

The Harper Company

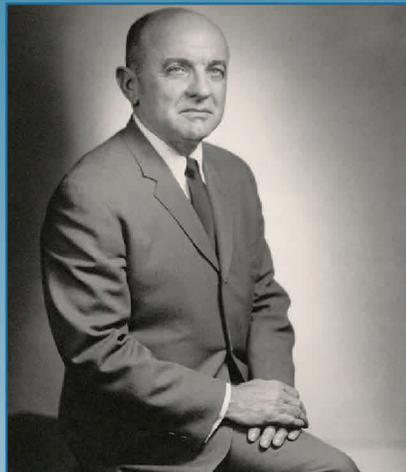
CONTRACTORS



June 2013

We were honored to be featured in the latest edition of the American Concrete Pavement Association Magazine during this our 75th year in existence. We wish to share this article in it's entirety with all our valuable employees, priceless retirees and respected associates, beginning with the cover sheet below with the article following on page 2 through 5.

CONCRETE PAVEMENT PROGRESS



Harper's dream still going strong



Harper's Dream Still Going Strong

Focus on adapting to changing industry needs ensures success



William Leonard (Len) Harper not only served as a founder of The Harper Company, but was also a founding member of the American Concrete Pavement Association. Photo courtesy of The Harper Company.

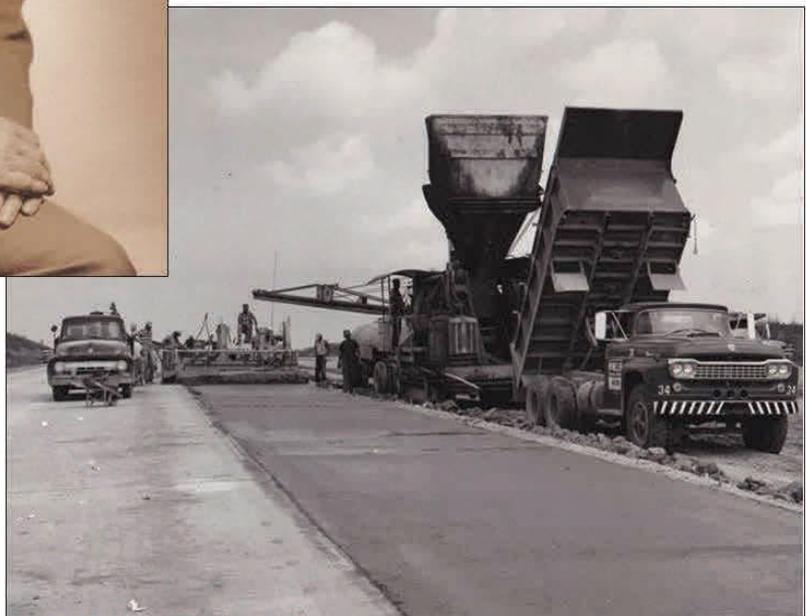
[Editor's note: The American Concrete Pavement Association celebrates its 50th anniversary by highlighting companies and people who have played an important role in the association's growth and ability to meet members' needs. In this issue, we spotlight The Harper Company, a founding member of the association.]

By Sheryl S. Jackson, Associate Editor

At 75 years old, The Harper Company story is an illustration of one man's belief in the American Dream. The business is still going strong, in part, because of a commitment to develop people who



Founded in Cincinnati, OH, in 1938, The Harper Company quickly grew from airport and subdivision projects to construction of federal interstate highways in the 1950s. Photo courtesy of The Harper Company.



In 1981 The Harper Company paved I-75 in Boone County, KY. Photo courtesy of The Harper Company.

can produce quality work and advance the progress of the concrete pavement industry.

William Leonard (Len) Harper spent many hours of his childhood watching roadways built near his home. After

earning his civil engineering degree and gaining experience in other construction companies, he and his brother started the company in Cincinnati, Ohio, in 1938.

The key focus for the company during the 1930s and 1940s included airport

and subdivision pavement projects. The company handled projects throughout the Greater Cincinnati area and Kentucky. A significant change in the company's business occurred in the 1950s with the creation of the federal Interstate highway system. The Harper Company was involved in the original construction when it built I-75 from U.S. Highway 23 to the Montgomery County line, a \$3.1 million job that set new industry standards, and which set a record in project size for the company.

As a founding member of the American Concrete Pavement Association (ACPA), the company has seen many changes in both the industry and the association.

The concrete pavement industry is constantly changing, says Mike Shayeson, P.E., retired chairman of the company and former ACPA Chairman of the Board (2011). "We are able to repair or rebuild highways without closing the roadway to traffic in ways we could not even imagine 20 or 30 years ago." He points to road or airport runway repairs the company has made over a weekend, with normal airplane or road traffic back on the pavement on Monday as an example of a significant change.

Some of the technological changes Shayeson witnessed during his 43 years at The Harper Company include development of new admixtures that enable contractors to produce concrete pavements which meet specific needs of the roadway's use or location, shortening construction time and requiring less disruption to traffic. Stringless paving is another important advancement that increase efficiencies and productivity, and in turn, lowers cost and improves rideability, he says. "We are able to place new concrete or repair old concrete without requiring the public to change their travel plans in most cases."

The economy is always a challenge for concrete pavement contractors but The Harper Company has successfully weathered ups and downs throughout its history. In the 1980s, the company was named one of the top 100 privately held companies of Greater Cincinnati, in spite of the economic downturn. The ability to adapt to changing business environment has meant taking some unexpected paths, points out Shayeson.

Diversifying to meet challenges

"One of our industry's greatest challenges has always been the asphalt

industry," Shayeson says. "In 2000, we were bidding on a project with a proposal that included concrete pavement along with about 100,000 tons of asphalt required for ramps and temporary roadways." Because it was an alternate bid project, Shayeson found himself competing with two asphalt contractors for the job. "They were the companies I would normally use to supply asphalt for our jobs, but I had a feeling I would not get the best price from them for this proposal."

To address his need for asphalt in order to win the bid, The Harper Company started an asphalt company that operates as a separate and distinct organization. "We are truly passionate about concrete pavement and believe it is the best product, but diversification ensures our ability to submit competitive alternate bids." He adds, "There are more concrete pavement companies going in this direction as alternate bids become more common."

As the type of demand for concrete pavement has changed, so has The Harper Company.

"When my father started working for the company in 1955, most projects

(continued on page 4)



The Harper Company built a large airport pavement business in the 1970s as air travel increased and airports in Ohio and nearby states expanded. Photo courtesy of The Harper Company.

Harper (continued from page 4)

involved subdivision construction,” says Bruce Huff, current chairman of the board. “In the 1950s, Interstate highway construction required different technical skills and equipment, so the company obtained the equipment and provided training to employees to handle the new demand.”

Another transformation occurred in the 1970s as air travel increased and airports began expansion programs. “All of these changes required us to learn new industry standards, work with new technology and make sure our employees were up to speed on the skills needed.”

As departments of transportation put more of the quality control responsibility in the hands of contractors, The Harper

Company developed its own quality control program, investing money for technology and training to make sure projects meet owners’ standards, says Huff. “Airport requirements are more uniform than highway quality requirements, which change from state to state.”

Preparing for the future

Throughout its history, The Harper Company has focused on hiring and keeping skilled employees with the knowledge needed to keep the company moving forward. Shayeson started with the company as a college co-op student in spring 1971, and retired as chairman of the board in 2012. “The company has always hired and is still hiring co-op students,” he says. “It’s important to develop young people who will stay with you because they

are the future of the company.”

Huff’s family has been part of the company since his father started in 1955, but he points out, “I’ve only been here 34 years.” There are many longtime employees at the company, he says. In fact, many have spent their entire career here. “We are fortunate and we believe our employees are the reason for our success.”

Building a stronger association

In addition to the company’s success in highway, roadway, and airport construction, The Harper Company also has been active in ACPA for many years.

Along with being a founding member of the association, Len Harper served on the association’s first board of directors. Harper believed the concrete pavement industry deserved an association focused

specifically on pavement in order to effectively educate owners and encourage innovation to meet future needs of the industry.

“Len Harper was an advocate for participation in the trade associations that directly affected our business,” says Shayeson. “Len instilled in me, as well as others within the company, that membership and participation with our trade associations was not only a good thing, but a necessary thing to be a leader within our industry.”

ACPA provides invaluable assistance to our industry as we try to convince owners that new concrete products are viable alternatives and provide flexibility in use and price that asphalt does not provide, says Huff. “The impact of hearing from third party experts with information based on research is meaningful to owners.”

“The value of being involved in ACPA is the opportunity to meet with other people in the concrete pavement industry,” says Shayeson. “I heard about a project in California during one of ACPA’s annual meetings that used an admixture that resulted in concrete curing in four hours.



Unlike initial construction of the Interstate highway system, current projects to repair or reconstruct portions of the highway system mean paving in minimal clearance situations to avoid disruption of traffic. Photo courtesy of The Harper Company



The progression from subdivision to Interstate highway to airport projects throughout the company's history meant ongoing education about quality standards for each entity and adoption of new technology to meet needs. Photo courtesy of The Harper Company.

Truck traffic could pass over it at the four-hour mark.”

A few weeks later, Shayeson was meeting with a district engineer looking for a way to complete pavement repair

work without disrupting traffic and he shared the information gathered at the ACPA technical meeting. “He was very interested in this new idea and asked us for a proposal to implement it on one of

the nation’s busiest interstate corridors. The project was a great success and led to the inclusion of this technology in future projects let by the highway department.”

WINTER CONFERENCE

We held a Winter Conference in February for our Superintendents, Project Managers and Shop Supervisors. It was held at Hollywood Casino and the all day event covered topics such as industry changes, internal procedural changes, discussions on operational efficiencies and new methods of effectively managing and processing our work. The exchange of ideas and information proved to be enlightening. There have been many changes in our office, shop and field procedures over the past year and the Winter Conference helped to bring it all together for those of us in the office as well as out in the field. We believe the conference was successful and intend to continue and perhaps expand the conference every year.

Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishment toward organizational objectives. It is the fuel that allows common people to attain uncommon results. ~Andrew Carnegie

Job Updates

Job 1271, Lambert Field, St. Louis, MO

This project was finished and open for aircraft landing and take-off last fall. Rick Keith and Mike Sandmann spent the spring there performing and over-seeing work added to the contract and some minor punch list items. While very tight time constraints and many unforeseen conditions made this project a challenge, our team made it happen on time, without delay and with excellent quality. This project is in the running for Missouri State as well as the National ACPA Award.

Job 1272, NW Arkansas Regional Airport

An extraordinary wet spring has slowed grading and sub-grading operations on this project. While our project was not in the direct path of the recent tornados, the massive amount of rain as well as lightening strikes, have had a significant impact. Fortunately, the owner understands this impact and partnering efforts of the entire team are overcoming the barriers to construct what we hope to be an award winning project. Hotter, dryer weather is in the forecast and we are making good progress, often placing base and pavement concurrently. Truman, Keith, Orlin and Frank are busy getting pavement and base down with Tommy overseeing plant and transport operations. Danny Murriell is busy keeping everyone "on line". Dave and Bud are getting dirt and grade ready for fabric and base. Sammy is handling paving prep and Billy is in charge of finishing touch green sawing. Steve and Kevin are performing QC on all operations and we have had several of our college co-op students helping out in the field office. Dennis, Danny and Ray are planning and coordinating all activities so that we can have a topping out party before the owner needs to land aircraft on the new Runway!



Job Updates

Job 1274, Intersection Reconstruction, Carter Co. KY

Rick Marx is watching over this project along with Charles Johnson, Rick Keith and Mike Sandmann. The work is restricted to weekends to lessen impact on the traveling public. We are taking care of preparatory work and staging during the week. This project should finish by the end of July.

Job 1275, Intersection Reconstruction of US 60 in Versailles, KY

John Crum is coordinating this weekend work with Richard Elliott, Phillip Murriell and Sam Thomas. This very busy intersection must be completely re-built in 3 weekends. Work on this job should finish during June.



Job 1376, Pavement Patch and Repairs at Cincinnati Airport

This job has yet to start. The work involves panel and partial panel repairs on airfield pavements. Work is expected to begin mid-summer.

Job 1377, Pavement Repairs and Joint Sealing, I-65, Indianapolis, Indiana

This project included removal and replacement of selected pavement areas, cleaning and sealing of all concrete joints. John, Phillip, Richard and Charles made short, successful work of this job in the spring.

Job Updates

Job 1378, Pavement Rehabilitation, Breckenridge Lane, Louisville KY

This project included pavement replacement, diamond grinding and joint sealing of concrete pavement at the busy intersection of Breckenridge Lane and the Watterson Expressway. Rick and his crews handled the pavement replacement, Phillip watched over the grinding and Charles took care of the joint sealing.

Job 1379, Terminal Apron Repairs, Nashville International Airport

Rick Marx took care of this small job in the spring. Work included isolated panel replacement, grading, curb and incidental asphalt work.

Job 1380, R/W & T/W Pavement Repairs, Standiford Field, Louisville KY

This project involves some expedited active pavement repairs to the 10,000' Runway and Taxiway system Harper constructed in the mid 1990's. The Runway pavement has seen a lot of heavy use as the World Headquarters of UPS is located at its south end. This is home to many very large and heavy aircraft flying daily to points around the globe. Work is anticipated to commence in July and finish this fall.

Job 1381, Ky River Lock & Dam #8, Nicholasville, KY

We are a subcontractor to CJ Mahan on this project to re-construct the dam and lock structure originally constructed long ago. This job is very similar to the Lock & Dam #9 project we had a few years ago, also with CJ Mahan. Work is anticipated to start this summer and continue into next season.

Job 1382, Intersection Reconstruction, Pendleton Co. KY

John Crum and his crews are constructing this job on US 27 in Butler KY. Work is permitted during week days, easing the schedule crunch of the other local projects. This job will finish this summer.

Job 1383, INDOT I-65 Rehabilitation

This project involves the reconstruction of approximately 20 miles of I-65 in Seymour Indiana. We are a subcontractor to the John R. Jurgensen Company and we will be performing concrete paving. While most of the project requires asphalt pavement, Harper will be placing concrete pavement at bridge approaches and areas of low overhead clearance such as cross road bridges. The job begins this summer and should finish next season. We look forward to another exciting project with our partners at Jurgensen.

FAMILY NEWS



Shawn and Nichole Green welcomed their first son Leo Bradley, on December 6, 2012



Ray and Debbie Schmidt welcomed a new Granddaughter, Ivy Raeann on June 17, 2013

Mo and Theresa's daughter Andrea was married on May 11, 2013 to Michael Higelford. Congratulations to the Newlyweds from your extended family at The Harper Company!

HEALTHY HARPER DAY

On May 17, 2013 our office and shop staff took time off from regular duty, got some exercise and worked on some much needed stress relief by landscaping our office and shop area. We worked all day to replace and refresh mulch, trim and remove overgrown shrubbery, paint our sign and just generally spruce up the place. While working we made a new little friend, as you can see in the picture and added a new picnic table, which we love. We actually had some fun and were all very proud of our accomplishment at day's end. It looks fantastic! Many thanks to Karey Thomas for all her help with acquiring and planting the new shrubs and plants. We have officially named the day as "The 1st Annual Healthy Harper Day".



Elmer “Mo” Schmidt

March 6, 1957 - December 13, 2012



The Harper family will never be the same without Mo Schmidt. To paraphrase W.B. Yeats, there were no strangers to Mo, just friends he had not met yet. This was one of Mo's most endearing characteristics. With endless optimism, he was eager to make you smile and always put the needs of others ahead of his own. Mo was the best friend anyone could want. Whether you needed a hand to pour a driveway, some cash to get you through rough times, advice on a tough issue or just a great buddy to listen to your problems and comfort you when you need it the most, Mo was there, on that you could be certain. He never turned away from a problem and willingly took the hard assignments. Whenever there was a difficult or dangerous task, Mo would do it himself instead of putting his crew or friends in harm's way.

Webster has no words that adequately define the caliber of friendship Mo freely gave to everyone, asking nothing in return. He had a big heart and often times without being asked, helped folks who were down on their luck who he did not know. Mo had the gift of making you feel good about yourself, regardless of your circumstances. He really cared about people.

While the church he attended on weekends had no steeple, Mo embodied the true meaning of Christianity with his selfless, giving way of life, a quality worth emulating.

His wonderful, outgoing personality is well known everywhere, which made travel with Mo akin to touring with a celebrity. We all have many fun stories of "Mo's Big Adventures" that keep his memory very much alive. His ability to nonchalantly desecrate the English language (also known as the "Schmidt Dictionary") was the butt of countless jokes. This never bothered Mo, rather, it seemed to augment his knack for making life a little less complicated.

Mo was a valued member of The Harper Family his entire career. Starting as a laborer in the 1970's, he worked his way up through the ranks quickly and gained a wide array of experience. As a concrete paving foreman, Mo led Harper to the Big League with 36 foot wide paving on the I-275 warrantee project in 2000, which earned ACPA's National Concrete Paving Award. He went on to become a superintendent running projects in Indianapolis, IN, Columbia SC, Andrews Air force Base MD, Wright Patterson Air force Base, Dayton Ohio and many more. Mo's ingenuity bore several innovative construction techniques including slip-form paving with a clarry screed. Mo was our go-to guy that everyone went to frequently.

Mo worked hard, played hard and was a joy to be around. During football season, you could find Mo grilling food at Bengals tailgate gatherings, where he always drew a crowd. During fall and winter, he enjoyed turkey shoots, road trips, and an occasional game of Five'll get you Two. During spring and summer, when not at work, Mo could be found boating on the river, at the farm or enjoying other outdoor activities. Mo is survived by his wife Theresa, daughter Andrea, brothers Michael, Gregory and Ray, sisters Jean, Jan, Susan and Mary. Mo is also survived by hundreds in his Harper family.

For those of us, blessed to have shared in Mo's life, we are thankful. The many times in our lives that were made brighter by Mo's presence will never again be the same. Dear friend, you are loved and missed.



The Harper Company wished to pay tribute to the following loved ones of team members and their families lost since our last publication.

Louis Christopher Diehl - Brother of Bud Diehl - May 2013

Dorothy "Dot" Ficke - Mother in Law of Ray Schmidt and Grandmother of Kevin and Jason Kleem - April 2013

He has achieved success who has lived well, laughed often and loved much; who has gained the respect of intelligent men and the love of little children; who has filled his niche and accomplished his task; who has left the world better than he found it, whether by an improved poppy, a perfect poem, or a rescued soul; who has never lacked appreciation of earth's beauty or failed to express it; who has always looked for the best in others and given them the best he had; whose life was an inspiration; whose memory a benediction. ~Bessie Stanley, 1905

