's certification offerings by focusing on testing protocols
- A return to one of the largest asphalt conferences in the country at the 2022 Utah Asphalt Conference!

We need your help to move UAPA's vision forward. Join one of UAPA's industry-leading committees to share your expertise and make a difference.

A big thanks to all of our members who have helped get us to this point. I'm looking forward to seeing what the next 10 years will bring. ◀





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STATE OF UTAH

SPENCER J. COX
GOVERNOR

OFFICE OF THE GOVERNOR
SALT LAKE CITY, UTAH
84114-2220

DEIDRE M. HENDERSON
LIEUTENANT GOVERNOR

July 2021



Dear Utah Asphalt Pavement Association,

Congratulations on your ten-year anniversary! The quality of our state's infrastructure is a visible sign of our economic strength, and it holds the key to future growth and quality of life. We need reliable infrastructure to connect supply chains and move goods, connect households to employment and educational opportunities and support the transportation needs of our economy.

The dedication and professionalism of your organization is noteworthy, and what your members accomplish is essential. The UAPA membership has been exceptional in maintaining the quality of our roads and we look forward to more successful years of seeing your membership grow and thrive.

Thank you for a job well done!

Sincerely,

A handwritten signature in black ink, appearing to read "Spencer J. Cox".

Spencer J. Cox
Governor of Utah

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Deputy Director of Engineering and Operations

July 9, 2021

Reed Ryan, Executive Director
Utah Asphalt Pavement Association
10808 South River Front Parkway, Ste. 368
South Jordan, UT 84095

Dear Director Ryan:

Congratulations on 10 years, UAPA! On behalf of the entire UDOT team, I am pleased to congratulate you on achieving this significant milestone. Over the past 10 years, we have jointly accomplished many things that previously had been challenging and burdensome. Without UAPA, we would be working with 20 or 30 separate organizations. UAPA brings one voice and allows us to jointly work forward in a common purpose.

I appreciate your leadership and dedication to improving the quality of our roadways. Together we can continue to "Keep Utah Moving" by enhancing our quality of life.

UDOT looks forward to another 10 years with UAPA as a partner.

Sincerely,

Carlos M. Braceras, P.E.
Executive Director

CMB/dej

Cc: Kris Peterson, UDOT Project Development Director



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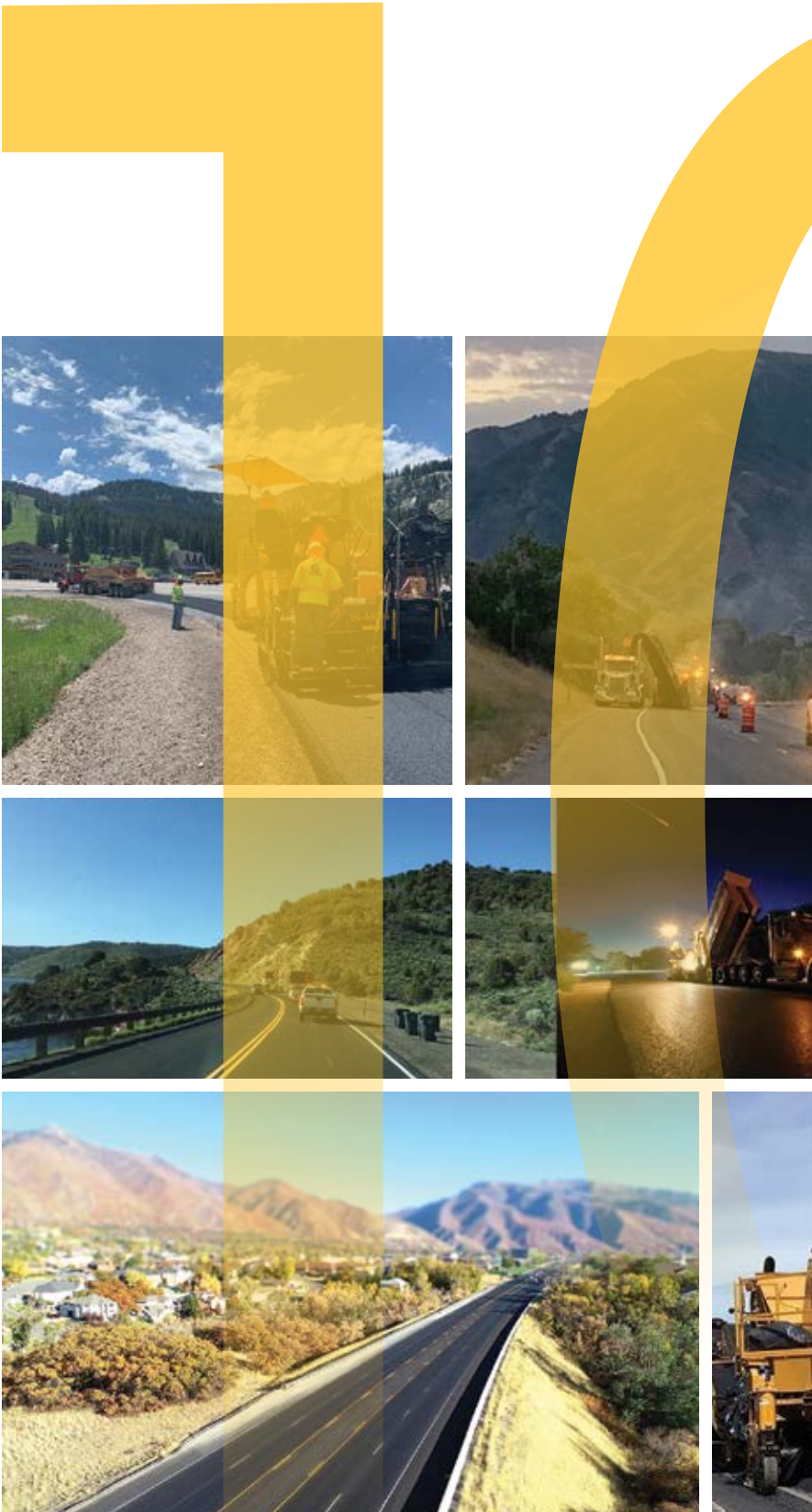




PA



UAPA CELEBRATES ITS 10TH ANNIVERSARY



As many of you know, UAPA is quietly celebrating 10 years this year since the association was created by 10 charter members. From those signatures, we have now grown to 129 members strong. And while that tremendous growth over 10 short years is significant, it also means that we must continue to do our very best to deliver value to our diversified membership roster.

Over the past 10 years, UAPA has done well in many ways. We have a second-to-none educational and training program in the Intermountain West. We have worked to gain trust with our partners in agencies and private owners. We have developed sound policies and procedures that will guide the association in years to come. And the financial stability and budget for the association are secure.

So, 10 years in, we are now asking ourselves, 'where do we have yet to grow?' There are great things on the horizon, but we need your help. Sure, it is fun to celebrate 10 years of success, but let's all continue to work toward 10 more years and 10 more beyond that, and, well, you get the picture.

Happy anniversary to UAPA! Ten years young and plenty left to both give and do for our industry in Utah. We hope you will join us! ◀

HOW IT ALL STARTED



A COMMENTARY WITH UAPA'S FIRST PRESIDENT, CRAIG FABRIZIO

You were the first president of UAPA. Tell us about that experience.

I was part of the group that organized our association. It was a different experience – something I had never done before, but I learned a lot. It was also one of the most rewarding experiences I have ever had.

We – meaning me and our small group (most of whom became our charter members) spent about a year and a half preparing and exploring. We decided to launch. Reed didn't come into the association until the middle of the first year.

Somehow, I became our first president. When everyone asked, I didn't say no. I had been involved in trying to create this association for ten years prior, and had a passion. I had a supportive boss at Staker Parson who believed Utah needed the association, and so did I. But the organization itself was in need. Some individuals were working for sister companies involved with similar associations, and they understood the benefits of organizing into one group.

We had 13 members to start with, and held a small conference that first year. It was a small event that occurred a few months after Reed started. There were a lot of challenges that first year, including interviewing and hiring Reed. We interviewed many, many people, but recognized he would be exceptional. We were fortunate. It was his brother who "put a bug in his ear," so to speak.

We started from scratch and had many challenges, such as creating our policies, identifying the goals of the association, and forming the nonprofit. It was a challenge to get it off the ground, let alone get our name out there to be recognized.

We convinced the charter members that they would need to support the association financially for the first three years. The reality is, we're in a small market, which presents its own set of challenges.

The second president was?

Waylud Ludlow. I was relieved, but we still had work to do. My involvement didn't stop for five years or so. It

was nonstop work. Then I took the role as president for a second time. The passion was still there because, for me, it was personal.

Describe your education background.

Well, I made it out of high school. I went to the University of Utah. Back story: I was involved in a family-owned business – not asphalt – for many years, since my teens. We did garbage removal. The company was ACE Disposal, which my dad started in the early 1970s. He started with one truck and, from there, built the business. However, he decided to sell it in the early 1990s. At that time, I had a friend in the asphalt business – Staker. This friend made a suggestion to me, and I jumped. I'd been with Staker for 11 years. We portioned what is used from refined crude oil used to make asphalt. I witnessed a lot while working there, specifically, that asphalt oil doesn't follow that price of gasoline.

Are there any specific individuals that had a major impact on your career decision?

Scott Beall – he was my first boss in this industry, and it was he who taught me the ropes. His attention to detail was and is incredible. One of the things I learned from him was the importance of building relationships with customers and vendors. Another lesson learned was to ask one more question. Get to know the people surrounding you.

What is the most rewarding part of your career?

Being able to drive down the highway in the state and see countless roads I helped build. Another reward is infrastructure and witnessing the work used wisely. Being able to see something from UDOT's perspective.

We have growth in Utah; I was involved in an infrastructure study taking the state to 2040. Our population is going to double, and municipalities need guidance on how best to use their resources. UAPA has helped these cities and towns understand the best pavements suitable for their needs. We've always worked well with varied public works associations.

continued on page 14

I would tell a student you can make a very good living in this industry. Secondly, you can see the fruits of your labor every day. Just drive down any street. And third, this industry allows you to use your head and your hands; it's a broader-skill industry.

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What do you think will be some of the dominant trends within the asphalt industry in the next five to ten years?

One of the biggest things will be conserving our resources and how best to use them. We need a better understanding how to use recycled asphalt in pavements efficiently. We need to continue to find better ways to use resources and how to use our asphalt oil better. Since oil is a petroleum-based product, it's finite. We do not have a never-ending supply there.

If you could wave a magic wand, what would be the one thing you would like to see change immediately in the asphalt construction industry?

First thought, attracting more people to our industry. We need a workforce.

In looking back at the last ten years, what stands out for you? Are there any accomplishments that you are especially proud of?

We've accomplished a lot of my vision – we're not finished by any means. This is not as big as it's going to get; we're nowhere near there yet. Presently, we have approximately 100 members, but we still need more.

Additionally, we've developed a brand and a brand name. We stand for something. "UAPA" rolls off the tongue of UDOT leaders and leaders in the industry. We're the source for all things "asphalt pavement."

But our biggest wins have been with UDOT. They were the key and main reason we started UAPA. AGC and ABC include highways, but the scope was too broad, and we needed something specific. When we would go to UDOT, AGC, and APWA as individuals – we couldn't and didn't get anything accomplished. We needed focus and a single voice. And that voice became UAPA.

I am so proud of the asphalt conference. I get to travel around the U.S. with national associations. I get to see and hear feedback. It's remarkable. Please understand that events like ours only happen in a handful of states. We need to continue to focus on education to bring more people into our organization and the industry.

At times, we've discussed the benefits of a regional asphalt/pavement organization. It could be a next step. Many of those in the asphalt industry surrounding us don't have the opportunities or associations we have. Nevada has a small one. However, Idaho and Wyoming don't have anything, although some core companies in UAPA receive a small amount of support from companies in Idaho.

If you look at your career and life, what would be three things that you have learned that you would pass onto a student choosing their specialty?

The first would be money. I would tell a student you can make a very good living in this industry. Secondly, you can see the fruits of your labor every day. Just drive down any street. And third, this industry allows you to use your head and your hands; it's a broader-skill industry.

Recently we hosted a small group of young people from Ogden Weber Applied Tech – we took them around and showed them the operations. This may have sparked something in some of them. And we explored the opportunities this industry provides. It's not just holding a sign on the road. We gave the group math quizzes because we use math every day. We also use science, so both disciplines factor into this line of work.

Where do you see UAPA in 10 years?

The next 10 years – a growth trajectory similar to the past 10 years is probably not sustainable. But I would sure like to see it happen. ◀

10 YEARS, 10 PRESIDENTS

UAPA has had 10 active presidents to steer their ship, one per year since its inception. Their first president, Craig Fabrizio, led the way not just for one year in 2011 but again in 2014. And the second person to hold the seat, Waylud Ludlow, also served twice, in 2012 and 2017. Succeeding presidents for the association include Joe Johnson (2013), Dale Hansen (2015), Aaron Edwards (2016), Scott Fernald (2018), Jaden Kemp (2019), the current president, Jeff Collard (2020-2022), and the incoming president, Doug Watson (2022-2023).

Mr. Ludlow said in 2017, he “truly believe[s] that when we come together as an industry, we amplify the best of the collective, and we all benefit.” Indeed, this has been the case for UAPA. When past presidents were asked about the most rewarding part of their careers, Mr. Fernald stated it was “the people.” He said that “the results of teamwork and collaboration are immediate and tangible.” Mr. Ludlow stated it was “seeing a project come to fruition.” Mr. Kemp also credited the people with whom he worked to be the most rewarding, as well as the relationships he formed. When he reflected on his career and its varied and differing moments “it always comes back to the people you did it with,” he stated.

Current president, Mr. Collard, attributes his best career moments to his various relationships within the industry as well. He believes “we’re all a product of the people we have met and been inspired by. A lot of the people who have made an impact in my career have been people I met through the association.” Incoming president Mr. Watson stated without equivocation that it is “the people” who are the most rewarding part, and when dealing with the challenge of both sides of a project, it’s “rewarding to see a good solution based on good specifications.”

IMPACTS

Since “people” appear to be the driving force for our presidents, both past and present, curiosity was piqued when discussing specific individuals who most impacted our presidents’ careers. Mr. Ludlow explained that Al Schellenberg, the past president of Geneva Rock, was of major significance in his life; “Al was the epitome of integrity.” He valued his people, and all-around him knew it and were inspired to do their best work. And when Al said he was going to do something, he did it; this trait rubbed off on those around him.

When the same question was asked of Mr. Fernald about who impacted his career, he stated Mont Wilson at Granite Construction, Inc. without equivocation. Mr. Wilson has been inducted into the Utah Asphalt Hall of Fame, so great is his work and influence on others. Mont mentored Mr. Fernald in many ways, from interpersonal skills to how to approach the work one performed. Mont was a big part in Mr. Fernald’s personal evolution – not only professionally but also personally. The net he cast was wide and generous, and many of the workers at Granite benefited from knowing him. In the words of Mr. Fernald, Mont was the “ultimate ‘pay it forward’ guy.”

The individual who most impacted Mr. Kemp was someone much closer to him than a co-worker or a boss. It was his own father, Judd Kemp. Judd wasn’t a fan of television, played a bit of golf, skied less than he wanted to, but his actual hobby was business. He was passionate about it. When the two of them spent time together, that’s what they discussed: business. Judd instilled into him the importance of honesty and mutual respect – Mr. Kemp the younger hopes – and some business savvy.

Mr. Collard described several individuals who impacted him and his career. When discussing what he called “stepping stones” in his career, he said it was Frank Mayfield and Kim Brooks from Staker Parson Materials & Construction and John Butterfield with UDOT. All three paved the way for him (pun intended) and helped him lay out his career. Frank taught him about the makeup of asphalt and how to build and design well-performing pavement and keep the asphalt within specifications for a longer-lasting road. Kim taught specifically about asphalt plants, and Mr. Collard stated he will always be grateful for his advice and mentorship over the years. John from UDOT taught him to rely on common sense and to look at the big picture. He explained that there are two sides – and sometimes more – to a construction project and that the bigger the project, the more sides it seems to have. Being able to see a project through the eyes of all stakeholders takes patience, the ability to ask the right questions, and listen to the answers.

Mr. Watson was impacted significantly by a group of engineers at Granite Construction, Inc. specifically John Epps and Adam Hand. They gave him all of the “industry geek” he craved, as much as his brain could take. He called it his “one personal asphalt graduate program.”

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The takeaway from all of the individuals who impacted the presidents was best noted by Mr. Collard when he explained that no one grows and advances in their career on their own. “We’re all a product of the people we have met and been inspired by,” he said. “A lot of the people who have made an impact in [our] career[s] have been people ... met through UAPA.”

WISDOM

When asked about experiences impacting their careers as association leaders and what they would pass on to the next generation within the industry, the five presidents, past and present, offered a list of advice.

- Mr. Ludlow suggested one needs to value people working for and with you. Be honest, he said, and live your life with integrity. Finally, he asked that you be present. Give others the gift of your attention.
- Mr. Fernald said to ask questions and learn all that you can, appreciate others and give thanks. Communicate. Don’t be afraid to make mistakes. And always have a plan B.
- Mr. Kemp emphasized the value of hard work. He claimed that when one worked on developing skills, the passion will follow. And finally, he stated how important it is to look above and below – ask for help and be generous when helping others.
- Mr. Collard explained that you cannot be afraid of hard work; be willing to put in the time. Ask questions; don’t feel bad if you have to say, “I don’t know.” And also, surround yourself with good people.
- Mr. Watson said first: have honor. Say what you mean and mean what you say. Next, develop the art of perspective. And lastly, learn your trade and always be on the lookout for knowledge.

ADVANTAGES

When discussing the benefits of UAPA membership, our past presidents had various opinions and considerations. However, they were unanimous on one subject: unification.

As outlined in the Mission Statement, having a unified voice is vital. As Mr. Collard said, being unified has “helped raise the standard within the field.” Mr. Fernald agrees, stating the industry has a lot of moving parts and “being on the same page as an industry is very important.”

Going beyond discussions of being a unified force, Mr. Kemp offered his thoughts. He stated that if you are not a member of UAPA or are a member but not engaged as you could be, you may be missing out on opportunities to make you and your business better. Benefits, he said, ranging from networking to educational opportunities, are all exceptional. Personally, he went on, “if you are not better today than you were yesterday, you have wasted a day.” Membership in any organization or association in your industry improves your odds of being better.

Mr. Watson explained his belief that the biggest benefit is the education received, the day-to-day learning that comes from paying attention and participating. “There’s learning to be done,” he said. “It’s not about large-scale battles ... UAPA is an organization of education.”

And Mr. Collard added more perspective when stating that companies can collaborate more and individuals can learn from one another. “It’s not just what’s good for a few companies,” he explained. “It’s about the companies within the industry prospering ... owners are reaping the benefits by receiving pavements that last longer, with better maintenance plans.” His final thought on the issue was that UAPA promotes education and best practices across the board. Membership sets a higher bar for the industry as a whole.

“It’s been,” he said, “a good thing.”

EDUCATION and LEARNING

Although our presidents have various college degrees, formal education is not a barrier to advancement in this industry. Asphalt pavement companies care more about a desire to work and learn than they do about degrees. Hard workers can get top positions with or without formal education. And the variety of jobs offered by the asphalt pavement industry is distinguished: bid preparation, contracts administration, asphalt testing, project management, heavy machinery operation, maintenance, and advertisements, are just a few of the jobs this industry provides. Our presidents explain that in an industry as diverse as this one, the only thing holding a person back would be that person him/herself.

The education and employment experience of UAPAs presidents is diverse: construction, trucking, project management, asphalt inspections, and laboratory work. This shows that a group of contrasting differing individuals can

We are happy to celebrate 10 years of success, and we couldn't have done it without you, our members. Our presidents, past and present, have set us on a path of forward momentum that will push us toward 10 more years of success and 10 more beyond that, and, well, you get the picture.

pull together their collective abilities for the greater good and work together dynamically.

But why should someone consider a career in asphalt pavement? If one were to ask one or more of the past or present presidents, they might first tell you that this industry provides higher-paying jobs than most and that workers on many asphalt projects are paid wages over \$30 per hour. And job security is at the top of their list, too. Asphalt pavement jobs cannot be outsourced to other countries, and roads are built and maintained by people who live and work in the local community. There are miles and miles of roads in need of repair or replacement, and more workers are expected to retire than can be replaced in the near future.

FUTURE

An important sector of any association is how they look to the future, both near and not-so-near. UAPA as a whole realizes that to move forward, they must appreciate the lessons of the past. Our UAPA presidents were happy to share what they believed to be the dominant trends within the industry in the next five to ten years.

"I think a lot of the focus in future years will be on specifications," said Mr. Watson. "It has to be." And infrastructure, he declared, certainly needs attention. Needing lasting outcomes and more value for the dollar is also important. "The infrastructure funding ... being allocated is an investment," he says, "and we need to be good stewards." But he also warns: "We need to do better."

Mr. Ludlow, having been president in both 2012 and 2017, offered a unique perspective developed from his two years at the helm. When asked about trends for UAPA, he explained that quality and innovation would be at the forefront of the industry. Right behind that, he said, will be the expectation of quality materials. "It's a natural evolution to get better at what we do."

Mr. Fernald stated the dominant trends would be population and, like Mr. Watson, infrastructure growth – which, he claims – we're already seeing. As Utah is a desirable place to live and work, we're going to need a skilled workforce to build all the infrastructure necessary for the growth and maintenance of existing roadways. "New technologies will also provide better, faster, and more efficient ways to do our work."

Mr. Kemp is hopeful that UAPA will see more collaboration as an industry on products and processes. He, like Mr. Fernald, mentions population and infrastructure as a vital part of the future, stating, "We're going to have to get better at what we do and how we do it." And he also brought up the issue of our oil supply and the alternatives in that area.

Finally, Mr. Collard believes he, like UAPA, wants to improve and be better. He thinks we are likely to see more performance-based products in the future. As technology becomes more of a factor in our transportation, roads will need to advance too. "Infrastructure is important to our overall economy," he says, "so it's definitely a field that will see growth."

OBJECTIVES

Over the past 10 years since the inception of UAPA, the association's objectives have never wavered. And if one were to speak to the current – or even past – presidents, they would tell you how steadfast UAPA is in obtaining these objectives.

- PROMOTE the use of asphalt as the premier material for road construction and maintenance.
- EDUCATE, monitor and lobby about asphalt and its benefits to the community.
- UNIFY by working as a consolidated voice with UDOT and local government agencies throughout Utah.

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- PROVIDE return on investment through increased market share, innovation, education and fair market principles.
- MARKET asphalt to all agencies in their pavement selection process.
- EXPAND the information and communication network between members, customers, the legislature, and government agencies.

GROWTH

But how does UAPA grow from here?

Over the next several years, they plan to continue with their Asphalt Inspection Certification Program as more and more owners are becoming aware of the need to increase their knowledge related to the design, production, and inspection of pavements. UAPA will continue to teach about the differences in asphalt mixes, applications, production, and placement in the field.

Additionally, they will continue to hold their frequent (and free) Lunch and Learn programs, wherein they

help members stay current about industry changes, new products, and innovations. They provide industry networking opportunities and help members with the right tools to make correct decisions about their work. Find out more about this program here: utahasphalt.org/education.

Finally, they will continue to offer a yearly multiple \$1,500 scholarships per year to help ensure the future of the asphalt pavement industry in Utah. For more details about the scholarship offered, go to utahasphalt.org/scholarships.

CONCLUSION

We are happy to celebrate 10 years of success, and we could not have done it without you, our members. All of our presidents, past and present, have worked hard to set us on a path forward full of momentum pushing us towards new heights and many more years of success. To these presidents – all of them – we say thank you for your service, dedication, and vision towards UAPA!

Happy 10th Anniversary, Utah Asphalt Pavement Association! ◀



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2022-2023 INCOMING PRESIDENT DOUG WATSON



How did you become involved in the asphalt industry? Was this career an evolution or a choice?

It was both, actually. One led to the other. I got into this industry while in school, and it was a natural fit for me.

I am a technical geek, I admit, and I think that has been my contribution to the industry. First through my work experience, and then through my company, CMT Group Companies.

We're consultants in the construction industry. We design asphalt, and we design roads. We satisfy both sides of the equation in that we work with both contractors and owners, which makes for an interesting perspective.

Do you have family members in the industry?

Yes, my son, Braden, works for CMT.

Describe your educational background. What did you study?

I started college in mechanical engineering and switched to business management. But, it was my "work" education, if you will that really inspired my career.

I was working in the lab at Gibbons and Reed, and had for about three years, when we were bought by Granite Construction, Inc. I realized that I was really good at materials. Materials and I just got along, and I really liked what I was doing. I worked my way up and eventually ran the lab. I was there for 20 years.

Once Granite Construction, Inc. came into the picture though, I was exposed to a higher level of sophistication and more complex problems to solve, from design to forensic research of asphalt. I loved it. I had the opportunity to continuously learn."

In 2000, I made a move to CMT. I negotiated ownership and eventually owned a majority of the company. The path from there to here became the educational background. It's been a wonderful journey in a wonderful industry.

Are there any specific individuals that had a major impact on your career?

Yes, the engineering group at Granite Construction, Inc. John Epps was one of the engineers at Granite. He had a Ph.D. – I think he's teaching at Texas A&M now. But back when I worked with him, he and Adam Hand headed up the pavement engineering group at Granite.

I learned so much about asphalt. They talked industry geek for hours – they were born teachers, and I just wanted them to pour as much into my brain as it would take. I was fascinated. Working with them was like my own personal asphalt graduate program.

What is the most rewarding part of your career?

The people. I like the people. There are such good people in this industry. I love the work. I enjoy the challenge of seeing both sides of a project – when the owners and the contractors come together. It's really rewarding to see a good solution based on good specifications come together.

What are some of the challenges you see in this industry, and how would you fix them?

I think at one time, there was some definite dysfunction in the industry, which is really the "why" behind UAPA's formation. Everyone was out for themselves. We needed one voice to deal with agencies in a way that made sense.

For instance, in the early 90s, the federal government changed the way the industry looked at asphalt. There was so much information and very little standardization. To some extent, this is still the case, and getting better specifications – standardized specifications – will solve a lot of this. I am a big proponent of specifications.

What do you think will be some of the dominant trends within the asphalt industry in the next 5-10 years?

I think a lot of the focus in future years will be on specifications – quite frankly. It has to be.

There's been a lot of focus on infrastructure, and it certainly needs attention. But as we weigh in on how to spend money and on what, it will become clearer that we need to get better at what we do. We need outcomes that last – outcomes that give us the most value for the dollar, and to do the specifications that need attention. If we could settle on certain predictive tests for individual areas, that would be a great start. For instance, Alaska and Arizona need different specifications when planning projects.

As an example, I actually saw specs in a job that came right out of core research data from the 1950s. We need to do better. The infrastructure funding that is being allocated is an investment, and we need to be good stewards.

The technology is out there. Here in Utah, we're working on an ideal CT test for cracking. As an industry, we need to work with the powers that be to get this right. I am optimistic that it will happen.

This is UAPA's 10th year. You came on the scene early, and now you are the incoming president, so you've been part of UAPA's growth and evolution. What are your thoughts about the association – where it's been and where it's going?

I came in about a year after UAPA's formation. For a while I stepped back, when my time became tighter, and now I am getting back in, as my time is easing up. I think that UAPA is so important. It's worthy of the time we all spend.

The future is bright for the industry and our association. We can and do help agencies manage infrastructure, which is the biggest nationwide initiative at the moment, and we're 10 years into our evolution, so we're in a great place to be the voice for the industry. It is exciting.

UAPA, of course, is a board made up of volunteers. We need to get big initiatives done with those that are involved when they are involved. I think our path of "wins" has been exceptional. Our executive director, Reed Ryan, is exceptional, and so much of our progress is due to him and his dedication.

What is the greatest importance of being a UAPA member? What makes it beneficial?

There are many benefits of membership, but I personally believe that the biggest benefit is the education – the day-to-day learning that comes from paying attention and participating. We're an organization of education. There's learning to be done. It's not about large-scale battles, which take

time. Not that we're not up to the task, because we are.

What inspired you to serve as a leader within the association?

Reed talked me into it. He's good. He's persuasive. And since I have been around a long time, I was a natural target. But in reality, I think those of us that have been around for a long time have a responsibility to give back some thoughtful leadership into the industry. It's how we all get better.

If you look back at your career and life, what would be three things that you have learned that you would pass onto a younger member within the industry?

You know, we all have life lessons that we learn through our professional evolution if you will. I think that they are all important and have relevance at one point or another. But I would say, first, have honor in all that you do – say what you mean, and do what you say.

Next, develop the art of perspective. People – all people – have plenty of opportunities to have misguided thoughts. But here's the thing, the majority of people do what they think is right; they are just – at times – lacking perspective. I work with both contractors and owners, and it's been such an interesting opportunity because these individuals both typically want the same thing: a job well done. Yet, in many cases, both parties are unable to see the others' perspectives. So if you learn to see a problem from many facets, you can add perspective to any situation, and it's a valuable skill.

And finally, learn your trade. Always be on the lookout for knowledge. A lot of people in this, or any industry really, don't know what they are doing. There's little education behind the authority. In this industry, it's really all about the specifications of a job, yet very few people are clear on the specifications that they are asking for. Specifications are supposed to be boundaries to produce



a certain outcome. It's worth the time to learn the details of the industry that you work in. It's important.

What effect do you think the pandemic will have on the industry going forward?

I think it's made a significant impact in a couple of ways. First, maybe it's just the fact that we've been cooped up for 15 months, but people are explosive. You hear all the time these days about people acting out on airplanes, mass shootings, and road rage. I think all industries, including ours, need to be cognizant of how we treat others and realize that people are under pressure.

We're also missing a lot of people. Look at the workforce we don't have. People are a huge resource; I hope they come back. I think we need to educate people that there are good jobs in construction, you can make a good living in this field.

Tell us about your family.

My wife, Nancy, and I have three children – one son and two daughters. We have two COVID puppies. With the pressures of the past 15 months, Nancy and I decided to be proactive, and we adopted two miniature poodle puppies.

What is your favorite way to spend your free time? Any unusual hobbies?

I like active outdoor stuff. Getting out in nature, snowshoeing in the winter, and hiking in the summer is a big thing for me. It clears my mind. ◀

Utah Asphalt Pavement Association

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CRAIG FRIANT Q&A

UTAH INFRASTRUCTURE REPORT



How did you get involved in civil engineering?

My dad was a civil engineer, but I didn't know what that meant when I was growing up. There is a technical school close to our home. I took mechanical drafting there during high school and liked it. My older brother was a Civil Engineering student. He knew I liked drafting, encouraged me to take some engineering classes at Utah State University, and I ended up getting my degree in civil engineering.

How long have you been involved with the Utah Section of ASCE?

I was a member of the student chapter in college. After graduation in 1998, I didn't register as a full member until around 2005. In 2011-2012, I became more involved in giving back to the community as part of the Community Giving Committee. I continued to serve in various capacities and was on the Wasatch Front Board, served as the Utah Section President, and then became the committee chair for the infrastructure report card.

Had you worked on the infrastructure report card previously?

This report card is only Utah's second one, and it was the first one I've worked on. The first report card was in 2015. Several members who worked on the 2015 report card helped me with the 2020 report card.

Why does infrastructure affect the state's ability to be competitive?

As our state continues to grow, our population is going to continue to grow. We need to have quality infrastructure in place. Good infrastructure plays an important role in the sustainability of our state's growth. If we invest in resilient and sustainable infrastructure, the infrastructure it helps us build stronger, healthier, and more prosperous communities. We will have a higher quality of life if we improve the places we live, work, and play.

What would you say to those who are pushing back on the need to invest in infrastructure?

Communities supported by integrated mobility and updated utilities that sustain health and economy, will elevate the overall quality of life.

How did engineers decide on the grades that were given (federally and by state)?

There's an established process for doing these report cards. We assemble a team of engineers who are members of ASCE, and we create our committee. We, define the categories we want to evaluate, study existing literature and news reports, and interview agency representatives. For example, for the drinking water section, engineers interviewed leaders and staff at the

water conservancy districts, reviewed master plans on the state and local level, and examined state and city budgets to get an idea of funding. Then we take the information we researched and evaluate it against eight criteria:

1. Capacity
2. Condition
3. Funding
4. Future need
5. Operation and maintenance
6. Public safety
7. Resilience
8. Innovation

Depending on how each category meets the criteria, engineers use the results to establish the grade. The grading process is the same on the national level but with national organizations.

The overall grade for the U.S. was a C-. The Utah grade was a C+. Why is Utah's grade slightly better than the one for the nation as a whole?

There are a variety of reasons. The main one is that our top grades were given to roadways, bridges, and transit. All three got a B+. We have a quality transportation system that we do really well.

On the national report card, roadways got a D, bridges got a C and transit was a D-.

Even though Utah's grade was better than the overall grade, getting a C grade is not terrific. How worried should people in Utah be about that? How does it compare to previous grades?

Everyone should be concerned about our infrastructure because it affects everyday life. Infrastructure that is resilient and sustainable has a direct correlation to our quality of life. As a result, ASCE members are concerned about the consequences if we fail to invest adequately. We estimate that over the next 20 years, failing to invest will cost individual households \$3,300 a year. That number comes from purchases individual households will have to make, such as the wear and tear on cars from potholes, dirty tap water that causes people to buy water from the store, and poor health care access. There are lots of little things that can make life more expensive in general.

What are the bottom three grades? Why?

Canals were a D+, levees were a D- and dams were a C+.

Given that Utah is currently experiencing serious drought conditions, how important is it to put money into the state's levees?

I spoke with the author of the levee section about that, and he said Utah is exposed to periods of extreme precipitation and drought. Our experience has been that periods of drought are often followed by increased moisture, which can cause flooding. Future climate change can add new events, but the risk and associated costs of flooding will only continue to escalate.

Since we know we have high cyclical drought and runoffs, investing now would be good. Although we are already preventing flooding, we have

over 100 miles of levees that were not constructed according to modern standards. The levees were built to protect farmland. Now the land has been developed, and broken levees would cause more damage than they would have in the past. It would affect 125,000 Utahns and cost \$10 billion in property damage.

You worked on the report section about roads. Replacing gas tax revenue is important; how do you think that issue is going to play out? How have owners of electric and hybrid vehicles responded so far to the idea of paying an annual flat fee or a usage-based fee?

ASCE strongly advocates for a gas tax. We still think the gas tax is the best short-term solution. It provides a way for everyone to pay their fair share of our transportation system.

Although we still need to find a long-term solution, we suggest a three-pronged approach for providing future funding:

- Increase the gas tax for the next five years.
- Start taxing electric vehicles.
- Put more research into the miles traveled pilot. We need to know if it is working and find a sustainable model for the future.

I haven't seen responses from car owners, and I haven't seen anything about a public response, either. A program with a road-use charge went into effect a year ago. People were asked to enroll voluntarily. They could pay a flat fee upfront or pay the fee as they typically do.

At a UDOT conference in 2019, there was a session where the new program was presented. I don't know how many people enrolled, but I've spoken to a couple of colleagues who work at gas refineries. They

are working on planning and transportation in and out of the refineries. The refineries are working as close to capacity as they ever will. Gasoline demand will go down in the future, and refineries are expected to produce less and less gas.

According to the report, Utah's municipal solid waste recycling is 1.45%, versus a national recycling ratio of more than 35%. Would you please put these percentages in context?

The 1.45% is the total tonnage that is diverted to recycling. We have very limited data beyond aggregate tonnage, so we wrote the report in comparative terms, but the number we did get for Utah was based on recent reports. We were fortunate to find a report about recycling from a company called Eunomia International Environmental Consultants (<https://www.eunomia.co.uk/>).

After we gathered the information for the report card, the Eunomia report developed a new methodology for measuring recycling rates. In Utah, the rate under the new methodology improved to about 17%, which is comparable with other western states. Although higher rates would be better, 17% is consistent with policy trends and common markets in our region.

Are we still sending our recycling materials to China?

China and other countries have increased restrictions or banned materials for recycling. Those policies culminated in an import ban at the end of 2020 on waste materials. As a result of the ban, we don't send much to China anymore.

International restrictions based on the types of recycled materials do affect the U.S. recycling market in several ways. For example, operating and handling costs for recycling handlers have increased.

continued on page 28

continued from page 27

Are there plans to increase the number of recycling stations in Utah?

In 2020, Utah did build a new \$17 million recovery center for waste management.

The Eunomia report I mentioned earlier said that other states have increased recycling efforts. Their efforts include creating strong curbside programs and paying people to return beverage containers. We could do the same things here, but one issue we have is that Utah has only used 5% of its landfill area. We have less of an incentive to commit to recycling than places that are running out of landfills. Dumping is not sustainable, but it's difficult to help people understand the value of recycling since space is not an issue.

In some parts of Salt Lake County, the materials that can be recycled are quite restricted. It used to be possible to recycle more things. Is that likely to change again in the near term?

I don't know about that. A lot of it comes down to profitability. Some things are recyclable, but it isn't profitable, or the cost is significantly more than the revenue. Recycling those items is not feasible right now. However, expanding the recycling program would help with sustainability; the more we can recycle, the longer life we will have out of our landfills.

Some good projects are going on that make use of landfills. For example, some landfills have collection systems for methane gas. They can use the methane gas for power generation or whatever else needs to be done.

In the section about transit ridership, the report talks about high-density housing. How much of that high-density housing is affordable?

I don't know about the affordability of the housing. Nothing is really affordable right now. As we did our report, we

President Biden's focus on infrastructure has also brought infrastructure to people's attention, and we have piggybacked on that. We are using the national platform to advocate for adequately investing in our infrastructure.

included recommendations, and one of them was that we increase services for a lot of the underserved population.

For those with a lower income, we recommended that those populations have fair transit service. A lot of people can save money by riding transit. Having a good transit system helps those who don't have a car. They can get around quickly without spending the money they would have to spend to buy and maintain a car.

Is there anything you would like to say about the report that you haven't talked about already?

This report card is only the second one, and we didn't get as much attention in 2015 as we are getting now. We have put more effort into outreach and presentations, and we are carrying our message to elected officials. President Biden's focus on infrastructure has also brought infrastructure to people's attention, and we have piggybacked on that. We are using the national platform to advocate for adequately investing in our infrastructure.

We had five overarching recommendations about how to raise our infrastructure grade. Our focus was on getting the biggest possible bang for the buck.

- We suggested a statewide risk assessment framework that would prioritize and program funding for infrastructure categories with the lowest grades (levee flood control and canal projects).
- Dam rehabilitation in Utah is an issue right now; rehabilitating the high-risk dams will take 60 years on the current schedule. We want to improve the frequency from 60 years down to 25 years.
- Another area is extending the lifecycle costs of water systems by providing statewide guidelines for construction, operation and maintenance.
- We talked about recycling, but we also need to update state waste management practices. That means sustainable waste management, circular economy management and reducing the waste stream
- Our underserved communities need frequent and reliable access to transit.

I want to make one final point: Utah and Georgia got the same grade, a C+. No state earned a higher grade than that. In that sense, despite the need to improve, Utah and Georgia were the best in the nation. ◀



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UTAH INFRASTRUCTURE REPORT SUMMARY

The Utah Section of the American Society of Civil Engineers (ASCE) recently published the 2020 Report Card for Utah's Infrastructure. Craig Friant, P.E., was the Report Card Chair, and Ryan Maw, P.E., D. GE, was the Vice-Chair. Experts in each chapter's subject wrote individual chapters. For a complete list of authors and contributors, please refer to the report itself.

While the report was being written:

- The COVID-19 pandemic changed the world. Utah was not exempt; infrastructure use and funding were both affected because people stayed home as much as possible, and user-generated revenue streams declined significantly.
- A moderate earthquake event in Magna on March 18, 2020, reminded everyone that Utah is in the

Intermountain Seismic Belt. Residents were displaced, structural damages totaled more than \$62 million, public infrastructure damage totaled \$70 million, and economic losses were \$629 million. Utah was lucky. If the earthquake had affected the east valley benches instead, it would probably have been 60 times stronger and damages would have been in the billions. The earthquake was a reminder that unreinforced masonry buildings, including schools, are both at risk.

- In 2021 President Biden began a much-needed effort to improve the country's infrastructure.

Each infrastructure category received a letter grade, as follows:

- A: Exceptional, fit for the future
- B: Good, adequate for now
- C: Mediocre, requires attention
- D: Poor, at risk
- E: Failing/Critical, unfit for purpose

Utah's overall grade was a C+.

Categories and grades included:

- Aviation: C
- Bridges: B+
- Canals: D
- Dams: C+
- Drinking water: B-
- Hazardous Waste: C+
- Levees: D-
- Roads: B+
- Solid Waste: B-
- Stormwater: C+
- Transit: B+
- Wastewater: C

Although Utah's C+ grade is disappointing, you have to put it in context: no one else did better, and only one state (Georgia) did as well. The grade is like the Magna earthquake. We need to do better, but the grade we received could have been worse than it was.

Aviation: C

Utah has an aviation infrastructure that includes 36 public use airports for general and commercial aviation, but 98% of the state's passengers get on a plane at the Salt Lake City International Airport. Five airports offer commercial air service, and two airports offer commercial air service but are non-primary airports. Daily air traffic is less than 10 planes per day at most airports.

Aviation makes money. It supports businesses and tourists. Since the airports were originally built, however, security needs and earthquake safety standards have both changed.

The Salt Lake City International Airport is undergoing the Airport Redevelopment Program; the \$4 billion program began in July 2014 and is scheduled for completion in 2024. St. George Municipal Airport just finished removing and reconstructing the main runway. The runway is now back in service. Provo has upgraded terminal facilities, but the Provo Municipal Master plan needs updating. Ogden Hinckley Municipal Airport is developing a master plan. Ogden released a final draft in March 2020. Old, outdated hangers need to be removed and replaced, but the runway pavement is in good condition, and the taxiways and aprons are in good to poor conditions.

Most money for airport improvements comes from the federal government. To raise the grade, Utah needs to:

- maintain or improve service levels
- monitor performance metrics as a guide to future planning
- find a way to give regional airports the funding they need
- find new revenue streams to modernize airports and increase their capacity
- reduce runway incidents through training



Bridges: B+

Utah has more than 3,000 highway bridges. They are a critical part of Utah's surface transportation systems. In 2016, funding for bridges was \$26.5 million; in 2018-2020, it was \$48 million annually. The money has made a big difference, but Utah's bridges generally have a 50-year design life, and one out of three is older than that. Replacing them will cost about \$1.9 billion, and repair costs will be about \$1.3 billion. In the next 10 years, another 450 bridges will be 50 years old. The replacement cost will be about \$900 million, and the repair cost will be about \$600 million.

A growing population will need 30-40 new bridges per year to meet Utah's expected growth of 20% over the next 10 years.

Money for bridges comes from federal, state and local sources.

To raise the grade, Utah needs to:

- continue putting money into its bridges and supporting innovative solutions to transportation challenges
- balance the need for repairs and replacement with new construction

When it comes to this kind of innovation, Utah is on the leading edge. We need to stay there.

Canals: D

Utah has 5,300-8,000 miles of canals, mostly consisting of earthen embankments and cut ditches. In their day, more than 100 years ago, they were engineering marvels that protected fields from flooding and helped Utah grow and prosper.

Today, flooding is less likely to affect fields and more likely to affect cities, public infrastructure, and developments. Regulation is very limited, even though cities have grown and the need for water rights management has increased. There are more than 1,140 canal companies and 200 private owners who currently self-regulate the entire system. Funds and resources have decreased as the canals have transitioned away from agricultural uses. What used to work for getting water to farms now has to work as part of flood management, which is much more complicated than the canals were originally intended. Liability has also increased.

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Raising the grade for canals is important, Utah needs to:

- fund, prioritize and establish support and oversight for Utah's canal systems
- create a long-term plan for the future that involves project stakeholders
- put together multidisciplinary teams to assess risks and figure out solutions – plans should analyze the impact of urban growth and climate change
- address and clarify the legal issues associated with jurisdictional authority
- assess and engineer canal hazards that impact infrastructure to modern standards

Dams: C+

There are more than 900 dams in the State of Utah. Of these dams, 860 are on the National Inventory of Dams (NID) and 266 are considered high hazard. The State of Utah manages 212 of these high hazard dams while 54 of them are under federal jurisdiction. Utah faces a number of unique dam safety challenges regarding the dam's ages, seismic risks near major population centers, and a continuing trend of urban growth near breach zones.

As dams approach the end of their design lives, the downstream demand and development increases, current low risk dams are gradually becoming high risk dams through urban encroachment.

Utah provides approximately \$3.8 million of funding per year for routine dam rehabilitation projects. The rehabilitation program has been in effect for over 20 years and 45 dams have been rehabilitated to meet current safety standards. As the infrastructure ages, more funding will be needed to keep these dams operational due to sediment accumulation, wear and tear on outlet systems, and upgrades to meet seismic and construction standards.

Raising the grade on dams is vital. Utah needs to:

- evaluate the condition of all high hazard dams within the state

- expedite rehabilitation for dams within the state
- increase funding to maintain and upgrade the state's dams
- make plans to achieve satisfactory ratings within the next 25 years and secure funding to keep the rating

Drinking Water: B-

Most of Utah's growing population is served by drinking water networks that operate under multiple threats. A growing population, significant funding needs, and seismic concerns are just a few of the issues the state is facing. Because water supply is such a critical issue in Utah, adequate planning and associated infrastructure maintenance is vital.

Utah is one of the most arid states in the nation and water supply is a major issue. Building and maintaining the infrastructure to move water supplies is a critical part of Utah's water conservancy districts' missions. Success is critical, as about 90% of Utah's urban population lives in the northern part of the state, away from the water supply sources.

To raise the grade on drinking water, Utah needs to:

- invest in systems that provide for future water supply needs
- appropriate specific funding to consider long-range alternatives, such as out-of-state sources from areas that might be less negatively impacted by climate change
- support and fund not only contingency planning and preparation activities, but also consider the construction of certain measures that could minimize, or in fact, possibly eliminate, damage/displacement of major water supply conduits that are susceptible to a major seismic event
- promote and fund the extension of SAMPs programs for smaller water systems, including the provision of technical support

- fund and support an analytical analysis of future water system financial requirements, given the rapid growth of population and urban development
- further, the state should consider financially supporting water supply and distribution entities, such as is currently practiced with transportation, e.g., UDOT's freeway construction

Hazardous Waste: C+

Hazardous wastes, such as byproducts of mining and manufacturing, present complex management and potential cleanup challenges to communities throughout Utah. Furthermore, electronic wastes containing lead and other heavy metals represent a growing concern when improperly disposed of in landfills. Ongoing cleanup concerns and no clear policy on banning e-waste from landfills is holding Utah back.

Nationally, Utah ranked 36th in hazardous waste generation, 20th in hazardous waste management, and 12th in quantity of imported hazardous wastes.

To raise the grade on hazardous waste, Utah needs to:

- enact legislation prohibiting the disposal of electronic wastes in landfills
- make a coordinated public commitment to achieving sustainable, circular electronics and manufacturing lifecycles which reduce waste, increase opportunities for manufacturers to recycle and reuse valuable materials, and eliminate toxic processes and byproducts whenever possible
- leverage Utah's strong culture of public-private partnerships and entrepreneurship to grow "re-manufacturing" jobs within the State of Utah to achieve a sustainable, circular economy
- engage electronics manufacturers, retailers, and recycling service providers to develop a robust electronics takeback and recycling program available statewide

- require toxic material and chemical reduction or substitution in consumer products and industrial processes as soon as suitable alternatives can be identified
- maintain or expand funding for innovative brownfields redevelopment programs which prioritize serving low-income or otherwise historically disadvantaged communities
- continue to engage private partners in voluntary cleanup and monitoring of potentially contaminated property before resale, redevelopment, or transfer
- set policies that help to develop strong local recycling markets in Utah.

Levees: D-

Levees are instrumental to Utah's flood control system. There are between 102 and 112 miles of levees statewide with approximately 252 individual segments averaging nearly 60 years old. It's estimated that over 125,000 residents are protected by the state's levee infrastructure and the total risk to property should failure occur exceeds \$10 billion.

In much of the state, limited to no planning exists for emergencies such as levee breaches. Changes to federal flood mapping, which will increase insurance costs, may mean that many owners cannot afford coverage and would therefore not be eligible for federal recovery funding if flooding occurs. Absent available state and federal funding, local municipalities have taken action to address changes in flood mapping and levee deficiencies.

Raising the grade for levees is important, and the state has begun to recognize and address that need. Utah needs to:

- define, inventory and identify levees across the State of Utah into a single database. Given the forthcoming change in flood mapping, this legislative action should be completed within five years
- fully fund the National Levee Safety Program, which would provide



more reliable levee systems and funding to provide an integrated approach to protect people and property from floods

- assign or further clarify jurisdictional authority or watershed committee at a state level to coordinate levee condition assessments, resources, funding, costs for mitigation, repair, development, and emergency action plans. Require that operation and maintenance plans cover all aspects of a complex regional and statewide levee system
- assess levees using updated hydrology and hydraulic analyses that incorporate the impact of urbanization and climate change
- increase funding at all levels of government and leverage private funds to address structural and nonstructural solutions that reduce risk to people and property from flooding hazards.
- consider alternative funding sources, and other risk reduction measures such as better outreach/education and warning and evacuation systems

Roads: B+

Utah has a comprehensive roadway network of approximately 49,290 miles (73% local, 2% Interstate, 25% State), 40% of which are in mediocre or poor condition. For Utah to remain a modern-day crossroads serving extensive freight traffic from regional ports, funding increased from \$1.2 billion in 2017 to \$1.7 billion in 2020 and major capacity investments continue. Utah also embraces innovation and asserts fiscal leadership through the 2020 institution of a Road Usage Charge (RUC) for electric and hybrid vehicle owners and the 2021 gas tax increase from \$0.311 to \$0.314 per gallon. Finally, in recent years the state has also streamlined Transportation Asset Management Plans (TAMP) and project risk analysis to preserve roadway infrastructure, increase its adaptability amid extreme events, and maintain its functionality after extreme events occur.

With the state's population projected to increase more than 56 percent by 2050 according to the U.S. Census

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Bureau, there is a significant need for new roads and highways, as well as for mass transit and other methods of transportation.

Utah is one of the leading states in the country for using innovation to find solutions to the State's transportation needs.

Recommendations for Utah to maintain and raise their grade on roads are:

- continue to use state funding for transportation projects from sustainable and appropriate funding sources
- increase the gas tax and continue to find alternative transportation revenue such as the Road Usage Charge program
- continue to improve life cycle costs assessments to determine a project's true cost and use this information to select projects that provide the best value to the State and its residents
- continue to invest in research to identify technologies and innovative transportation systems to improve congestion and safety
- invest in infrastructure to facilitate the use of autonomous vehicles and vehicle to vehicle communications

Solid Waste: B-

Since 2013, the number of solid waste landfills in Utah has increased from 107 to 122 while only 5% of the state's total usable landfill area has been used. While the system's capacity is increasing, the current condition of the state's solid waste sector is somewhat unknown as Utah's Solid Waste Master Plan has not been updated in nearly 15 years.

Future needs Utah's estimated population in 2023 is projected to be about 3.4 million, and it is projected to increase more than 40% by 2040. With the increasing population and no behavior change in recycling pattern, an increase in the total tonnage of solid waste is expected. From the forecast, there will be roughly 7.8 million tons of solid waste generated by 2023 asserting more capacity demands on the state's existing landfills.

To address this issue and raise the solid waste grade, Utah needs to:

- educate Utah residents about solid waste recycling
- conduct regular DEQ landfill facility inspections
- update the Solid Waste Master Plan

Stormwater: C+

It is estimated that there are between 5,000 to 10,000 miles of storm drains in Utah. These systems range in age from the early 1900s to current development projects being completed each month across the state. Systems are being converted to storm drains as urbanization is increasingly requiring canal owners to evolve from water conveyance for farming to flood management conduits for municipalities. However, canals are not the best type of stormwater conveyance infrastructure due to the decreasing capacity as they move downstream.

With aging systems, it is important to perform maintenance and repair to ensure appropriate operation; however, not all of the state's stormwater systems have and exercise asset management. Dependent on stormwater utility fees and limited state-level funding and financing resources, ongoing upkeep to avoid system failures and to comply with new stormwater standards may become more challenging. However, addressing the increasingly stringent standards will likely fall onto stormwater system owners as the state only has \$1 million to contribute to innovative stormwater projects.

To raise the grade on stormwater, Utah needs to:

- provide long-term funding strategies for inspection and maintenance of storm drains across the state at the municipal level. This funding should also provide funding for asset management systems and period inspections
- create methods of funding long-term replacement of storm drain infrastructure above capital improvement programs
- update hydrology and hydraulic analyses to incorporate the impact of urbanization and climate change on existing systems during future master plan activities.
- provide consistent, repeating state level funding or additional loan opportunities for municipalities that function on resource limited budgets

Transit: B+

Over the past 30 years, transit networks in Utah have significantly improved. Currently, there are over 100 miles of fixed guideway services and over 48 million annual riders, up an additional two million in the last five years. While these transit improvements have made the system more convenient and user-friendly, there are still pressing needs for system enhancement, expansion, and financial stabilization. Sales taxes from local service districts support 65% of the transit system's funding, with the remainder coming from federal sources.

Recent innovations, such as Bus Rapid Transit (BRT) systems, provide increased and consistent service without requiring extensive infrastructure additions. Bus Rapid Transit systems combine bus fleets with dedicated lanes to create a system similar to a light rail or a metro system without the large infrastructure cost.

One of the greatest challenges facing transit statewide is funding. Federal funding sources including federal preventative maintenance, federal grants, federal planning assistance, and



preventative maintenance grants for capital expenses have been decreasing in recent years and show no sign of returning to previous levels. As of 2019, UTA's annual budget was \$456.8 million, with the sales taxes in the service district providing the largest funding portion of 65%. The rest of the funding is covered through federal funding, passenger fares, and advertising revenue.

To raise the transit grade, Utah needs to:

- locate additional funding sources to increase the regularity and improve the accessibility of service to both urban and rural users.

Wastewater: C

Wastewater infrastructure systems in Utah are meeting baseline technology limits, but new nutrient regulations and an increasing population are requiring older facilities to implement costly upgrades. Estimates project \$15 billion in funding will be required over the next 40 years to meet water quality standards.

Issues impacting the public safety are emerging and have not been addressed due to lack of permanent and adequate funding mechanisms. Drought can cause groundwater levels to drop, allowing wastewater to leak out of sewers (exfiltrate), degrading groundwater quality. Also, there is a need to supplement drinking water supplies in arid climates and nontraditional sources of purified water, including wastewater recycling.

To address the wastewater issues, the state needs to:

- continue to implement condition and performance assessments
- expand asset management and maintenance management programs
- focus on extending the life cycle of infrastructure in keeping with the goals of the ASCE Grand Challenge
- communicate the value of wastewater infrastructure to our community, policymakers and legislators
- identify opportunities to improve efficiencies, including administrative and bureaucratic systems, management, engineering, construction, and operations and maintenance
- seek increased funding for infrastructure improvements to keep Utah's water healthy ◀

For more information and to read the entire report go here:



<https://infrastructurereportcard.org/state-item/utah/>



WHAT HAS UAPA BEEN DOING FOR YOU?

UAPA is the only trade association that exclusively represents the interests of the asphalt pavement material producer and paving contractor on a local level with government agencies and other trade and business organizations.

2020 was an unprecedented year in many ways. As an association, we, just like many of you, were required to adapt to the opportunities that the COVID-19 pandemic presented. Despite the pandemic, the work of the association continued. Here are a few of the highlights from 2020:

- Significant changes were made to the MOI-960 for UDOT. This means that for the first time in a long time, UAPA members are saving time and money as they present mix designs for verification with the DOT. In 2021 and beyond, UAPA and UDOT hope to continue to build on these positive changes by discussing mix design life cycles and the renewal process for existing designs.
- UAPA and UDOT also worked together to produce a first-of-its-kind Asphalt Poly-Surface Treatment specification and significant updates and improvements to the Micro Surfacing specification for UDOT. All of these changes

were made possible through the commitment of UAPA and UDOT to our Quarterly Meetings – all of which took place in 2020 – all while the pandemic was causing serious disruptions to many other industries.

- Outside of work with UDOT, UAPA created its second Regional Leadership Council and one of only eight branches in the entire country of the Women of Asphalt. This council and branch, coupled with our seven other committees and councils, delivered the unified voice of industry across the entire state of Utah.
- The Spring of 2020 was a time of great uncertainty; it was then that UAPA was invited to join and participate on the Governor's Industry Response Team. It was through this work that UAPA delivered frequent and important updates to members regarding the impacts of COVID-19, our work to keep our industry deemed 'essential', and resources available to members to secure any needed loans, safety resources, and guidance from local, state, and national government as we all worked to 'Stay Safe to Stay Open.'
- By evolving from the typical practices of association life, UAPA was able to deliver on continuing education and training, including exclusive member briefings, Zoom calls with members of Congress, Brunch and Learn online webinars, certification programs, industry roundtables, and much more!
- Having shifted the 2021 Utah Asphalt Conference to an online format, UAPA was also able to participate in the 2021 Utah Legislative Session in many new and engaging ways for members. This included work on funding and assurances for exemptions from potentially costly legislation. ◀



WOMEN OF ASPHALT UTAH BRANCH

UAPA is proud to announce that Utah has its own Women of Asphalt Branch. Nicole Shields, Stacy Kelley, Nicole Maxwell and Haley Isaacson currently lead the Utah Branch.

Nicole Shields, Chair
Barricade Services & Sales, Inc.
nicole@barricadeservices.net

Stacy Kelley
Construction Materials Recycling
stacyk@cmrinc.co

Nicole Maxwell
Maxwell Products, Inc.
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Haley Isaacson
Staker Parson Materials
& Construction
haley.isaacson@stakerparson.com

By becoming a member of Women of Asphalt (WofA) you are joining an organization which strives to mentor, educate, and advocate for women in the asphalt industry.

There is **NO COST** to join and invaluable benefits to be had including connecting with women around the country working in various positions within the asphalt community, mentoring programs, networking events within your state and at World of Asphalt, and employment leads.

Become a member today!



https://wofa.memberclicks.net/index.php?option=com_mcform&view=ngforms&id=2033129

MEET HALEY ISAACSON

Staker Parson Materials and Construction Women of Asphalt Leadership Team

What's your story? Where are you from, and where did you grow up?

I'm actually from Payson, Utah and my grandparents raised me. I had a troubled youth, got in with the wrong friends, and went to prison for 15 months. I got out six years ago and began working a year later for Staker Parson.

I thought prison was going to hold me back. Everyone did, but then I realized that I was the only one holding me back.

What is your educational background?

I am a high school graduate with a little bit of college. After high school, I started going to school for business management, but I don't have enough patience to sit in the classroom. It's hard for me to sit and be patient. I thrive where I'm at because there are always new challenges, and I can use my smarts to do things, but I'm not trapped in a classroom and forced to listen to someone give a speech.

What about your work background?

I started at a young age working in a movie theater for my grandparents. Also, I worked at a gas station and the state hospital for two years as a psych tech, which was interesting and fun all at the same time. It kept you on your toes for sure. After that, I worked for Staker Parson from 2008 to the end of the season 2012. When I got out of prison in 2015, I applied at Staker

Parson, but they said "no" at first. They wanted to see whether I had changed. I worked at Goff Construction, got off parole and applied at Staker Parson again in 2016.

I tell people all the time that I am the epitome of change in a lot of ways. I like to see that women are starting to show up in the construction industry. When I was at Staker Parson the first time, there were four of us. That changed during the years since 2012. Now there are several of us doing all different parts of the work: foreman, paver, roller operators and traffic control (flaggers).

How did you get involved with UAPA?

I actually got involved through the Utah branch of Women of Asphalt. I have been a part of WofA for two years. UAPA reached out to our Utah chapter and asked us to be part of it. I went to an event, and I saw Jeff Collard and Keri Dumont there. I know Jeff Collard from Staker Parson, and Kerri Dumont is a liaison between WofA and UAPA. I am just new to UAPA, but you have to start somewhere.

I thought UAPA was just something the higher-ups did. But it's a good networking opportunity for everybody. Now that I know that, I am telling other people about it.

How did COVID-19 affect the asphalt industry?

COVID-19 was a challenge. You had to wear masks and work with 300-degree



asphalt. Other than that, it only affected relationships in the office. You couldn't go in and talk to someone in person; you had to talk by phone. Other than that, it didn't have a huge impact on us.

How has your UAPA membership benefited you?

The networking that goes on at UAPA meetings is of great benefit to everyone. That was an eye-opener. When I learn about things I haven't seen before, it helps with my job. What other people learn from me helps other people with their jobs. Talking to other people and learning from them gives me a good perspective about the entire industry, which is nice.

You're a paving foreman! What's the story behind that?

I started as a roller operator and a laborer. After I did that, I took my hiatus. Then I came back as a lead roller operator. I worked on a custom crew and a highway crew. Several foremen along the way taught me about how to measure and what you do when trucking.

My foreman was let go, and I took his spot because they needed someone who knew the crew. Next season, they had hired a couple of people, and I went back to lead roller. But I wanted to learn, and I knew I wanted to be a foreman. They taught me more things,



and when another foreman position opened, they gave me the opportunity to be the foreman.

Tell us about becoming a part of Women of Asphalt leadership Team and how did you get there?

I went to a small event where there were 13 of us. We all talked, and they asked for people who would like to volunteer to start mentoring and help create a future with more women in the industry.

I talked to my management, and they said I should do it. I am afraid of speaking in public, though, so I had to think about it. I talked to my mom, who has worked for 25 years in the asphalt industry. After talking with her, I decided it would be a good opportunity, emailed them my decision, and went from there.

What is your main goal in this leadership position?

To reach out and let women know they are not alone in the industry. I also want to teach men we are a valuable asset. In the past, asphalt has been a male-dominant industry. More women are being hired now, though, and it needs to be that way.

I have found that lots of men want the women who are hired to succeed, but many women find the asphalt industry intimidating.

What would you say to other women who are thinking about the asphalt industry as a career?

Do it. Don't let anyone tell you you can't. The only one who can stop you is you.

What direction do you see the industry going in the next 5-10 years?

It's going to go in a positive direction all the way around. The industry is improving in a lot of ways. It has become acceptable to hire more women, and the ideas in the industry are changing so much. In the past, if a woman said anything, it was ignored. Now, there's more open communication. People in the industry are a lot nicer and more helpful.

Do you have any interesting hobbies?

I bow hunt when I have time, and I travel. I like to travel everywhere: Mazatlan, Tahoe and places in California. I'm currently planning a trip to Oregon.

Tell us about your family.

I am a single mom to an 11-year-old girl.

My grandparents raised me because I was too out of control for my parents. I was a handful. Now I have a different

close relationship with my dad and my stepmom, who I call my mom.

I wouldn't be where I am at in the industry if it wasn't for my stepmom. She started out as a flagger for Valley Asphalt many years ago, then she became a flagger at Staker Parson, and now she is lead roller operator for a highway roller.

Do you have any additional comments you would like to make about the asphalt industry and your career?

The pay is amazing, and it has good career advancement. It is hot in the summer, but you have winters off, so you can help your children when they really need it. In the summer, they can go play with their friends.

I can do this for the rest of my life. ◀

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