

## Current and Recently Completed Projects

Chillicothe Airport  
Coffey County Airport  
Whiteman Air Force Base Taxiway Alpha  
Route 7 Jackson County  
Route I-35 Clinton County  
Route 10 & 210 Ray County  
Lee's Summit Overlay  
Route W Clay County  
Jackson County Overlay 2020  
Corning Levee Repair  
Platte County Various Routes  
Route C Ray County  
Route 169 Clay County  
Route 92 Platte County  
Route 9 Platte County  
Route 291 Clay County  
Route I-70 Manchester to KS State Line  
Gould Peterson Municipal Airport, Tarkio, MO

## Recently Awarded Contracts

KCI New Terminal - Concrete Paving	Route 69 Clay and Platte Counties
KCI New Terminal - Earthwork	Route 9 Platte County
KCI Runway 19R - 1L	New Century Tarmac Replacement
River Bluff Bike Trail - St. Joseph	US 50 Jackson County
Route 92 Clay County	



4614 South 40th St.  
St. Joseph, MO 64503  
**Ideker, Inc.**



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# Ideker INK

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## In This Issue

Modifications at the Mosby rock quarry have big impacts on production

Ideker prepares for largest project in company history

Mosby asphalt plant gets a new office building and quality control lab

Cody Phillips explains the bidding process

Ideker wins TWO National Concrete Paving Awards

Construction work continues during pandemic



## Quarry Increases Production and



**Several changes add up to big impacts on production**

Since opening in 2013, the Mosby rock quarry has supported the aggregate needs for our asphalt plants along with servicing external customers. Vertical integration continues to aid in our competitive advantage and optimizing our operations. Securing control over the quality of the rock and the timing of deliveries has proven beneficial to the bottom line. Each year, the operation has become more and more efficient. In 2020, the team came up with an aggressive plan that increased production by over 20% and enabled the quarry to more efficiently meet the demand. Five main changes led to this jump in production.

The first and most impactful change was the integration of the quarry into the asphalt operations. Meaning, the forecasting, planning, and on-going weekly communication to the quarry management of the needs of the asphalt plants and upcoming projects was determined essential. A team of Ideker managers projected the 2020 needs prior to the start

of the season. Studies looking at rock demand on both a short-term and long-term basis were conducted and continued throughout the season. Gary Lloyd, the Quarry Manager, greatly appreciated the upfront and on-going communication in order for him to know what products and quantities to produce. "In the past, we did quite a bit of jumping around to try to satisfy the needs of our internal and external

customers at the same time. Having a clear picture of what the asphalt plants expect from us, helps me to prioritize our internal needs from the beginning," Lloyd said. Vice President Ken Ideker agrees, "A great help has come from David Wilkins staying on top of upcoming project needs, so that communication between the Asphalt and Quarry has been consistent." The increased planning and communications kept all parties updated on current inventory levels, as well as the upcoming rock requirements for internal projects.

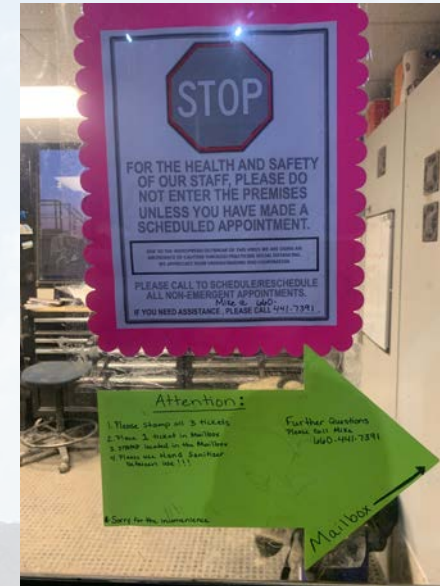
The second modification was the increase in proactive communication between the quarry and asphalt operations. This change led to the ability to optimize both the crushing process and the mix designs to better utilize the Bethany ledge. The quarry has three ledges, Bethany, Sni-Bar and Winterset. The Bethany is mainly used for our internal needs for asphalt mixes. The Sni-Bar and Winterset ledges are mainly used for commercial or external customer orders. "Knowing in March what was needed for the season from an internal standpoint allowed our crew to run the plant for longer periods of time for the specific type of rock we needed," Lloyd said. "These changes yielded more from the Bethany ledge, giving us more of the fractions we needed for our internal use," Ken Ideker

added. The next significant change that impacted production was the outsourcing of the stripping. In the past, production would be interrupted for days for the crew to strip more overburden from the ledges. Starting this season, an outside company does the stripping of the overburden where and when we need it. "This change has been great in allowing my guys to focus on moving and crushing the rock," Lloyd said.

The final two changes that positively affected production this year was the purchase of the quarry property and a new portable crusher. Ideker had leased the quarry property since the beginning. Earlier this year, Ideker took advantage of an opportunity to purchase the land and allow more flexibility in the management of the operations. "This made it possible for us to look beyond current ways of doing things, such as we can now sell fill dirt whereas before that was not allowed. It also will be easier to transition north for future quarrying, which is becoming more of a reality now," Ken Ideker said. Additionally, the newly purchased portable crusher has allowed more



## Construction During COVID-19



Signs posted at the south KC asphalt plant help keep everyone safe.

Back in March, our lives were turned upside down with the announcement of the novel coronavirus pandemic resulting in the lockdown of all Americans and all non-essential businesses. Fortunately, the construction industry was deemed as essential work and our business continued, but certainly not "as usual".

The office staff was asked to work from home, only coming into the office on an as-needed basis for the first two months of the lockdown. "The staff did a really great job of coming up with new and creative ways to perform their jobs at home. Alyssa set up an app to answer and transfer office calls from her cell phone, and we implemented staggered schedules of personnel in the office to obtain necessary paperwork. Working from home presented us with a unique set of challenges at

times, but ultimately it did not prevent us from completing all of our responsibilities. The pandemic has caused us to take a different approach to our work and rethink how we might need to do things in the future if episodes like this were to become a regular occurrence," Controller Adam Miljavac said.

Masks, disinfectants, and sanitizers were provided on the construction sites to help minimize the spread of COVID-19. Meetings are being held outside instead of in small office trailers. At the asphalt plant, truck drivers are notified to stay in their trucks and leave tickets outside of the building. "It has not been easy given our environment, but we are lucky to be outside and the guys are doing a great job of taking precautions when necessary, Brandon Kendall Concrete Paving Superintendent.

As we pivot to the next phase of the pandemic, "business as usual" even in the construction industry remains a thing of the past.



### AWARDS & RECOGNITION

*Congratulations to Adam Brooks and Kevin Johnson who both earned the MVP awards and Ricky Roup for the Heart of a Champion Award!*

#### ACPA National Excellence in Concrete Paving

**Gold award** - KCI Airport Taxiway Foxtro

**Silver award** - Chillicothe Airport

#### Missouri Asphalt Paving Association

**2nd Place** Primary Route (Greater than 50,000 Tons) : Route 291 - Clay and Jackson County

**2nd Place** KCI Airport, Platte County

**2nd Place** Overlay Minor Road: Route W - Clay County

#### MO KAN Concrete Paving Association

Chillicothe Airport - **1st place** in Reliever and General Aviation Airports category for Missouri

Coffey County Airport - **1st place** in Reliever and General Aviation Airports category for Kansas



# The Expert Explains: What’s in a Job Bid? Surpasses Expectations

## Cody Phillips answers our questions on the processes of bidding work.

### How are you made aware of projects to bid on?

We have several agencies that we are registered with that send out bid notices on a regular basis. Our bigger clients such as MODOT, KDOT, KCMO and KCAD post all of their projects on websites. We also receive phone calls from subcontractors and suppliers notifying us of projects. In today’s world, it is not difficult to be made aware of a project that is out for bid.

### How do you decide which ones to bid on?

The two biggest factors here are: 1.) would we excel at the work and 2.) does the work fit our schedule. If we are on the fence about bidding a project, we tend to bid it as you never know what opportunities it may bring.

### What are the different types of bids?

The first type we are most accustomed to would be what is referred to as a “rip and read”. For this type, the bid is due at a specified time. You can attend the bid opening and all bids are opened and read aloud. If your bid is low, then you get the work, provided your bid has no errors. These types of bids are my personal favorite because no games can be played (i.e., no politics or bid shopping). All MODOT, KDOT, KCMO, KCAD and all projects with any federal funds or tax dollars must follow this procedure with the exception of Design Build projects.

The second most common bid type that we bid on is private work. We bid a lot of commercial asphalt work that is private, such as a Wal-Mart parking lot. With private work, politics can come in to play as most of the time you have a due date for your bid but you won’t hear anything back on your pricing for a couple weeks, or sometimes never at all, which obviously means that they have chosen a different subcontractor.

Lastly, Ideker has bid on more Design Build projects the past few years. With this method the contractor teams up with an engineering firm to develop a proposal that best fits the Owners needs. For example, an Owner might say they have \$10M dollars to reconstruct 5 miles of highway. It is then up to us to design a project that meets the Owner’s needs and stretches the costs as far as possible. The Owner will have interviews with all the proposers and determine the best value and award the project. The Design Build process is very time consuming to prepare everything needed for the bid and proposal.

### What are the high level components of a bid?

Estimating all of the work we intend to self-perform, analyzing what work we intend to subcontract, making sure we can schedule the work and complete it in the timeframe assigned in the proposal and finally, analyzing indirect costs associated with each specific project (i.e. home office overhead, supervision, fuel costs, per diem, etc.)

### Do you know what the budget is up front from whoever’s bidding out the work?

We’re usually supplied with a very broad range of what a project might be valued at. However it doesn’t necessarily matter what the budget is as it doesn’t affect our bid. Even if we think we might be over budget on a bid, that doesn’t mean we can reduce our costs.

### How are the estimates figured?

We use a software program called “Heavy Bid” which is very helpful in streamlining estimates. We also spend a lot of time brainstorming and collaborating by bouncing ideas off of each other to determine the best approach to figure the estimate.

### How long does it take to estimate a project?

This definitely depends on the scope of the project. A small asphalt overlay may take less than an hour while a large Design Build project can take a few months.

### What’s the typical time period you have to submit from when the bid opens to close?

On any project with federal funds the Owner has to advertise the bids for a minimum of three weeks. Most of the time we see around a month for this process. On Design Build work, they give you quite a bit more time as a lot more goes into it.

### Who is responsible for the estimating at Ideker?

For the most part myself, Jack Neel and Paul handle all of the estimating. However, we have been starting to get more people involved with this.

### Has this process evolved over the years? How has technology helped?

Technology has helped this process a lot. We are able to submit bids electronically which is a big time saver. Before my time, Roger and Ron would drive to Jefferson City every month, spend the night and turn in the bids on the due date. Those times are long gone. In the past we received all subcontractor quotes via fax. This method has been the longest to die off as we still get a few faxes. Most people send email quotes.

### What happens if once you begin the work you find that the requirements were misrepresented or they change?

In this particular case you need to bring that to the attention of the Owner and likely they will issue you a change order and you are able to revise your pricing accordingly to address the changes in the work.

flexibility to produce commercial products like base rock and pipe bedding for our external customers. “The portability of the crusher has been beneficial to us as well. We can take it into the pit and crush a different ledge such as Sni-Bar while the main crusher is crushing Winterset or Bethany. And, earlier this year, we were able to produce base rock at the

Chillicothe airport quickly and efficiently on-site,” Ken Ideker said.

These changes to operations at the quarry are a prime example of what a difference it makes when teams work together, plan ahead of time and keep continual open communications. The outcome is sure to be successful.



## Employee Profiles

### Ryan Wade

Paving Groundsman



**Years with Ideker:** 3.5 years

**City of Residence:** Brunswick, MO

**Spouse:** Olivia

**Kids:** Kinley (9), Scarlett (3) and Westlyn (1 month)

**Motto:** “You’ll get that on these big jobs”

**Favorite movie:** Tin Cup

**Favorite band:** Eric Church

**Hobbies/Interests:** Sports, gaming and family time

**Work experience/background:** Telecommunications, resident electrical

**Something people may not know about me:** I got pulled up on stage at a Keith Urban concert to sing and knew none of the lyrics.

### Junior Brown

Asphalt Supervisor



**Years with Ideker:** 5.5 years

**City of Residence:** Blue Springs, MO

**Spouse:** Rosie E Brown

**Kids:** Luke (33), Vanessa (32) and Brooke (30)

**Motto:** Can’t hurt me, Never quit!!

**Favorite movie:** The Sandlot

**Favorite band:** We The Kingdom

**Hobbies/Interests:** Teaching youth archery/bow hunting

**Work experience/background:** Seventeen years in a remanufacturing facility in Springfield, MO, then got into asphalt and this will be my 17th season. Worked at APAC Springfield and APAC Columbia before coming to Ideker.

I started from the ground up on a shovel keeping my head down and pushing through even when I didn’t want to keep going. But life has a way of throwing us curveballs you can either curl up in the fetal position and whine about it or dust yourself off and get back in the game. The circumstances don’t define who we are, how we choose to handle it does. I have been truly blessed by the Good Lord above and for what reason I do not know. 2017 was a dark time for me to the point of contemplating suicide because of circumstances that were beyond my control. God provided me with answers in his timing, and some here helped me through this. To know by NOT giving up and pushing forward that everything was going to be better than I had ever imagined. God does work in mysterious ways. I know first hand. Now I have been blessed with a beautiful wife and a job that I never expected. Thank you all for patience in the learning curve.

### Jordan Wood

Milling Foreman



**Years with Ideker:** 2.5 years

**City of Residence:** Grain Valley, MO

**Kid’s names & ages:** Georgia (9), Gracelynn (7)

**Motto:** “Vision without action is just a daydream”

**Favorite movie:** Stepbrothers

**Favorite band:** Anything but Nickleback

**Hobbies/Interests:** Fishing, golfing, hiking, spending time with my girls

**Work experience/background:** 2005-2010 Technician at Lake City Army Ammunition Plant  
2010-current Heavy Equipment Operator

**Accomplishment I am most proud of:**

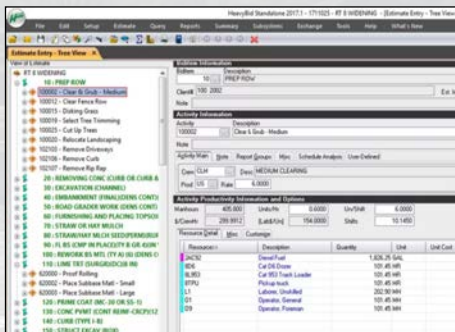
**Work Accomplishment:** Having earned the trust of Ideker to run and lead a crew.

**Life Accomplishment:** Developing and maintaining an amazing relationship with my daughters.

**Something people may not know about me:** I am a firefighter 1,2 and medic certified.



Cody has been estimating work for Ideker for 15 years.



Ideker uses a software called Heavy Bid to help prepare the estimates. If we are awarded the job, that information is used to set up a budget that is later compared to the actual costs of the project.

## Missouri River Flood Case Update

In December 2020, Judge Firestone announced her ruling on the compensation owed to Ideker Farms due to the government’s taking/flooding of the land. The court’s ruling awarded payment close to \$6 million for levee repairs, diminished value of land, and interest compounded annually since 2014. It is anticipated that both Ideker and the government will appeal certain aspects of Judge Firestone’s ruling.



## Ideker awarded new terminal work at KCI

**Two projects totaling \$77M will keep crews busy for the next few years**

After months of meetings with the project developer, city council, and submitting bids and re-bids, Ideker was awarded the \$72M concrete paving work for the new single terminal at Kansas City International Airport. Related to this work, Ideker was also awarded a \$4.5M parking lot project at KCI.

The single terminal project is the largest in company history. The project closest to this was a \$32M highway project in Louisburg, Kansas completed in 2003. For this large

project, crews will work to install 485,000 square yards of 15- and 11-inch PCC after installing 485,000 square yards of lime treated subgrade, aggregate base and lean concrete. This large amount of concrete will be placed around the new terminal which includes the aircraft parking aprons and gates, vehicle service roads, public parking areas, as well as new arrival and departure roadways. The related \$4.5M KCI project consists of earthwork, drainage and construction of three parking lots.

A project of this size, scope, and visibility comes with higher expectations in which the company is prepared for and ready to meet. Both the City and Developer have established goals regarding on-the-job training programs and minority and women business participation. Approximately 35% of the work will be subcontracted to minority/women business enterprises. The Ideker management team looks forward to meeting the challenge and helping to make improvements in the local construction



Rendering of new KCI terminal

industry. “Our team has been ready for quite some time to step up to the challenge of this generational project. I have the utmost confidence in our crews to deliver an exceptional product that will service the travelers of Kansas City for many years to come,” President Paul Ideker said.

Management is gearing up by aligning and allocating the correct personnel and equipment and will likely add staff in various positions to support these two projects.

Crews begin work at KCI in the spring of 2021 and expect to be complete by early 2023.



Construction on the new terminal started in April 2019

## Injured Employees

Our thoughts and prayers remain with Danny Stepp and Frank Staples as they continue to recover from an accident caused by a careless driver on the construction site back in September 2020. Both employees suffered broken legs and multiple injuries. Mary Staples was also injured with minor cuts and bruises. We wish them well and hope to see them all feeling better soon!

## Mosby Gets New Office & QC Lab



Although functional, the office trailers at the Mosby asphalt plant were long overdue for an upgrade. After the the plant received a face lift and some new equipment in 2019, it was now time for the offices and quality control lab to get some attention. In early 2020, Engineer and Quality Control Manager Kevin Hardee, who has experience building houses, designed and managed the construction of a new office building and QC lab for the Mosby asphalt plant site. Construction begin in November of 2019 and was completed in June 2020. A parking lot is the final piece of the project that is set to be completed in 2021. “The QC guys and asphalt plant crew love the more efficient space. Bruce considers it his own,” Hardee said. “We like to call it our Mosby Ranch”



## Project Highlights from 2020



In some areas, crews had to remove up to 3 foot deep sand and silt

### GRADING & EXCAVATION FEMA Levee Project

The Corning Levee District awarded Ideker two levee repair projects this year totaling \$1.45 million. Both levee breaches were caused by major flooding back in the Spring of 2019. The breaches were located near Craig, Missouri in the Corning Levee District. One breach was at the entrance to the Ideker Farms property and the other was to the west allowing river water to flow onto the farm. FEMA funded the emergency repairs of the levees. Randy Cox and crew started the projects in April 2020. They obtained the required materials to repair the damaged levees from the adjacent Ideker Farms property. Over 10,000 loads of dirt or 180,000 cubic yards were required to fill the breaches. The repairs were completed in September 2020 and now prevent river water from flowing into the farm.



The scour hole was over 50 foot deep when crews started. Over 311,000 cubic yards of dirt had to be moved to fill the hole and rebuild the levee.



### ASPHALT OPERATIONS Interstate 70

The I-70 project is an “E-ticket” project consisting of a 5.6 mile stretch of milling and asphalt paving of the eastbound and westbound lanes of I-70 from 40 Highway to the Kansas state line. E-ticket or Electronic ticketing is a program that ties into the contractor’s asphalt plant scales and tracks the trucking to and from the project. The GPS on the trucks and equipment provides information back to the State personnel in order for them to track progress in real time. In addition, Ideker uses this information to help manage the trucks. Crews worked extended hours to mill, pave and control traffic around 58 different entrance and exit ramps, 17 bridges and the convergence of multiple interstates with multiple state routes. The project is planned to be complete this summer once the bridge from Missouri into Kansas has been completed.



Crews worked long hours and at night to mill and pave I-70

### CONCRETE OPERATIONS Coffey County Airport

Construction began at Coffey County Airport in March 2020 with crews reconstructing the entire 5,500 feet of Runway 18-36. Since this was the only runway at Coffey County, it was critical to complete the project within the 160 day timeframe. Crews began by removing the existing pavement, crushing it, and then using it as the base layer. Once the earthwork was complete and the new grades were established, Ideker utilize lime treated soil for the subgrade stabilization. The new pavement consisted of six inches of PCC pavement on top of six inches of aggregate base and 12 inches of subgrade. The project also consisted of replacement of the lighting system and guidance signs. The installation of new LED fixtures was also part of this project. The work was completed on time and on budget.



Our finishers are the best in the business!