



John Harper

2019 NAPA Chairman

Missouri Asphalt Pavement Association Annual Conference

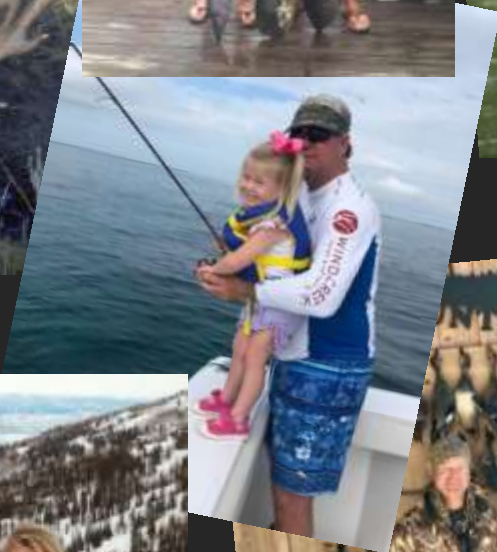


WAVES OF
CHANGE
OCEANS OF
OPPORTUNITY



NAPA

I enjoy the outdoors, hunting, fishing,
& spending time with family



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CHANGE
OCEANS OF
OPPORTUNITY

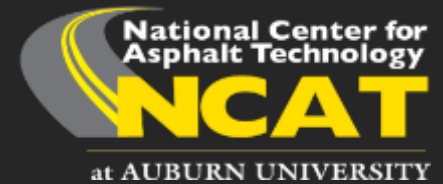




1987 Graduate of
Auburn University



*NCAT Test Track:
America's Asphalt Pavement
Proving Ground*



Construction Partners, Inc.

- Construction Partners, Inc. is one of the fastest-growing civil infrastructure companies in the U.S., specializing in the construction and maintenance of roadways across five southeastern states.
- Publicly funded projects make up most of our business, including local and state roadways, interstate highways, airport runways, and bridges.
- In the private sector market, we offer paving and sitework services for residential subdivisions, office and industrial parks, shopping centers, and local businesses.
- With our 2,300 employees and our 32 asphalt plants, 9 aggregate facilities, and 1 liquid asphalt terminal we produce the material used to surface the highways, roads, runways, and commercial sites we construct.

NAPA

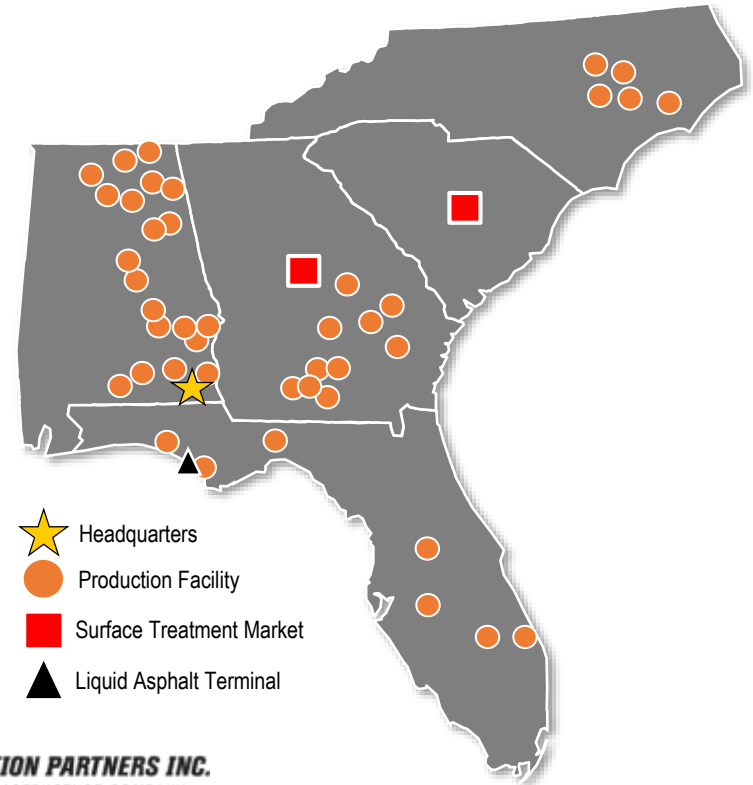


Construction Partners, Inc.

Explore our Footprint

Our geographic footprint covers more than 28,500 miles of highway infrastructure in a high-growth region of the United States.

Since our inception in 2001, we have augmented our internal growth with 19 acquisitions of complementary businesses throughout the Southeastern U.S.



Construction Partners, Inc.



Our Partner Companies

Our partner companies are established market leaders in the areas we serve, leveraging standardized best practices, scale advantages, and local market knowledge to deliver excellence in construction products and services to infrastructure projects over a wide geographic footprint.



Construction Partners, Inc.

- Construction Partners, Inc. had its Initial Public Offering and began trading on The NASDAQ Global Select Market on May 4, 2018 under the ticker symbol “ROAD”
- On June 17, 2019 CPI was selected for inclusion in the Russell 3000 Index





National Issues

Federal Funding

Go To Market

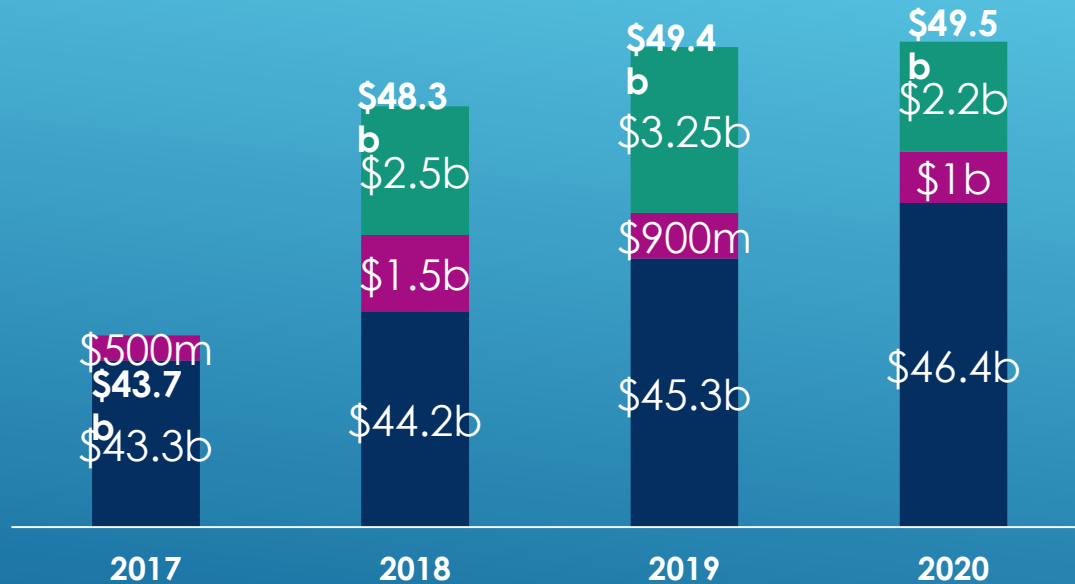
Competition / APA

Safety

Workforce Development



FEDERAL HIGHWAY FUNDING IN PLACE NEXT YEAR!

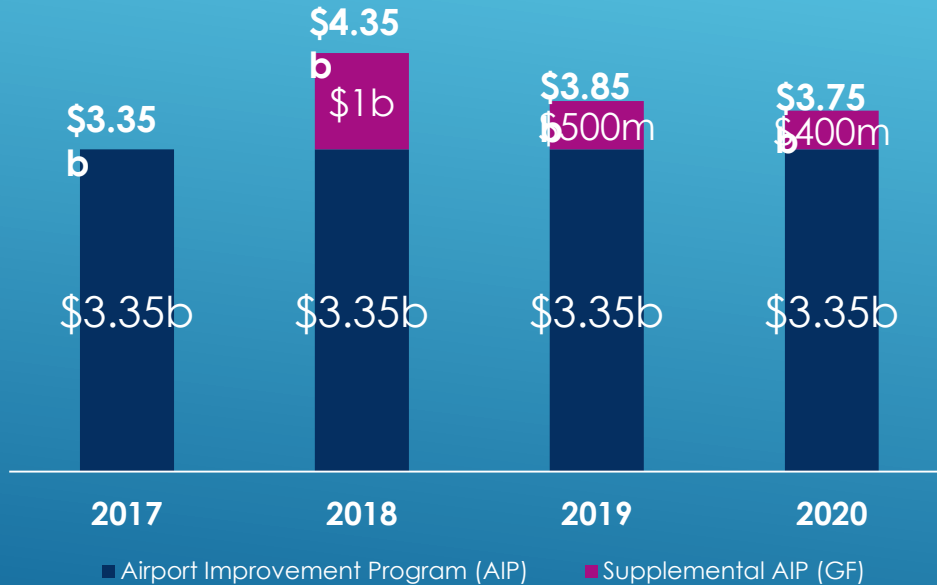


■ Supplemental Highway Investment (GF)
■ BUILD Grants

Congress Supports Highway Programs!

- Fully Funded FAST Act Thru 2020
- Added \$12b more for highway programs since 2017 from the General Fund

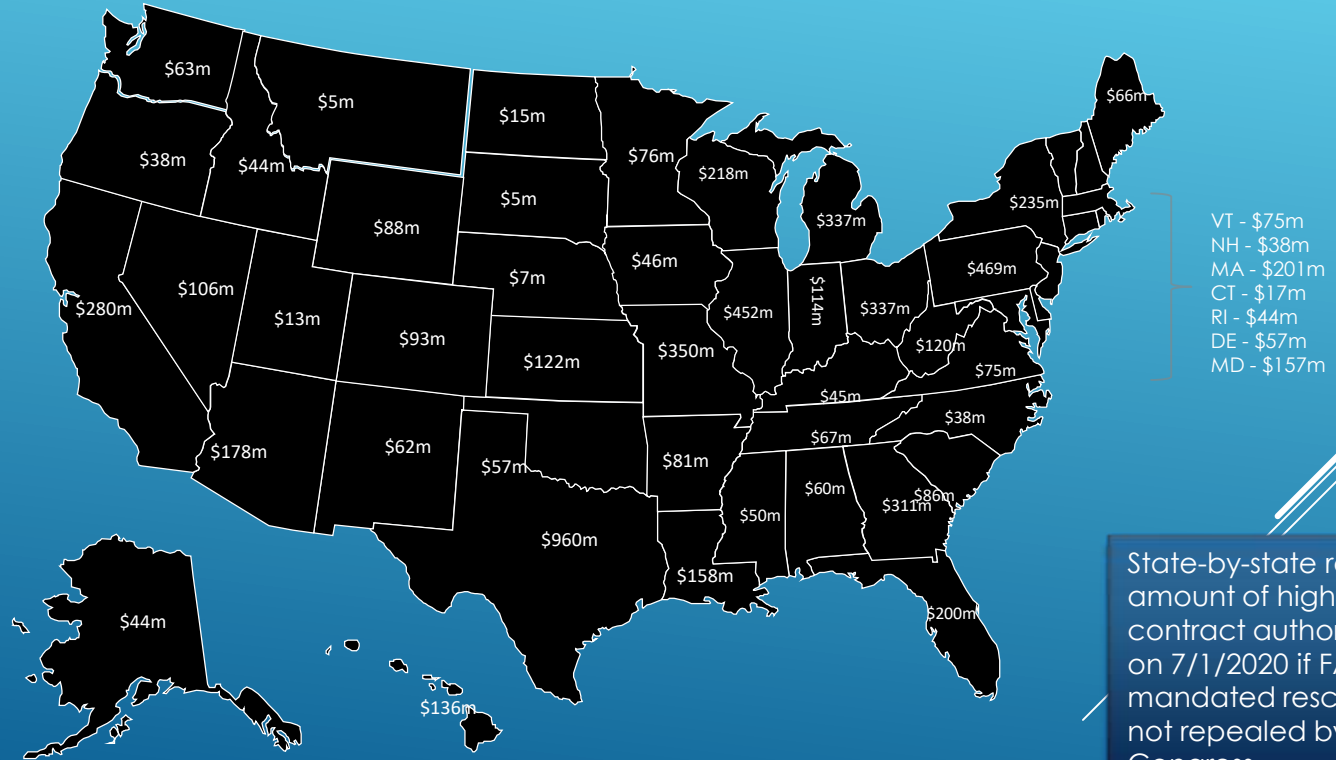
AIRPORT FUNDING IN PLACE NEXT YEAR



Congress Supports Airport Programs!

- Fully Funded Airport Improvement Program
- Added \$1.9b more for Airport Improvement Program since 2017
- \$6 million for airfield pavement research
- 85 percent airfield pavements are asphalt

NAPA's Advocacy in 2019 Saved Your State's Highway Funding!



State-by-state reduction amount of highway contract authority funding on 7/1/2020 if FAST Act mandated rescission was not repealed by Congress.

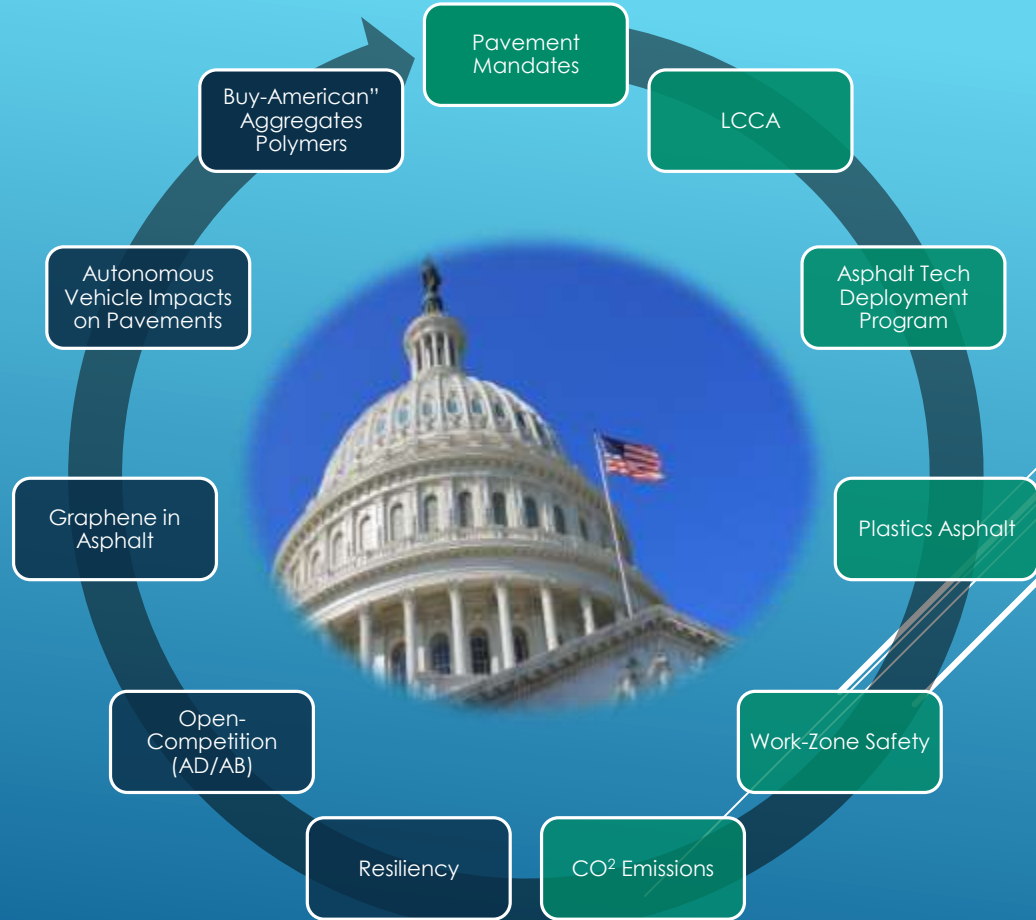
FAST ACT
EXPIRES
SEPTEMBER
30, 2020

Senate Committee approved
American Transportation
Infrastructure Act

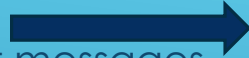
House Committee drafting bill

Votes expected early next year

NAPA IS WORKING ON THESE ISSUES PENDING IN THE HIGHWAY BILL



- ▶ Download this document
- ▶ Go to NAPA website to get messages
- ▶ Conduct in-district meetings
- ▶ Hold plant tours
- ▶ Support NAPA PAC
- ▶ Attend TCC Fly-in May 19-20, 2020



WHAT YOU CAN DO!



- ▶ Tell Congress to do their job: enact a 5-year reauthorization
 - ▶ Fix Highway Trust Fund
 - ▶ Increase highway investments
- ▶ Protect the asphalt pavement market
 - ▶ Oppose pavement mandates
- ▶ Help us secure funding for asphalt pavement research

KEY MESSAGES



Research & Technology

Pavement Economics Committee
Four Task Groups

Other Research

- NCAT
- Asphalt Institute

Research Road Map

Market Research & Communications

Go to Market Task Group

- Research Communications
- Market Research
- Brand Management

Deployment Activities

Deployment Task Group



- National Initiatives
- Regional Councils:
 - Northcentral
 - Northeast
 - Southeast
 - Pacific



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State Asphalt Pavement Associations



ASPHALT INSTITUTE



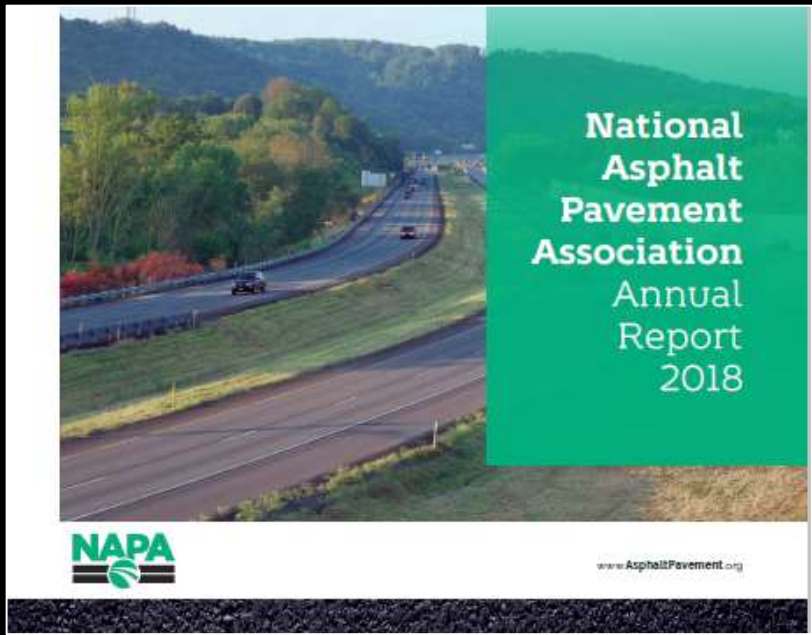
Overall Structure

- **Financial status**

- \$3.27 Million Approved
 - \$2.6 Million Spent
- Currently 36 SAPAs Pledged

- **Deliverables status**

- 51 Projects Total
- 33 Projects are Complete
- 9 more are Near Completion
- 2 ongoing
- 7 wrap up in the end of 2020



www.AsphaltPavement.org/AnnualReport



Pavement Economics Committee



APA ASPHALT
PAVEMENT
ALLIANCE



Commercial Markets
Life Cycle Cost Analysis
PAVEXpress

NAPA



Commercial Parking Lot Course

Upcoming:

- Jacksonville – Jan 22-23
- Kansas City – 2020

Commercial and Industrial Parking Lot Training

Jan 22-23, 2020
Jacksonville, FL

SCHEDULE

Wednesday, January 22
7:30 am - 8:00 am: Registration
8:00 am - 4:30 pm: Training
5:00 pm - 7:00 pm: Tour & Reception
  Duval Asphalt and Asphalt Testing Solutions & Engineering
Dinner, transportation, and beverages included with registration.

Thursday, January 23
8:00 am - 12:00 pm: Training

COST
\$350 (\$425 after January 6, 2020)

Reserve Your Spot Space Is Limited

How to Build
Considerations for Constructing Quality Pavements

How to Maintain
Maximize the ROI of Your Pavement Investment

How to Rehabilitate
Proactive Pavement Rehabilitation Options

What Lies Ahead
The latest in Asphalt Technologies

 10 Hours of PDH credits for Professional Engineers will be provided with training.



To register or get more information visit www.asphaltroads.org



PaveXpress

A Simplified Pavement Design Tool

www.PaveXpressDesign.com

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Competition



National Efforts – PCA & ACPA



\$10M



PROMOTERS' FORUM 2019

Agenda

August 28-29
Loews Chicago O'Hare Hotel
5300 N. River Road
Rosemont, IL 60018
*As of 7/15/2019. Subject to Change

Wednesday, August 28: 1pm – 5pm

Welcome and Sponsor Introduction

New Opportunities: Expand your reach with new tools and resources that you may never have heard about.

- Geotechnical markets - Addresses cement-based solutions for a variety of end-users
- Mass Timber Threat – The Pacific Northwest has seen a surge in novel wood products, and is developing a strategy to combat the growing threat.
- Resilience – How can you incorporate this message into your local marketing?
- Disasters and Pavements – Lessons learned in putting together a resilient pavements strategy
- National Concrete Bridge Council – This group provides an abundance of expertise and gives you direct access to state DOTs.



Scott Mueller
MARKETING



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Industry Comparison

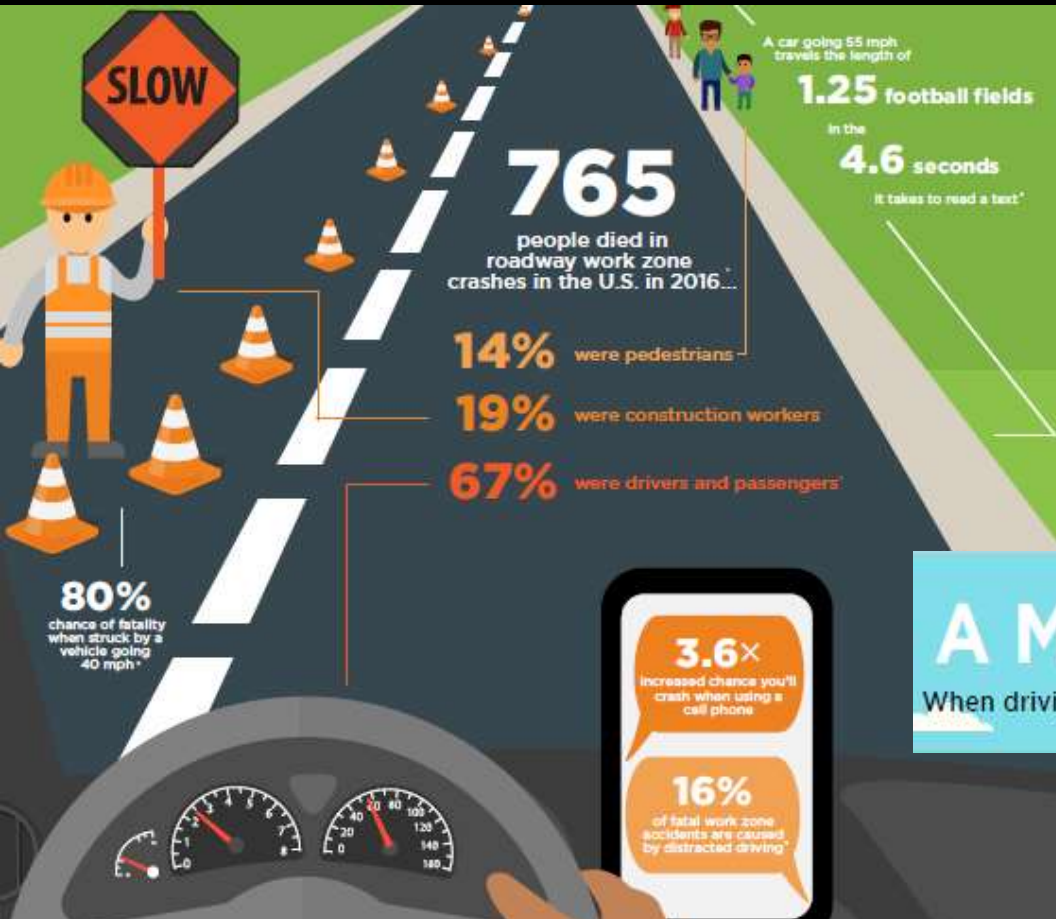
Field Deployment Resources Focused on Pavement

ASPHALT		CONCRETE	
APA	2	ACPA National & Chapters	39+
SAPAs	38	NRMCA	7
AI	9	PCA	2
TOTAL	49	State Assn	30+
		Sierra Nevada Cement Assn	3
		Southwest Concrete Pavement Assn	1
		N. New England Concrete Prom Assn	1
		Concrete Promotion Council Ozarks	1
		TOTAL	84+

ACPA Chapters



Work Zone Safety



Average number of texts sent/received per day:

32

Texts requiring an answer while you are driving:

0

Visit **www.WatchForUs**

A Moment Can Save a Life

When driving in a work zone, pay attention. Someone's future is in your hands.

Internal Traffic Control Training

- Web-based training
- Can be taken on numerous devices
- Specific to asphalt road construction activities
- Annual access agreement available —
Train in groups or individually over the course of a year



Internal Traffic Control Training

- Fundamentals course — basic understanding of work zone construction hazards
- Job- and activity-specific training modules
 - Laborers
 - Drivers
 - Equipment Operators
 - Supervisors

<http://www.AsphaltPavement.org/safety>



Workforce: Identifying the Challenge





Workforce Development

Strategic Planning

Solutions 21

Developed team of
members/SAPAs

Communications



Create and communicate with discipline a compelling story on the positive benefits and opportunities for career growth and advancement in the asphalt industry.

Partnerships

Build a comprehensive and collaborative network of partnerships with stakeholders inside and outside of the industry to recruit, retain, and develop the new asphalt workforce.



Promise



Help fulfill the promise made to those recruited into the asphalt industry by assisting member organizations in creating exceptional work environments rich with opportunities.




Committee Structure

-  Denotes NAPA Member
-  Denotes SAPA Executive
-  Denotes NAPA Staff Liaison

Committee Leadership

-  Chair: John Harper, CPI
-  Co-Chair: Brian Wood, PAIKY
-  *Richard Willis*




Communications Group Leadership

-  Producer Lead: Sheila Barkevich
-  SAPA Lead: Ashely Batson
-  *Ester Magorka & T. Carter Ross*

Members

-  Brian Crume, E&B Paving, Ind.
-  Bob Flowers, CWR Contracting Inc., Fla.
-  David Guillaume, CRH Americas Materials, Ga.
-  Jim Klett, Klett Construction, Mich.
-  Fred Marvel, Brannan Sand & Gravel Co., Colo.
-  Zachary Michael, King Asphalt Inc., S.C.
-  Alex Phelps, Pike Industries
-  Christian Spross, Wulfenstein Construction, Nev.
-  Pat Weaver, Solterra Materials LLC, Ariz.
-  Brandon Strand, Wisconsin APA
-  Jim Warren, Texas Asphalt Pavement Assn.

Partnerships Group Leadership

-  Producer Lead: David White
-  SAPA Lead: Kirsten Pauley
-  *Jay Hansen, Lori Wolking, & Ashley Jackson*

Members

-  Stan Bass, Vulcan Materials Co., Ala.
-  Jason Duinick, Duinick Inc., Minn.
-  Kevin Folkins, Pike Industries, N.H.
-  Grant Gabbard, The Allen Co., Ky.
-  Phil Heimbecker, Delta Companies Inc.
-  Vince Hafeli, Ajax Paving Ind., Fla.
-  Nancy Quinn, Vulcan Materials Co., Ariz.
-  Andrew Shelton, Barrett Industries, Pa.
-  Ryan Shotts, Brooks Construction Co., Ind.
-  Jule Smith, Fred Smith Co., a Const. Partners Inc. Co.
-  Matthew Valle, Brox Industries, Mass.
-  Kevin Wall, Anderson Columbia Co., Fla.
-  David Wyant, SL Williamson Co., Va.
-  Jeff Graf, Maryland Paving Inc.
-  Abbey Bryduck, Minnesota APA

Promise Group Leadership

-  Producer Lead: John-Paul Fort
-  SAPA Lead:
-  *Richard Willis & Melanie Richardson*

Members

-  Michael Brown, Texas Materials Inc., Texas
-  Dan Gano, Lindy Paving, Pa.
-  Tim Gorman, Rogers Group Inc., Ark.
-  Curtis Hall, Allan Myers, Pa.
-  Jeffrey Hitchings, JSL Asphalt Inc., Conn.
-  Michael Mangum, FMI Corp., N.C.
-  Tanya Nash, Asphalt Testing Solutions, Fla.
-  Kari Shiflett, Lakeside Industries, Wash.
-  Chris Stricklin, Dunn Construction, Ala.
-  Susan Witt, Gerken Paving Inc., Ohio
-  Lawrence Kokkelenberg, Org. Trainers Consultants
-  Michael Arnemann, Mississippi APA
-  John Hickey, APA of Oregon

Research Brief

In 2019, NAPA focused on a workforce development market research campaign. In order to anchor the messaging and campaign strategy to research, Golin (a public relations firm) was asked to pull together a research approach and methodology that would dive deeper into:

1. What Americans think about the asphalt pavement industry
2. Why they have misperceptions and certain beliefs about the industry
3. What would motivate them to consider the industry for jobs
4. How other people's opinions impact their consideration set, and
5. What messages might help with retention and recruitment efforts.

Audience

The General Public

Nationally representative (with regard to age, gender, race/ethnicity, region etc.)

While target audiences are important, it is also imperative to understand who influences them and how

Influencers

Teachers and guidance counselors in Middle School and High School

Knowing that career choices are made while in school, it is important to understand how these influencers view the industry

Phases of Research

Phase	Purpose	Time Interval	Sample Details
Pilot Survey	Baseline of external perceptions of the Road Construction industry, compared to competitor industries.	June 12 – June 24	N=1,500 General Public N=250 Educators/Counselors Gen Pop Margin of Error: ± 2.53 Educators Margin of Error: ± 6.20 95 percent confidence level
Focus Groups	Explore underlying reasons for perceptions and assess what message themes would move perceptions and dispel misperceptions.	July 8 – July 16	10 focus groups: N=47 (Gen Pop) N=54 (Educators) 5 research markets: Boston, Columbus, Atlanta, Denver and Phoenix
Robust Survey	Test messages and assess which are likely to change minds and favorability levels, willingness to recommend, and the attributes associated with the industry.	August 30 – September 1	N=3,018 General Public (16+) N=1,006 Educators/Counselors (elementary to high school) Gen Pop Margin of Error: ± 1.78 Educators Margin of Error: ± 3.09 95 percent confidence level



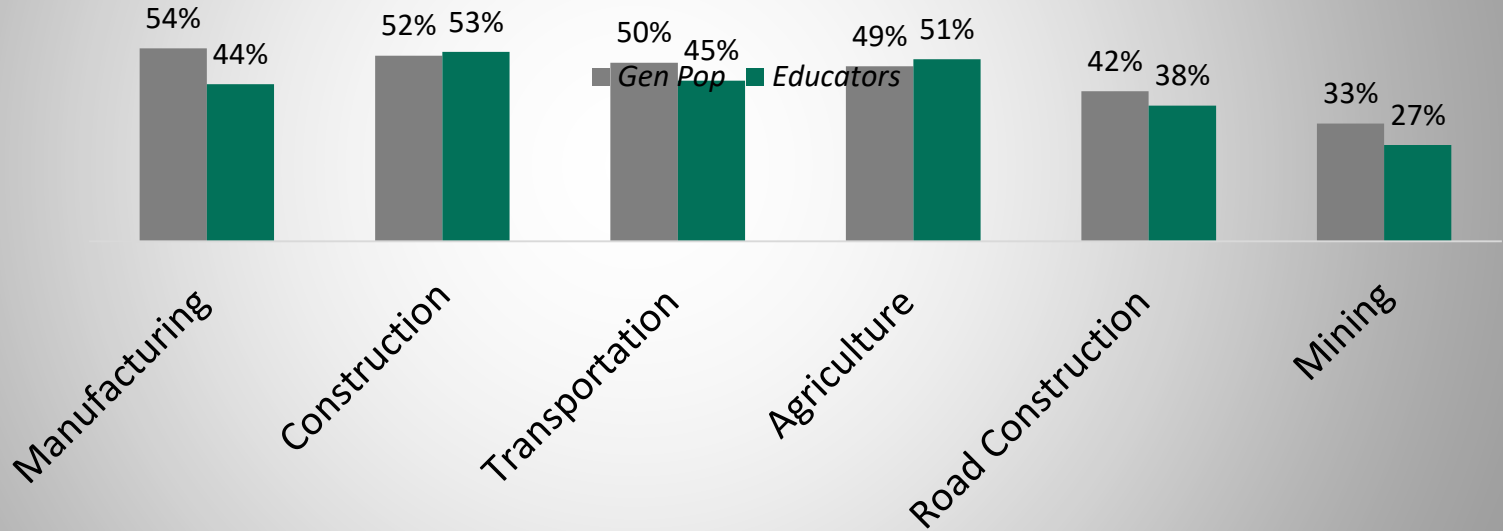
KEY FINDINGS

- 1 Americans aren't negative towards road construction; they just don't know enough about it.
- 2 Initial perceptions of road construction are that it is dirty, labor-intensive and dangerous.
- 3 After exposure to messages, road construction was more likely to be recommended and even considered as a career path.
- 4 Educators were especially receptive to the messages.
- 5 Parents and teachers are the most valuable resource: Create partnerships to strengthen reception.



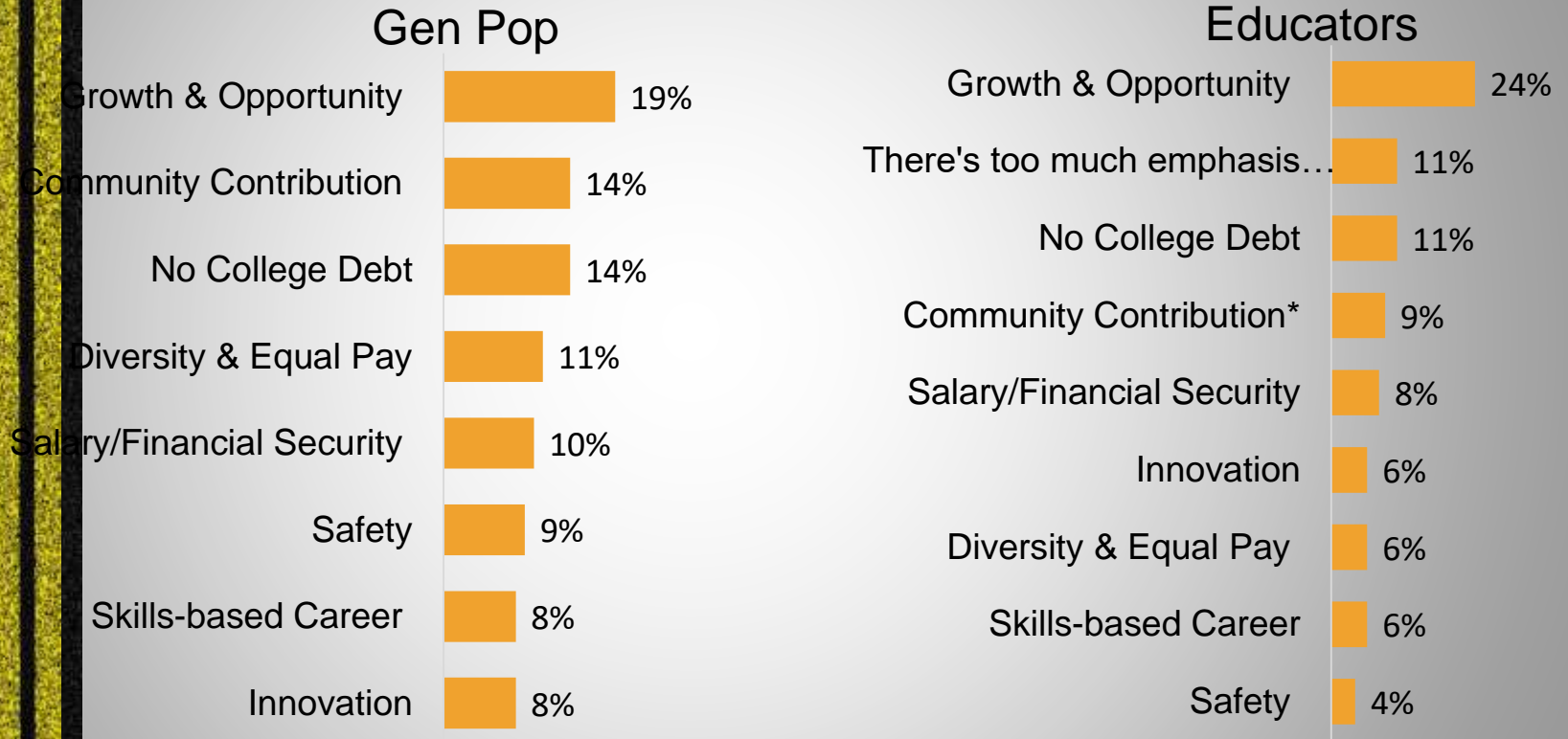
The majority of respondents are unfamiliar with road construction

However, the general public reports slightly higher familiarity (+4) compared to educators



Please indicate how familiar you are with the following industries.

The growth & opportunity message was cited as the most impactful message for both audiences



Which of the following messages was most impactful for you?

*Too much emphasis on college message and Community Contribution (for educators) were only shown to educators

Growth & Opportunity

Building and maintaining roads involves a lot of different skills — both on the road and in the office — and there is always a path for career growth. Building America's roads requires asphalt plant operators, construction laborers, equipment operators, maintenance crews, sales and marketing, accounting, engineers, IT professionals, and more. You can start anywhere and grow into a management role or follow your passion into other areas within the industry.



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Community Contribution

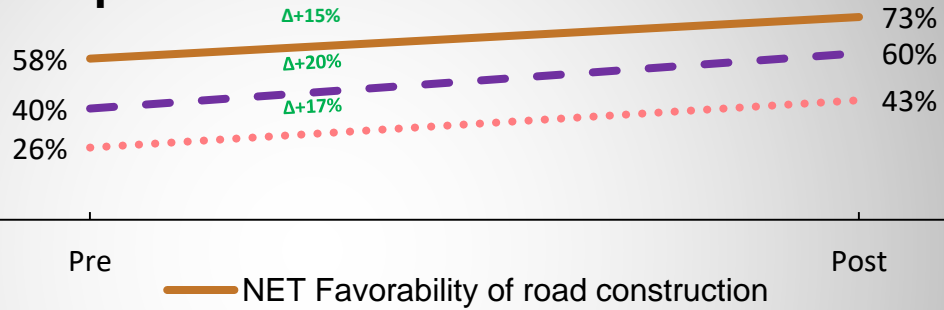
Road construction allows workers to build something that truly benefits their community and country. Building the roads that connect society makes them a part of something bigger. Their work helps families get to work and school — and ultimately makes their community a better place to live.



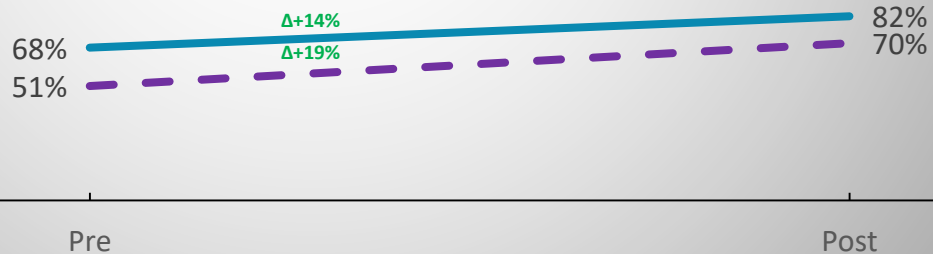
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Once educated about the industry, positive perceptions increased significantly

Gen Pop



Educators

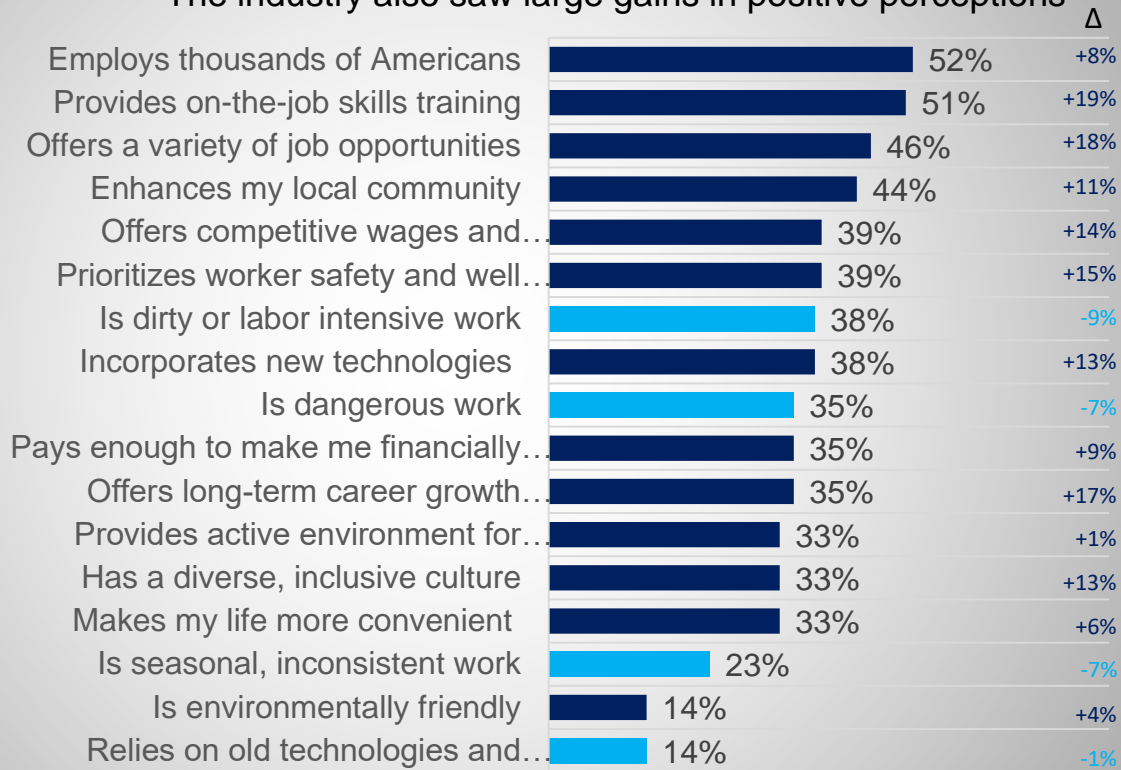


Based on what you've read, how likely would you be to _____ in road construction?

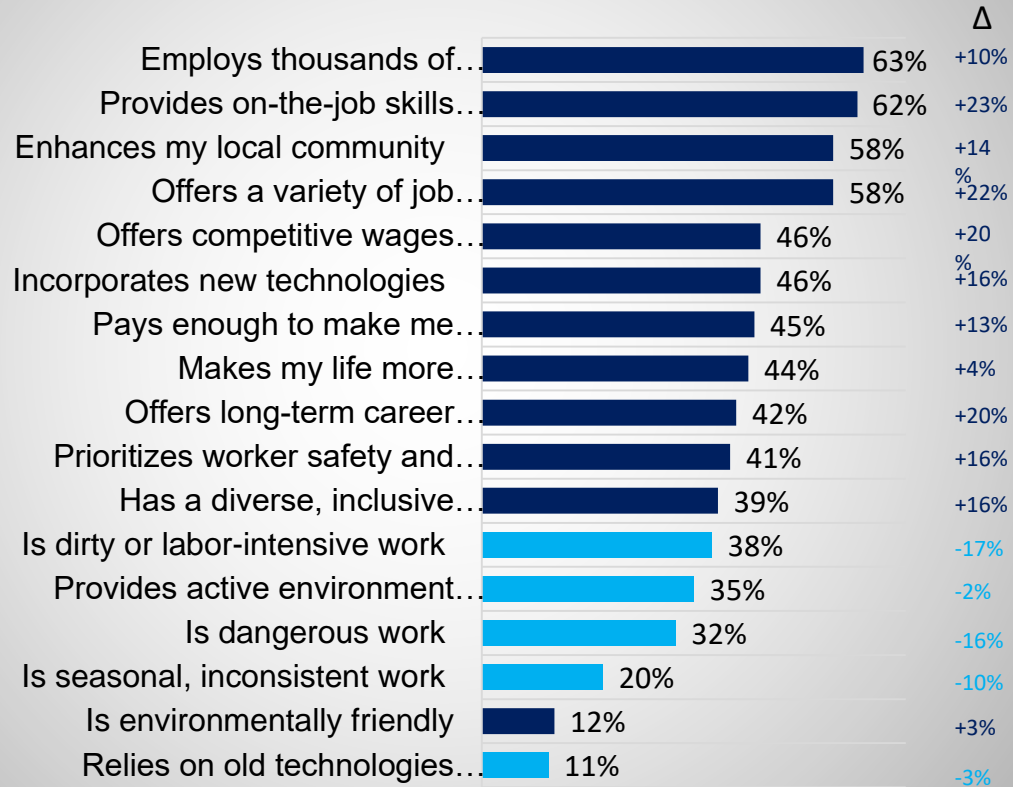
*Educators were not asked how likely they would be to consider a job in road construction

After message exposure, the general public is less likely to associate negative perceptions with road construction

The industry also saw large gains in positive perceptions

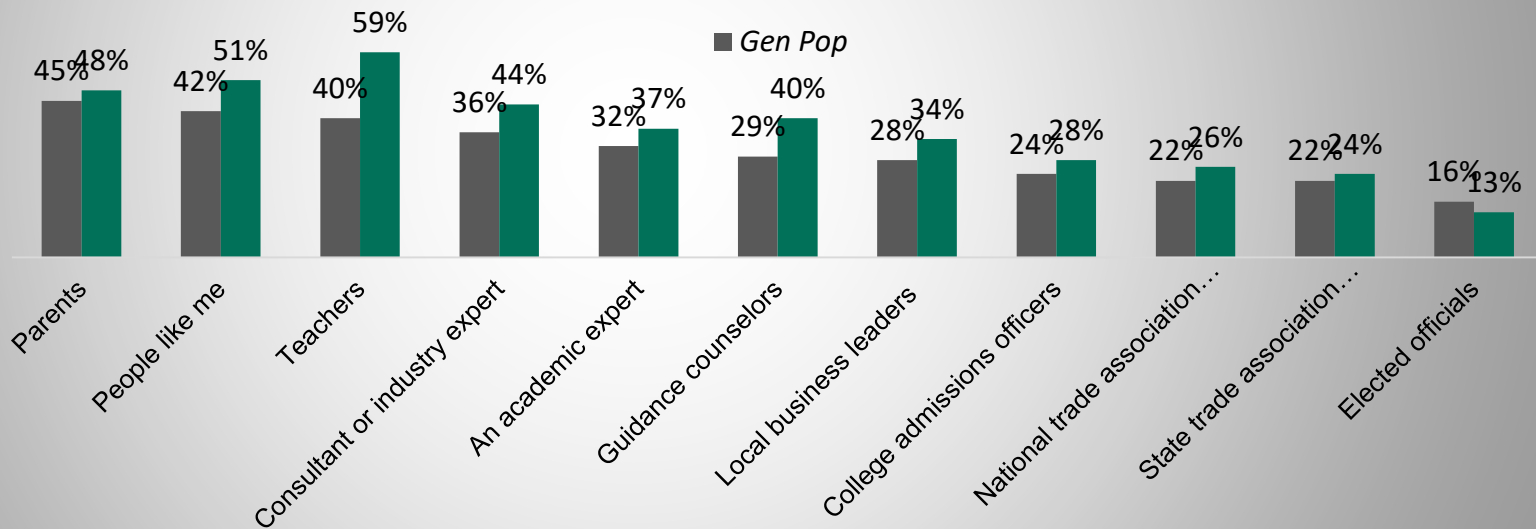


The increase in positive perception is even higher among educators after message exposure, especially for *training, variety of opportunities and growth*



Based on what you just read, which, if any, do you associate with the Road Construction industry? Please select all that apply.

Respondents trust people close to them, as opposed to experts or representatives



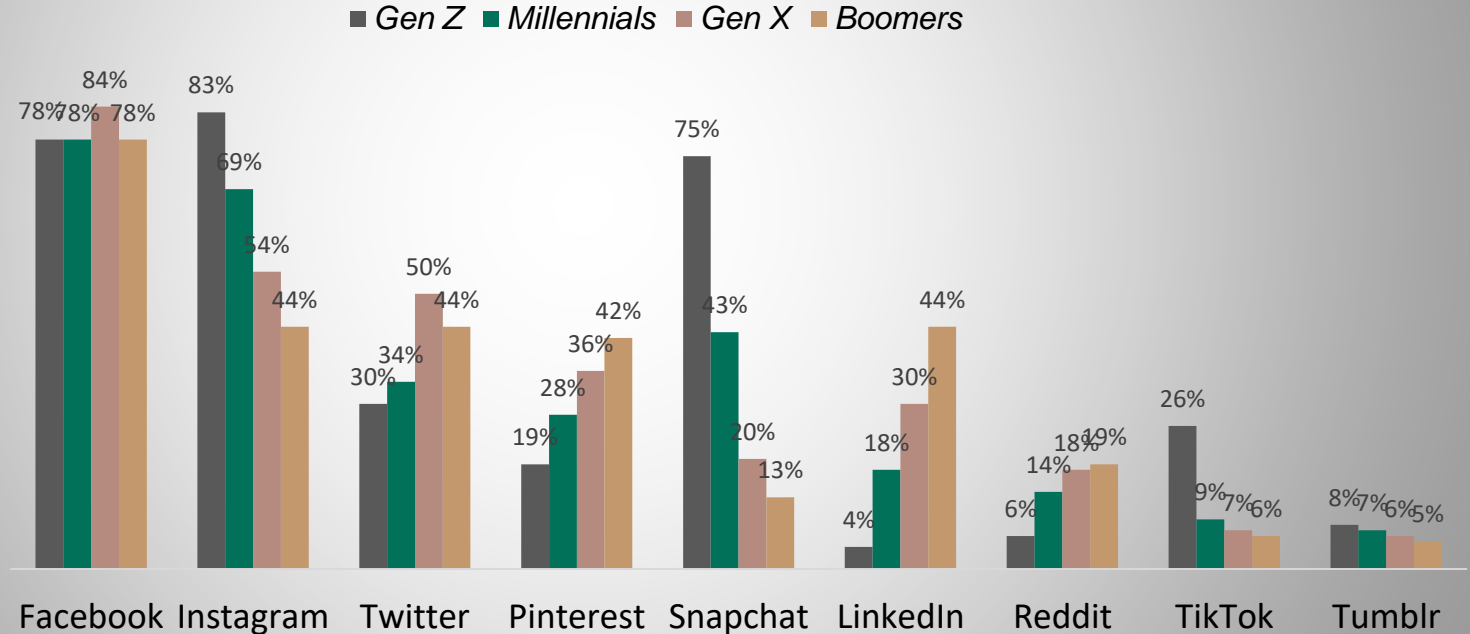
Please indicate how much you value each person's, company's or group's opinion using a zero-to-ten scale. (8-10 = trust their opinion)



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Social platform use varies greatly among generations

Gen Z are most likely to use Instagram and Snapchat; while Twitter, LinkedIn, and Pinterest skew older



For social media platforms, which of the following do you use most often? Please select three choices.

Recommendations

1. Meet different audiences on their own platforms.
2. Become more visible in the education system and create partnerships with teachers to increase knowledge and the opportunities available for students.
3. Create partnerships with parent organizations/groups to increase knowledge and showcase the growth, salary benefits, and future stability.
4. Messages should have a two-pronged approach: 1) focus on how the individual will grow and showcase the opportunities, and 2) focus on how working for the industry gives back to the local community.
5. Education efforts should focus on younger generations and educators.

Partnerships

- **Future Farmers of America (FFA)**
- **State Initiatives – Asphalt Works**
- **National Career Signing Day**
- **Employee Internship Program – DOD**
- **Federal Highway Administration**

women of asphalt

WOMEN OF ASPHALT

WE LEAD AND INSPIRE WOMEN IN THE ASPHALT INDUSTRY

Women of Asphalt is a national coalition which supports women in all aspects of the asphalt industry through mentoring, education, and advocacy, and by encouraging women to seek careers in the asphalt industry.

COMMITTED
TO
Excellence



Promise Task Group

• Goals

- Identify the promises that matter using market research
- Highlight best practices

Upcoming Events



LOOKING FORWARD WITH
20/20 VISION

2020 NAPA
ANNUAL MEETING
February 2-5, 2020
GRAND WAILEA • MAUI, HAWAII

Tackling
Today's
Issues:
**QUALITY
INNOVATION
WORKFORCE
DEVELOPMENT**



North America's Largest Construction Trade Show
March 10-14, 2020 – Las Vegas, NV

