

EXTRA MILE



**OUR LEGACY
ISSUE**



**WIN AN
AMAZON
ECHO**

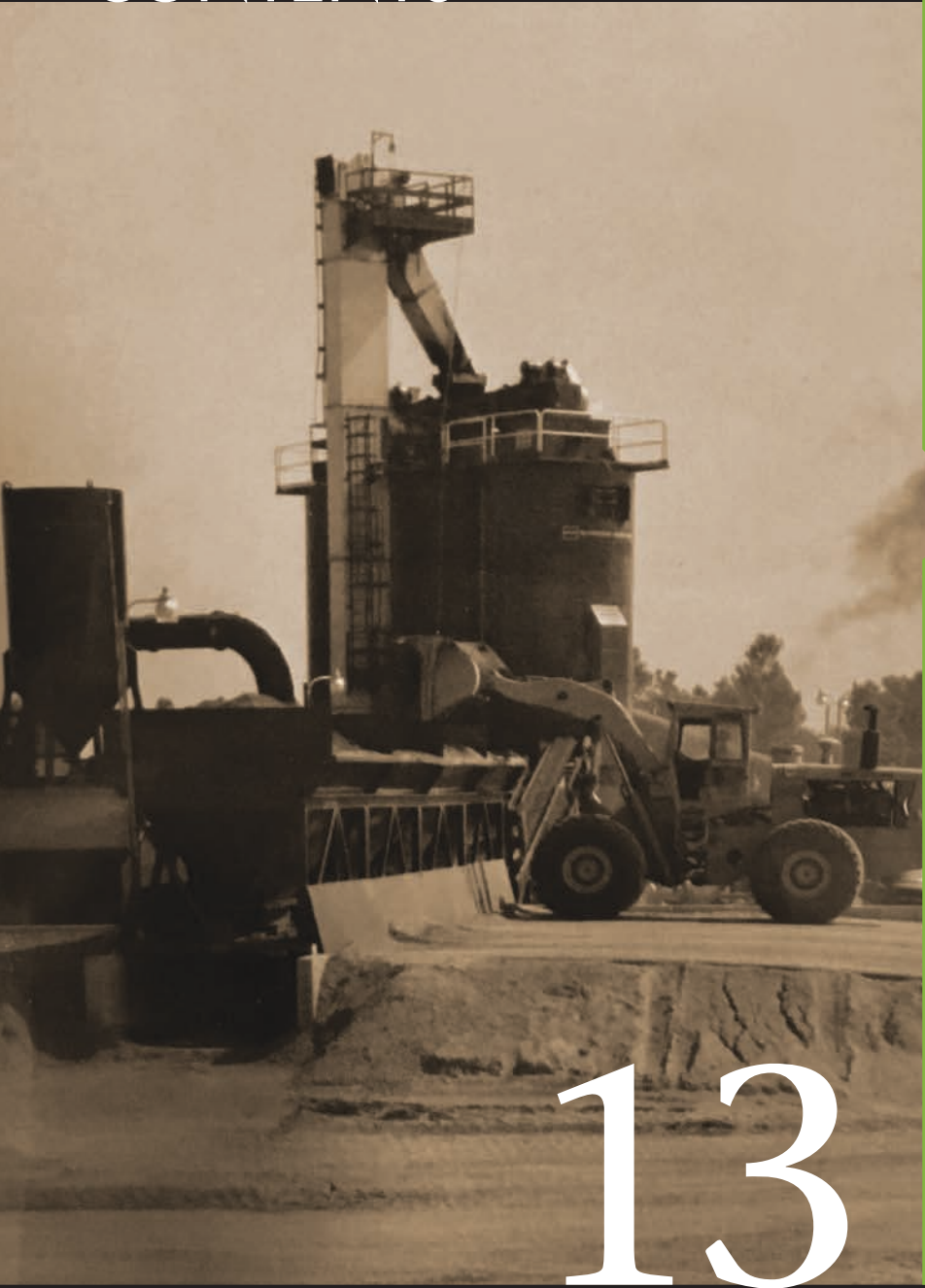
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A MICHIGAN PAVING & MATERIALS PUBLICATION

SUMMER 2018



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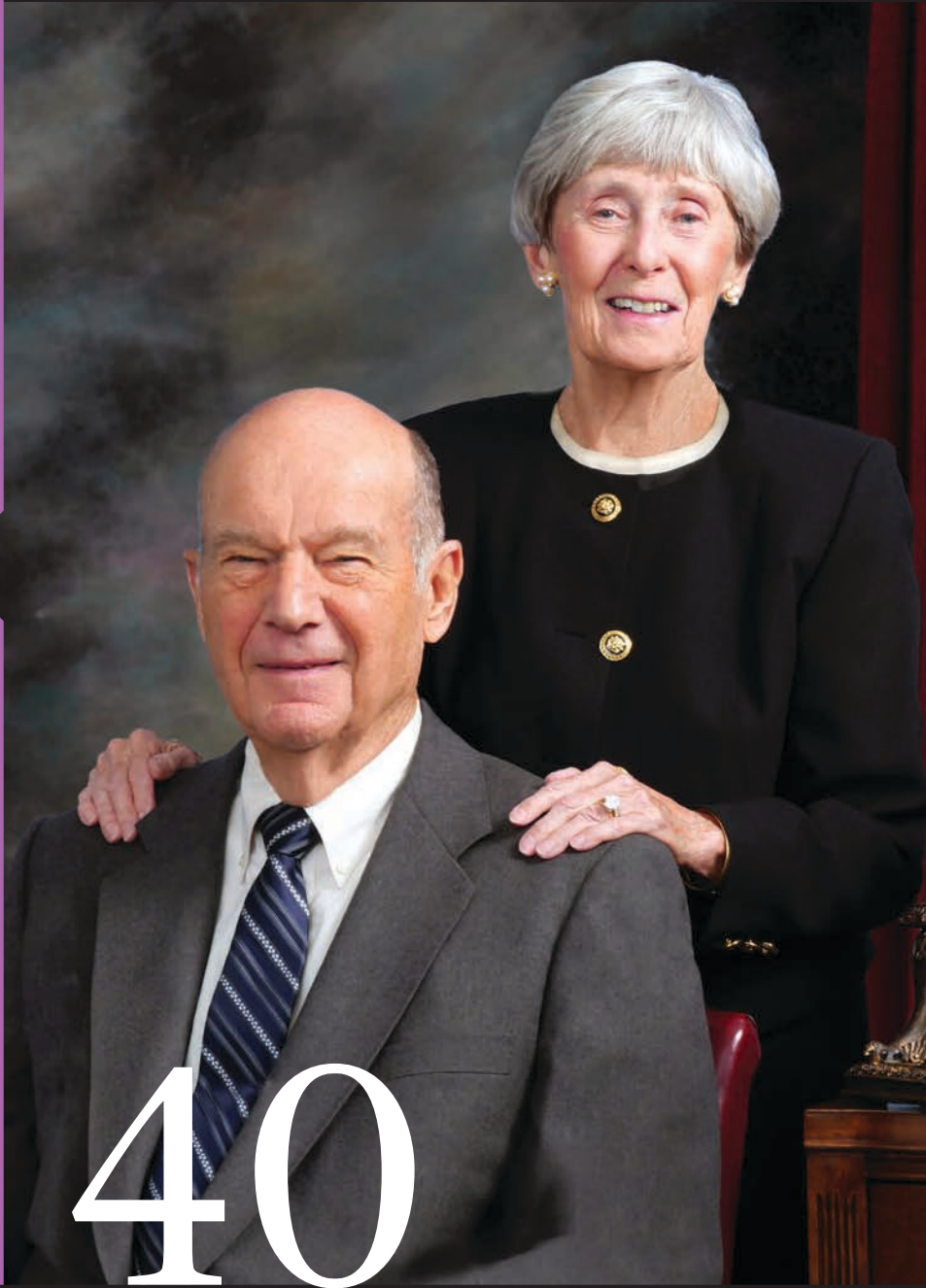
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Team,

It probably shouldn't be a surprise, but the older I get the more I appreciate those who came before me. It's kind of an "old timer's" thing. When you're older, you can finally take a breath and look back to see how you got to where you are today.

As a young employee of *Thompson-McCully Company*, I was rarin' to go. It was a matter of meeting daily challenges, finding ways to solve small problems and enjoying the competitive nature of our business. My view was narrow and local. Although I loved it, I had no appreciation for what it took to start the company and build it into the largest asphalt company in Michigan.

I now realize that it took enormous efforts by a great number of people. *Bob and Ellen Thompson, Rollin Jones, Jim Lindstrom, Dick Brilhart and Dennis Rickard* led the way and the hard working employees accomplished amazing things.

Bob Thompson ensured the leaders within the company had a strong moral compass and a focus on doing the right thing. Those values permeated the company and provided the strength for the company's growth.

Recently we lost two of our family members—Dennis Rickard and Rollin Jones and I certainly will never forget them or the lessons they taught me. I take great comfort in knowing they left a legacy that lives today in Michigan Paving and Materials Company. That legacy and the character of our employees all combine to create the ingredients for our growth moving forward. And for that and so much more, *I am eternally grateful.*



Dennis Rickard (1948-2018)



Rollin Jones (1938-2018)



Welcome to the LEGACY ISSUE of the *Extra Mile*! It's been created to remember our history, memorialize some past "family members," and recognize extraordinary team members who make up Michigan Paving and Materials, Stoneco and Cadillac Asphalt. We want to celebrate the "extra" in you and your contributions to the legacy we're building together.

Ahhhh...the good old days. Are you old enough to remember rotary phones, answering machines, comics inside your Bazooka, floppy disks, DOS commands, typewriters, scratchy records, drive-in movie theaters, Laugh-In, Dudley Do-Right, coming home when the street lights came on, Polaroid pictures or actual maps? If so, then you've been around a while. MPM has been around awhile, too (over 50 years) and like the advertisement for Virginia Slim cigarettes back in the day, *we've, "come a long way, baby."*

This issue of the Extra Mile is about *SEE, STOP, DO*, with a *focus on STOP*. We'd like to encourage everyone to STOP for just a moment and appreciate how far we've come. No one does it alone. We all stand on the shoulders of men and women who have quietly and powerfully worked magic to make this company what it is today—a great place to work filled with hard-working people and limitless opportunity. For all those who came before us, some of us had the pleasure of knowing you, and some of us never met you...but the legacy you left is not only felt, but deeply appreciated today. Through your hard work, dedication and sacrifice, *you truly paved the way for our success.*



Enjoy!

You can reach me at:
ExtraMile@mipmc.com

Cheri J. Najor is the Communications Manager at MPM and the Editor of the "Extra Mile."



VISION STATEMENT

Our Michigan Paving and Materials **Safety Vision** is to have a safety culture that clearly values people. Why? *Because Safety is our Family Business!*



ur safety culture is built on strong, individual leader development, effective risk assessment at the site level, and positive reinforcement of critical safe behaviors.

It is your responsibility to create a safety culture where everyone assess risks, controls hazards, and reinforces safe behavior.

SAFETY CORE VALUES

CRH has identified three safety core values that we believe drive world class safety performance. Included in these values are the CRH 14 Fundamentals for Fatality Elimination.

The Safety Core Values are:

Zero Fatalities

Fatalities are unacceptable. Our solemn commitment to our employees is to prevent any and all fatalities.

Zero Incidents

Employees should expect to work every day without an incident. This includes a focus on common high frequency and minor incidents.

Employee-Driven Safety Culture

To achieve a sustainable zero-incident workplace, we must truly “own” the safety program and hold each other accountable for safety—100% of the time, with strong leadership support.

RISKS THAT KILL

Ninety percent of severe incidents are caused by a breakdown in the risk assessment process. For this reason, being proactive and identifying the risks associated with our particular jobs can help eliminate these risks—protecting not just ourselves but our family on the job.

The “risks that kill process” works, and must take place before the task begins.

RISKS THAT KILL PROCESS

- > Identify the risks that kill for each line of business
- > Discuss how these risks can be eliminated or reduces with those involved in performing the task.
- > Communicate the action needed to everyone involved.
- > Take the necessary actions to eliminate and or reduce the risks.
- > Document and retain this information to use again.

Below is a table that lists some of the risks associated with the work that we do. As you review this list, modify it to fit your work.◀

RISKS THAT KILL

Aggregates	Hot Mix Asphalt	Construction
Rigging and Lifting	Maintenance	Interstate work
Working at heights	Electric and arc flash	Night work
Clearing chutes and bins	AC exposure	Flagging
Blasting	Elevated work	Cell phone use

Written by Cheri J. Najor, MPM Communications Manager and Editor of the “Extra Mile.”

WHAT’S 14/14?



COMING TO AN IN-BOX NEAR YOU

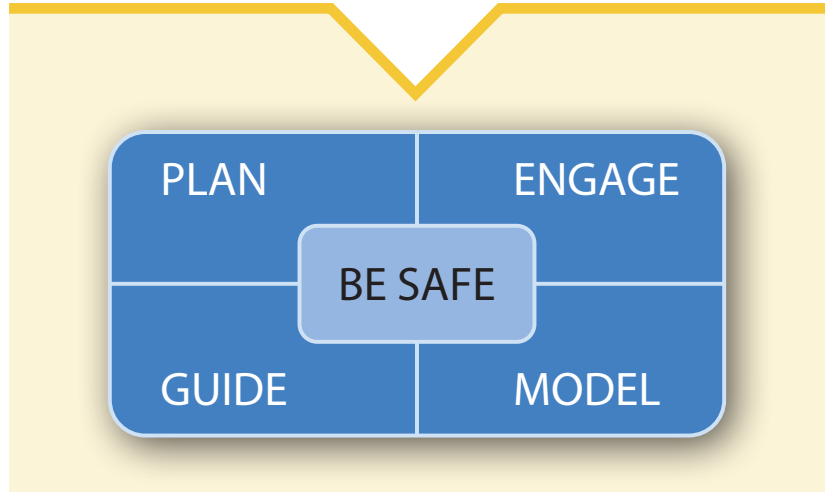
We are extremely excited to inform you that we will be rolling out FFE short videos to help our employees become more familiar with each one of the **14 Safety Fundamentals**. Each one of the **14 companies** in the North Division has been assigned a specific FFE to cover.

The plan is to roll them out **monthly** to correspond with each of the FFE Safety Alerts that are sent by Chris May. We also plan to use them as a training tool for new employees. This will allow us to leverage technology to improve Tool Box talks around FFE’s.

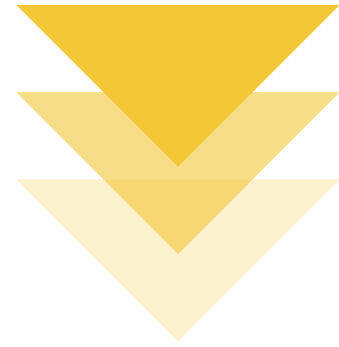
THE 14 SAFETY FUNDAMENTALS

- 1 RISK ASSESSMENT
- 2 MOBILE PLANT SAFETY
- 3 ISOLATION OF OPERATING MACHINERY
- 4 MACHINERY GUARDING
- 5 CONFINED SPACE ENTRY
- 6 WORKING AT HEIGHTS
- 7 LIFTING OPERATIONS
- 8 UNDERGROUND AND OVERHEAD UTILITY DANGERS
- 9 USE OF PERSONAL PROTECTIVE EQUIPMENT (PPE)
- 10 CONVEYANCE AND STORAGE OF MATERIALS UNDER PRESSURE
- 11 BLASTING OPERATIONS
- 12 WORK ZONE SAFETY
- 13 EMPLOYEE INVOLVEMENT
- 14 5-S

CRH is dedicated to eliminating all fatalities and, with input from all companies, including Michigan Paving and Materials, has developed 14 Safety Fundamentals that will eliminate all fatalities if executed properly. Going forward, CRH asks for everyone’s commitment to practice the fundamentals 100% of the time and eliminate 100% risk of fatalities.



SAFETY FIRST!



The Permissible Exposure Limit goes into effect in June 2018, asphalt contractors and mix facilities need to be ready

Complying With OSHA's SILICA DUST RULE In The Asphalt Industry

OSHA's Silica Rule or Permissible Exposure Limit (PEL) was finalized and implemented for the construction industry in 2017. The rule goes into effect in June 2018 for "General Industry" which includes asphalt pavement construction contractors and mix facilities.

The asphalt pavement industry has been proactive in understanding and implementing the necessary control equipment for road construction activities and has been reviewing the types of controls that may be needed at a mix facility. But will you be fully compliant by the deadline?

"The new silica rule forces asphalt contractors to implement engineering controls to reduce the amount of respirable silica dust on construction sites to meet the new PEL of 50 µg/m³ (micrograms per cubic meter) which is 5 times less than the previous standards," Kat Murray, marketing director at Chemtek says. "The new rule will ensure a safer work environment for all on-site personnel."

The rule references Table 1 which outlines specific controls for each construction activity. Depending on the activity, either a vacuum system (to suck up the dust) or a surfactant (to suppress the dust) are now required depending on the construction activity.



▲ The amount of dust a single milling machine generates can be hazardous to crew members when exposed for long periods of time. Exposure to respirable silica dust is extremely hazardous and can cause cancer, COPD and Silicosis, and incurable lung disease. As of June 2018, companies need to be compliant with OSHA's silica dust exposure rule.

"Silica dust exposure and the resulting health hazards has been a very real problem on construction sites for years and the new OSHA rule is finally addressing that problem," Murray says. "It is now the contractors' responsibility to ensure a safe working environment in order to be compliant. To ensure compliance, contractors either have to complete exposure testing to ensure PEL levels are below the new required limit or implement the controls outlined in Table 1 of the rule."

LIMITING EXPOSURE

Crystalline silica refers to a group of minerals composed of silicon and oxygen found in asphalt, concrete and rocks. Respirable refers to the silica being small enough to easily inhale.

"In the road construction, paving and asphalt production industries, the primary source of airborne crystalline silica exposure occurs from fracturing aggregate or rock," Murray says. "This occurs during milling, sawing, crushing and transporting of asphalt, concrete and rock." As mentioned,

there are two primary ways of limiting exposure—vacuuming up the dust or suppressing it with spray down system that utilizes a surfactant. The asphalt industry has been discussing limiting silica exposure since 2003, when the National Asphalt Pavement Association (NAPA) led the formation of a Silica/Milling Machine Partnership to evaluate milling machines and silica exposure hazards to protect workers surrounding these operations. This led to a redesign of the water system in the machines. Some time was spent trying to figure out how to redesign the nozzle systems internal to the machines to get at the source of the dust.

While some new equipment is already set up with a vacuum system, most existing equipment will need to be up-fitted or have a dust suppressing surfactant added to a water spray down system. Up-fitting dozens of pieces of existing road construction equipment with a vacuum system however is unrealistic and costly for most companies so going the dust suppressant route makes the most sense in the short-term.

"We have found that the safest way to operate is to utilize a combination of the vacuuming and suppressing the dust and to ensure an effective surfactant is used," says David Elam, NeSilex product manager who has been involved in the development and field testing of the product from the beginning. "At Chemtek, we have focused our efforts on creating a silica dust suppressant specifically designed for the road construction industry to add to existing spray down systems. Initial testing has proven that our product, NeSilex, when used at proper dilution can decrease respirable silica dust exposure by up to 100%. Most milling machines and many sweepers already have an integrated water spray-down system. Simply adding NeSilex to the water tank can limit respirable silica dust exposure and in many cases, ensure OSHA compliance."

MIX PRODUCERS NOT IMMUNE

Asphalt plants and rock quarries fall under the OSHA rule for "General Industry" and a medical surveillance program is required for all General Industry employees who are exposed at or above the Acceptable Limit for 30 or more days per year.

The General Industry rules will be phased in as follows: "medical surveillance requirements for those employees

exposed at or above the PEL must be met by June 23, 2018, and medical surveillance requirements for employees exposed at or above the AL, met by June 23, 2020. Compliance with engineering control requirements is set for June 23, 2021. All other elements of the General Industry Rule must be implemented by June 23, 2018."

"Asphalt plants and quarries need to be proactive in implementing engineering dust controls now,"

Murray says. "They will need to set up water spray systems in areas where silica dust occurs and use a dust suppressant to control the dust. It is also possible that they may have to require their exposed employees to wear masks that will limit their exposure. OSHA will speak more concerning "General Industry" in the future."



EXPOSURE CONTROL PLANS

OSHA guidelines also require companies to develop and maintain a written silica exposure control plan under 29 CFR 1926.1153(g)(1). A written exposure control plan will include, at a minimum, the following elements:

- A description of the tasks in the workplace that involve exposure to respirable crystalline silica;
- A description of the engineering controls, work practices, and respiratory protection used to limit employee exposure to respirable crystalline silica for each task;
- A description of the housekeeping measures used to limit employee exposure to respirable crystalline silica; and
- A description of the procedures used to restrict access to work areas, when necessary, to minimize the number of employees exposed to respirable crystalline silica and their level of exposure, including exposures generated by other employers or sole proprietors.

Also, under 29 CFR 1926.1153(g)(2-4), employers must:

- Review and evaluate the effectiveness of the written exposure control plan at least annually and update it as necessary.
- Make the written exposure control plan readily available for examination and copying, upon request to covered employees, their representatives, OSHA and NIOSH.
- Designate a competent person to make frequent and regular inspections of job sites, materials, and equipment to implement the written exposure control plan.

For additional resources related to OSHA silica regulations, visit www.AsphaltPavement.org/silica. ◀

Written by Jessica Lombardo, Editor of "Asphalt Contractor" magazine.

SAFETY FIRST!



State To Drivers:
Pay Attention in
Work Zones

The State is Sharing One Message with Motorists:
Don't Drive Like a Jerk.

"I can tell you that in Bay Region alone, we have already had several work zone-related incidents while our maintenance crews have been out patching and doing sign and guardrail replacements (typical work required following a handful of snowy days, the guardrails take a decent hit)," Jocelyn Hall, regional spokeswoman for the Michigan Department of Transportation said via e-mail.



Officials with MDOT, Michigan State Police, American Traffic Safety Services Association, union groups, and other agencies are speaking about work zone and roadway issues, as well as innovations in transportation.

In 2015 and 2016, there were 765 and 712 drivers and passengers killed and 125 and 113 pedestrians and bicyclists.

Of the 683 fatal crashes in 2016, 259 were on interstates and 339 on arterial highways. Fatal crashes overall were down from the year prior.

MDOT offers as list of tips for drivers:

- > Checking traffic information before departure
- > Wearing your seat belt and keeping electronic devices, such as phones, put away
- > Paying attention to other drivers, particularly in work zones, where there is less ability to maneuver
- > Do not speed or tailgate, keeping a distance from the vehicle in front of you
- > Obey road crews and signs, and remain calm

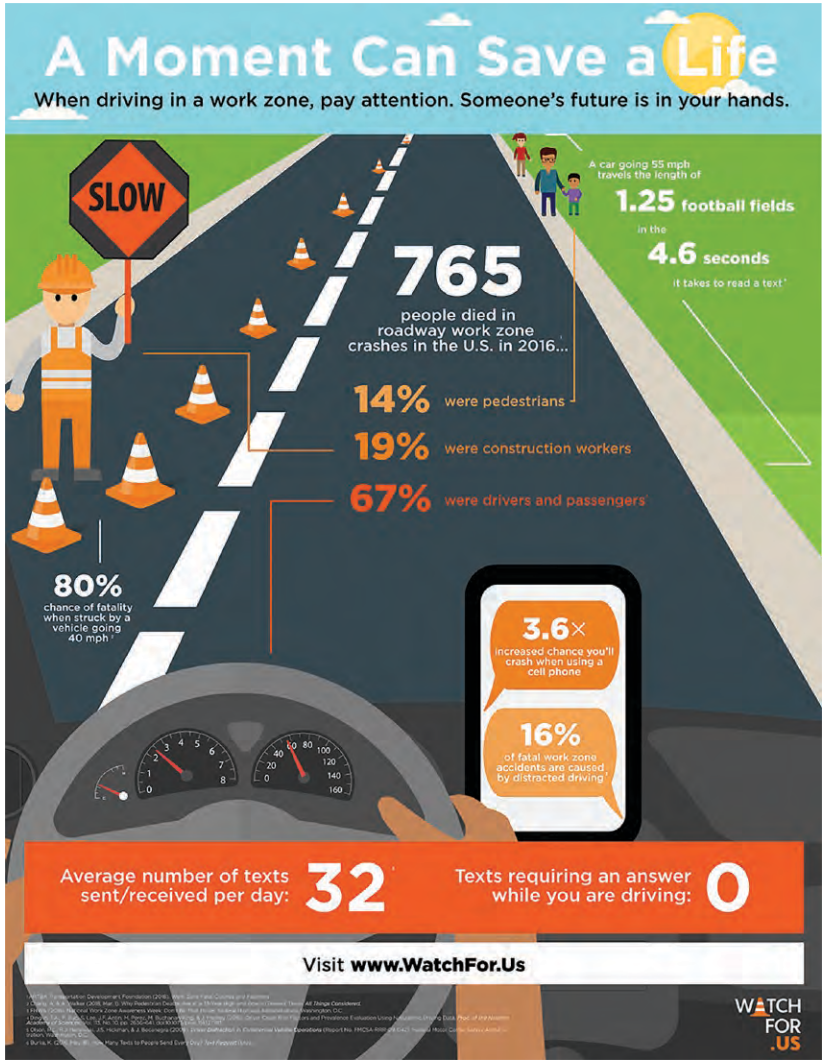
Article from the "Times Herald," written by Jackie Smith;
Published on April 8, 2018.



Driving In Work Zones:
A Moment Can
Save a Life

Every year more than 700 people are killed in roadway work zones. Construction companies are dedicated to ensuring the safety of their workers and the driving public. Roadway work zones use a variety of warning systems, barriers, and other traffic controls to make certain drivers and work zones stay separated, but it just takes a moment of distraction for an accident to happen and for lives to be changed forever.

Join the #WatchForUs movement.



FOCUS TO THE FINISH
RAISING THE BAR ON
OUR AWARENESS



Every safe decision we make is an investment in spending more quality time with our loved ones. So, practice **SEE-STOP-DO** to ensure that everyone stays safe at work.

How can you practice SEE-STOP-DO?

- > Determine what it takes to work the entire week with zero incidents – "Zero Harm"
- > Locate lifting and/or falling risks in your work area (yes, even if you work in an office).
- > Know who you're looking out for on your crew or team each week
- > Monitor subcontractors to make sure they're using safe work practices

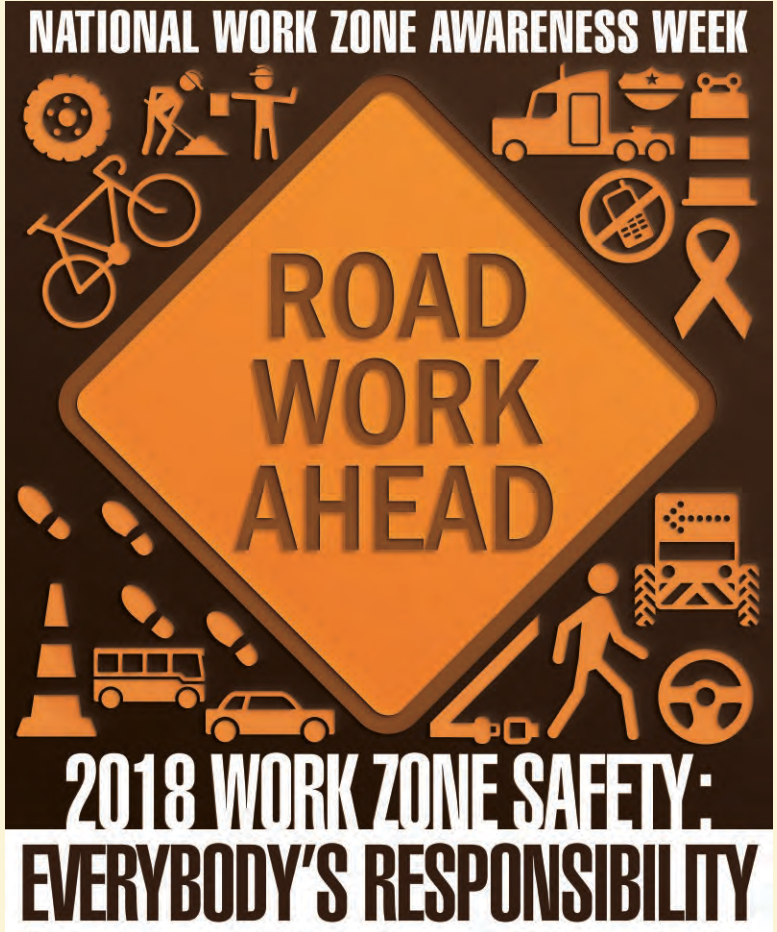


Ask yourself:

- > How will I be engaged in safety this week?
- > How can I get others engaged in safety?
- > Who am I looking out for this week? "I am my brother's keeper"

NATIONAL WORK ZONE
AWARENESS WEEK

Stoneco supported "Go Orange" day to make everyone more aware that safety is "everybody's responsibility" during **National Work Zone Awareness Week** (April 9-13).





THE HISTORY OF MPM

Back In The Day To Today

Michigan Paving & Materials has not always been known by its current company name. In fact, what is Michigan Paving & Materials today is actually a combination of a variety of mergers and acquisitions that helped to fuel over 50 years of unprecedented success.

We thought it would be interesting and educational to showcase a bit about the history of our company and to help some of the new kids on the block understand what has shaped MPM into the company we are today.

It All Started With Thompson-McCully

To fully understand the Michigan Paving & Materials of today, you have to *go back to 1959* when a man by the name of **Robert M. “Bob” Thompson** started a business out of his home that slowly expanded over several decades



Circled: Robert M. “Bob” Thompson



due to sound business practices and calculated risk-taking. Thompson-McCully grew when other asphalt companies were struggling.

Jim Lindstrom, a retired manager who worked for Mr. Thompson at Thompson-McCully for 25 years, as well as at Michigan Paving & Materials for an additional 13 years, painted a perfect picture of who Mr. Thompson was as a businessman. *“Mr. Thompson was ahead of his time in terms of sharing financial information about how each division was doing. He wanted everyone to know both the good and bad news. Everyone knew the daily job costs as well as revenues and profits. This was completely new in the industry.”*



What Were the Keys to Success at Thompson-McCully and Ultimately MPM?

Thompson-McCully was a leader in technology and innovation. Jim Lindstrom remarked that, *“Mr. Thompson was always at the forefront of the latest technological advancements. We had the largest asphalt plants in the world. We had the most efficient truck hauling systems in the world. Mr. Thompson ran our company using the latest technology, information, measurements and accountability that helped us to be more profitable, to make changes as well as decisions as needed to become even more successful in our craft.”*



MAKING MATERIALS

THEN AND NOW

Misty water-colored memories of the way we were and the way we are today.



Old Thompson-McCully Batch Plant



Spartan Asphalt Drum Mix Plant



MPM Monroe Terminal

COMPANY MATTERS



Gregg Campbell, the current President of Michigan Paving & Materials, also has warm memories of working with Bob Thompson. “He was a constant innovator. He worked with Fruehauf to design and build the rear discharge asphalt trailers we use today. He was involved throughout the process to ensure they met the highest specifications. He was the first to recycle asphalt in Michigan and the first to blend aggregates in the asphalt production process. He was a very competitive person, and set high standards, but was always fair.”

Thompson-McCulley Sold to CRH in 1999

After decades in the asphalt business, Bob Thompson reached an agreement with an Irish paving conglomerate, CRH, to purchase Thompson-McCully in 1999.

Bob Thompson Changes Lives with the Sale of Thompson-McCully

It’s easy to see the drive and compassion exhibited by Mr. Thompson, but it’s hard to chronicle the history of Michigan Paving & Materials and Thompson-McCully without describing how many lives were changed when the company was sold in 1999. Thompson-McCully sold in 1999 for \$422 million and rather than keep this vast fortune to himself and his family, **Bob Thompson divided \$128 million among his 550 employees.** This kind gesture goes to show just how committed Bob was to his company as well as to the people that helped make Thompson-McCully such a success.



Michigan Paving & Materials Today

One of Bob Thompson’s goals was to have a vertically integrated company that allowed MPM to control the entire paving process. This decision gave MPM the ability to expand strategically and efficiently due to our sound foundation and business practices. This decision also allowed us to survive and thrive when other companies weren’t so lucky, especially during the downturn in the early 2000’s. Along with this downturn came cuts in road funding, which ultimately affected our business. To combat this downturn, we broadened our targets to include commercial paving projects. Today, we’re excited about recent Michigan legislation that was passed which ramps up funding for municipal, county and state paving projects.



According to *Gregg Campbell, MPM President*, “The challenge is to expand efficiently and intelligently to take advantage of opportunities that present themselves. With increased funding at the local level as well as increased spending by the Michigan Department of Transportation, we’re looking to take advantage of our significant capacity to expand due to our unique vertically integrated infrastructure.”

From the Thompson-McCully days to Michigan Paving and Materials to today where we’re now a CRH company, we’ve come a long way. The road to success hasn’t been easy, but it’s certainly been worth it. As it stands today, we have everything we need to build a successful and profitable future. ◀◀

“It’s all about the people, Campbell. The people, the people, the people.”

[President Dennis Rickard to CFO Gregg Campbell on June 21, 2001]

Written by Cheri J. Najor, MPM Communications Manager and Editor of the “Extra Mile.”

SMOOTHING THE WAY

Improving Michigan roads has been one, long haul!



ALMA ROCKS THE HOUSE WITH RECORD-BREAKING SALES AND MORE

On March 20th, Governor Rick Snyder signed into law an additional **\$175 million** for transportation projects statewide.”

Based on a survey of Michigan’s 83 counties—in which there was a 28% response—31% of the additional funding will be used for crack and chip seal, 53% for overlays, and 26% split among mill and fill, overlay with interlayers, other pavement preservation treatments and reconstruction.



And that’s where Alma’s blistering year begins. Combined with our terminal in Monroe, the influx of funding opened the floodgates for *record-breaking volume, surpassing the previous record in 2016.*

“In addition to what Snyder did, I think our success is also because we continue to make the best emulsions in the market. We also give our customers great service and technical support,” says Russ Milan.

“An example is a small client of ours who uses one of our competitors for slurry oil. He called me because the competitor’s slurry oil isn’t working for him. Ours is more expensive, but he knows ours will work. This is the second year in a row this has happened,” says Milan



Robert Houtman, Lab Technician

Kent County is one of the largest county operations in the state, but unfortunately, MPM didn’t win any of their emulsion bids this year except for fog seal. However, when they needed help with their chip seal performance, they called Alma.

“They wanted to pick my brain and talk about the technical side of why the chip seal isn’t performing like it should. It’s a good example of our expertise in technical support,” says Milan. ◀

Co-authored by Cheri Najor, Editor of the “Extra Mile,” and Russ Milan, MPM Technical Sales and Product Development Manager.

ALMA FIRST TO COMPLETE AEMA AWARD APPLICATION

If you’re not familiar with AEMA, the letters stand for the “Asphalt Emulsion Manufacturers Association”. The association recently created a new award for emulsion terminals, similar to the NAPA award for mix plants. Alma is the *first facility in the country* to complete the award application.

Russ Milan serves on the committee that created the new award. “We passed the criteria with flying colors. There are lots of categories to fill and several areas that can disqualify you, and we passed it all. It’s great industry exposure and recognition for maintaining and operating a first-rate operation. One of

the sections in the application was “Community involvement” and social media. We not only have a strong social media presence, but a great relationship with our community and try to give back as much as we can. I believe we’ll win the award,” says Milan.





COMPANY AWARDS

Celebrating Excellence in Action.

INNOVATION AWARD: CURB ATTACHMENT TO ROAD WIDENER

A group consisting **Kirk Pelham**, **Ron Yrlas**, **Jim Fequay**, and **Jeremy Bagnell** met on a Sunday afternoon to find a way to fabricate the paver or another piece of equipment to lay an asphalt curb that was needed for the M-59 project.

The paving crew had been out the night before and attempted to place the curb utilizing the paver, but the end result was not acceptable by MDOT. The group came up with an attachment that allowed the road widener to lay the needed temporary widening mat (5'wide) as well as laying an integral curb(5" high).

The end product was accepted by MDOT and is still in use on the project to-date. By performing this work 'in-house', Cadillac was able to *capture approximately \$50,000 of revenue* that would normally have required a 3rd party contractor coming in to perform.



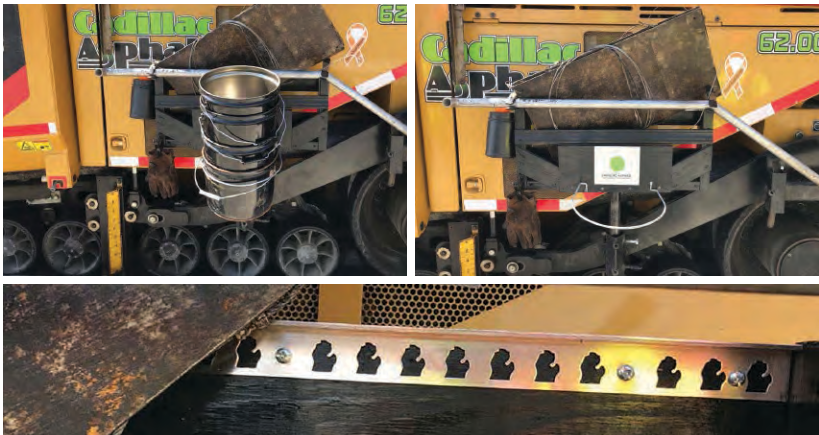
INNOVATION AWARD: MOUNTING BRACKET ON SIDE OF PAVER CLEANS THINGS UP

Michael Graves constructed a mounting bracket for the side of the paver, on his own time, that allows various items to be placed in it (pictures below).

Michael made this bracket in order to *“clean up the back of the paver.”* By building this bracket the back of the screed is able to remain free of potential trip hazards which has a direct impact on the overall safety of anyone who comes in contact with the back of the screed.

During PWL projects the sample plates, shovel, gloves, and sample buckets are stored for quick access and are out of the way. During non-PWL projects the crew keeps extra cans of paint, various hand tools, and anything that could clutter the back of the paver and screed in the bracket.

Michael even gave his home state a 'shout-out' with some unique Michigan trim.



INNOVATION AWARD: CLOTTING SPONGE KIT SUPPLEMENTS FIRST AID KIT

The typical first aid kit has an assortment of bandages for cuts and scrapes, but has nothing to stop major bleeding—even when applying pressure to the wound.

During a recent holiday weekend, **Dave Ward** witnessed a boating accident—the prop of an outboard motor sliced a man’s leg. Fortunately someone on shore had a first aid blood stopper. It stopped the bleeding immediately.

Dave recommended that we add a clotting sponge to all our first aid kits.



INNOVATION AWARD: VIDEOS HELP CREWS PREPARE TO BE MORE EFFICIENT

Now in a superintendent role, **Gregg Steenwyk** wanted to help the crews prepare and be more efficient on upcoming projects.

He got a dash mount for his iPad and then videoed the job he was on—providing pertinent information and recommendations for other doing similar jobs. He then e-mailed the video to the foreman.

They are currently looking into a Dropbox or similar online distribution to store all his videos, so that all foremen will have easy access to them.

These videos and other safety messages are being regularly shared.



STONECO FEATURED AS TOP SPONSOR FOR ALLIES IN MONROE PROGRAM

Stoneco of Michigan was recently recognized as the main banquet sponsor for the **Allies in Monroe** (AIM) Program.

The AIM Program is a mentoring program for Monroe High School students. It enhances student achievement, increases the number of students furthering their education after high school and improves student-staff-community relationships.

About seventy percent of the teachers at the High School partner with a student participating in the program, motivating and encouraging them to achieve at least a fifteen percent increase in their grade point average each trimester.

The AIM Program recently held a banquet to highlight the students’ achievements as well as the companies who contributed to the program. Stoneco of Michigan was highlighted as a key sponsor for the program. Austin Fisher, Quality Control Manager at Stoneco, delivered a presentation to banquet attendees. Stoneco of Michigan prides itself on giving back to the community and will continue to do so by sponsoring programs like Allies in Monroe.



AIM Coordinator, **Dave Henry**, stated, *“We are so proud of the accomplishments of our AIM (Allies In Monroe) program at Monroe High School. The mentoring program is drastically changing many student’s lives both in and out of the classroom. We could not reach the success that we have, without the amazing support of our sponsor Stoneco this year!”*

“Thank you Stoneco for the impact you are having on the lives of our youth in our community. Your generosity and willingness to help are so greatly appreciated!”

COMPANY MATTERS

STONECO SUPPORTS SENATOR DALE ZORN; GOVERNOR RICK SNYDER KEYNOTE

On December 4, 2017 members of the Stoneco team attended an event to support **Senator Dale Zorn** at the Monroe Golf and Country Club. The featured guest was **Governor Rick Snyder**, who spoke on the state of Michigan’s economy and the many positive things happening all around the State. The Governor also took time to take a picture with the team.

One of the key areas of focus that Stoneco emphasizes is community involvement and participating in events like this are a great way to emphasize our involvement in the community.



PICTURED LEFT TO RIGHT: Rick Becker, Dan Sniegowski, Paul Cuthbert, Megan Kansier, Governor Rick Snyder, State Senator Dale Zorn, Tammy Anson, Amy Segart, Jason Rivard, Mike Rapp

STONECO WINS NSSGA AWARDS

Stoneco quarries were recognized by the NSSGA for “Excellence in Community Relations.”

- GOLD:** Maybee Quarry
- SILVER:** Burmeister, Newport, and Maumee Quarries
- BRONZE:** Moscow and Ottawa Lake Quarries



CADILLAC AND STONECO ARE “TOP DOGS”

We would like to officially announce and congratulate the following winners for 2017 Stoneco Awards.

- > 2017 Top Dog Award for Internal Asphalt Plant: **Cadillac Rawsonville Plant**
- > 2017 S&G Operation of the Year **100th Street Sand & Gravel Pit**
- > 2017 Quarry Operation of the Year **Ottawa Lake Quarry**

The S&G and Quarry Operation of the Year awards are selected by the management team that looks at five categories: Performance; Safety; Sales; Public Relations; and Appearance.

In 2017, both locations worked hard to excel in each category making the 2017 year a great year.

The Top Dog Award is a calculated rank of our Internal and Joint Venture Asphalt Plants. The following formula is used to configure what internal customer is awarded the award. (Revenue from purchases off a Qualified Product List*) x (Percentage of total aggregate purchases bought from Stoneco) x (Percentage of total products bought from Qualified Product list).

*Qualified product list represent a list of non-driving and capped products available for purchase at all Stoneco locations.

Thank you to all the hard working employees at every Stoneco location and all internal locations. We appreciate the effort and hard work that makes these awards competitive from year to year.



MPM RECEIVES “GOLD SAFETY AWARD” FROM LIBERTY MUTUAL

This award was received on March 29, 2018 and is based on MPM’s employee safety performance last year (2017).

MPM received the Liberty Mutual “Gold Safety Award” which recognizes completion of 2017 without a lost time incident.



STONECO WINS BOTH ENVIRONMENTAL AND SAFETY AWARDS FROM MAA

The Michigan Aggregates Association presented their 2018 “Safety Award” to Stoneco in recognition of an outstanding safety record—having “zero MSHA recordable injuries in 2017” in the past year.

Stoneco also received the “Environmental Award” for “exemplifying a commitment to environmental compliance in their daily operations.”



PAVING IN THE WINTER? CADILLAC CAN DO!

OneCRH mindset paves 30 MILES of emergency repair work in Michigan

The harsh winter took its toll on Michigan Roads and in early February, our largest customer in the State, the Department of Transportation (DOT) contacted Cadillac Asphalt to see if it was possible to open one of the Hot Mix Asphalt (HMA) plants in the middle of winter. With a can-do attitude and a One CRH mindset, the team sprang into action. They contacted Stoneco to see if they could provide the required aggregates, and called on Michigan Paving & Materials for asphalt, cement and bond coat. All parties stepped up and said, “Yes!”



Cadillac was awarded the **\$4.5M emergency repair contract** on the evening of February 5, 2018, with a start date of two days later. Construction and asphalt plant crews were assembled and a safety meeting was organized for everyone from leadership to employees on the frontline. Our crews were not used to working in the harsh February conditions, which only added to the hazards of working on 3-4 lane interstates. In addition to the project scope itself, unusual weather conditions and heightened risks were a key focus for safety measures.

After teaming with MDOT to remove nine inches of snow to allow safe placement of signage and staging areas, the project was underway within a week. Cadillac’s contract consisted of **80,000 LF of Detail 7s** and **6,000 TNs of Hand Patch** to be completed by the end of March. Crews began working in early February and after various contract extensions and change orders completed **153,000 LF of Detail 7s**, **6,000 TNs of Hand Patching**, and milled and paved two major intersections on the service drives working through the end of April. The collaborative effort by CRH companies, including three traffic crews, two subcontract crews and numerous committed Cadillac employees was critical to this project’s successful and safe completion.

Article adapted from CRH North Division’s Spring 2018 “Connections” magazine.

COMPANY MATTERS

2017 APAM/MDOT ASPHALT PAVING AWARD WINNERS

We're proud to share with you the APAM awards we received for excellence in asphalt pavement construction.

OVER 30,000 TONS - Awards of Excellence



M-6 (Kent/Ottawa) I-94, East Bound (Berrien/Van Buren)

10,000-30,000 TONS - Award of Excellence | Merit



Ida west Road (Monroe) Stadium Drive (Kalamazoo)

2,500-10,000 TONS - Award of Excellence | Merit



Ford Farm Road (Baraga) US-41, Front/Quincy Streets (Houghton)

URBAN STREET - Awards of Merit



US-12 (WWashtenaw) Stadium Boulevard (WWashtenaw)

LOCAL AGENCY - Award of Excellence | Merit



East Mullett Lake Road (Cheboygan) Seymour/Trist Road (Jackson)

SINGLE COURSE OVERLAY - Award of Excellence | Merit



M-44 (Kent) I-69 (Genessee)

COMMERCIAL - Award of Excellence | Merit



Clemens Food Group (Branch) Livonia West Commerce Ctr. (Oakland)

AIRPORT - Award of Excellence | Merit



Antrim County, Runway 2 (Antrim) Oakland County International (Oakland)

SPECIAL/CHALLENGING - Award of Excellence | Merit



GM North-South Highway (Oakland) Ford Motor Straightaway (Macomb)

FIRST AID TRAINING

Harvy Hardy, Stoneco Burmister Superintendent and American Heart Association certified instructor provides an outstanding CPR/First Aid refresher and bloodborne pathogen training for MPM and Stoneco employees.



TRANSPORTATION CONSTRUCTION COALITION "FLY IN"

MAA with member Stoneco and Michigan Paving and Materials talking with various members of Congress about the need to increase infrastructure funding.



MPM, CADILLAC AND STONECO GET TOGETHER FOR QUALITY CONTROL COOKOUT

Stoneco's Ottawa Lake Quarry hosted a cookout to discuss quality control with 30 MPM and Cadillac employees. After discussions and lunch, all attendees went for a tour of the quarry and the quality control lab.

Dennis Kotevski, Cadillac Technical Director, commented, "Thank you and your team, everything was excellent as usual. There is huge value to building relationships with these guys and events like this go a long way."

The following Stoneco employees served the lunch and gave the tour: Paul Cuthbert, Josh Orshoski, Jared Morey, Jason Rivard, Lindsay Sawyer and Mike Yeager.



DETROIT WORKFORCE "SOFT SKILLS" TRAINING

In 2018, 60 DETROIT HIGH SCHOOL STUDENTS expressed interest in transitioning from high school into the trades. Out of that group of 60, fifteen were chosen to attend the Detroit Workforce of the Future summer program.

The program provides students with an opportunity to work with eight different employers in small groups four days a week for six weeks to learn about the company and basic construction skills. Michigan Paving's Radesha Williams and Cheri Najor created a "soft skills" Jeopardy game that taught the students proper business etiquette and communication skills.

High school graduates are proving they are ready to work hard in a well-paying industry and construction could be the key to their success. Aaron Wright, a graduate from Cody High School's Academy of Public Leadership (APL) spent some time with Cadillac Asphalt in 2017. He said, "Things kind of changed once I got into this. At first, I was wandering around finding out what I wanted to do, but I saw this and thought, 'Yeah, cool.'"

Participating employers in this program know that they have to strengthen their youth base or they might not be able to handle the heavy influx of new and upcoming jobs. They need to inspire local workers as well. A variety of companies are working with the program to resolve our state labor skills gap by providing real, actionable and interactive participation in today's workforce.



QUALITY AWARDS BANQUET

The “Quality in Construction Award” program was created to recognize our team’s outstanding work and encourage quality improvements.



Quality Award of Excellence

- ▶ Mount Clemens Plant | PVL 0 to 25,000 Ton | Cadillac
- ▶ Jackson Division | PVL 25,00 to 50,000 Ton | MPM
- ▶ Lansing Division | PVL over 50,000 Ton | MPM
- ▶ Shelby Plant | STA 0 to 10,000 Ton | Cadillac
- ▶ Lawrence Plant | STA over 10,000 Ton | MPM
- ▶ Lansing- Launstein Crew | Joint Density - Low Volume | MPM
- ▶ SW Region- Beeching Crew | Joint Density - Low Volume | MPM
- ▶ Yrlas Crew | Joint Density - Medium Volume | Cadillac
- ▶ Bruns Crew | Joint Density - High Volume | Cadillac
- ▶ Zeeb Road Pit | Operational Excellence in Quality | Stoneco
- ▶ Patterson Road Pit | Operational Excellence in Quality | Stoneco
- ▶ Ottawa Lake Quarry | Operational Excellence in Quality | Stoneco
- ▶ Denniston Quarry | Operational Excellence in Quality | Stoneco
- ▶ Burmeister Pit | Operational Excellence in Quality | Stoneco
- ▶ Portable Plant | Operational Excellence in Quality | Stoneco
- ▶ Maybee Quarry | Specialty Product Type II | Stoneco

Environmental Award of Excellence

- ▶ Denniston Quarry | Excellence in Environmental Compliance | Stoneco
- ▶ Burmeister Pit | Excellence in Environmental Compliance | Stoneco
- ▶ Alma Oil Terminal | Excellence in Environmental Compliance | MPM

Quality in Construction Award of Merit

- ▶ M-40 | 0 to 10,000 Ton | MPM
- ▶ M-59 Reconstruction | Over 10,000 Ton | Cadillac
- ▶ Saginaw Street | Urban | Cadillac
- ▶ Port Sheldon | Country | MPM
- ▶ Ziegler Motor Sports | Commercial | MPM
- ▶ Arlington Boulevard | Residential | Cadillac

Quality in Construction Award of Excellence

- ▶ M-106 | 0 to 10,000 Ton | MPM
- ▶ M-60 Union City | Over 10,000 Ton | MPM
- ▶ Northshore Drive | Urban | MPM
- ▶ City of Dowagiac | Special/Challenging | MPM
- ▶ GM Proving Grounds - Yuma, AZ | Special/Challenging | Cadillac
- ▶ Rushton Road | Country | Cadillac
- ▶ Costco- East Lansing | Commercial | MPM
- ▶ White Fawn Subdivision | Residential | MPM
- ▶ Kalamazoo Airport | Airport 0 to 25,000 Tons | MPM
- ▶ Oakland County Airport | Airport 0 to 25,000 Tons | Cadillac
- ▶ Jackson County Airport | Airport 0 to 25,000 Tons | MPM
- ▶ Detroit Metro Airport | Airport 0 to 25,000 Tons | Cadillac



Quality Control Award of Excellence

- ▶ Lansing Division | Highest Overall QA Performance | MPM

Quality in Construction

- ▶ City of Dowagiac | Committee’s Choice Award | MPM

Environmental Award of Excellence

- ▶ Steve Pawlicki - Newport Quarry
Excellence in Environmental Compliance | Stoneco
- ▶ Harvy Hardy - Burmeister Pit
Excellence in Environmental Compliance | Stoneco



PROFESSIONAL DEVELOPMENT

DISTRACTED DRIVING TRAINING

We’ve all done it. Texting, reading texts, reading e-mails, responding to e-mails or simply talking on the phone with the phone in your hand can have a devastating impact on many lives, not just your own. It’s called **Distracted Driving**, and although we think we have been doing these tasks for many years and nothing has happened, that thinking can get you killed.

Many fatalities have occurred from motorists performing these tasks behind the wheel. If it is that important to perform a task while driving, use hands-free calling or pull over to a safe spot to use the phone.

“The more we can see and prevent the better we are all around. What we have to remember is that all our efforts to keep each other safe and the motoring public really do play a part in all our lives.” [Tim Offerman]

Thanks to **Tim Offerman** for helping to make this happen!



The banquet was March 29, 2018 at the Eagle Eye Golf Club in Lansing, Michigan

WELCOME NEW TEAM MEMBERS! (as of June 25, 2018)

We welcome all our new team members and look forward to seeing you in a future issue of the “Extra Mile.”

Name	Hire Date	Position
▶ Anglin, Patrick	04/09/18	Safety Manager
▶ Aukerman, Christopher	06/18/18	Equipment Operator
▶ Banas, Cherilyn	05/29/18	Intern
▶ Baughman, Ronald	03/13/18	Equipment Operator
▶ Becker, Adrian	04/09/18	Laborer
▶ Becker, Veronica	10/30/17	Jr Sales Representative
▶ Brinkmeier, Paul	03/05/18	Equipment Operator
▶ Brooks, Scott	04/30/18	Equipment Operato
▶ Bruck, Devon	05/15/18	Intern
▶ Campbell, James	06/04/18	Sales Administration
▶ Campos, Edward	04/17/18	Laborer
▶ Chackunkal, Joel	05/08/18	Intern
▶ Cheatom, Sterling	05/03/18	Laborer
▶ Clark, Brock	03/13/18	Equipment Operator
▶ Conley, Kurt	03/13/18	Equipment Operator
▶ Cuellar, Abel	06/21/18	Traffic Regulator
▶ Cuthbert, Brent	03/05/18	Equipment Operator
▶ Dalka, Maximilian	05/21/18	Intern
▶ Dennis, Dillon	06/18/18	Laborer
▶ Doty, David	05/07/18	Equipment Operator
▶ Dumond, Dana	05/14/18	Accountant
▶ Emerick, Jarrod	03/19/18	QC Technician
▶ Emiry, Jacob	06/13/18	QC Technician
▶ Faber, David	05/21/18	Area Manager
▶ Fairchild, Jeffrey	04/30/18	Laborer
▶ Forestell, Craig	04/09/18	Laborer
▶ Gardner, Dillon	05/14/18	Intern
▶ Gartrell, Michael	02/26/18	Commercial Sales Mgr.
▶ Gonzalez, Jose'	05/05/18	Equipment Operator
▶ Gordon, Krey	05/21/18	Laborer
▶ Gorowski, Austin	05/14/18	Intern
▶ Grancitelli, Nick	03/05/18	Equipment Operator
▶ Hodges, Griffen	04/23/18	QC Technician
▶ Hoyle, Charles	03/13/18	Equipment Operator
▶ Hubert, Jeremy	04/09/18	Laborer
▶ Hukill, Isaac	04/09/18	Laborer
▶ Jenks, Austin	04/23/18	Laborer
▶ Johnson, Michael	04/30/18	QC Technician
▶ Karg, Brian	06/20/18	Equipment Operator
▶ Karkaba, Mike	05/21/18	Intern
▶ Kieliszewski, Bonnie	05/07/18	Lead QC Technician
▶ Koppleberger, Joshua	05/10/18	Traffic Regulator
▶ Lake, Mikal	06/18/18	Aggregates Mgr. Trainee
▶ Lara, Alfredo	05/02/18	Laborer

Name	Hire Date	Position
▶ Leidel, Jacob	05/14/18	Laborer
▶ Lenon, Danny	04/23/18	Loader Operator
▶ Loren, Jeremy	04/09/18	Laborer
▶ Mackenzie, Trevor	05/07/18	Intern
▶ Malave, Victor	05/01/18	Laborer
▶ Meza, Jose	10/30/17	Customer Developmt. Mgr.
▶ Millman, Samuel	05/07/18	Intern
▶ Milosh, Kyler	04/23/18	Laborer
▶ Myers, Robert	04/11/18	Equipment Operator
▶ Nelson, Christopher	05/29/18	Intern
▶ Pace, Jared	03/13/18	Equipment Operator
▶ Parker, Drake	10/24/17	Laborer
▶ Parran, Kyle	05/21/18	Laborer
▶ Perez, Samuel	05/18/18	Equipment Operator
▶ Rickle, Mason	04/23/18	Laborer
▶ Robbins, Jeanine	04/23/18	Scale Clerk
▶ Roberts, James	04/30/18	Laborer
▶ Rowley, Ashton	04/30/18	Traffic Regulator
▶ Sandoval, Gustavo	06/13/18	Laborer
▶ Santiago, Gil	04/ 9/18	Laborer
▶ Scott, Kolten	04/23/18	Laborer
▶ Senica, Kenneth	05/14/18	Intern
▶ Snavley, Austin	06/22/18	Laborer
▶ Straub, Justin	06/20/18	Equipment Operator
▶ Sumner, Gerald	04/09/18	Equipment Operator
▶ Thompson, Mercedes	04/23/18	Scale Clerk
▶ Tyler, Teressa	06/18/18	Dir. of Human Resources
▶ Umphrey, Jeremy	04/30/18	Equipment Operator
▶ Van Zegeren, Jason	03/13/18	Equipment Operator
▶ Vanbuskirk, David	04/03/18	Equipment Operator
▶ Varner, Charles	04/09/18	Equipment Operator
▶ Wahl, Brian	04/23/18	Aggregate QC Manager
▶ Walker, Jayward	04/09/18	Laborer
▶ Wartella, Megan	06/04/18	QC Technician
▶ Watson II, Gary	04/09/18	Laborer
▶ Wege, Konrad	06/13/18	Laborer
▶ Wilder, Morgan	04/09/18	Scale Clerk
▶ Wiseman, Jessica	06/25/18	Assistant Job Cost Clerk
▶ Wood, Kerry	03/13/18	Equipment Operator
▶ Wright, Kody	06/22/18	Laborer
▶ Wyse, Braeden	06/20/18	Laborer
▶ Yancy, Alex	04/30/18	Intern
▶ Zielinski, John	05/14/18	Intern
▶ Zmich, Daniel	02/19/18	QC Manager

CADILLAC SPONSORS AND PARTICIPATES IN SKILLED TRADES EXPO

Cadillac Asphalt recently sponsored and participated in an event in recognition of National Apprenticeship Week. The November 14th event, The Skilled Trades Career Expo, was presented by The Partnership for Opportunity and Diversity in Transportation at Randolph Career Technical Institute. The event drew over 200 attendees, which were informed of opportunities in skilled trades. Along with a number of other companies, workforce development agencies, and union organizations, Cadillac hosted an informational table. **Rhonda Sanker** and **Amire Howze** explained Cadillac Asphalt FP3 program and fielded attendees’ questions.



We’d love to hear about how you or a team member you know has gone the “extra mile.” Send your story to **extramile@mipmc.com** and we’ll include it in our next issue.

INTERN PROGRAM A SUCCESS

The 2018 **INTERN PROGRAM** welcomed 12 interns who worked at MPM, Cadillac, and Stoneco. Their experience began with a tour of each line of business to get a better understanding of the industry. Interns were then assigned to a specific department. This year, they supported areas that included Construction, Human Resources, Logistics, Mining, Accounting, Marketing, and more. You could find them working at locations across the metro Detroit area including Canton, Monroe, Alma, Grand Rapids and Farmington Hills. During a luncheon held at the end of the program, interns gave a final presentation about their experience to division managers and executives.



This program gave interns real-world work experience as well as our companies the chance to recruit those who made strong contributions to the organization. Interns gave positive feedback and shared that the experience was rewarding and exciting.

“I’m learning a lot by working in the field. To actually sit down with other accountants and have them teach me what they do every day is a valuable experience. Phil Schick is great at explaining day-to-day tasks; he’s a good mentor.” [Kenny Senica, Accounting Intern]

MPM will continue the intern program in 2019. It’s a great opportunity for people to try out the construction industry with most people expressing a strong interest to return as employees.

GOT EAP? FOUR MYTHS DEBUNKED

You may have heard about our **EAP** (Employee Assistance Program), but have you actually used it? Chances are, you haven't. Misperception and fear have kept a lot of us from picking up the phone and getting the help we need.

The **good news** is that our EAP program offers an exciting range of services to help us out with all kinds of challenges. The **bad news** is that not all of what you may have heard about our EAP program is true.

So, we'd like to set the record straight by debunking a few common myths and replacing them with facts that just may make you feel better (pun intended):

COMMON EAP MYTHS

Myth #1: "I can only use the EAP program if I'm in trouble."
Fact: FALSE. The EAP program is a program that's designed to provide all of us with a wide range of services—from legal help to addiction recovery—for any reason.

Myth #2: "I need permission from my boss to use the program."
Fact: FALSE. Any employee can call at any time for any reason. Zero permission required.

Myth #3: "It's going to cost me a fortune."
Fact: FALSE. The initial counseling consultation is free and so are the first (4) four visits. After that, yes—there are costs. Many of the other services are free, too.

Myth #4: "It's not confidential. The company or my boss will know I called."
Fact: FALSE. Services are 100% confidential. In fact, no one will know you've called the EAP unless you give them permission in writing.

GET TO KNOW YOUR EAP!

For more information on this valuable service, call: **1-800-841-5144**, 24 hours a day an 7 days a week, or visit: **www.anthemeap.com** and enter the Company Code word "OldCastle."

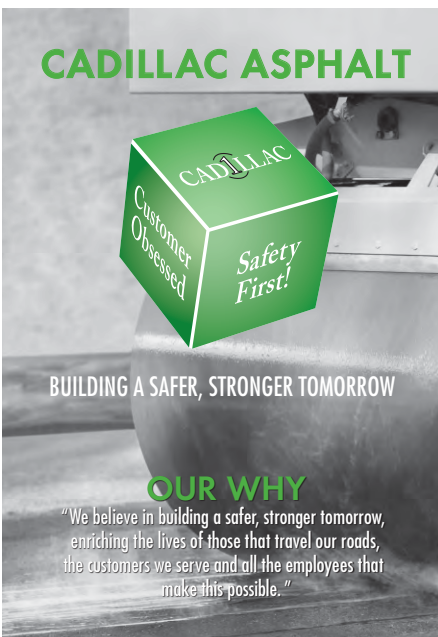
MPM GRAND REGION DEVELOPS CUSTOMER SERVICE VALUES

"We wanted our team to not only be engaged, but we thought it was important to be accountable to one another to deliver exceptional customer service, and that starts with our core values. We all got together and brainstormed what we felt our goals should be moving forward as a team. The posters are a great reminder for everyone that we have expectations we're striving to meet every day. Everyone is on board. It's good to see" [**Joe Meza** - Customer Development Manager, Grand Region].



CADILLAC CREATES NEW "VISION STATEMENT" FOR 2018

Cadillac Asphalt's General Manager of HMA, **Lonnie Schaub**, said that "Our Vision statement ["Building a Safer, Stronger Tomorrow"] is how we communicate our 2018 priorities throughout the organization. It helps to align our employees so that they know what's important and can do their part to help us succeed."



IT'S A WRAP!

Wrapping our trucks with charity logos is a simple way that we give back to the communities where we live and work.



“YOU ROCK” AWARD WINNERS

CONGRATULATIONS!

You were anonymously nominated for bringing excellence to work, going above and beyond the call of duty, and we’ve noticed.

We see you. We appreciate you. **You Rock!**

[Nominees through July 2018]



JOE BELLESTRI, JR.

Joe was part of the Stoneco School Tour Team. Our school tours continue to be a highlight of local communities schools’ field trip schedule. This year was no different and everything ran like clockwork. The team work and collaboration that this group displayed was exceptional.



JEREMY BRENNEN

Jeremy has played a key role in the GLAP transition. He reacts quickly to get special payments issued at a moment’s notice allowing us to maintain vendor relationships and meet the needs of our local operations. He is willing to provide help and support as well as to learn Michigan’s nuances.



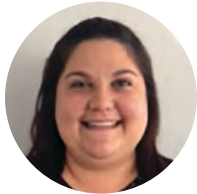
CYNDI BROCK

Cyndi was part of the Stoneco School Tour Team. Our school tours continue to be a highlight of local communities schools’ field trip schedule. This year was no different and everything ran like clockwork. The team work and collaboration that this group displayed was exceptional.



DEVON BRUCK

Devon was part of the Stoneco School Tour Team. Our school tours continue to be a highlight of local communities schools’ field trip schedule. This year was no different and everything ran like clockwork. The team work and collaboration that this group displayed was exceptional.



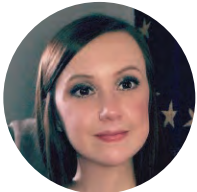
KATIE CUTHBERT

Katie was part of the Stoneco School Tour Team. Our school tours continue to be a highlight of local communities schools’ field trip schedule. This year was no different and everything ran like clockwork. The team work and collaboration that this group displayed was exceptional.



AARON DOWNING

Aaron spent countless hours outside the office to make sure the Driver Behavior systems were installed in all required vehicles. In addition, he developed spread sheets to give feedback to the employees. It’s not the most glamorous job to monitor haul units, but Aaron’s positive attitude responds with, “there is always something to do.”



KAYLEE GORDON

Kaylee rocks when it comes to being dependable and proactive. For example, Kaylee took the initiative for resolving unpaid invoices with our Fastenal punch-out vendor. She collaborated with the vendor to obtain copies of invoices and explain our tax exemption issue. If she is unaware of a process, she asks for help. Kudos to Kaylee!



SUE HANF

At a Lodi Township meeting, Sue made a great impression. She was the sole representative for Stoneco. The board was extremely impressed with her efforts. Sue was able to sign for the approval of the plans and helped to solidify our reputation as a responsible operator in the community.



HOLLY JANSMA

Holly Jansma took it upon herself to call B-93 (radio station) to inform them that North Park Street will be under construction and that alternate routes are advised. B-93 made the announcement throughout the day. Because of Holly’s thoughtfulness, the concertgoers experienced less delays in getting to the bash.



MEGAN KANSIER

Megan was part of the Stoneco School Tour Team. Our school tours continue to be a highlight of local communities schools’ field trip schedule. This year was no different and everything ran like clockwork. The team work and collaboration that this group displayed was exceptional.



AL MATTHES

Al was part of the Stoneco School Tour Team. Our school tours continue to be a highlight of local communities schools’ field trip schedule. This year was no different and everything ran like clockwork. The team work and collaboration that this group displayed was exceptional.



CHRIS NELSON

Chris was part of the Stoneco School Tour Team. Our school tours continue to be a highlight of local communities schools’ field trip schedule. This year was no different and everything ran like clockwork. The team work and collaboration that this group displayed was exceptional.



SUSAN PERKS

Susan worked closely with Brandy to educate herself on our new process. She and Brandy have gotten the job done and are always positive and helpful. She’s done an excellent job and should be recognized!



JEFF ST. CHARLES

Jeff worked diligently with OMG for over a month to find a solution to the intermittent internet connection problems in Kalamazoo. Because the problem was intermittent, it was tough to diagnose. A solution was implemented and it appeared to work. However, the next day was a key MDOT bid letting day and the internet connection is necessary to bid.



ALAN SANDELL

Alan stepped up to manage workers comp issues, spear-head the HS intern program and most importantly, whenever anyone has a field question that requires some intense history/knowledge, Alan’s door is always open. Alan truly rocks!



MIKE SCHAUT

Mike has worked hard at finding different ways to help in the EWP process for all of the job costers. For example, he figured out how to help with the problem with .01 freight tickets and discovered how to price incoming material in JWS. Mike has gone above and beyond with helping everyone in the process and also helping the other job costers.



BRADLEY SHIENVARRE

Bradley was part of the Stoneco School Tour Team. Our school tours continue to be a highlight of local communities schools’ field trip schedule. This year was no different and everything ran like clockwork. The team work and collaboration that this group displayed was exceptional.



GREGG STEENWYK

Gregg Steenwyk wanted to help the crews prepare and be efficient on upcoming projects. He has a dash mount for iPad to make videos of the job, gives pertinent information and recommendations and e-mails it to the foreman. They are currently looking into a Dropbox or similar system to house the videos for easy access for all foreman.



TED VAJCNER

Ted was part of the Stoneco School Tour Team. Our school tours continue to be a highlight of local communities schools’ field trip schedule. This year was no different and everything ran like clockwork. The team work and collaboration that this group displayed was exceptional.



BRANDY VOLLEN

Brandy has worked hard at getting all seven job cost clerks Purchase Orders entered daily. This is a new process for us this year, and she has taken it on and owned it. Always smiling, she’s a pleasure to work with.



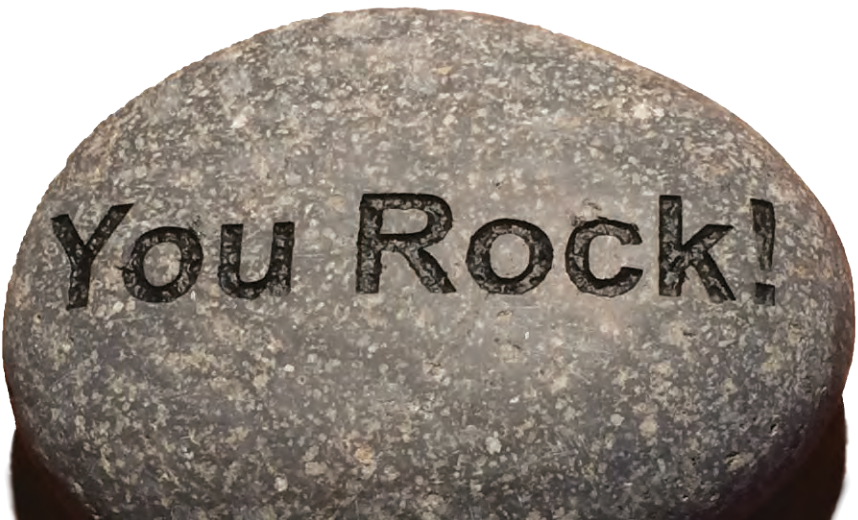
RADESHA WILLIAMS

Radesha provides outstanding customer service during the Spring Start-up, as well as to the GM’s and employees throughout the year. She is always positive, timely and professional in her interactions with others. Radesha gets the job done!



MIKE YEAGER

Mike was part of the Stoneco School Tour Team. Our school tours continue to be a highlight of local communities schools’ field trip schedule. This year was no different and everything ran like clockwork. The team work and collaboration that this group displayed was exceptional.



MEMORIAM

DENNIS RICKARD

1948-2018

Known for directness, integrity, honesty, and great empathy for all employees



Did you know that Dennis Rickard played basketball for the University of Michigan? If it wasn't for an injury in his freshman season he might never have gone on to his impressive career in construction. After graduating, Dennis was hired as Assistant Manager of the Rawsonville Division within Thompson-McCully Co. He soon moved on to Division Manager of the Whitmore Lake Division when the asphalt plant was moved from its previous location on Main Street in Ann Arbor.

After a couple of years at Whitmore Lake, Dennis left Thompson-McCully in December 1979 to work for Holloway Construction. After gaining valuable experience with aggregates, Dennis worked for Champaign-Webber in Texas overseeing concrete operations. Between these three companies, Dennis gained the well-rounded background in construction and materials that made him so successful in the 2nd half of his career.

Dennis returned to Michigan and to Thompson-McCully Co. in 1985 when Gregg Campbell hired him to be his replacement as Division Manager of the Clarkston Division. Most of you know the story from there. Dennis was quickly moved into a Chief of Operations role reporting to Bob Thompson and became Mr. Thompson's successor as President shortly after Oldcastle Materials Group purchased the company.

Succeeding Bob Thompson was not an easy job. Often referred to as "BT", he was well known and respected throughout the industry. With a sharp attention to detail and a concern for employee well-being, Dennis led the company through the transition period following the ownership change.

For some employees, it was his phenomenal memory that was most impressive. Some felt his strengths lay in his directness, integrity and unwavering honesty. Others experienced firsthand his great empathy for the personal and professional concerns of

the employees. All of us knew that Dennis was the right person for the job.

His talent was recognized within OMG and Dennis was placed in charge of Asphalt Cement operations for the U.S. In that role, Dennis created enormous value for the company and won the respect of leaders across CRH.

Dennis fought a grueling battle against cancer, eventually passing away on February 6, 2018. He will continue to be missed by employees, coworkers and peers as well as the family he loved; wife Tina, son Jason, daughter-in-law Jill, granddaughters Jessica and Ava and grandson Davis. ◀◀

QUOTES BY DENNIS:

- “Nothing remains the same for five years.”
- “During difficult family time take whatever time you need.”
- “If you see something in a person others see the same thing.”
- “Never let it be about money.”

Written by Gregg Campbell, MPM President.

MEMORIAM

ROLLIN JONES

1936-2018

Loyalty, duty and service motivated his throughout his life and career



Born in 1936, World War II undoubtedly had an impact in his formative years. Rollin served in the United States Army Corps of Engineers as a young officer. He worked as an engineer for MDOT before joining Thompson-McCully as Vice President, a role similar to what is today called Chief of Operations (COO).

As an alumnus, Rollin was a strong advocate for Michigan Technological University and for young civil engineers coming through that program. Rollin led annual recruiting trips to Michigan Tech which resulted in the company hiring many successful managers who were MTU graduates.

Rollin always carried a rolled up paper schedule with him. Using the back side of an old blueprint sheet, Rollin would pencil in the paving schedule from each Division as he made his daily trip around the various plants. The recycling of an old set of plans as a paving schedule is an example of Rollin's frugality. His reluctance to spend money on unnecessary overhead fit in well with the company culture of Thompson-McCully. For Division Managers, paving every day that weather allowed was Rollin's expectation. Organization and proper planning was what he consistently stressed to managers of all levels.

Rollin led winter sessions with managers gathered in his office trailer, teaching them how to design asphalt mixes using a slide rule (later a calculator), a pencil and a pad of paper. Those marathon sessions were not always appreciated at the time by the participants. Most came to understand the experience made them better managers and more able to correct quality control problems as they arose, or to take advantage of opportunities to cut material costs.

He believed in a strong work ethic and was passionate about employees operating ethically in all aspects of their jobs. Honesty was paramount. He was never one to personally use

foul language. When exhibiting frustration with a young manager, Rollin would only go as far as to say, “Gosh dang your hide, <fill in name here>!” If you heard those words from Rollin, you knew you made a big mistake.

Rollin offered critical feedback and valuable advice to his team, along with his opinion on the latest Detroit Tigers game, all of which was often combined in the same conversation. He always strived to communicate lessons learned at one Division to managers at all other Divisions.

Bob Thompson recently characterized Rollin Jones as his “conscience”. If Bob seemed headed toward making a hasty decision that might have negative consequences, it was Rollin that got him to reconsider. Rollin was often a filter between Bob and an employee. He had a way of communicating a message that was both more diplomatic and better received.

Rollin retired shortly before Thompson-McCully was acquired by CRH in 1999. He and his wife Loy relocated from Ypsilanti back north where they were both originally from. They moved to Fife Lake, buying Loy's family homestead to spend their retirement years.

Rollin passed away earlier this year on May 2, 2018. He is survived by his wife Loy, his sons Rollo, Tom and Randy and his daughter, Sue. Many of us who had the opportunity to work with Rollin are retired now or have moved on to other companies. Those of us who remain remember him fondly as a role model for working hard and acting at all times with integrity. His steady hand will be missed. ◀◀

Written by Gregg Campbell, MPM President.



GETTING AHEAD

Expand your mind, grow your career.



CALENDAR OF EVENTS

SEPTEMBER 12-14, 2018

NAPA IMPACT Leadership Group Conference – Washington, DC
Learn more at asphaltpavement.org/index.php?option=com_content&view=article&id=871&Itemid=100203

AUGUST 15-18, 2018

NAWIC (Nat’l. Assoc. of Women In Construction) – Orlando, FL
Learn more at nawic.org/nawic/Annual_Conference.asp

JANUARY 20-23, 2019

NAPA Annual Meeting – Marco Island, FL
Learn more at asphaltpavement.org/AnnualMeeting

FEBRUARY 10-13, 2019

NSSGA Annual Convention – Indianapolis, IN
Learn more at nssga.org/major-event/nssga-2019-annual-convention

MAY 23-24, 2019

GWIC (Groundbreaking Women in Construction) – San Fran, CA
Learn more at gwicconf.com/

UPCOMING NAPA WEBINARS (Online)

Earn Professional Development Hours (PDHs)
> Performance Under Pressure: August 16, 2018
> Designing/Producing Asphalt Mixtures: August 29/30
> Performance Under Pressure: September 5, 2018
> Impact of Alternative Binder Extenders: September 11, 2018
Learn more at http://www.asphaltpavement.org/index.php?option=com_content&view=article&id=419&Itemid=1384

ANYTIME (Online)

Asphalt Paving 101 Course
Learn more at training.theasphaltpro.com/p/asphalt-paving-101

ANYTIME (Online)

MDOT Technical Training Courses
Learn more at https://www.michigan.gov/mdot/0,4616,7-151-9623_26663_27303-454508--,00.html

NOTE: Some events charge a fee to participate.
Visit the particular website for details.

- Think through the task
- Recognize the hazards
- Assess the risks
- Control the hazards
- Keep safety first in all tasks

TRACK AWARD WINNERS

The whole idea of the TRACK is to help identify potential hazards we may be faced with throughout our day and how to mitigate the risk.

JANUARY CADILLAC

Doug Mecham
Mike Morgan
James Taylor

MPM
William Cartwright
Pamela Whitmeyer

STONECO
Matt Gillette

FEBRUARY CADILLAC

Jake Albert
Nelson Boatright
Ron Finkley
Jose Garza
Tyler Henson
Willie Maleva
Sixto Marreto
Joe Mattock
Scott Purdy
Jack Richards
Jose Rodriguez
Ricky Rodriguez
Rigoberto Salinas
Kevin Seguin
Bill Stately

MPM
Kevin Bisonet
Shelby Hays
Jaime Perez
Dan Scholl

STONECO
Megan Kansier
Robert Selby
Bradley Shinevarre

MARCH CADILLAC

Hector Castions
Jim Fuquay
Bob Harvey
Pedro Jurado
Adam Machan-Garland
Pat Nance
Karyee Otitis
Joe Straub
April, Chico, Gary, Jake,
Jose, Kevin, Mike, Ricky,
Rigo, Rob, Ron, Scott,
Shari, Shawn, Sheila,
Tybo, Tyler, Willy

Ken Jones
John Nance
John Williams
James Nedham
Collin Campbell
David Armentrout
Jake Lopez

MPM
Kalamazoo Plant (Lab)

STONECO
Josh Markgraff
Larry Kominek
Richard Korte

Ron Belden
Dustin Cheney

APRIL CADILLAC

Jake Albert
Dan Dingman
Jim Fuquay
Tyler Henson
Spencer Johnson
Tony Marrareo
Joe Mattock
Devon Moss
Scott Purdy
Jack Richards
Kathy, Mo, Sandy

MPM
Jay Gerrits
Ed Lenhart
Jason R. Van Huis
Rick Vogt
Randy Vrugink
Chad Wilson

STONECO
Carlos Perez
Julie Wolford

Ron Belden
Dustin Cheney
Charles Hoyle
Joe

MAY CADILLAC

Dave Gorkiewicz
Bob Hynes
Willy Malave
Brian Pawluchuck

MPM
Rico Castellonenses
Jordan Harris
Robert Myers
Joseph Seeley

STONECO
Katie Cuthbert
Dan Dorfmeier
Jake Truitt

Scott Brooks
Larry Green
Chuck Harris
Ron Rutz
Rj Selby
Dan Wenger
Kerry Wood

JUNE CADILLAC

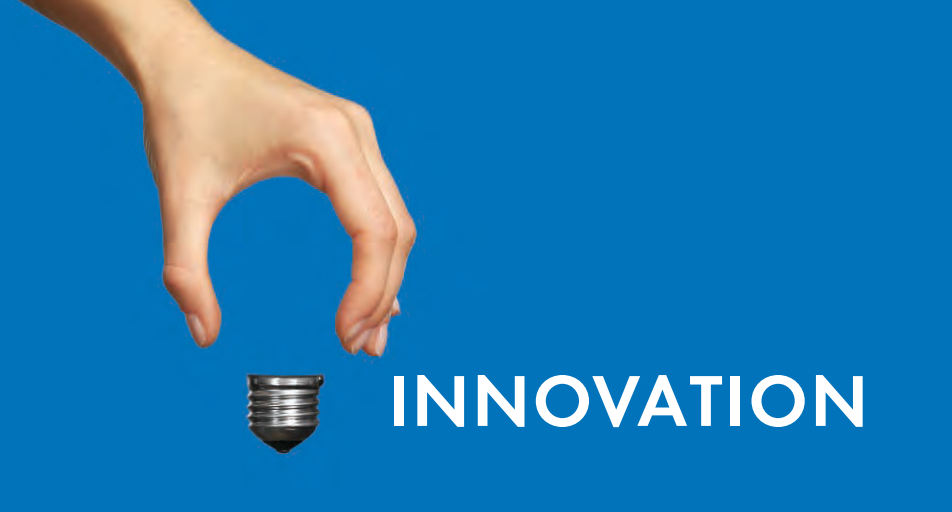
Hector Castions
Isaac Hukell
Adam Machan-Garland
Pat Nance
Khayree Otis
Drake Parker
Gustavo Sandoval
Shaun Stately
Joe Straub
Charles Varner
Mike Zion

MPM
Jay Gerrits Crew

STONECO
Ryan Daniels
Austin Gorowski

Scott Brooks
Rick Hill
Dan Lenon
Nathan Spaans





BRIGHT IDEA AT MPM - DOUBLE KUDOS!!

Josh Nellis, HMA Plant Operator at Grand Region North Plant, won Innovation Awards from both MPM and CRH!! He hypothesized that changing the flights inside his drum would yield a lower temperature thereby reducing energy costs. During spring repairs, his team made the changes. Despite higher-than-average moisture contents in 2017, Josh was right. The plant is now operating more efficiently. BTU's per ton have dropped year-on-year from an average of 235,034 to an average of 224,897. Cost savings have improved our competitive positioning, reduced our energy demand and benefitted the environment in the process.



DAVE WARD DONATES AWARD

Dave Ward generously donated his innovation award prize to **Footprints of Michigan**. Footprints helps hundreds of families and Veterans in the state of Michigan. Established by Geronimo Lerma III in 2014, they are a nonprofit organization committed to caring for the people of Michigan by providing new and gently used footwear to those that are in need.

WHERE'S "GEORGE"?

"Where's George?" George Lopez is a well-loved team member. So much so that **Mike O'Connor** drew his picture on a barrel. Much like "Where's Waldo?" the crew waits to see where the barrel will show up in Ann Arbor.



This get-well card was made by **Dave Gerkowitz** and the Wixom crew for **Bucky Hynes** while he was recovering.



Wanda Dwyer's job on Main street in Ann Arbor.

Special thanks to Mike O'Connor for providing the "back in the day" and current pics.

PREPARING FOR WORK

Traffic guides **Devin Moss** and **Antonio Marrero** cleaning off snow to prepare for emergency pothole repairs.

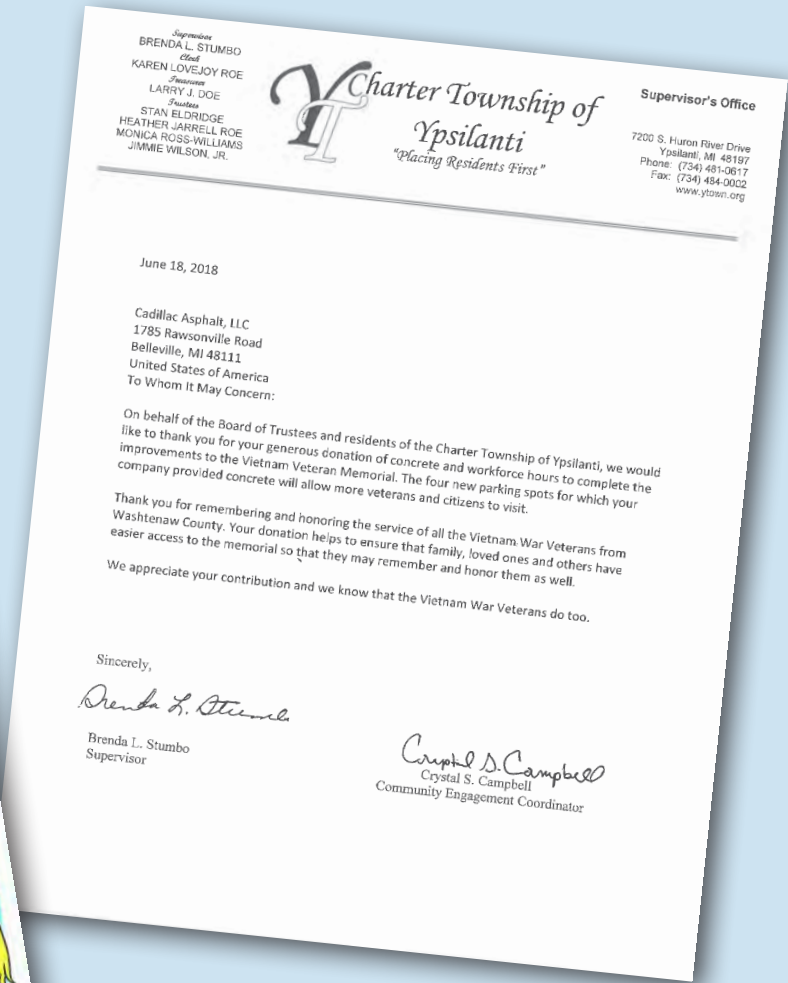
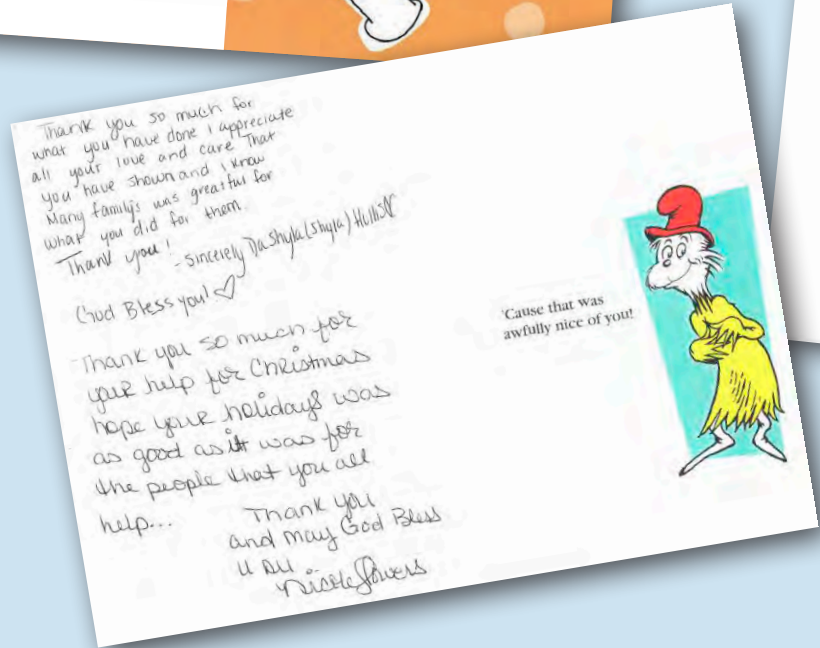
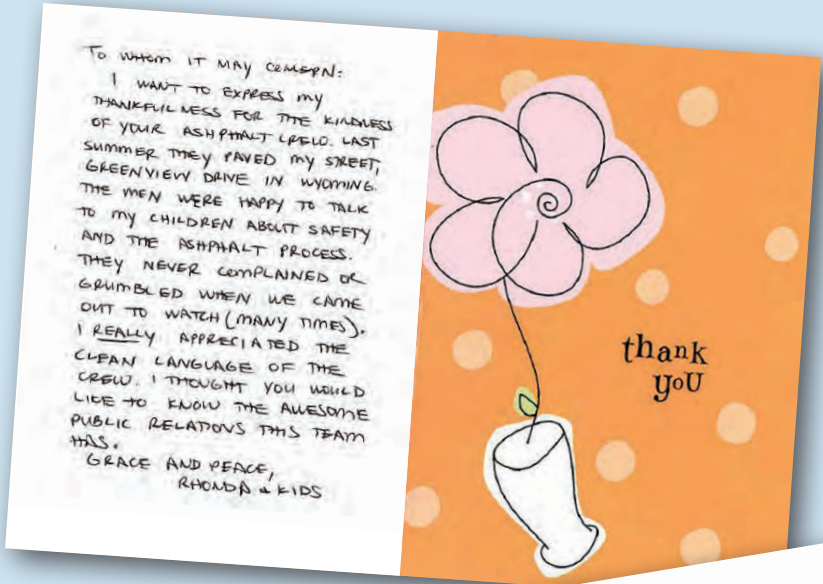
What great lengths **Cadillac Asphalt** employees will go to make our roads safe!



WE GET GREAT THANK YOU'S



When we receive a personal **thank you note**, it makes our day! We hope you enjoy reading how some of our customers feel not only about the work we do, but what it means to them when we **go the extra mile**.

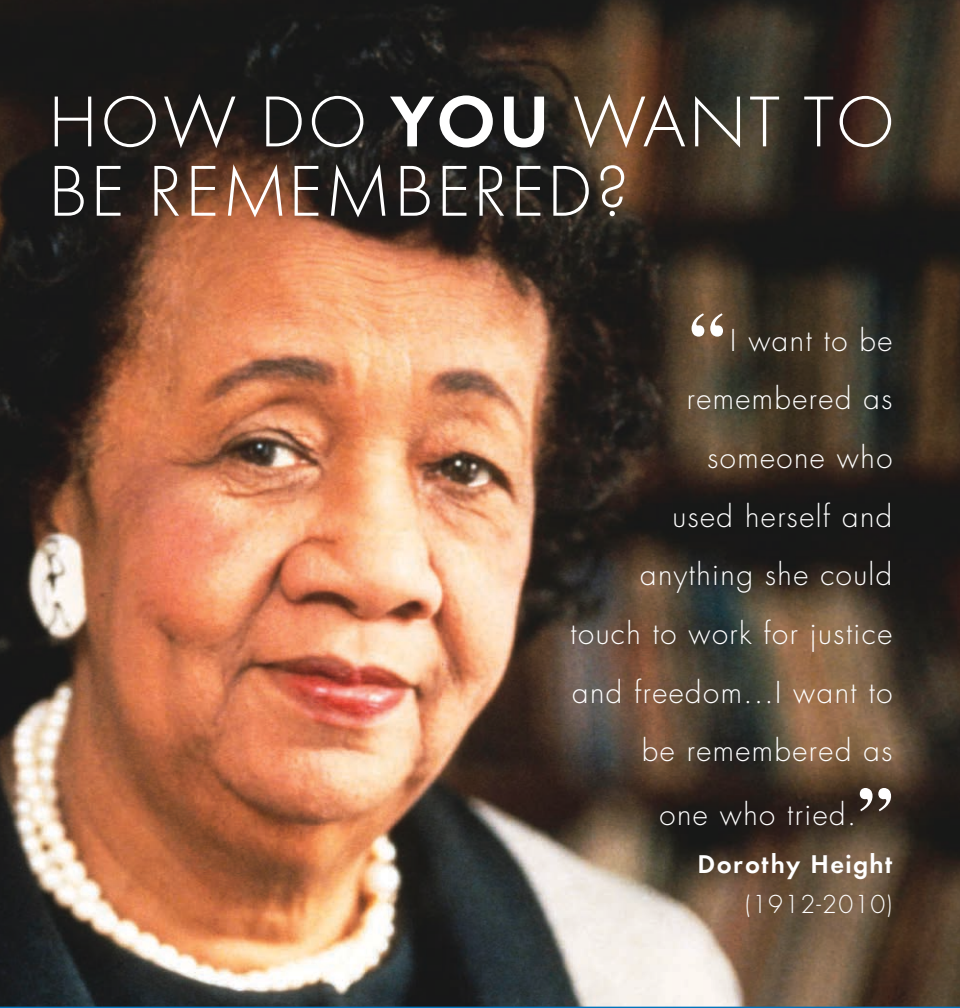




It's been 14 years since **Gabi Cardoza** and her family got the opportunity to move to USA.

“I am forever be grateful for it. Yesterday, I joined seventy-six other people from over twenty countries, and we, together, became citizens of the United States. I look forward to creating many more memories and giving back to this country.”

Thank you so much for making this event in my life so special. I truly appreciate you all for going out of your way and putting this day together to celebrate with me. From attending my ceremony to the balloons, flowers, cake, gifts, the flag colors outfits, and lunch I am so thankful to be able to work with such a selfless and caring group of people.



FOLLOW US!

To keep up on the latest, “**follow**” our Facebook Page and both of our “newsfeeds” from Twitter and LinkedIn. Then, “**subscribe**” to our YouTube channel.

-  **Facebook.com/MichiganPaving**
-  **Twitter.com/MichPaving**
-  **LinkedIn.com/Company/Michigan-Paving-Materials**
-  **YouTube.com/MichiganPaving**

HOW DO YOU WANT TO BE REMEMBERED?

“I want to be remembered as someone who used herself and anything she could touch to work for justice and freedom...I want to be remembered as one who tried.”

Dorothy Height
(1912-2010)

ANTONIO EXEMPLIFIES “EXTRA” AT CADILLAC

In 2016, **Antonio Small** was a pre-apprentice who worked for **Nelson Boatright**. Nelson was impressed with Antonio’s work ethic. He then worked with **Jerry Woods** at the asphalt plant in Ann Arbor doing clean-up work to help out. Jerry also liked Antonio’s work ethic. When Cadillac had an opening in Ann Arbor, Jerry suggested Antonio for the job. “We had an opening for a Scale Operator and Antonio was fantastic. He had all the qualities we were looking for—he was smart, hard-working and talented,” said **Brad Hillars**. When Antonio expressed an interest in becoming a Plant Operator, his leadership team listened. “We didn’t have an opening at a time, but because he is such a great worker, we made a spot for him in Ann Arbor to train as full-time Plant Operator. He’s making great progress, and we fully expect for him to assume a lead operator role in the future,” said Hillard. Congratulations to you, Antonio. You exemplify all that the Extra Mile is all about... celebrating the “extra” in our team!



Written by Cheri J. Najor, MPM Communications Manager and Editor of the “Extra Mile.”



Bob Thompson continues to leave a **LEGACY**. After selling his holdings in Thompson-McCully in 1999—at the time, Michigan’s largest asphalt road-building business—he and his wife, Ellen, set aside \$128 million to be used for bonuses for every employee. Hourly workers received \$2,000 for each year worked—a wonderful legacy.

More recently, Bob and Ellen, in a study of perseverance and determination, have outlasted labor unions to built up one of the most successful charter school operations in the nation.

Today, 4,000 students answer class bells each morning in nine charter schools operating from three different campuses. Since 2007, the couple has poured more than \$126 million into new buildings, retrofitted old ones, installed high-speed Internet lines, and outfitted classrooms with equipment and furniture.

The foundation has plans for two more elementary schools, and Thompson says he envisions adding at least two more K-12 schools within the next three to five years. Another \$100 million was set aside so that their foundation could underwrite the charter schools.

Excerpts from dbusiness article by Norm Sinclair.

MPM PAYS IT FORWARD FOR 17 MICHIGAN FAMILIES SHOPPING AT MEIJER

Michigan Paving & Materials surprised 17 families shopping at Meijer for Christmas when they paid for everything in their cart.

Little did Jeff Penfield know that when he decided to “pay it forward” that it would spark a company-wide tradition of partnering with Meijer to bring joy and smiles to unsuspecting families during the holiday season.



Two years ago, Jeff found himself at Meijer in Grand Ledge frantically buying last-minute Christmas gifts for his grandchildren. When he was stopped by a Meijer team member and told that he was selected as the recipient of the Very Merry Meijer event where the retailer randomly selects a customer and pays for all the items in their shopping cart, the generosity left Jeff speechless. The experience so inspired Penfield that he immediately walked back to the store, purchased five \$100 gift cards and decided to pay it forward by passing them out to random shoppers.

When Jeff’s team at Michigan Paving and Materials found out what Jeff had done, they decided to pay it forward, too. With Meijer’s permission, MPM sponsored two stores in Grand Rapids the following year.

“We wanted to give back to the local communities where we work and live” Penfield said. “The Very Merry Meijer event made a big impact on me, and we decided this year to make an even bigger contribution to a program that makes people feel special and appreciated. Our employees feel great about being a part of it. We plan on doing it every year. That’s what this holiday season is all about.”

Last year, Michigan Paving had the privilege of being a part of the Very Merry Meijer event once again and sponsored 17 families at the following Meijer locations:

Alma; Benton Harbor; Flint; Gaines Twp.; Grand Rapids; Jackson, Kalamazoo; Lansing-East Saginaw, Lansing-South Pennsylvania Avenue; Monroe; Wyoming; Van Buren Twp., Walker; and Ypsilanti.

“Such a Blessing!!! [This] was the most memorable ever for my daughter and her family!” [Sheri Higley, Kiersten’s Mother]



CADILLAC GIVES BACK IN MANY WAYS

- > Vietnam Veterans Memorial
- > American Cancer Society
- > Habitat for Humanity
- > MITA Golf sponsorship
- > Mid-Michigan 5-K Run
- > Construction Angels
- > Touch a Truck
- > Angels of Hope Cancer
- > St. John Hospital Golf
- > Detroit Police Department Training Academy



MPM CANTON HELPS GLEANERS

Employees from Canton spent time at Gleaners Taylor Distribution Center. During our assigned time slot (1:00–3:30), 13 volunteers prepared material to be used in a food drive. The activity consisted of folding, stapling, and attaching postcards to grocery bags that were delivered by the post office to local residents. The bags were used to collect non-perishable items for distribution to feed needy children and families. The volunteers included Radesha Williams, Pam Giles, Bill Brownell, Kim Klink, Shawn Byrns, Sara Skolarsky, Christine Rochowiak, Daena Anderson, Krystina Dortch, Lisa Evans, Cassie Pappas, Gabi Cardozo, Michelle Fields.



MPM AND STONECO DONATE TO “JOHN BALL EASTER EGG HUNT”

MPM & Stoneco teamed up to donate six (6) children’s bikes and a LOAD of candy for the “John Ball Easter Egg Hunt” at the John Ball Park in Grand Rapids, MI.



PICTURED LEFT TO RIGHT: Joe Meza (MPM), Eric McPherson (Stoneco), Ben Schmittling (MPM), Tricia & Bill (Organizers)

MPM KALAMAZOO DIVISION HELPS MIDDLE SCHOOLERS INVESTIGATE FROGS

Dear Terry,
Thank you so much for allowing my students this once in a lifetime opportunity. We were given enough frogs and supplies that each class was divided into groups and they were able to dissect the frogs and have a deeper understanding of the body systems of humans as compared to frogs. This was extremely valuable to my students, and we are beyond grateful. I am confident my students would not have learned as much had they not been given this amazing opportunity. We thank you so much for helping bring learning to life while making it fun and engaging.

Amanda Solloway
Dowagiac Middle School



ALMA PLANT HITS HOMERUN WITH COMMUNITY OUTREACH

- > Youth Baseball Travel Club – Saginaw Rage 11U
- > The American Legion Post #256 – Golf Outing
- > St. Louis Sharks Sports Booster – Gold Outing
- > City of Kentwood DPW – Golf Outing
- > Gratiot County Community Foundation – Golf Outing
- > City of Alma – Park Rebuild Donation
- > Coleman Jr/Sr High School – Robotics Team Program
- > Gratiot County Sheriff Mounted Division – Music Show
- > Nativity of the Lord/St. Mary’s – Security Door Donation



GIVING BACK

IT'S ALL ABOUT THE KIDS

Kids of all ages from the following schools enjoyed Stoneco quarry tours, hands-on geological lessons, rock hunts, and environmental tours:

- > Douglas Road Elementary School - Lambertville, MI
- > Ida Elementary School - Ida, MI
- > Jackman Road Elementary School - Temperance, MI
- > Manor Elementary School - Monroe, MI
- > Metro Charter Elementary School - Romulus, MI
- > Monroe Catholic Elementary School - Monroe, MI
- > Monroe Road Elementary School - Monroe, MI
- > Waterloo Elementary School - Monroe, MI

The following employees helped conduct the tours and serve the students lunch: **Cyndy Brock; Devon Bruck; Katie Cuthbert; Megan Kansier; Al Matthes; Josh Orshoski; Bradley Shinevarre; Ted Vajcner; and Mike Yeager.**



COOKOUTS AT THE QUARRIES

During the year, there were a variety of customer appreciation cookouts conducted at the quarries (Denniston, Maybee, Newport and Ottawa Lake), at some west side locations (100th Street, Bauer, Grand Rapids Rail yard, Moscow and Patterson), in the Brighton office, and at the sand and gravel and rail yard locations (Ann Arbor Recycle, Burmeister Pit, Flint Railyard, Lansing Rail yard and Zeeb Pit).

The following employees helped conduct the tours and serve lunch: **Austin Anson; Tammy Anson; Kurt Conley; Katie Cuthbert; Dan Ferris; Nicole Fisher; Matt Gillette; Tony Halloran; Trevor Horwath; Vicky Johansson; Megan Kansier; Steve Leach; Dan Lenon; Sabrina Little; Josh Markgraff; Mike McIntosh; Eric McPherson; Tori Morgan; Jason Rivard; Ron Rutz; Lindsay Sawyer; LeAnn Schumate; Scott Smith; Brad Wilson; and Julie Wolford.**



CADILLAC SMOOTHES THE WAY FOR VIETNAM VETERAN'S MEMORIAL

Some people say what we do sounds boring. We get it. Asphalt isn't necessarily all that sexy. Just remember, though. When we repave the entrance to the **Vietnam Veteran's Memorial in Ypsilanti** so that families and loved ones can pay their respects, we're not interested in being glamorous or sexy. We just want to give back to honor those who served and sacrificed to make our boring jobs possible.



KIDS @ WORK!

All the kids from both MDOT and MPM (Canton) enjoyed their days at the quarry, learning about how asphalt is made.

The following employees helped conduct the tours and serve lunch: **Cyndy Brock; Katie Cuthbert; Paul Cuthbert; Sue Hanf; Mike Jackson; Megan Kaiser; Al Matthes; Eric McPherson; Jason Rivard; Bradley Shinevarre; and Mike Yeager.**



STONECO SUPPORTS DIAPER DRIVE FOR FLINT

We pride ourselves on staying involved in every community where we are located. Recently, Stoneco took part in a local Diaper Drive to give back to those in need in Genesee County near the Stoneco Flint Rail Yard.



Davison Dental partnered with The Flint Diaper bank to organize a Diaper Drive. **Stoneco donated over 1,500 diapers** to the cause, adding to The Flint Diaper Bank's annual total of over 500,000 diapers donated.

The Flint Diaper Bank provide diapers, free of charge, to families in need in the Genesee County area.

MPM, CADILLAC AND STONECO SUPPORT "PURPLE COMMUNITY" FUNDRAISER

The fourth annual Consumers Credit Union Purple Community 5K on Saturday, April 28, 2018! 100 percent of the proceeds from this event benefit cancer, Parkinson's and other disease research at the Van Andel Institute in Grand Rapids, MI.



The combined team of people from MPM, Cadillac and Stoneco were the **top team fundraiser** with \$5,885, one-third of total of \$16,236 raised!



GIVING BACK

QUARRY TOURS WOW MAYOR OF MAYBEE

Stoneco participated in the annual Maybee Days event in Maybee, Michigan. We had an informational booth, participated in the parade, and provided free tours of the Maybee quarry.

Employees at the information booth gave away prizes for guessing the number of rocks in a jar and handed out coloring books, temporary tattoos, and candy. Maybee Days attendees were also able to enjoy rock and safety coloring pages at the booth. A Stoneco loader, several trucks, and employees all participated in the parade.

For the second time, we teamed up with the Village of Maybee to give tours of the quarry. Josh Markgraff, superintendent of the Maybee quarry, gave ten tours to 340 people. Maybee Quarry employees staged equipment around the plant during the tour to help attendees better understand what happens at the quarry. Megan Towalski, a local resident, commented “Probably my favorite thing at Maybee Day this year!!”

During the event the Mayor of Maybee, Leonard Gaylor, conducted a ribbon cutting ceremony for the town’s new community offices. The Mayor spoke about how local businesses were instrumental in funding the project and mentioned Stoneco specifically: “Besides Stoneco’s financial assistance, there was the J.A.W.S. program that donated labor and the contractors who supplied the know-how to save this part of history in Maybee. The project took a year to complete but the results speak for themselves. Stoneco has become a ROCK SOLID part of the community.



STONECO HELPS SCOUTS EARN THEIR MINING IN SOCIETY AND GEOLOGY MERIT BADGES

Stoneco of Michigan, a subsidiary of CRH, hosted a Mining in Society and Geology merit badge event during the annual Scout-O-Rama weekend on May 12, 2018. More than 50 troops (160 scouts) attended the free event and went through the program to receive their blue cards at the end of the event.

Scouts went through four learning sessions—Mining: What and Why, Mining Planning and Locations, Geology Rocks and Minerals, and Safety and Environmental—went on a quarry tour, and had lunch. The Shelly Company, Stoneco’s sister company, helped present and plan the event, and Monroe Public Schools pitched in by providing buses for the quarry tours. The Scout committee helped finalize the planning and details. Many scouts expressed interest in getting into the industry when they get older.

“The quarry tour was the best part of the day!” said a scout while getting his Blue Cards signed, according to a Stoneco press release.

“Thank you for providing such a wonderful event,” said Louis Taylor, a scout leader from Troop 304 in Saginaw, according to the press release. “The planning and presentation was outstanding! We had a great time!”



Written by Kerry Clines. Published in the “Aggregates Manager” on June 15, 2018.

CADILLAC MAKES KIDS SMILE AT CHILDREN’S CENTER BIRTHDAY PARTY

For the fourth year, Cadillac hosted a birthday party at the Children’s Center for kids whose birthdays fall in the month of June. This year, Stoneco joined in the fun and not only provided food, but did the grilling while Cadillac provided the cake and decorations! The best part? Kids loved getting their faces painted and their own caricature.

Volunteers: Tammy Anson, Angie Straw, Lindsay Sawyer, John Harnica, Jeremy Baganell, Dawn Norris, Lisa Evanst



DUCKS UNLIMITED WETLANDS SUPPORT CONTINUES

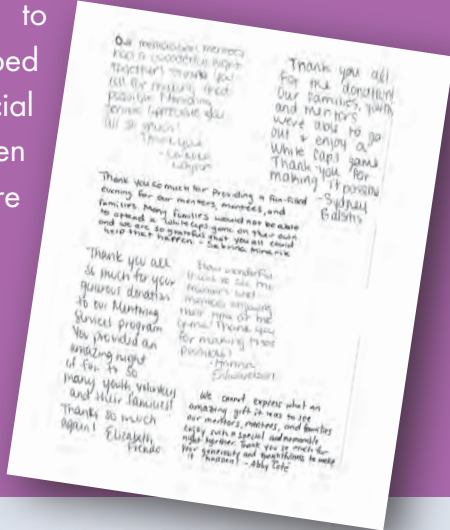
Longtime supporter Stoneco sponsored a table of ten at the Ducks Unlimited third annual banquet. DU’s goal is to raise funds for wetlands conservation. Below is a photo taken with Debbie Stabenow. Over 1,200 people were in attendance. They were either members of Ducks Unlimited, students, faculty, members of the community, or people from the surrounding area.



COMMUNITY OUTREACH

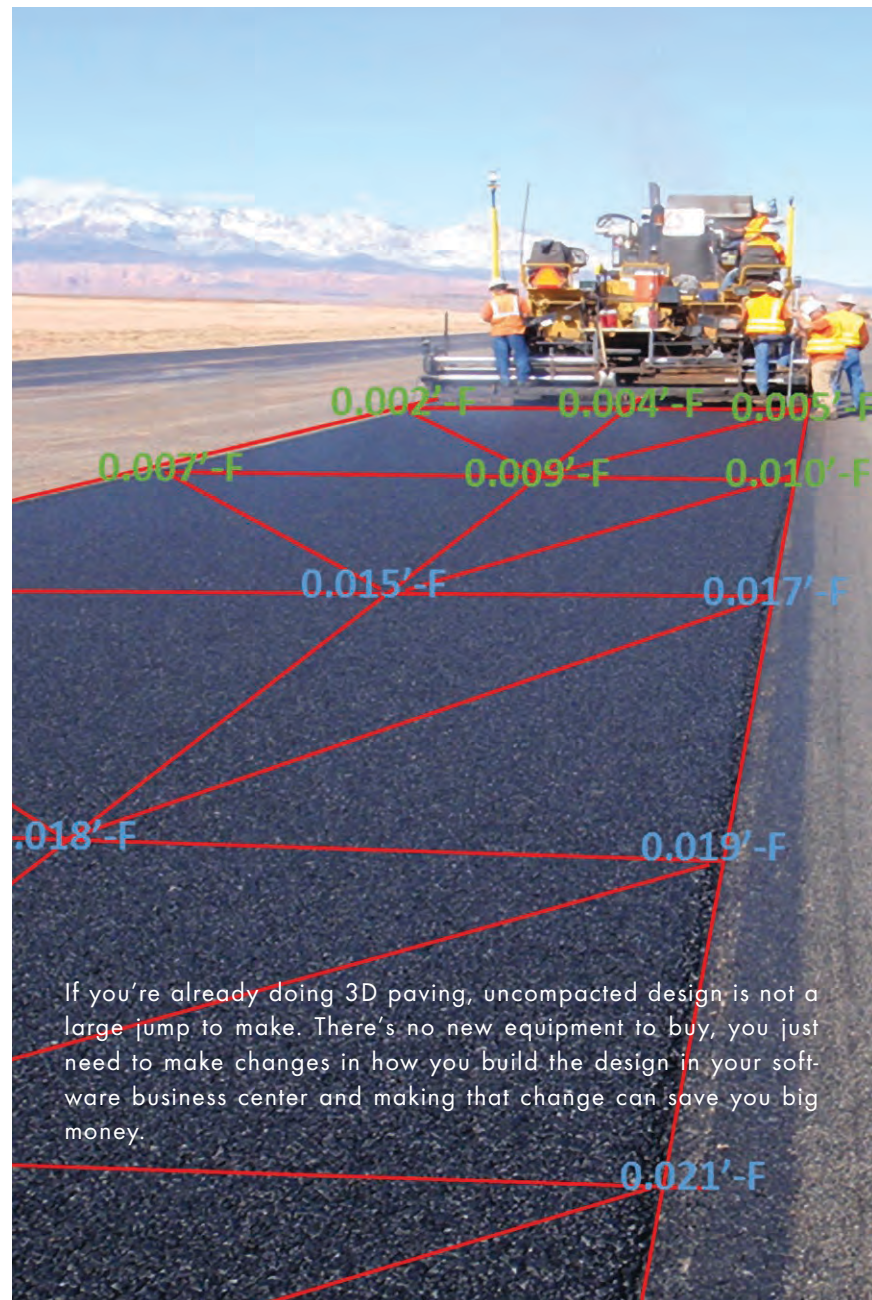
MPM and Stoneco Surprises 200 Kids With Tickets to a Baseball Game

When kids are happy, we know we’ve done something right! These beautiful thank you notes say it all from the staff at DA Blodgett Mentoring Services who thanked Michigan Paving and Stoneco Michigan for donating 200 tickets to the staff, mentors and kids to see the White Caps baseball game. Heartfelt thanks to everyone who helped make this special event possible. When kids are happy, we’re happy!



Pictured Alphabetically (Ask Alexa who is who): Sydney Balsiris; Robert Checkley; Abby Cote; Hanna Edwardson; Elizabeth Frendo; La-Nika Layton; Joe Meza; Sabrina Minarik; Jeff Reed; Kim Stinson

How Variable Depth Paving Saves Asphalt Contractors **TIME AND MONEY**



If you're already doing 3D paving, uncompacted design is not a large jump to make. There's no new equipment to buy, you just need to make changes in how you build the design in your software business center and making that change can save you big money.

Using 3D paving and an uncompacted design helps achieve optimal pavement smoothness, even on an imperfect base

Smoothness on a paving job is king. There are many ways to achieve smoothness and the use of technology is one of them. Most paving contractors are familiar with 3D paving which refers to the three dimensions of depth, width and direction of paving. The big benefits of using 3D are providing exact levels of smoothness, accuracy and material management.

"If a contractor has made the decision to 3D pave, it would mean they are trying to achieve a desired elevation or a desired top surface of the pavement that is as smooth as possible for International Roughness Index (IRI) and smoothness bonuses and incentives," says Kevin Garcia, business area manager for paving and specialty construction in Trimble's Civil Engineering and Construction Division.

When your underlying surface isn't smooth to begin with however, variable depth paving – or uncompacted design using 3D elements, may be beneficial.

"When you pave on top of an already relatively smooth surface, that's pretty easy. All you're doing is managing thickness at that point," Garcia says. "Uncompacted design, or variable depth paving, allows for a smooth final surface even if the underlying surfaces aren't smooth to begin with."

All About That Base

We know that a pavement is only as good as the base that it's put down on, and while some contractors have made the leap into 3D paving, they may not be getting the full benefit of the technology by adding 3D grading and milling into their paving programs.

"In many cases, the contractor in charge of doing the grading and the milling is not in charge of doing the paving so there is



▲ In many cases, the contractor in charge of doing the grading and the milling is not in charge of doing the paving so there is no real incentive for them to make sure that surface is perfectly prepped for the asphalt contractor. An uncompacted design and 3D paving compensate for an imperfect base.

no real incentive for them to make sure that surface is perfectly prepped for the asphalt contractor," Garcia says.

Asphalt contractors then can be left with a surface that is not prepared to the high accuracy they may need. This is especially an issue when the compaction factor is considered.

"Asphalt pavers are really really good at paving things smooth. They are great at holding the screed flat and filling in any low spots as they go over them so you get what looks like a perfectly smooth surface after paving," Garcia says. "However, if you have a base profile that goes from 3-in. to 6-in. down to 2-in. and so on, the compaction factor is going to be different in those low spots. You're going to get more compression where you placed more asphalt and less compression where less asphalt was placed."

Typically, paving removes between 70-80% of low spot deflection with each pass so you may be able to smooth a low spot out relatively well before the finishing layer, but compaction will always cause some form of longitudinal waving.

Uncompacted design on the other hand, takes into account the surveyed surface of the original base prior to paving.

"With this technology, we pave higher in some areas and lower in others on purpose, specific to a 3D design," Garcia says. "We design these jobs with accurate topography of the surface, accounting for the compaction factor of the asphalt after it's rolled...thus the 'uncompacted design.'"

3D BACKGROUND

In normal 2D paving, the action is about controlling grade. In 3D paving, it may include steering as well as automatic screed width control. The system works with a known 3D model, which specifies what grade and slope should be at a given point. In 2D, it's more about the initial set up and then paving away.

Systems for 2D paving consist of a single display, sonic sensor, contact sensor or sonic averaging beam. In 3D paving, the same components are there, but the 3D system talks to the 2D system so they work in conjunction.

3D in this context is comprised of two factors: **3D job files** and **3D paving**. The three dimensions referred to here are depth, width and direction. During 3D paving, a job file that tells you at the x and y location, what the depth should be and what the width should be.

Because of this, the most important factor in 3D paving is the model that is transferred into the machine control system. This model includes a proper survey with the topography of existing conditions carefully compiled. Any errors in creating the 3D model will lead to errors on the job, as they will be replicated at the time of paving.

In other words, the old adage of "garbage in, garbage out" applies doubly here. The site control must be maintained as contractors can't expect the paver to pave accurately if the site control is off in any way. 3D systems communicate with a network of base stations that provide precise positioning data so the machines can work off a virtual design and the machines always have to maintain a line-of-sight to two base stations in order to precisely fix their position. The site control must be maintained as contractors can't expect the paver to pave accurately if the site control is off in any way.

Garcia says the compaction factor of the asphalt being used for the project is typically provided by the QC lab of the contractor and it can change with each job. The compaction factor for each mix can change based on the gradation in the mix, the oil that's used and even the amount of time the mix has to travel to the paving site. It's not always a ¼-in. per inch.

"Then with a few other proprietary parameters, we create a 3D surface in our design software for the paver to execute against," Garcia says. "The paver will adjust the screed per the design, giving a little more asphalt in certain areas. The results are a smoother surface with less effort."

SPECIAL REPORT — VARIABLE DEPTH PAVING



▲ Typically, paving removes 70-80% of low spot deflection with each pass so you may be able to smooth a low spot relatively well before the finishing layer, but compaction will always cause some form of longitudinal waves. An uncompacted design compensated for that.

Garcia says that for some contractors, this type of paving is a huge leap of faith.

“They are very used to looking behind the screed and seeing a very smooth, very flat mat and that’s their idea of a quality job, not thinking the underlying surface may change considerably,” Garcia says. “Now, we’re paving waves on purpose. Even though the mat may not look smooth as it leaves the paver, we know that we’ve accounted for the void space and air voids in the mix and how much it will compress once the roller hits it to leave us with a smooth surface in just one pass.”

Why Implement Uncompacted Design?

If you’re already doing 3D paving, uncompacted design is not a large jump to make. There’s no new equipment to buy, you just need to make changes in how you build the design in your software business center and making that change can save you big money.

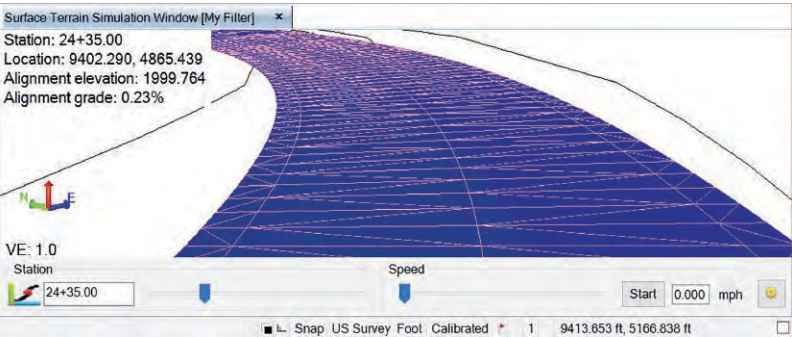
“In most paving applications, we’re prioritizing several factors including minimizing material usage and smoothness of the final surface,” Garcia says. “If you are paving a fixed depth on a surface that has a lot of longitudinal waves, it’s very difficult to take out those waves, even with an averaging beam on the paver, which is designed to help with that. If the underlying surface has longitudinal waves and we simply pave a fixed depth, we end up with the same waves, only at a higher elevation. The most commonly used method to get rid of those waves is to first pave a leveling course before finishing paving. With the uncompacted design, we can eliminate the need for a leveling course and pave a smooth final surface, removing an entire step from the job.”

And eliminating an entire layer of asphalt equals big money saved.

“When budgeting a job, most contractors are planning to run over on material so they factor in about a 3% overage on their yields,” Garcia says. “We worked with one company that was going to incur liquidated damage costs of \$240,000 for every day they went over on an airport project. Had they not used 3D, they would have missed the deadline by a minimum of 10 days, costing them over \$2.4 million.

“With the technology, they were actually able to finish three days early,” Garcia continues. “And since they knew exactly what they were going to be placing, they used 1,000 tons less material than they intended and were able to put all those production and material costs right back in their pocket.”

In addition to achieving smoothness bonuses on bridge decks and specialty projects like race tracks, many DOT’s are starting to place a larger emphasis on IRI’s.



▲ This image simulates an imperfect surface prior to paving showing the high and low spots the paver will adjust for.

“Many DOTs have IRI specifications and if the road you’re starting with is running a 150-160 IRI and you’re expected to get it down to a 75, you’re either going to have to employ multiple leveling courses across the road which are time consuming and expensive, or you can use uncompacted design and 3D paving,” Garcia says.

And while Garcia says the adoption of the technology is relatively low in comparison to the opportunities it presents, contractors who have implemented it have seen great success saving both time and dollars.

“The barrier to entry costs on these systems has come down considerably and what we find is that once you’ve paved three miles, you’ve paid for this system and then some,” Garcia says. “The technology that goes on the machine hasn’t changed in price much, but contractors don’t necessarily have to buy the total stations anymore, they can rent them out and return them



▲ The result of 3D paving with an uncompacted design is a smoother surface with less effort and less material as it eliminates the need for a leveling course.

as needed and significantly bring down that initial purchase price.”

Most contractors will factor in a 3% overage of materials on jobs. The need for that is eliminated with an uncompacted design and 3D paving.

Garcia says that it’s still surprising how many contractors have not even heard about this type of technology and are not aware of the opportunities it can present to them. Contractors may soon get a trial by fire as many DOT’s will require 3D paving on some jobs and that’s money you can’t afford to miss.

“True 3D paving has been available since 2009 and the guys that were early adopters are winning more bids, making more money and their competitors are starting to notice. Contractors are starting to see the value of this, are less intimidated by the technology, and the benefits to their business are just going to grow once implemented,” Garcia says.



▲ Contractors who were early adopters of 3D paving are **winning more bids** and **making more money** than their competitors who are resistant to technology.

Keys to a Successful Machine Control Project

Consult with a qualified manufacturer and supplier prior to the project

Plan and prepare for training from a qualified distributor prior to production on the project

- > Don’t plan to deploy the technology live; plan to practice with sand to see how the technology reacts

Commit to use the technology

- > Technology is an investment, if you’re just using it because the spec says so, you’re not committed and will be less successful
- > Have a staff member be responsible and be a champion on the project
- > Technology will change how you work, trust the system

Follow all machine manufacturer recommendations

- > There is no “magic” button when technology is installed, you still need to know how to pave and know that your paver and screed are in prime operating condition

Trust the software

- > Don’t build the design high for the compaction factor, let the software do that and once its set up, don’t touch the screed. The execution is the easy part, it’s the initial set up and prep work that require the most time and accuracy

Use the correct technology for the project application

- > Is there a line of sight for the total station?
- > Are there obstructions? High walls? Overpasses? Bridges? Trees? Tunnels?
- > These will impact set up and function of the technology

“We’re just starting to scratch the surface of what this technology can do,” he concludes. “We’re going to see contractors use this technology in new and unique ways, linking machines so we can start sharing productivity data. We could see tonnages placed per hour, number of machine stops per hour and why, and theoretical smoothness numbers directly out of the machine in real time.”

Written by Jessica Lombardo, Editor of “Asphalt Contractor” magazine.



PAVING VETERAN KAREN VELTEMA ROLLS OUT HER WISDOM AND THE “FOUR D’S” TO SUCCESS

About 26 years ago, Karen Veltema found herself unemployed and at a crossroads. She had just lost her job welding jet engine parts for a company that manufactured aircraft and was feeling uncertain about the future. That’s when Karen’s husband called a buddy of his who mentioned they had an opening at the paving company where he worked.

“Jay Gerritts went to school with my husband,” Karen said. “When I started with Michigan Paving, I worked with Jay on a prep crew where we raised man holes and did shoulder gravel. We became a paving crew three years after that,” Veltema added. Karen went on to become a roller operator trainee and then a full-fledged roller operator, a position she holds today in the Grand Region.

As I sit in my air conditioned office interviewing Karen on a 93 degree summer day, I can’t help but think about how she manages to work all day in the heat, so I ask Karen how she deals with it. This is when Karen rolled out her first bit of wisdom:

“I try to find shade as much as possible,” she said, laughing. “You’d be surprised, but your body gets used to being outside. But the real secret”, she added, “is not complaining. I try to stay positive and move forward.”

When it comes to describing how she’s managed to be so successful working on a paving crew with primarily men, Karen surprised me by rolling out yet more wisdom. I expected to hear her share stories about the challenges she



overcame working in a male-dominated industry. I anticipated a lengthy conversation where I typed feverishly and documented the skills and complex strategies she had used over 26 years.

Instead, Karen shared her secret casually and naturally, much like you would expect a professional who has perfected the art of making the road smooth for others.

“Being a roller operator is rewarding and challenging,” Veltema said. “Then again, I think maybe I enjoy work more than some people. Not everyone comes to work looking for the good, but I find a lot of satisfaction in what I do.”

As for how to create a high-energy, positive team, Karen makes sure to treat everyone equally. “It’s important to me to do the best job I can do every single day and to be positive with my coworkers whether they’re male or female.”

And then, there are Karen’s Four D’s that she lives by: “I have always had a lot of *determination, desire, discipline* and *dedication*. I live by these four “D’s.”

Karen’s advice to any woman who is considering entering the field revolves around finding the right support. “When you first start in this industry, you need a good support system. There are going to be days where you’re frustrated. But if you have someone you can trust, someone to talk to



and encourage you, it makes all the difference. MPM does this for me, and so does my husband.”

By this point in our conversation, Karen and I have been talking and laughing for nearly an hour. I apologize for taking up so much of her time, and admit that I don’t want our conversation to end.

I’m in awe of her humility, openness, vulnerability and generosity. In one, short conversation, I’m reminded of the powerful wisdom that has guided 26 years of an extraordinary leader.

The final bit of wisdom that Karen rolled out will come as no surprise for those that know her. It ranks as some of the best advice any woman could give to another woman.

“We can do anything as women.”

With pride in her voice, Karen added, “I’ve worked hard at MPM for my entire career, and I want everyone to know how much it meant to me to be recognized. I feel honored.”

So do we, Karen. ◀◀



Written by Cheri J. Najor, MPM Communications Manager and Editor of the “Extra Mile.”

WOMEN IN CONSTRUCTION

FIRST-EVER WOMEN IN CONSTRUCTION AWARDS

Congratulations to the 38 women who were nominated by their peers for Michigan Paving and Materials’ Women in Construction award! Women from MPM, Stoneco and Cadillac Asphalt were recognized as exemplary examples of leadership in the construction industry.

To celebrate, the nominees and their families will be invited to a celebratory dinner at the end of the season with the leadership team and presented with their award.

Every year from March 5-11, we have Women in Construction Week. WIC Week provides an opportunity to raise awareness of the opportunities available for women in the industry and to emphasize women’s growing role in the field.

Tammy Anson	Gina Lopez	Toni Reyburn
Shawn Byrns	Melida Maritofer	Kristine Rorke
Billie Cochran	Tori Morgan	Rhonda Sanker
Molly Conley	Shelly Moultrup	Lindsay Sawyer
Daniell Dykes	Kendra Noffke	Michelle Shields
Wanda Dwyer	Dawn Norris	Angie Straw
Bonnie Hall	Jennifer Olson	Toni Strong
Heather Henderson	Cassie Pappas	Karen Valtema
Vicky Johansson	Leah-Ladner Parks	Marlene VanPatten
Megan Kansier	Lisa Pearsall	Beulah Walker
Susan Kandell	Kathy Phillips	Pam Whitmyer
Linda Kukola	Theresa Price	Julie Wolford
Sabrina Little	Dawn Prostell	

NAWIC CONFERENCE

The National Association of Women in Construction (NAWIC) provides its members with opportunities for professional development, education, networking, leadership training, public service and more.

The 63rd Annual Conference is in Lake Buena Vista, FL this year, from August 15-18. Visit their website for the details: NAWIC.org

HARD HATTED WOMAN - THE MOVIE

In an industry that is over 97% male-dominated, women in blue-collar construction trades are breaking ground, building the future, and changing the face of construction. Theirs is a fight to redefine the labor movement and overcome the most enduring barriers to occupational freedom for women.

Help them finish the film by donating at: HardHattedWoman.com



HOT JOBS



M-5 PROJECT

CADILLAC + PARTNERS =
SUCCESS

This job was in the city of Detroit, M-5, from Cass all the way to I-94. It was a design-build project through MDOT. Cadillac was a sub contractor to CA HULL. The primary focus of the project was the MLK bridge. Through a partnership with CA Hull, Cadillac took over the management of this portion of the project.

The job was originally set up to be done at night with one lane closure at a time, but Cadillac proposed a change that allowed us not to pave at night but also allowed us to split the job into four quadrants which allowed us to go from point of beginning to point of ending. This was done by having temporary lane striping with the help of PK Contracting and Dan’s Electrical. One of the key elements of this job’s success was utilizing the same 24’ paver set up that we used on M-59.

Crews got the job done! ◀◀



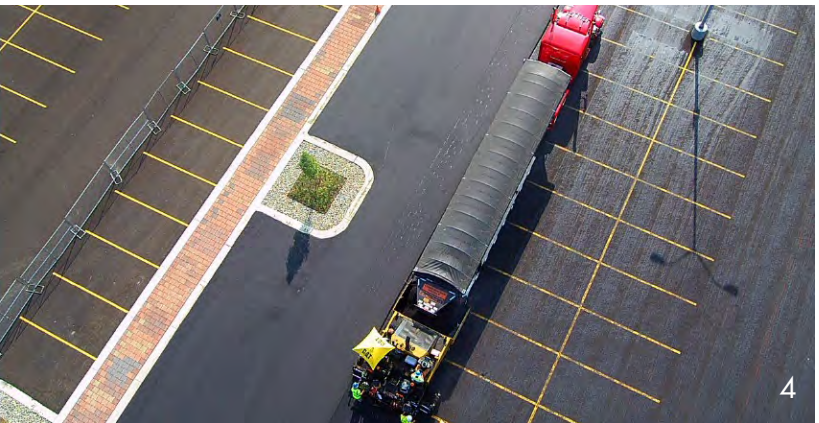
- PHOTOS:
- 1: Grand River Avenue near Cass Avenue
 - 2: Grand River Avenue near 1st Street
 - 3: Grand River Avenue near the West Service Drive of I-75
 - 4: Grand River Avenue near West Warren Avenue



MPM JOBS

PROJECTS STATEWIDE

- PHOTOS:
- 1: M-40 | Hamilton, Michigan
 - 2: University of Michigan Stadium | Ann Arbor, Michigan
 - 3: Vinyard Assisted Living | Texas Corners, Michigan
 - 4: Amway Freedom Parking Lot | Grand Rapids, Michigan
 - 5: Village of Martin | Martin, Michigan
 - 6: Fremont Municipal Airport | Fremont, Michigan



HOT JOBS

AGGREGATE SUPPLY
STONECO SALES ROCK

METRO TRANSPORT

- ▶ Wind Project
- ▶ 2017/2018 Project
- ▶ 1x3 Limestone: 17,425 tons
- ▶ 21aa Commercial: 15,400 tons
- ▶ 6aa Commercial: 4,350 tons
- ▶ MDOT Class II Limestone Sand: 53,250 tons

MONROE CRC

- ▶ Monroe County Spread Jobs
- ▶ 21aa/6aa: 20,750 tons

CALO/TIA MARIE

- ▶ Nixon Farms-Ann Arbor
- ▶ Class II Sand Zeeb: 53,300 tons
- ▶ One of the largest housing developments in modern Ann Arbor history
- ▶ Homebuilder “Toll Brothers, Inc.” is moving forward to build 472 new condos on old farm properties

MILLER BROTHERS

- ▶ Project Rapids (Grand Rapids Amazon Warehouse)
- ▶ 1 million square foot warehouse
- ▶ 100 acre site south of Grand Rapids
- ▶ 500,000 tons

MILLBOCKER & SONS

- ▶ Project Perrigo
- ▶ Kalamazoo River Shoreline Erosion Control
- ▶ 12,000 tones of Special Rip Rap (24-36 inch)



PAVING JOBS
NOTEWORTHY PROJECTS

DIVISION	LOCATION	TONS
GR	Amway World Headquarters (Kent)	10K
GR	M-46; M-37 to Maple Island Road (Muskegon)	26K
GR	US-131; South Kent County Line to 76th St. (Kent)	18K
GR	I-69 Business Loop (Branch)	10K
GR	M-79 (Eaton)	20K
GR	M-52 (Shiawassee)	21K
SW	I-94; Three Oaks Road to Red Arrow Highway (Berrien)	43K

COMPANY	LOCATION	TONS
CAD	U of M; Stadium Blvd. (Livingston)	3.5K



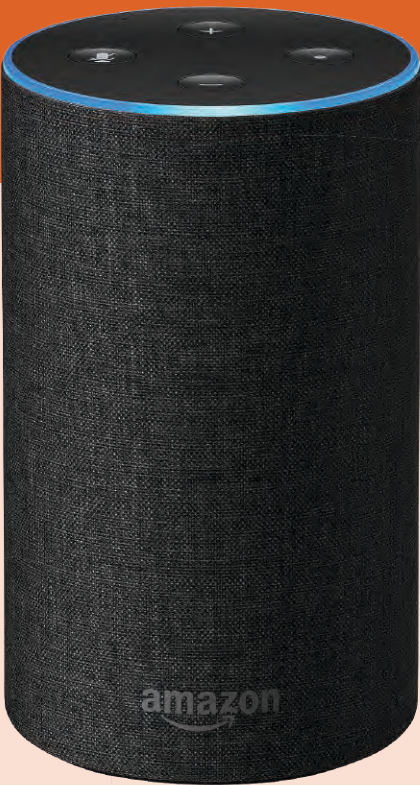
CONTEST

WIN AN
AMAZON
ECHO

If you find the word “**Alexa**” somewhere else in the magazine, send an e-mail to:
ExtraMile@mipmc.com

Sometime in September we’ll have the drawing live on Facebook! If Gregg Campbell pulls your name out of a hat, you **win an ECHO!**

Watch your in-box!



“I hope that many of you will join in my special mission to make the world safe for people with intellectual disabilities... and to make the world safe for human dignity as well.” [Eunice Kennedy Shriver - Founder of Special Olympics].

POSTSCRIPT

WHAT'S ON YOUR BOARD?

Just about everyone wants to make a positive difference in this world. It seems to be a strong, innate need to know that our lives have mattered. My Aunt Theresa passed away recently. At her funeral, I stood in front of her memorial poster looking at her pictures and reflecting on all the things I loved about her.

It was her legacy in pictures. My friend Kevin has a unique take on funeral memory boards. Rather than make him sad, they inspired him. "Create your memory board now, Cheri" he told me. "Decide today how you want to be remembered." This issue of the Extra Mile is about remembering and honoring those who left a lasting legacy. My hope is that it also inspires you to think about your legacy. What pictures do you want on your memory board? What legacy will you leave? The good news is that you are both the photographer and subject in your own board. May you enjoy every photo along the way.



Write to us at ExtraMile@mipmc.com. Let us know what you liked. Share how we can make the next issue better. All ideas are welcome. This is **YOUR magazine**, and we'll make it the best it can be *together*. ◀◀

WHO WE ARE

MPM operates six asphalt plants, an asphalt cement terminal and an asphalt emulsion terminal. We also operate limestone quarries and sand and gravel pits under Stoneco of Michigan. In the metro Detroit area, as part of a joint venture, we operate Cadillac Asphalt, LLC.

Visit us at MichiganPaving.com



Cadillac Asphalt, LLC, operates nine asphalt plants. With our parent companies, we also operate aggregate and materials locations throughout Southeast Michigan. We are an Edwards C. Levy and Oldcastle Materials joint venture.

Visit us at CadillacAsphalt.com



Stoneco of Michigan is an operational arm of MPM. We operate four limestone quarries, 11 sand and gravel operations and three rail terminals in Michigan's Southern Lower Peninsula.

Visit us at Stoneco.net



“An entrepreneur can **lead** a company, but the employees define its character.”

Robert M. “Bob” Thompson – Founder of Thompson-McCully (Company name before MPM)



"Legacies are built and they are built upon. As we remember those who came before us, we hope you remember to celebrate your contributions to the legacy we're building together."

Gregg Campbell, President of MPM

The *Extra Mile* magazine is published by the Michigan Paving and Materials Communications team for employees at MPM, Stoneco and Cadillac Asphalt, LLC.

