



# RECYCLER

Volume 4, Issue 1  
January 2009

## RMCI CELEBRATES 21 YEARS OF A "NEW TWIST ON OLD HACK"

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**Happy  
Holidays &  
Happy New  
Year from  
Recycled  
Materials  
Company!**

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On November 7<sup>th</sup>, 1987, Recycled Materials Company, Inc. (RMCI) was formed around the idea "of furnishing our own aggregate by recycling concrete", explains co-founder, **Mark Wachal**. This idea came at a time when recycling was not universally accepted *anywhere*. Today, many are comfortable knowing that RMCI pioneered the concept of recycling, that RMCI is active in the recycling and deconstruction industry, and that RMCI created and continues to create their own market. But, how did we get here?

All those who had a part in the inception of this new business concept and corporation grew up as farmers in Minnesota (although a few had never met while living there) and each brought their own construction expertise to the table. Brothers Tom and **Ken Buesing** had spent more than 15 years as co-owners of a successful Colorado trucking firm named-Pebble Haulers; Al Ladwig brought aggregate sales and marketing experience to the table; and Mark Wachal brought highway construction, paving, crushing and recycling experience.

In the first months of operation, RMCI rented the property that became the Arvada

Recycle Center, leased a crusher from a local contractor and concentrated on creating a market for recycled aggregate materials. Within a year, RMCI invested in a new Hazemag crusher with Ken's ability to persuade financiers to cover what was a unique business and machine at the time. In addition to that new crusher, Ken found, purchased and rehabilitated other used equipment to round out the fleet. "We'd start with a piece of old equipment. Kenny would work on it, get it running and do the R&D in the field", Wachal remembers.

RMCI recycled its first million tons of aggregate in two years – three years ahead of schedule. RMCI's first recycling contract was with L&M Enterprises, cleaning up river banks along Fountain Creek that were loaded with waste concrete. RMCI convinced the project owner to process and use the material on site rather than haul it to landfill – a Value Engineering concept that RMCI continues today. In 1989, RMCI secured their first highway in-place recycle job, a subcontract on I-80 in Cozad, Neb.

In the early years, as now, RMCI's success was based on many people coming together with varied expertise, experience and contacts.

"Everything revolves around recycling, but nothing is a leap of faith because of the varied experience of upper management," Wachal explains. But in the early days, before RMCI was able to commit decades to debunking the myths regarding the value and applicability of recycled aggregate, no one was asking for or specifying the material. Within a few years, despite tireless efforts, business began to look bleak.

In 1992, Tom and Ken split partnership. Tom continued trucking operations in Colorado Springs while Ken and Mark moved forward with business plans for RMCI. By March, RMCI staff was reduced to 4-day work weeks. Today, few are aware that Ken and Mark made no salary for some time and paid the RMCI staff from their personal savings accounts. At the breaking point, the pair slept with their heads on the desk one morning waiting for a call about the I-29 job north of Council Bluffs, IA. At 10A, they learned that the job was awarded and that RMCI would partake in what would be the first of many turnkey projects to come. RMCI provided pavement removals, grading and recycling services; and their doors remained open. "It's a lesson that I won't ever forget", Wachal explains, and one that affects his thinking today.

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# DAVE'S RECYCLE CORNER

BY DAVE EDEL, RMCI OPERATIONS MANAGER

## Who Will Be RMCI's Biggest Loser?

Yes, the testosterone is a flying. Eleven RMCI male employees are participating in a contest to see "who is the Biggest RMCI Loser" (weight only), by December 15<sup>th</sup>, 2008. Total weight of the 11 individuals at the time of the weigh-in was 2,790 lbs.

The contest requires an individual deposit of \$50.00 for the winner. The individual with the highest percentage weight loss on the 15th will be declared the "Biggest Loser".

This friendly contest encourages healthy eating and exercise to promote improved overall health for all participants.

We'll announce the winner in the next issue of *Recycler*.

Good luck!

RMCI returned to Rocky Flats in September on another project for Stoller. We were asked to help redo the discharge piping of the solar water treatment cell. For the next five weeks RMCI's crew removed old pipes and installed a new well and pump. The original project duration was three weeks, but due to the restrictions of the site and the difficulty of the new design, our crew was on site for five weeks.

The crew of **Jerry Lambert, Steve Lambert, Kurt Franzen, Joey Paiz, Kurt Geist** and **Robert Baber** completed this

very difficult project just in time to start another. RMCI was chosen to remove portions of six detention pond dams and build rock spillways in place of the original dams. Rocky Flats has a series of dams built over the past 50 years to control storm water flows on the site. Over the next few months, RMCI crews will remove the first six of these structures.

To date, Kurt Franzen, with a crew of **Gary Grant, Matt Ketchem, Scott Keezer** and **Kurt Geist** has removed four of the six structures and

completed the grading for the construction of the grouted boulder spillways. RMCI subcontractor, Territory Unlimited, is constructing the spillways with 18-inch rip rap, and 3 to 4 foot boulders hauled from Albert Frei and Sons quarry at Idaho Springs. The boulder structures are being grouted with concrete furnished by ReCrete Materials.

The project is going to continue through the winter and is scheduled to be completed by the end of February 2009.

# HAPPY SOMEWHERE IN THE MIDDLE

BY SHAWNA BOHAN, EDITOR

RMCI's new Estimator/Project Manager, **Erik Jacobs**, has lived on both the east and west coasts of the U.S. but believes he has found the perfect place right here in Colorado. Born and raised in SoCal, Jacobs got a taste of the Denver area when he attended the School of Mines on a wrestling scholarship. He and his wife, Deanna, met on the first day of school and were married before both graduated.

Soon after graduation, the couple relocated to Maryland where Deanna was stationed as a second lieutenant at Ft. Meade Army Base. "I followed her... I was an army wife", he says. While there, Erik worked for Lockheed Martin in satellite research and earned his Master's degree from Johns Hopkins.

When Deanna's commitment with the Army was up 4 years later, the couple moved back to SoCal. Erik became involved in his family's automotive equipment repair business and the couple started a family. Rachel was born in 1999 and Ryan in 2001. It was when Erik was repairing equipment at American Demolition in Santa Ana, that he met the owner, Dick Stewart, who immediately hired him for estimating and project management – and eventually to manage their bid division. This was the path that would eventually lead him to work on the El Toro project where he met **Mark Wachal** of RMCI.

"Deanna and I loved our time in Golden. We had always talked about moving back to Colorado. So, when

the opportunity presented itself, we took it" Erik explains. As they say, the rest is history. They bought a 1980's fixer-upper in Golden. "I think we'll keep this house forever" explains Erik who, like most homeowners, will spend many years working on it. It's probably a good thing that Erik enjoys working with his hands. Deanna is now looking for work now that Ryan entered 1<sup>st</sup> grade this year. Ryan is big into LEGOs and plays soccer while Rachel is academically motivated and an incredible writer.

At RMCI, Erik is charged with bidding and getting work in the demolition sector and expects to graduate into other areas of the business in time.

Please welcome Erik Jacobs!

## RMCI 21 YEARS CONTINUED...

In 1994, Ken and Mark moved RMCI from Colorado Springs to Arvada. Tragically, two years later, Tom Buesing and his daughter died when their private plane, piloted by Tom, crashed near Sitka, Alaska.

During the early 90's, RMCI became involved in Stapleton Redevelopment and followed

that project for 5 years before being qualified, interviewed and selected to perform the removal and recycle of 6.5 million tons of hard-scape on-site. Some would say the rest is history, but Wachal believes that RMCI and this industry are in the adolescent phase – bringing an exciting new element for the old-timers and new-

comers alike. "We sure wouldn't be having any fun if we were still in the grading and trucking business for 40+ years. We've always tried to bring value – which is just as important as the competitive side. Hopefully we've created a legacy and an area of interest for those who will carry on with the company," Wachal finishes.

## ENJOYING THE VIEW FROM HERE BY SHAWNA BOHAN, EDITOR

Like many in the construction industry, RMCI's new foreman, **Kurt Franzen**, has farming in his blood. Franzen grew up in central Illinois, just five miles outside of Champaign-Urbana on his family's corn and soybean farm. He also worked for his father at family-owned Franzen Construction, Inc., which offers excavation, demolition and construction services there.

Kurt moved to Colorado in 2003 and quite a bit has changed since then. Rather than skiing the "hills" in Illinois or Wisconsin, he can choose from the mountains here in Colorado. While he wishes that he and his wife, Rebekah, could make the trip into the mountains more often, the view is definitely an improvement. "Growing up in farmland, you can stand on a soapbox after harvest and see for 200 miles", he remembers.

How Kurt and Rebekah met certainly seems like fate. She was on a family vacation with her parents and sisters in Breckenridge, Colo. On a random Thursday night, Kurt atypically decided to go into town (he had been working construction in Frisco). They met in a local bar that night, stayed in touch and are now married. Rebekah and Kurt each have a sister living nearby in Colorado as well. While comforting, that's nothing compared to the more than 250 cousins Kurt had within a 50-mile radius back home in Urbana. Previous generations of his family pioneered many of the towns in Central Illinois.

Rebekah is currently an HR specialist for Davita (kidney dialysis centers), working in a call center as a benefits specialist for the West coast. She "puts Kurt to shame" by working out and running six miles five or more days a week. Kurt likes to ski and motocross as often as possible and would love to

travel more. Their St. Bernard, Oliver, who currently tops out at 150 pounds, may be keeping them home-bound. Do they make airline crates that big?

Kurt is currently working with RMCI at Rocky Flats and appreciates that, unlike many construction firms, RMCI employs senior managers who share their experience and knowledge of the industry. To Kurt, RMCI was also appealing because the company looks at projects differently, and has for decades.

"RMCI looks at a job and wants to recycle everything. I am not an activist by any means, but these days, it's what is necessary and companies need to realize that", he observes.

Please welcome Kurt Franzen to RMCI...

### What Happened in 1987?

Recycled Materials Company, Inc. was formed

Wall Street crashes sending the Dow Jones Industrial average down 22.6%

President Reagan and Soviet Leader Gorbachev sign an unprecedented missile reduction agreement

Gary Hart withdraws from the 1988 presidential campaign under accusations of infidelity

The Food and Drug Administration approves anti-AIDS drug AZT

Minnesota Twins win the World Series

New York Giants win Superbowl XXI

Edmonton Oilers win the Stanley Cup

Three Men and a Baby is the top grossing film

## IMPORTANT HR NOTES

By Elaine Smith, RMCI HR

### RMCI Safety/ Holiday Dinner

RMCI Executive Management would like to thank each and every employee for their commitment to safety this past year and would like to reward your efforts with a combined Safety/Holiday Dinner. RMCI management plans to revise and improve the Safety Awards Program in 2009. Thank you again for your safety commitment and dedication.

**Saturday, 12/20, 5PM**

**The Clubhouse at Indian Tree Golf Course**

**7555 Wadsworth Blvd.**

**Arvada, CO 80003**

If you haven't already done so, please RSVP by 12/15 to Elaine Smith at RMCI and we hope you'll attend!

### 401(k) Enrollment

RMCI's administrative office has been very busy looking into alternative 401K companies to better assist RMCI employees with their retirement needs. Meanwhile, quarterly enrollment forms still need to be completed and submitted to the RMCI HR Department no later than **December 15th for effective date of 1/1/09.**

### Employee Handbook

The new RMCI employee handbook is nearing completion. Employees should expect to receive their copy in early 2009.

## 2008—A YEAR IN REVIEW

BY RICK GIVAN, PRESIDENT

RMCI started the year with a diverse and strong work portfolio. Our company has had very rewarding successes in obtaining new lines of work as we expand into Brownfield and Environmental work and as we review work opportunities far outside the confines of the Denver area. The company continues to be a leader and a pacesetter in the recycle areas of our specialty. We have obtained both local and national recognition for our projects and our processes which speaks positively about the efforts and dedication to quality and consistent effort by our staff, field management and operators.

Our company worked in Utah, California and points in between this year showing the adaptability and willingness to get the job done that is necessary for a company to remain healthy and grow. It is good that we exhibit these qualities and have them within our

affiliated group because we will be tested in the months ahead and into 2009.

The national economy as we all know is in a major slowdown. The result of this in the Denver area has been to slow building and development and many aspects of the business that we work in are slowed as a result. Most companies have large equipment fleets parked and have experienced severe layoffs and cutbacks. This is not confined to Denver but is nationwide and, in some cases, worldwide.

RMCI will continue to pursue work and project opportunities where we find them. Our equipment needs to remain well-maintained in order to provide maximum up time and service, and our crews need to work at optimum productivity. This allows us to be competitive in difficult markets and will be a key to our ability to weather these difficult times.

As I mentioned earlier and wish to emphasize, we will be tested this winter and into next year---we will all be called upon to exert a strong and consistent effort toward our jobs and projects. I do not wish to give the impression that it is all "Gloom and Doom" as that is not the case. Make no mistake, however, that with this economy we face a unique and not often confronted challenge in all aspects of our company and operations. We are more than capable of meeting this test.

RMCI has always been a company that valued and recognized innovation and doing things that others never thought of in their operations. We need to call upon this legacy, act like a team and perform at our best and highest levels of capability and in so doing we will not only survive this short-term challenge, we will emerge stronger and better positioned in our market for the years ahead.

## A TIME TO BE GRATEFUL

BY DOROTHY MOST, RECEPTION

Three-year old Makenzie Morse, daughter of RMCI's Brandy Johnson, pushes forward in her battle to keep cancer at bay. Each Wednesday Makenzie and her mom travel to Children's Hospital to have Makenzie's blood checked. If her platelets are low then she stays for transfusions that take all day. Now she regularly asks "Is this the last time I have to

go see the doctor?" For each treatment that Makenzie receives at Children's she also receives a bead—for every shot, chemo, radiation treatment, transfusion, ER visit or each time the port in her chest is opened. The staff has helped her construct the beads into a necklace—which has grown to more than 3 ft. in length. Makenzie will receive four more treatments

of chemotherapy and radiation which will take until April of 2009 to complete. She continues to keep her big smile and has lots of hugs and kisses for us at the office each time she comes. What a strong machine we are working with here! Lots of credit needs to be given to mom, trying to work full-time and still be there each time these treatments are given.