

THE PAVEMENT NETWORK

NEWS



Winter 2022

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HELLO PAVEMENT NETWORK,

I find myself writing this last address to you as the President of the Pavement Network. The past three years serving the Pavement Network have been full of many different versions of the peer-group experience. We hosted our first meeting in Dallas, at the Stoneleigh Hotel, in 2019 and had the largest gathering of any Network meeting yet; fun was had by all. We followed that with a worldwide pandemic that prohibited us from normal operations at our businesses, and certainly from pursuing an in-person annual gathering of the Pavement Network. We gathered in 2022 for our first-ever out of the country event last January in Cabo San Lucas, Mexico, and had a wonderful reunion together. The Pavement Network has evolved over time from its inauguration more than 20 years ago into what it is today because of the efforts of so many members.

During my time serving the Pavement Network others like Claudia Carreras provided leadership of our Administrative Teams and paved the way for Dusty Parker and Eric Billinghoff to take hold of our Sales groups, just as Gordon Miller took up the duty of administering our Operations Teams after Joe Hart had done a wonderful job for the previous two years. Also assisting me during this time was Daren Young, acting as Vice President, alongside Harold Green in maintaining our treasury. I would be remiss if I didn't mention the efforts of our wonderful administrator Aryn Kelly, who holds us all together. This peer group is truly member-driven and has naturally become the sum total of its membership. The Pavement Network represents an industry that depends on entrepreneurship and sheer willpower to survive. This peer-group is no exception. You represent the best. The Pavement Network will soon be in the capable care of Dean Garret, where it will find leadership and constant guidance. Dean, thank you for your willingness to lead and contribute. I am confident that the Pavement Network will be left better than you found it. Lastly, to the membership, thank you for this opportunity; looking back it was undoubtedly worth it.



Daniel Kilman
Network President

Pavecon
pavecon.com

“This peer group is truly member-driven and has naturally become the sum total of its membership.”

IS IT POSSIBLE THAT WE ARE IN THE HOME STRETCH OF 2022? THE PHRASE “TIME FLIES WHEN YOU ARE HAVING FUN” IS CERTAINLY TRUE AT T&K. WHEN REVIEWING PAST NEWSLETTERS, IT FEELS THAT EVERY YEAR (EXCEPT FOR COVID IN 2020) I HAVE BEEN SURPRISED AT HOW GOOD BUSINESS ENDS UP AND 2022 IS NO DIFFERENT.

At the start of this year I was not sure what to expect. The questions were obvious; would we fall into a recession, would our customers hold off on large spends and opt for low-cost repairs, or would consumer confidence fall to an all-time low? Fortunately for T&K none of these happened. We had a record-breaking year surpassing our forecasted numbers. It appears from listening to many of your quarterly company updates this year, most of you are also having a successful 2022.

I am excited and nervous to what 2023 will bring. As stated earlier, this is not a different feeling for me as I have had the same uncertainty for four years running. What I have learned is that as an organization we cannot worry about those things happening around us that we cannot control. What we can do as an organization is set goals, develop a strategy to achieve those goals, and go to work. A simple strategy but one that has, so far, proven a winning formula.

This is my favorite time of the year. This is the time of year where we look to wipe the slate clean. Like in sports the scoreboard reads “zero”. It will be important for our Sales Rep to start working on their vision for 2023. We will start developing our strategy as a sales organization. It is a time to reflect on our individual performance, evaluate what worked, and identify areas of improvement. I am a firm believer that a good business plan put in place early is a key to overall success.

Every year I identify a new or improved strategy that I feel will have the biggest impact on our business. This year’s focus will be increasing business by developing new accounts, getting more from in-house accounts, and contacting customers we haven’t

done business with in three plus years. To accomplish this, we will implement the following in 2023. First, we have hired an analytics firm to help identify opportunities that fit a group of predetermined parameters. Once identified these will be given to our “NEW” Business Development Rep for follow up. Given the number of lost customers that need to be replaced from year to year this should be one piece that will help us achieve our forecasted growth.

Lastly, I would like to thank Daniel for his service to the Pavement Network as President over the past few years. His hard work, leadership, and overall dedication to the Network will without a doubt have a positive impact for years to come.

Looking forward to seeing everyone in Utah.



Eric Billinghoff
Network Sales Lead

T&K Asphalt
www.tkasphalt.com



**This is the time
of year where we
look to wipe the
slate clean.**



We are fast approaching the end of 2022. For me, it has been an odd few years to operate a business. Covid was a drain, and the odd features of the US and global economies have made charting a path into 2023 troublesome. As I've done so many times in the past, my strategy is planning for the best but preparing for the worst. I'm hoping that GPM's implementation of EOS and expanding our marketing and sales platform will yield improved results for 2023.

There was another Ops meeting on October 20th. It was an opportunity for many members to engage and share what's working for their companies, and to ask for input on a range of initiatives. As always, everyone who had a specific question had several members provide input regarding their company's processes or their experience with particular types of equipment.

For those of you who have not attended an Ops meeting, I strongly recommend you commit to participation in 2023. Owners and Ops leaders will benefit from participation, if in no other way, by hearing how similar the challenges other companies are facing parallel with their own.

Hopefully all of you will close out a successful 2022 Operations Season. Enjoy the holidays, and good luck with your planning for 2023. I hope to see many of you at the PN Ops meeting in Utah, this coming February!



Gordon Miller
Network Operations Lead

General Pavement Management
www.gmpavement.com

FOR SOME OF US, THE END OF THE 2022 SEASON IS FAST APPROACHING, AND OFF-SEASON PLANS ARE STARTING TO RAMP UP. OTHERS IN MORE WARMER CLIMATES ARE FINISHING UP STRONG YEARS WITH PLANS TO HELP HIT THE GROUND RUNNING IN JANUARY 2023. REGARDLESS OF WHICH GROUP YOU ARE IN, MANY OF US WILL FACE THE SAME ISSUES AND NEEDS. THE ADMIN GROUP HELD OUR QUARTERLY CALL IN OCTOBER AND DISCUSSED SEVERAL TOPICS THAT RELATE TO 2023 PLANNING. I WILL DETAIL OF A FEW AREAS WHERE DEDICATED PLANNING IS TAKING PLACE.

Labor Market: 2022 saw a rough labor market for the majority of the country, especially in our industry. Potential pools of Laborers, Operators, Drivers, etc., were extremely hard to come by. Gone were the days where you would start a new season with a line at your door with potential laborers; where we could post for most available positions and have a pool of candidates to choose from. This season, many of us had to think outside the box to help attract new employees. From new hire incentives and referral bonuses, to increased benefits, and even taco trucks - new ideas were implemented with success for many. Several other ideas were discussed during the Admin Meeting to address the 2023 hiring needs, including:

- **Return to work bonuses for employees that were laid off during the off-season**
- **Utilizing different State programs to help current employees get a CDL in the off-season with a pay raise when they obtain their license.**
- **Employment flyers posted in targeted “hangout” areas including laundromats, food trucks, etc.**
- **H2B visa program**

Employee Savings Program: ASI uses this system with great success. This is a voluntary program for employees to put a portion of their check aside each payday, which is provided back to them in December. Employees can use this for their off-season financial needs.

It looks like the upcoming year will continue to pose potential challenges in the labor area. The collaboration of ideas between the group was extremely helpful and the hope is that we can all have success with our hiring needs in the new year.

Employee Wellness: Our current employees may be new to our workforce, or for some might be seasoned vets. Keeping everyone healthy and strong is important for all of us, especially with the potential stress we all face. Like the hiring needs above, the Admin group had a discussion on ideas to help our employees.

- **Stretch and Flex programs for all groups of employees. (Laborer, Driver, Office, Etc.)**
- **Gym membership (provided by the company or a stipend paid towards the cost)**
- **Healthy Living Challenge- Weight loss, physical activity tracking, good eating habits**
- **Monitoring and improving our mental health.**

Benefits: Like hiring needs, employee retention is also just as important. Keeping our current staff happy and engaged in their respective positions can at times be a challenge. We asked ourselves if we currently being too generous with our benefits and compensation, or is this an area that we need improvement on. The Admin group discussed some great ideas for each of us to consider as we plan for 2023 and beyond.

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- **Insurance:** Are our current Health plans that we offer strong enough for the current market? Are we offering various plans to choose from that can appeal to different employees needs? It was suggested that offering different plan options is appealing to employees as there is no “one size fits all” when it comes to each employee and their personal needs.
- **Company paid portion:** Do we need to look at increasing the amount the company pays towards employee healthcare? Many large national companies in each of our markets like Walmart, Amazon, etc. are currently paying big portions of this benefit. For entry level positions like laborers, how can we compete?
- **PTO policies:** Like employee wellness listed above, time away from work is important and valued by our employees. How do our current policies stack up against the labor markets in each of our areas? Is it time to look at offering some sort of PTO to entry level positions and increase or improve the time our long-term employees receive each year? Ultimately there is no solution that is best for all of us. This is an area of need for many of us across the country.

As you can see, each of us have many different areas for discussion as we approach the 2023 season. When can we get back to the days where the “dog wags the tail instead of the tail wagging the dog”? Like many of you, I hope that time can’t come soon enough. May each of you have success in your plans for the coming year.

I wish you all an Amazing Holiday Season and Prosperous New Year. We hope to see you all at the February Board Retreat here in Salt Lake City. Many great plans have been put in place for an event that will be enjoyable for all. See you all soon!



Dusty Parker
Network Admin Lead

Morgan Pavement
morganpavement.com

Industry Events

World of Concrete
Las Vegas, NV
January 17-20, 2022
worldofconcrete.com

**Pavement Network
Annual Meeting**
Salt Lake City, Utah
February 1-3, 2023
pavementnetwork.com

National Pavement Expo
Charlotte, NC
January 25-27, 2023
nationalpavementexpo.com

World of Asphalt
Nashville, TN
March 14-18, 2023
worldofasphalt.com

ConExpo - Con/Agg
Las Vegas, NV
March 14-18, 2023
conexpoconagg.com

Hiring and retaining employees by building a company culture:

AN INTERVIEW WITH DRYCO'S DAREN YOUNG AND JODY PADILLA

Hiring is generally at the top of the to-do list when it comes to the pavement business. Finding high quality job seekers is a challenge, but once those candidates are hired and trained, retaining these employees is the next challenge. The Pavement Network recently interviewed Daren Young, founder and owner of DRYCO, and DRYCO's Human Resources Director Jody Padilla.

What would you say has worked well for you when hiring people?

Jody Padilla: We do a variety of things. One of our job boards actually is pretty good. Follow up with all your job boards. We also do a referral program through our company. We have a referral that pays out pretty good money, anywhere from \$500 to \$5,000 depending on the position that we're hiring. That works really well. We'll do two or three a year. We'll do different ones where we say, "We need truck drivers this month. Then we'll put together a bonanza referral program for the month. Instead of giving \$2,500, we could give \$5,000 to find the truck driver."

I think the other thing is our culture. It's probably the biggest thing that has helped us. Our culture is so unique and we have been nurturing that culture since 2014 when we started our TOFIT culture. Now we hire according to our culture. And because our company is so healthy from the inside out, people want to come to work for DRYCO.

Take care of
your people.

What can you tell our members who may not have a culture how they can start?

Jody: We had a company come in and help guide us. We developed it according to who we are as people and who we wanted to be as a company. We created the culture as a team, as a DRYCO family.

Daren Young: It was a two-year process. There's an acronym and it's TOFIT.

Jody: And it took us six months to develop that acronym.

Daren: And it was a group effort. It wasn't my acronym. The T is Teamwork. The O is Open Communication. The F is Fun, which I never expected. The I is Integrity and the T is Trust.

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I do these monthly safety meetings and I talk about it every month just to reaffirm who we are and what we are, and we put our employees first. We don't really look like a typical construction company. All these things, communication and teamwork, and integrity, all those things lead to trust. And that's what we're trying to get at. My point is, we just don't look like your average construction company, and then the reputation gets out. And people go, "DRYCO, they're a really good company. They take care of their people." We're going to have a party before Halloween. There's a carnival. It's just packed with food and fun. It's not a cheap thing to do, but we spend the money because we feel like we get a return on that investment.

I think to make it easier to hire and staff, you have to set yourself apart as a company and then you have to do what everyone does: the job boards, the referrals. And maybe once a month or so we'll have a taco truck come in and make tacos or breakfast burritos. And then we'll make flyers and ask that guy to wrap the flyers around all the burritos. We'll also have guys take flyers and go to local markets, churches, wherever they (potential job seekers) are.

Jody: That's pretty unique to DRYCO. Our safety manager helped me develop that plan. With these things, you have to be strategic. We don't do them all the time. You have to change them up. Sometimes we do referrals. Sometimes we do job fairs. We go to colleges. That's where we've found a lot of our project manager estimators.

Daren: There are colleges that specialize in construction management courses. There's three around here and a lot of smart kids are coming out of there and want to be in construction.

Jody: We're able to retain our office staff really well and we do that through being a company of integrity and treating our people well. We do birthday breakfasts once a month. We work hard to give back to our employees. We have an EAT Group - our Employee Appreciation Team. We get together and plan events like the one we're going to have at the end of the month. It's a group effort to keep our culture healthy.

Daren: We have a marketing budget, every company has a marketing budget, but we have a line item that's internal marketing, and it's a budgeted item that is there to fund the fun stuff that we do.

We talked about hiring. Is there anything you would add about how you retain employees?

Jody: Again, you go back to your culture. It's almost like having a mission statement. So anything that happens with our employees, we go back to our mission statement: TOFIT - teamwork, open communication, integrity, fun and trust. Part of the retention is the better job you do in managing people, taking care of them, making sure they're being paid correctly and fairly, but also having honest conversations with them. Culture doesn't just happen. You have to work at it.

Daren: Every month I remind them we're different. We put our employees first. You get the return on investment when you put your employees first. Because we put people first, word gets out. It just makes everything a lot easier, easier to hire, easier to retain for sure.

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Jody: We work hard to make our benefits competitive. We're in the process now of doing audits of our 401K company to make sure they're doing the best for our employees. We increased our match last year to our 401K. We have life insurance now. All those things are a way to get them through the door and then retain them.

Is there anything else you might suggest or a piece of advice for our members on hiring and retention?

Daren: My advice for those smaller companies is *do* build your culture and *do* set yourself apart and market yourself as a great place to work and make that part of your plan. We kind of stumbled upon it because we wanted to do this culture thing and, my gosh, it's been a complete game changer.

Jody: Again, you could build the culture, but you also have to work the culture. Set aside some resources for that area.

Daren: What has not worked for us is headhunters. What they do is, they'll come to your company and they'll find you somebody that's usually not the right fit. Then they come back about six months later and they start stealing your employees. We avoid headhunters at all costs.

Treasurer's Report

Happy Holidays! I can report that as of 11/11/22, Pavement Network had a check book balance of \$26,371.62; there were no outstanding bills due to pay; we have already received 2023 dues from 7 members totaling \$28,000; and we have in our Money Market account \$103,679.75. Fall has been a hectic time for all, but the season winds down and it's been a great season for ALL. Let's hope that 2023 we can manage our sales and profits as challenges/headwinds await us all. If anyone wants to see check registers or chat with Karen Storm, we are glad to provide that information.

Happy Holidays again!



Harold Green
Founder/Treasurer

Chamberlain Contractors
chamberlain.contractors

ASI's Winter Savings Program

THE PAVEMENT NETWORK IS PROUD OF THE RELATIONSHIPS WE DEVELOP WITH EACH COMPANY AND HOW WE USE THESE RELATIONSHIPS TO LEARN FROM EACH OTHER. THIS WINTER, WE'RE SPOTLIGHTING A GREAT PROGRAM RUN BY ASI PAVING THAT COULD BENEFIT OTHER COMPANIES IN OUR NETWORK.

Asphalt Specialists, Inc. is one of our members out of Pontiac, Michigan. For over 25 years, Bruce and Dan Israel have run their homegrown pavement business with an emphasis on safety, integrity, and valuing their employees. The pavement business isn't always an easy one, especially during the winter months when business slows and seasonal employees are working less or not at all. ASI created a Winter Savings Program as one way to assist their employees in personal financial planning. It has proven to be tremendously popular.

The Winter Savings Program is simple. Employees can choose to enroll in the company sponsored savings plan. Upon enrollment, employees choose how much they want deducted from each paycheck, or what percentage of their paycheck they want deducted each pay period. The deducted money is held by ASI until December, when employees receive the amount of money they've saved in one check, separate from their regular paycheck. This allows employees to use these "extra" funds for health insurance premiums, personal expenses, or simply holiday funds.

ASI began the winter savings program seven years ago, and currently about 30% of its eligible employees are enrolled. Eligible employees include service employees and seasonal workers. Administrative staff and salaried employees are not eligible for the program. To encourage participation, ASI also offers bonuses for field employees, drivers and mechanics. If an employee saves \$6,000 over the course of the year, they receive a \$1,000 bonus the following May. If they save \$11,000, the bonus is \$1,500. The timing of these payouts coincides with the beginning of the next season for many of ASI's seasonal employees.

The Winter Savings Program is an internal program run in-house by ASI's payroll department. The funds for each employee are saved in an escrow account until they're released back to the employee. Carol Millmine, Human Resources Manager for ASI, notes that the Winter Savings Program "is an incredibly popular program and generates a positive atmosphere when pay outs occur. Our hourly employees saved over \$550k this year."

Eligible employees are able to enroll in the program when they start at ASI, but they can also choose to discontinue the savings program at any time with no penalties. They simply present a written request to the human resources department and they will receive the funds they've saved to date during the next pay period. However, partial withdrawals are not allowed.

The Winter Savings Program has been one way ASI has been able to assist seasonal employees in financial planning, especially in uncertain times, boost morale, and offer added benefits for those who save enough to earn bonuses. If you're looking for a way to help your seasonal workers add some financial stability to their lives and offer another valuable employee benefit, a winter savings program like ASI's could be just the ticket.



Software for the Hard Business of Pavement

PAVEMENT IS A HARD BUSINESS. TRACKING JOBS AND MANAGING EMPLOYEES, PAYROLL, SUPPLIES, AND THE CONDITION OF YOUR FLEET CAN BE OVERWHELMING, BUT THERE'S TECHNOLOGY TO HELP KEEP THINGS RUNNING SMOOTHLY. CHECK OUT SOME OF THE LATEST APPS USED BY PAVEMENT NETWORK MEMBERS TO MAKE THE PAVEMENT BUSINESS A LITTLE EASIER.

Fleet Management Software

TRUX

Get a handle on hauling with the nation's largest dump truck marketplace. [TRUX](#) is an all-in-one dump truck logistics platform to help you digitally manage orders, track deliveries, use GPS to stay informed on truck locations, and find more haulers near you. [Schedule a demo](#) to see how the platform will work for you.

Fleetio

[Fleetio](#) is a one platform fleet management system that allows you to track your fleet, fuel, maintenance, equipment, and more. It integrates with several other management systems, including Samsara. Try it for [free for 14 days](#).

Fleetmatics (with Verizon Connect)

[Fleetmatics](#) offers a simple user platform for managers that want to see where their fleet is on a map using standard GPS tracking units wired directly into your equipment. New customers may qualify for \$300 back, and Verizon offers a free trial period.

Other available Fleet Management Systems: [Transman Fleet](#), [Otonomo](#), [Rhino](#) (now [GPS Insight](#)), [Autosist](#)

Overall Management Systems

HCSS

[HCSS](#) specializes in software for the construction industry and includes heavy-hitting apps like [HeavyJob](#) and [HeavyBid](#). HCSS's management system offers online job bidding, tracking, project management, safety, fleet management, and accounting. They boast of a long history in the construction software and a 12-month money-back guarantee. [Request a demo](#) to learn more

Samsara

[Samsara](#) is an overall management system that specializes in keeping your entire company connected on a single platform. They offer fleet management, safety and security through video monitoring and tracking, compliance management, automated reports, and much more. Samsara offers a quick pricing guide with a few easy questions.

Monday.com

[Monday.com](#) boasts easy-to-use software that also integrates readily with 40+ other tools (Slack, email, Facebook, etc.) Track projects from beginning to end effectively. Monday.com allows up to [two individuals on an account for free](#) and a tiered structure to fit any size company.

Other overall management systems: [Hubspot CRM](#), [Zoho](#)

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HR and People Management Systems

Tyfoom

[Tyfoom](#) is a communication and training app that allows you to easily connect with employees, send digital forms, create microtraining videos, and track assessments, all in a fun and friendly format that assigns users badges, streaks, and performance scores. Tyfoom offers [a free trial](#).

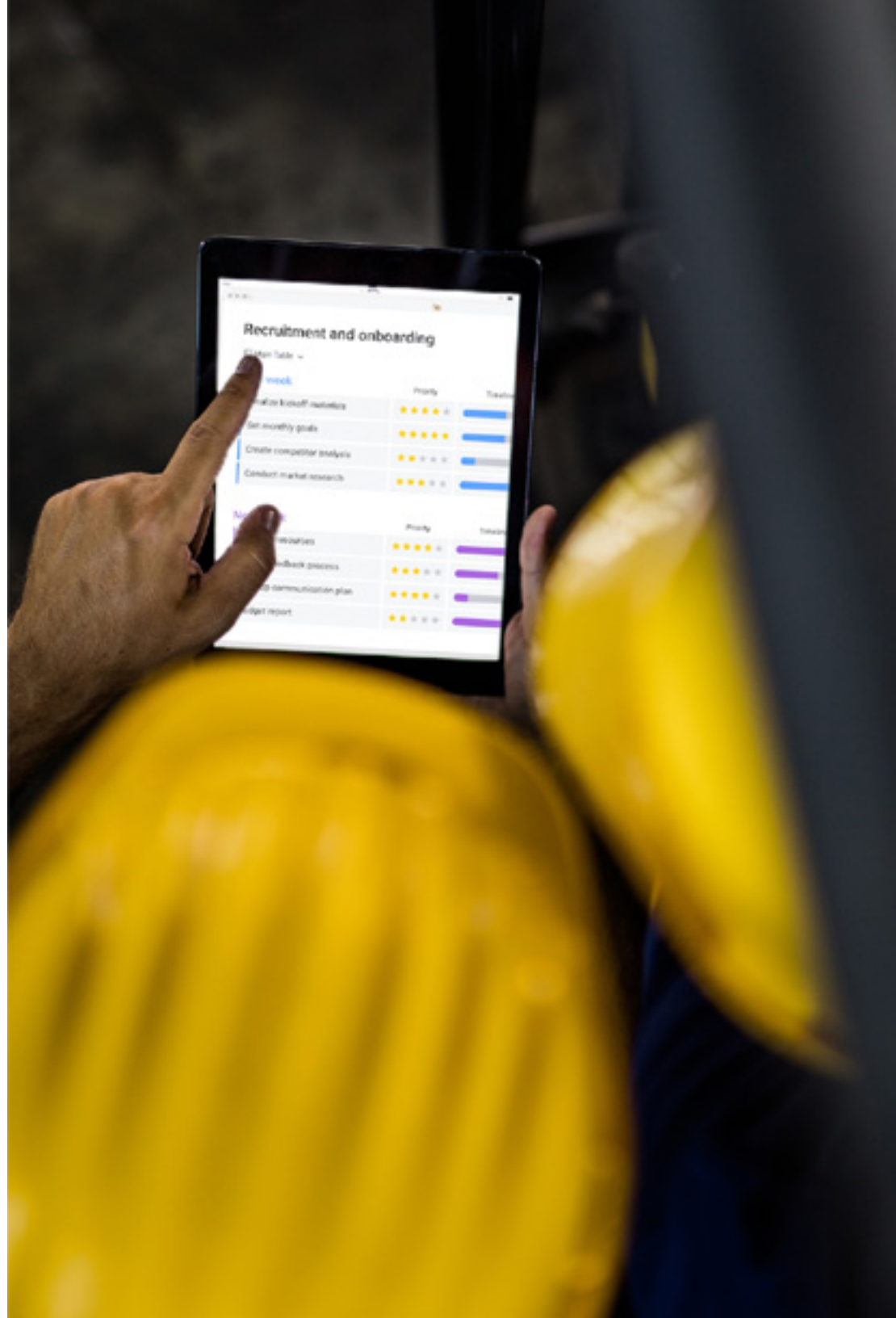
BambooHR

Make hiring and payroll easy with [BambooHR](#), a human resources software that tracks everything from hiring to onboarding, payroll, and even employee satisfaction. BambooHR offers [a free trial](#) for its service.

Paycor

[Paycor](#) has a manufacturing specialty that helps with recruiting, learning, compliance, overtime and payroll. Paycor offers guided tours of their system and personal consultations.

THESE ARE JUST SOME OF THE PROGRAMS AVAILABLE TO HELP TRACK JOBS ONLINE AND AUTOMATE TASKS SO THAT THE MAIN BUSINESS - YOUR BUSINESS - IS EASIER TO RUN. WHILE ONLINE PLATFORMS CAN SEEM OVERWHELMING AT FIRST, REACH OUT TO THE PLATFORMS FOR EXPLANATIONS ON HOW THEY SOFTWARE CAN BENEFIT YOUR COMPANY, OR REACH OUT TO OTHER PAVEMENT NETWORK MEMBERS TO SEE WHICH TECH PLATFORMS HAVE BENEFITED THEM THE MOST.



Cyber Crime Against Construction Companies

In a world where everyone is increasingly connected through the internet, it's no surprise cyber crime continues to rise to new levels. In 2021, nearly every category of cyber attacks increased worldwide. The numbers are staggering. SonicWall, a cyber security company that [releases a cyber threat report each year](#), recorded the following cyberattacks in 2021:

- 5.3 trillion intrusion attempts
- 5.4 billion malware attacks
- 623.3 million ransomware attacks
- 97.1 million cryptojacking attacks
- 60.1 million IoT (Internet of Things) attacks
- 10.4 million encrypted threats

Whether these types of attacks are familiar to you or not, you're vulnerable to them. [SafetyDetectives](#), a cybersecurity group dedicated to distributing free resources on cyber security, recorded the percentage of industries in the U.S. reporting ransomware attacks in 2021. The construction industry landed third on the list with 13.2% of all ransomware attacks in the country, right behind manufacturing, with government sites in the top spot for cyber attacks. If you're not concerned about your company's vulnerability to cyber attacks, you should be.

5 Cyber Threats Against Construction Companies

Business Email Compromise (BEC)

BEC is an attack that looks like an email from upper management (CEOs) or suppliers that ask recipients to fulfill a company invoice or transfer money. They may also ask for personally identifiable information (PII) or tax information. These emails work because they often use email addresses that either spoof a legitimate company address or are using a compromised company email account.

Ransomware

Ransomware is a type of software (malware) that blocks entry to a system's data, often by encrypting it. Users cannot operate the system until they pay a ransom to unencrypt the data. The average ransom for an attack on a small business in 2020 was \$5,600 while the average amount of lost business during a ransomware attack was \$274,000, according to SafetyDetectives. Large businesses paid an average of \$570,000 in ransom in 2021.

Phishing

Phishing attacks are emails from cyber criminals that appear to come from known senders, similar to BEC attacks. They attempt to trick users into handing over sensitive information either through malicious links users click on in the email or malicious attachments created to look like invoices are other legitimate documents. Phishing attacks were responsible for over [80% of cyber security incidents in 2021](#), and it was the second most expensive data breach (behind BEC).

Third Party Vendors

Third party vendors are organizations you partner with as part of your supply chain or as service providers to your organization. Third party vendors often have access to a large amount of data, and when they're attacked, your company's data is exposed or stolen. A [study in 2020](#) revealed that 31% of third party vendors were vulnerable to cyber attacks.

IoT Devices

IoT devices are digital devices that are connected to the internet and collect and share data. They include phones and smartwatches, but IoT also includes dash cams, drones, GPS systems and Building Information Modeling (BIM), network routers, and internet connected cameras.

Solutions Companies Can Take To Prevent Cyber Attacks

Employee Training

This is perhaps the easiest solution, but training employees on how to spot phishing scams, BEC, and other forms of attacks should extend beyond the IT department and upper management. A [2020 study by Stanford](#) revealed 88% of data breaches are caused by employee mistakes.

Strong Passwords and Multi-Factor Authentication (MFA)

Employing multi-factor authentication, or placing two steps to access data instead of one, [cuts the risk of a data break by 99%](#).

Limit Third Party Access

Be aware of how much access you grant contractors and third party vendors. Restrict access to only what your third party vendors need and off board contractors or vendors you're no longer working with.

Make Sure IoT Devices Are Secure

Strong passwords, MFA, network segmentation (making sure devices aren't all interconnected), and regular software updates will help keep your IoT devices safe from attacks.

Form a Cyber Attack Response Team

Clarify who is in charge if and when a cyber attack happens, and exactly what steps should be taken to secure the data. Include who will communicate to the rest of the company, insurance, clients, and other related parties. Practice the plan to ensure everyone knows their roles.

Consider Cyber Insurance

Cyber insurance can protect you from the effects of a costly cyber attack. It's a relatively new and rapidly growing field. Examine your needs and conduct a [cyber risk assessment](#) to decide what coverage could work for your company.

CYBER CRIME WILL ONLY GROW IN THE FUTURE AS THE CONSTRUCTION INDUSTRY BECOMES MORE DEPENDENT ON CONNECTED TECHNOLOGY FROM THE OFFICE TO THE JOBSITE. READ MORE ABOUT CYBER SECURITY FROM THE [FEDERAL TRADE COMMISSION](#) AND MAKE A PLAN TO PROTECT YOUR BUSINESS.

When Opportunity Knocks

After all these years on the PN Board, I have termed out. As I recall, I was appointed to be your President too many years ago, when I made the mistake of going to the bathroom while the meeting was in progress. (Damn bladder gets me in trouble every time.) I think I served three years instead of the usual two-year term. (I don't know why. Maybe it was my bladder again.) During my term I worked hard to increase membership! (I failed...) During my term I worked hard to create relevant and meaningful Owner's Meetings which included Sales, Operations, and recently Admin meetings for the benefit of our people. (I give myself a passing grade on these.) I think these meetings are the best thing we do, and I have learned so much from them over the years. By far the best thing I did for our organization was to talk Aryn Kelly (my CMO) into helping me out (temporarily) as our administrative assistant. (Hahaha, temporarily!) She has done such a wonderful job for us and doesn't charge nearly what she's worth. Thank you Aryn, you're the best!!!

The next thing I did that was to our benefit was to propose Daniel as our next President. He has taken the job seriously and committed countless hours to make us stronger than ever. Good job Mr. President!!! Daniel will transition to immediate past President and will remain on the board in my current role. In my role as immediate past President, I did as little as possible, LOL, I let Daniel do all the heavy lifting and gave advice when asked. My term was again extended (this time

due to COVID, not my bladder), during this time - and in spite of COVID - we had great PN Owner's Meetings and this last one in Cabo was fantastic! I'm so looking forward to Utah this January where I will be demoted to just a regular member again...

But wait!!! You're not done with me yet! I'll still be your President of the PNBA (until you demote me) and I'll be working hard, with the other board members and Chris, to build this into a Class "A" Buyer's Group that becomes a cash cow for all of us. I'm so excited with the traction we are getting now that COVID is in the rear-view mirror! I'm working on, and close to signing up, two of my peers here in the Bay Area who will substantially add to our spend. These guys are friendly competitors that I have know for years. We all have these in our territories (we see them at the vendor events), and we should all ask them to join. It's as easy as connecting them to Chris so he can explain how it works and the value to be had. So now before I ride off into the sunset, let me express how proud I am to have been chosen to serve on the PN board all these years. This endeavor has made me a better businessman, a better leader, and a better person. My advice to everyone is "when opportunity knocks, open the fricking door!" You won't regret it!

See you around...



Daren Young
Owner/CEO

DRYCO
DRYCO.com

Proud to have been chosen to serve on the PN Board for these past years.