

# Annual Report

## 2016



## Core Mission

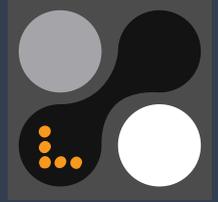
American Concrete Pavement Association is the national trade organization leading the promotion of concrete paving, and aligning its members, chapters/state paving association affiliates and partners for effective and valued concrete pavement promotion, advocacy and technical support.



AMERICAN CONCRETE PAVEMENT ASSOCIATION

# President's Message

## 2016 In Review



### TO OUR MEMBERS:

Throughout the 2016 baseball season, during which the Chicago Cubs won their first World Series in 108 years, team manager Joe Maddon began the game with a mantra, words of encouragement to the Cub's leadoff hitter, "You go, we go." This was an affirmation of how important he was to the team and to starting a game well. That is exactly the way our staff feels about you... the members of the American Concrete Pavement Association (ACPA). We go as you go!

2016 will go down as a year we started many new initiatives that we believe will shape our industry's direction positively for the future. Among our new initiatives was our strategic effort to shine a light on the importance of competition between the paving material industries. Our emphasis on competition isn't new; we have been working on this effort for past 5 years. However, we started a critical new step in 2016. We have engaged in an intentional dialogue about the role that Federal Highway Administration should play in pursuing more competition for projects involving federal-aid funding. This dialogue with FHWA and others will continue into 2017. Everyone will benefit as the purchasing power of the highway dollar is extended through natural economic forces of competition. What's in it for you as an ACPA member is the opportunity for more work in your state and more work in other states, particularly those who have limited their paving solutions to just one material.

Another large and exciting new initiative is our *Unified Design Software* project. It is the largest collaborative effort ever undertaken by ACPA, the Portland Cement Association (PCA) and the National Ready-Mixed Concrete Association (NRMCA). We are pleased to be leading the team bringing ACPA's pavement design software products together with those from PCA and NRMCA into a free, web-based tool that will unify industry design recommendations.

In 2016, we started involving younger members of our industry in shaping our future too. Our new Emerging Leaders Group met for the first time at our annual meeting in Austin, Texas, and the response from generation-X and millennial members was exciting! We also are starting a new internship program to help bring new young people to the Association and industry.

All the while, we continued to deliver technical and promotional services and resources to members and affiliated chapters that you have come to expect from us. We estimate saving contractors and agencies over \$10 million in unnecessary removals and lawsuits in 2016.

We hope you'll enjoy reading about your association's past year and will become excited for the year ahead. 2017 will be an historic year for ACPA with the recent election of Lori Tiefenthaler as the first woman ever to lead ACPA as chairperson. As a well-known and respected professional, Lori will bring energy and a vast amount of expertise as our top volunteer leader.

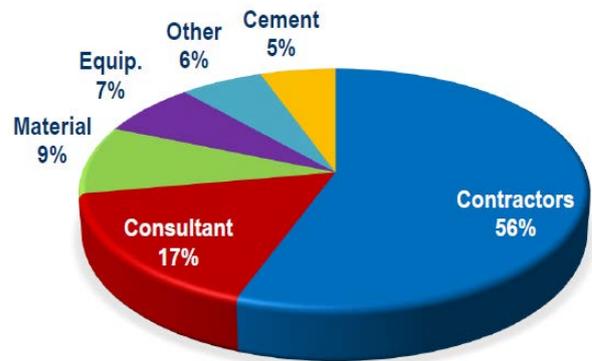
Until our paths cross again, we wish you the best, and remember, "We go as you go!"

Gerald F. Voigt, P.E.  
President & CEO

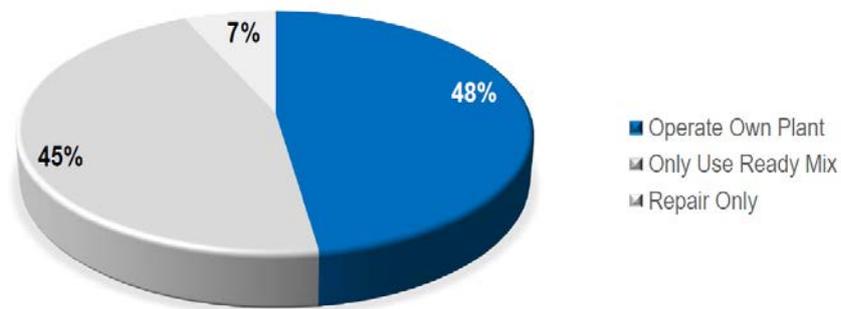
# 2016 BY THE NUMBERS

## MEMBERSHIP:

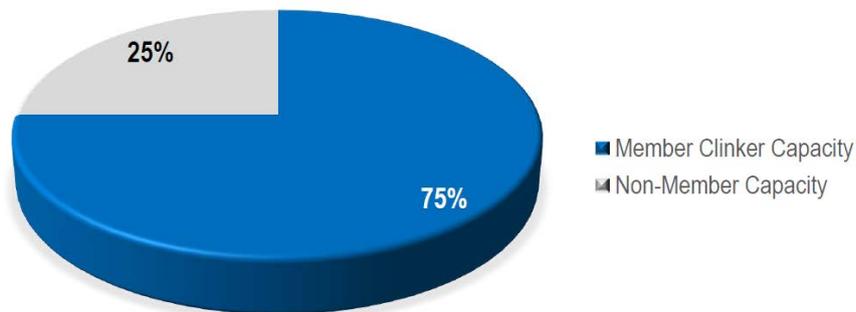
- Contractor-Led / Industry Based membership
- 375 total members
- 194 contractors



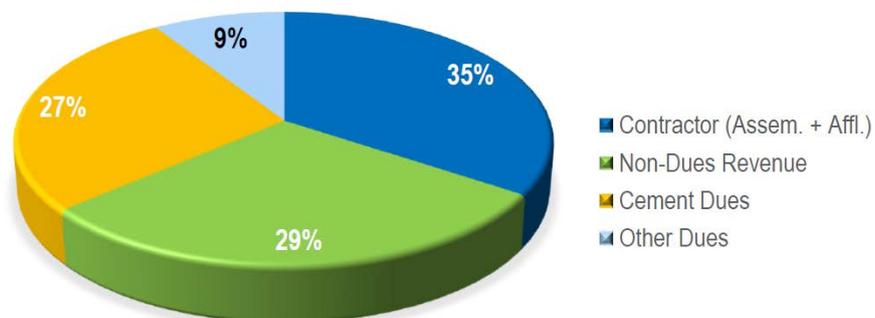
## CONTRACTOR MEMBERSHIP:



## CEMENT MANUFACTURER MEMBERSHIP:



## REVENUE SOURCES:



\$2.45 Million Budget

# ADVOCACY TO PUBLIC AGENCIES

*ACPA is the only trade association representing the concrete paving industry on matters affecting the industry's relations with the public and public agencies. As a contractor-led industry organization, we have unique relationships with agencies and consultants that position us to help members and agencies work through critical issues. ACPA's national and local chapter/state association staff are among the most knowledgeable experts in the world about concrete pavement technology, policy, and promotion.*

## Promotion and Liaison with Government

In 2016, ACPA National was called upon for advice in pavement matters by all of the agencies we engage with on behalf of the industry, including: the Federal Highway Administration (FHWA), the Federal Aviation Administration (FAA), the military tri-services, the American Association of State Highway and Transportation Officials (AASHTO) and the Transportation Research Board (TRB). ACPA represented members at high-level meetings and on different committees and expert groups, bringing the member's views in a manner they cannot provide individually or through the support of hired consultants.

## Lending a Hand to Industry Alliances for Fixing the Highway Trust Fund

ACPA also maintained its strong push to advocate for the concrete pavement industry's unique perspectives to Congress, either alone or as part of coalitions, such as the Transportation Construction Coalition (TCC), the Highway Materials Group (HMG) and the American Highway Users Alliance (AHUA). The major focus was on permanently fixing the highway trust fund revenue shortfall:

1. *Highway Materials Group (HMG) Position Paper* – ACPA was central to writing the position piece on Sustainable Surface Transportation Funding issued by the Highway Materials Group (HMG). Through this statement the coalition is expressing support for a mileage-based user fee as a revenue mechanism, among other opportunities.
2. American Road and Transportation Builder's Association (ARTBA) Bold Act – ACPA provided feedback and support to the Bold Act proposal (see below).
3. ACPA also provided input and support for AHUA's "Vehicle Miles Based User Fee."

ACPA used its on-staff web-development expertise to set up a new Highway Materials Group website, accessible at: [www.highwaymaterialsgroup.org](http://www.highwaymaterialsgroup.org).

## **BOLD ACT**

### Getting Behind the Bold Act

On November 30, 2016, the ACPA Board voted unanimously to support the Bold Act proposal. The draft Bold Act includes five fundamental revenue sources that will fix the structural problems in the Highway Trust Fund (HTF) and roughly double the federal funding available for surface transportation. An exciting vision accompanying the five-part draft plan is to direct the funds toward the 68,000-mile National Highway Freight Network (NHFN). The NHFN was designated by Congress in the 2015 FAST Act, and could potentially include dedicated truck lanes and other heavy-vehicle considerations that would be served well by concrete pavements.

The five parts of the proposal:

1. Reduce the federal gas and diesel motor fuel tax rates by 5 cents per gallon and index them to Consumer Price Index.
2. Eliminate federal heavy truck taxes (includes taxes on sale of trucks, tires and use of heavy vehicles).
3. Initiate a 6.25% federal "Highway Transportation Services Tax" (HTST) on the cost of shipping goods domestically by heavy trucks. (This follows the precedent of a 6.25% air cargo tax already in place.)
4. Initiate an "Alternative Fuel Vehicle Highway Use Parity Tax" to fix the current omission of revenue from electric and flex fuel vehicles through the current gas tax. (The plan envisions dedicating alternative

- fuel generated revenues toward the Highway Trust Fund’s Mass Transit Account.)
- Adjust the federal “Oil Spill Liability Tax” by \$6.75 per barrel and direct this revenue stream to the Highway Trust Fund.

There is real excitement and optimism for the Bold Act proposal. ARTBA, who facilitated its development, requested financial support from both ACPA and the National Asphalt Pavement Association (NAPA). Both organizations are behind the plan at roughly equal levels.

**Promoting Benefits of Healthy Industry Competition**

ACPA stepped up its strategy of highlighting competition between industries as a major stewardship responsibility (and opportunity) for FHWA (and State DOTs). The goal is to ensure that on federal-aid highway projects, state and local transportation agencies competitively consider available pavement technologies (including concrete pavement) for all paving work, as currently required by applicable federal law. This includes design-bid-build, design-build, and other types of contracts.



Additional FHWA policy language does not need to be developed. Existing laws and regulations provide FHWA ample authority to require states to consider competition for paving materials, as they do with other materials and products. Simply relying on one type of paving material (as exists now in many states) is not consistent with applicable federal law, FHWA's materials requirements, and its pavement policy. That was the case in 1981, when FHWA first issued the policy on the competitive selection of paving materials, and it remains the case today.

**Competition is a Useful Adjunct to Increasing Infrastructure Funding:**

ACPA’s efforts to shine a light on the benefits of competition is a realization of how some agencies have strayed over time from current federal policy, and a corresponding request for FHWA to restate the requirements. Like with all products, competition is a powerful economic factor. With pavements, it is a useful adjunct to proposals like the Bold Act or any other discussion about increased revenues for infrastructure. If agencies can demonstrate improved stewardship by leveraging competition between the paving industries, legislators and the public are more likely to entrust them with additional resources.

With encouragement from ACPA, the Massachusetts Institute of Technology (MIT) Concrete Sustainability Hub analyzed state DOT bid prices and support the conclusion that competition between the asphalt and concrete paving industries has a demonstrable and pronounced effect on pavement unit bid prices and in turn highway agencies’ purchasing power (see graph below).



**Unit Prices of Concrete and Asphalt versus Share of Pavement Spending on HMA**

Given the magnitude of agency investment in pavements nationwide (roughly \$50 billion per year), the potential annual cost savings to highway agencies and the taxpaying public by enhancing and leveraging competition between pavement industries exceeds \$5 billion.

### **On the Record on Behalf of Industry**

Every year ACPA goes on the record on various federal rulemakings and proposed legislation that may impact states and consequently ACPA members. In 2016, ACPA submitted comments as an individual organization or as part of a coalition on the following issues:

1. An official letter urging FHWA to clarify the applicability of the Buy America Provision to manufactured (off-the shelf) products for the 2016 construction season or until a full revision of the Buy America rule is determined (Feb '16).
2. An official letter to the Ways and Means Committee on the importance of fixing the HTF (May '16).
3. Comments for the record on the United States Department of Transportation's (USDOT) 5-Year strategic research plan. The comments submitted in May '16 introduced concrete overlays and competition between industries as potential areas of major interest and benefit to USDOT.
4. Comments for the record on USDOT's emissions performance measures. ACPA's position submitted in Aug '16 urged FHWA to include on-road mobile source emissions (i.e., cars and trucks) that relate to the roughness and stiffness of the roadway systems in any FHWA-mandated performance measure, as it provides a more complete measure of on-road mobile source emissions. (FHWA is determining a measure to assess the effect of federally funded projects on CO<sub>2</sub> emissions.)
5. Official letter to both Presidential Candidate's Campaigns urging infrastructure investment (Sep '16).
6. Comments for the record on the United States Treasury opposing a proposed rulemaking regarding valuation discounts that would increase the estate tax burden on small, family-owned businesses when determining valuation of its shares (Nov '16).
7. Letter and Board Resolution to the Trump transition team pledging help from ACPA as a resource.



### **Meeting with the President-Elect's Transition Team**

ACPA was invited to and participated in a December "Listening Session" on infrastructure with President-elect Trump's infrastructure transition team. Represented by Executive Vice President, Leif Wathne, ACPA brought forward the importance of competition between paving materials as a serious opportunity to extend the purchasing power of infrastructure funding, as well as the need for a long-term, sustainable HTF fix and additional revenues to meet the overwhelming needs.

## **SUPPORTING MEMBERS AND CHAPTERS**

***ACPA links members and a federation of chapter/state promotion organizations, all with the objective to make concrete the paving material of choice. ACPA brings a national perspective to support local promotion. ACPA staff engineers also lend expertise to solve member problems.***

### **Chapter Best Practices Guide**

A new resource for affiliated chapters and state associations was produced by ACPA in 2016. The purpose of this guide is to help inform and educate both American Concrete Pavement Association (ACPA) chapter and

affiliated state association staff and volunteer leaders about the key components of a successful local pavement promotion organization. Contents are based on the current knowledgebase of experienced and successful promotion representatives in the ACPA network and are intended to help transfer successful experiences to existing and new staff and volunteer leaders as they take on the role of leading their local association. The guide also may serve to remind current staff and leaders of the considerations and array of available elements to further solidify effective promotion and determine resourcing needs. The ultimate goal of this guide is to foster more consistency and success across ACPA's local promotion network, and to ensure a faster, more effective transfer of knowledge as leaders change for promotion continuity and advancement of the industry.

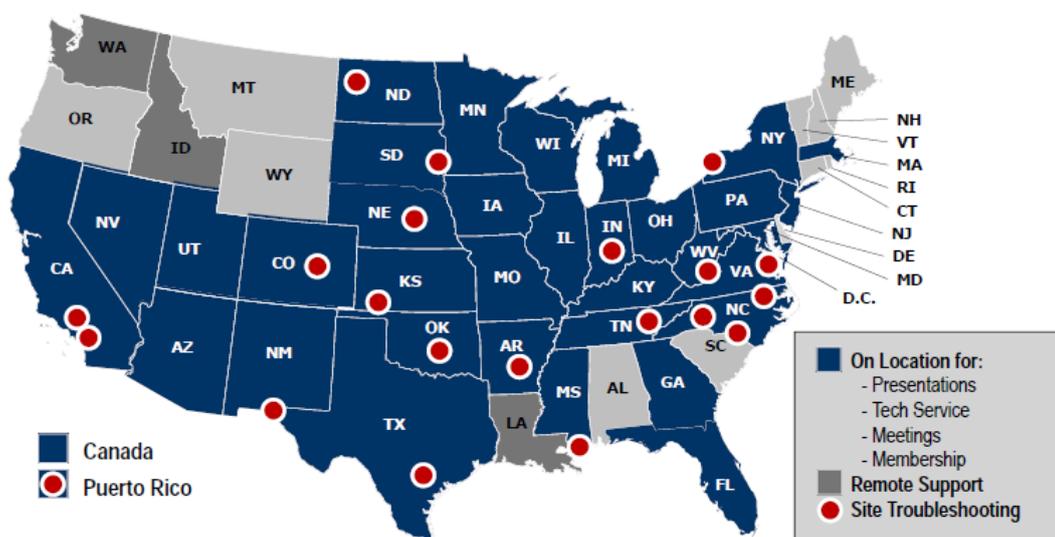


### Technical Services

In 2016, ACPA responded to technical service inquiries and special requests on concrete pavement design and construction matters from within the United States and across the globe. In the airport market, our staff estimates spending 2/3 of our time addressing technical issues on behalf of members and customers. Direct support for airport sponsors/agencies and ACPA contractors were performed at the following facilities: Charlotte-Douglas Airport (North Carolina), Aguadilla Airport (Puerto Rico), San Juan International Airport (Puerto Rico), Sioux Falls Airport (South Dakota), Houston Intercontinental (Texas), Denver International (Colorado), and Tinker AFB (Oklahoma), Asheville Regional Airport (North Carolina), Lancaster Fox Field Airport (California), Liberal Airport (Kansas), Fort Bliss (Texas), Gulfport/Biloxi (Mississippi), Indianapolis International Airport (Indiana), Smith Reynolds Airport (North Carolina), Wallops Island NASA Flight Facility (Virginia), Knoxville (Tennessee), Little Rock AFB (Arkansas), Greenbrier Valley Airport (West Virginia), Los Angeles International Airport (California), Niagara Fall AFB (New York) among others in 2016.

### Service in Support of Our Chapters and Members

With a goal of visiting each chapter territory within the span of every 18 months, 2016 was a very successful year for achieving this goal and helping our local affiliates and members meet their goals. This map shows staff travel locations (dark blue) and other support (dark gray) made in the past 12 months to support chapters and members with concrete pavement promotion support, training programs, agency meetings, technical service and membership development. Red dots indicate technical service/troubleshooting provided by national staff.



# NATIONAL TRAINING

*ACPA routinely provides training for members, private owners and specifying agency personnel. We employ all approaches to reach people, including, traditional face-to-face training courses, web-based seminars and online, on demand training. On average 1000 people are trained by ACPA National online programs annually and more than 3000 others are trained at chapter and national hosted events. ACPA National assists with presentations at most local concrete paving forums.*

## Web Training

ACPA delivered twenty (20) webinars with an average attendance of sixty-five (65) individuals per webinar in 2016; a total of almost 1,300 were trained through our perennially successful program. The webinars varied from fundamental to state-of-the-art topics to reach a varied audience in both the private and public sectors.

## Assisting CP Tech Center

In a collaborative program, ACPA assisted the CP Tech Center in delivering online training on concrete overlays in 2016. The collaborative effort assisted the CP Tech Center in meeting its 20-percent match requirement for its federal cooperative agreement.

## Workshop on Asset Management

ACPA hosted an internal workshop for over 50 members and concrete pavement promoters to learn about pavement management systems (PMS) and how these increasingly influential programs are being employed by DOT's. The workshop identified several challenges we are facing with the performance curves of both asphalt and concrete pavements and what strategies are being used for intervention levels by each state PMS process. Educating ACPA personnel on PMS processes, developing awareness of typical state PMS practices and identifying strategies to fairly position concrete pavements within each state's PMS practices are goals that will be addressed by ACPA.

## 2016 Detroit Airfield Pavement Workshop

A successful airport workshop in Detroit, MI, included a site visit to see live paving during reconstruction of Detroit Airport's runway 4L/22R. Members, non-members and agency folks filled the room to capacity July 12 through 14, 2016. FAA participated and remained interested in continuing dialogue on the issues addressed during the workshop. FAA would like to move the workshop around to their regions annually. Our training centered on how contractors and consulting engineers can work more effectively under the challenging military and FAA P-501 specifications. This program will be offered again in 2017 (potentially in two locations).

*Below: ACPA Chairman and CEO at the site visit.*



*Below: Gary Mitchell, ACPA and Doug Johnson, FAA Discuss paving quality during the demo.*



# PROMOTION AND NEW RESOURCES

*Through the second year of our strategic plan, the Association promoted the longevity of concrete pavements and developed many helpful new resources for contractors and concrete pavement promoters.*

## Concrete Pavement Progress Returns

Thanks to a new partnership with LLM Publications, Concrete Pavement Progress returned to circulation following a brief hiatus. The new CPP boasts shorter, quicker to read content, more illustrations, and some other enhancements. CPP is ACPA's oldest periodical dating back to the early years of the Association.



## Celebrating the First Concrete Pavement

ACPA and several other groups coordinated to celebrate the 125th anniversary of the first concrete pavement in the United States. The event was held in Bellefontaine, Ohio, on Monday, April 25. The event commemorated the placement of an 8-ft wide section of concrete on Bellefontaine's Main Street in front of the Logan County Courthouse. Placed in 1891, the original pavement was such a success that the city authorized additional concrete pavement to be placed on Court Street in 1893, and that section remains in service today.

## Historic Project Explorer

In conjunction with the celebration of the 125th anniversary in Bellefontaine, ACPA launched a project web-based tool for cataloguing historic projects (<http://explorer.acpa.org/explorer/>). The tool allows promoters from around the country to log historic projects for promotion, posterity and pilgrimages.



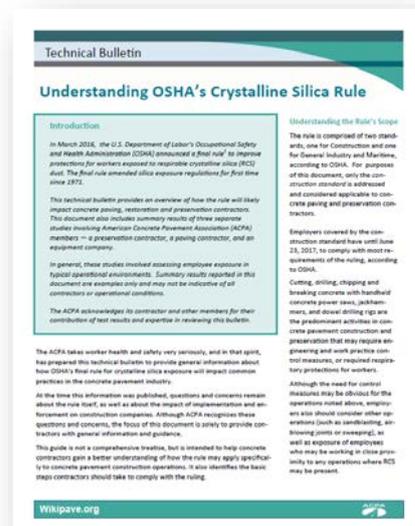
## Wikipave Earns Top Honor

ACPA's Wikipave™ app (<http://wikipave.org>) was recognized with a "Top Rollouts" award from EQUIPMENT WORLD magazine. The editors of the magazine recognized Wikipave and ACPA for "the risk and reward of introducing new products to highway professionals." ACPA was one of 17 companies whose road and bridge-related product or service offerings were recognized.

The Top Rollout awards are presented based on several factors, including the product or service's "ability to fill a market need" as well as for "technological advances; innovations; and general industry significance." ACPA has continued building the Wikipave app, adding a significant amount of content since the app was first debuted at World of Concrete in February 2015. Since then, more than 1,000 pages of content have been added, bringing the current total to more than 1,200 pages.

## Addressing Best Practices for OSHA's New Silica Ruling

In response to the U.S. Occupational Safety & Health Administration's "Final Rule to Protect Workers from Exposure to Respirable Crystalline Silica," ACPA's Strategic Advisory Committee discussed the issues and determined that the best approach was to educate and inform



members on how to work safely under the ruling. ACPA staff, working with several volunteer members published Technical Bulletin 22, “Understanding OSHA’s Crystalline Silica Rule”, available for download at <http://www.acpa.org/wp-content/uploads/2016/12/TB022-Silica-v1.pdf>.

### Unified Pavement Design Software

ACPA continued to make excellent progress developing a web-based pavement design application to be a reliable one-stop shop for cement-based pavement solutions for streets, local roads, parking lots, airports, and industrial facilities. The website will unify design methods into a free and easily-accessible website application that provides users with a single source to design cement-based pavement solutions. ACPA, PCA, and NRMCA/RMC Foundation are collaborating toward this goal, which represents the largest combined efforts in the history of the associations. ACPA is pleased to be leading the project. A software developer has been retained and work is underway on the website. The project is expected to be completed in July 2017.

### Count on Concrete

ACPA continued its efforts to develop the “Count on Concrete” website, <http://www.countonconcrete.com>, which will serve as a promotional website and repository of resources for concrete pavement promoters and members. The work is being completed in phases. Phase one includes basic ‘why concrete?’ information, migration of existing resources, and links to merchandising vendors. Phase two is anticipated in 2017 and will feature new 1- to 2-page promotional and informational flyers, case histories, and other helpful resources.



## MARKET MEASURE

***ACPA collects state market data estimates from ACPA chapters and state affiliates and couples this with bid letting data to develop a square yard market measure for concrete paving. The data is used to show relative change in market size of concrete paving.***

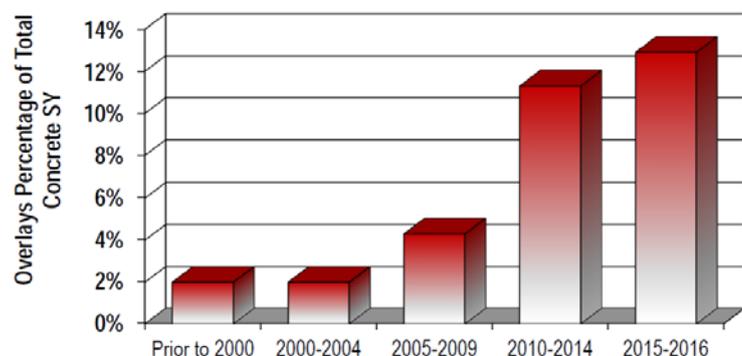
### Market Stable After Economic Decline

In recent years, many public agencies have been deferring major capital improvement projects in favor of projects with shorter timeframes and/or preservation and resurfacing projects. This challenging situation for our industry is in large part due to the uncertainty that has existed with federal funding for highways. Even though the Fast Act was passed in December 2015, agencies are still not moving out significant numbers of capital improvement projects. Projections for the remainder of 2016 indicate a market volume (51 Million square yards of concrete paving nationwide), 4 million less than the final measure for 2015.

### Concrete Overlay Volume Growth

Concrete overlay use in the U.S. has grown significantly since ACPA and the CP Tech

Center began working on a new technology transfer initiative and an associated pilot implementation program in 2006. Concrete overlays have for the past three years comprised more than 15 percent of the overall concrete pavement volume nationwide. Concrete overlay technology development, implementation and education by ACPA, ACPA Chapters and the CP Tech Center have been instrumental in this growth. This work has also been in partnership with FHWA, who has contributed funds to the technology transfer efforts. The chart to the right indicates the success of our collaborative efforts.



# PARTNERSHIPS ENHANCE SUCCESS

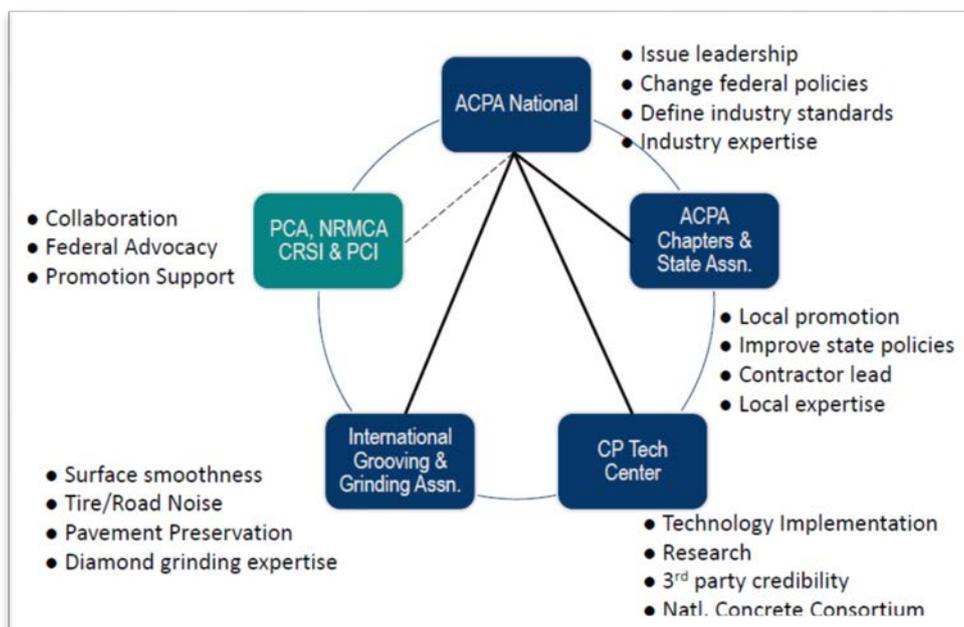
*The success of concrete pavement promotion relies on the collaborative outcomes of ACPA and its many partners. In 2016, ACPA continued to hold itself to a high standard of excellence in our collaborative work.*

## Leadership

### Communications

ACPA, PCA and NRMCA met twice in 2016 to discuss collaborative goals. ACPA hosted the first meeting in January to continue the open dialogue between the volunteer leaders and chief executives of each organization.

Plans for collaborating on the design software, promotion and strategic advocacy were included.



## IGGA/ACPA Concrete Pavement Preservation Partnership (CP<sup>3</sup>)

2016 was a robust market year for our diamond grinding and concrete pavement preservation industry partners. ACPA and IGGA have collaborated since the 1990's to share in the role of promoting the benefits of concrete pavement preservation. A new strategic direction for the association will be focused in large part on the growing trend by specifiers towards asset management.

## New Partners

Concrete Reinforcing Steel Institute (CRSI) and Prestressed Concrete Institute (PCI) also formed new partnerships in 2016. The initial strategic discussions will lead to working partnerships on collaborative goals.

## Collaborating for Technology Implementation

ACPA continued its strong partnership with the National Concrete Pavement Technology Center (CP Tech) in 2016. Through this solid partnership ACPA members and the entire industry enjoy the benefits of truly collaborative goals that also directly engage our agency partners at FHWA and the state DOTs. Together, the top-three issues in 2016 were:

1. **Performance-engineered mixtures** – A coordinated effort to define and educate the industry and the state DOT's on a new suite of tests and approach to aggregate selection, mixture design and qualification. The protocol was brought for ballot to AASHTO as a provisional standard.
2. **Concrete overlay technology implementation** – A continuing effort to educate and help agencies to incorporate concrete overlay technology into their suite of roadway solutions. The result has been for further growth of the market for concrete overlays.
3. **Concrete recycling and reuse** – A collaborative effort of surveying the industry resulted in the first benchmark of how much concrete pavement is recycled by the industry.

# ENERGETIC 53RD ANNUAL MEETING IN AUSTIN, TEXAS

*This year's three-day event in Austin was highly rated for the content, opportunity for industry fellowship and the fun city venue!*



# BUILDING FOR THE FUTURE

**Central to ACPA's strategic plan is growing our organization. Continued growth will provide more human and financial resources to support local promotion and a bright future.**



## New, New Mexico Chapter!

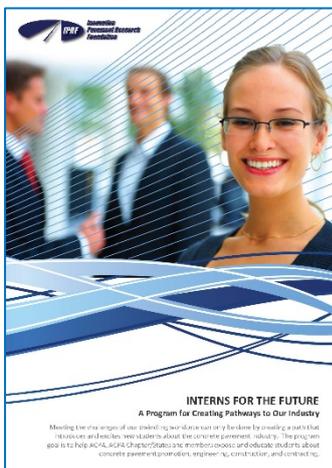
The New Mexico Chapter-ACPA has officially become a full chapter affiliate of the American Concrete Pavement Association. The Chapter notified the Board of Directors on October 1, with January 1, 2017, the formal start date in terms of the full affiliation agreement and the associated business aspects of the affiliation. The New Mexico Chapter makes our network of national and state/regional affiliates an even more formidable force in the marketplace. Congratulations to the companies that have dedicated themselves to organizing and pursuing concrete paving in the state!

## Emerging Leaders Group Formed

The Emerging Leaders Group (ELG) was formed in 2016 to provide an opportunity for member-company employees who are under 40 years old and who have been identified as future leaders by their employers. The goal of the group is to get the next generation of leaders involved in association



business, ranging from the strategic to the tactical. The ELG will exchange ideas on national issues, develop leadership skills, adopt best practices, and build a network to foster their involvement on a national and local level. Along with this comes an opportunity to learn more about the importance, purpose, operations, and strategic intent of the Association. The ELG is an important new element of the ACPA's plan to maintain its position as the voice of the concrete paving industry.



## Partnering with IPRF for New "Interns for the Future" Program

ACPA is partnering with the Innovative Pavement Research Foundation (IPRF), a 501(c)3 operated by the Association, on a new program called "Interns for the Future." IPRF was founded for educational and scientific purposes and the new program is considered an educational endeavor. Under "Internships for the Future," the ACPA network will introduce and develop talented new individuals to the concrete pavement industry. The program is seeking the most highly motivated students to work in 12-week internships for ACPA or affiliated ACPA chapters or state associations. Candidates will need to have completed at least two years of study at an accredited University.

IPRF is now accepting 100% tax-deductible contributions for the "Internships for the Future" program. The dedicated IPRF funds will match ACPA and ACPA Chapter/States dollar per dollar to offset the internship expenses for individuals working through the program. All employees of ACPA member companies are encouraged to give back something so that another person can get a spark to work in the industry. A modest goal of three internships is being targeted in 2017.

## Membership Committee Reformed

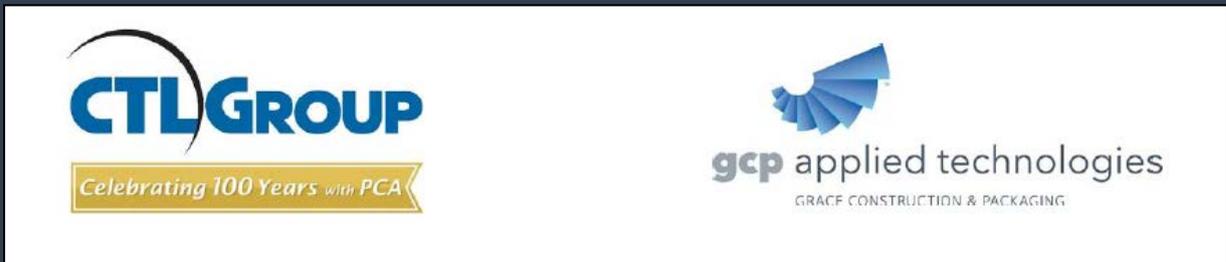
In 2016, ACPA reformed a membership committee led by Past-Chairman Mike Lipps (Duit Construction Co., Inc.). The committee is chartered to search for and encourage new members to join ACPA to help strengthen the Association and the industry in our efforts to promote and advocate for the increased use of concrete pavements. The committee is prioritizing equally on contractors, cement companies and other suppliers, as all segments must work closely together to advance the Association's goals.

## 2016/2017 Core Sponsors...

### Gold...



### Silver...



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