

FROM THE GROUND UP

How Rocks, Roads, and Rogers Group Helped Build the Nation

Sandy Smith

Foreword by Dan McNichol

Providence House Publishers
WWW.PROVIDENCEHOUSE.COM
FRANKLIN, TENNESSEE

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Printed in the United States of America


12 11 10 09 08 1 2 3 4 5

Library of Congress Control Number: 2008930509

ISBN: 978-1-57736-407-8

Cover and page design by LeAnna Massingille

Providence House Publishers
238 Seaboard Lane • Franklin, Tennessee 37067
www.providencehouse.com
800-321-5692



Throughout the hundred-year history of Rogers Group, our employees have remained the very core of what we do. Whether on the front line in the quarry or back at the corporate offices, no project is complete without the hard work and dedication of hundreds of employees. Rogers Group doesn't manufacture a unique product; it doesn't have an invention to sell. Our company's name is only as strong as its employees, the teamwork they foster, and the work they do. The parts they play in their hometowns carry the Rogers name further than the board and executive team alone could ever hope to.

Their ideas and suggestions have directly attributed to the success of the company. Their passion and enthusiasm have made it a pleasure to come to work, even in the most difficult of circumstances.

So, to these thousands of employees who have worked at Rogers Group at some point in its existence, we dedicate this history to you. You are truly the core of what we do.



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Acknowledgments

We would like to thank the people who made this special project possible. Members of the Review Committee: Ben R. Rechter, Rick Rechter, Sam Rechter, Jerry Geraghty, Don Williamson, and Steve Masie; Rogers Group communications department: Lauri Chaudoin, Tom Kenley, and Alesa Rutledge; editorial consultant: Dan McNichol; additional research and interviews provided by Dimples Kellogg. Special thanks to members of the Rechter family for supporting this project from start to finish. Without their cooperation, this project could not have been possible.

Opposite: *Louisville Crushed Stone, 1942. Courtesy of John W. Salsman of Lewisburg, Tennessee.*

Foreword

Rogers Group is as all-American as all-American gets. Ralph Rogers, the industrious founder of this rock quarrying and road construction company, knew as much about crushing rocks as John Rockefeller knew about drilling for oil, and as much as Norman Rockwell knew about oil paintings. In every respect, Rogers Group is an all-American institution.

Born on a farm in the Midwest, Ralph Rogers learned early on about death, earning a living, and protecting his reputation before most boys his age knew any of it. Dropping out of school to take on the challenges of providing for his family, “the poor farm boy” made executive decisions and capital purchases that were as brave as they were brazen.

Learning-by-doing was the mantra of the man. With “quarry dust for blood,” Ralph bought a steam engine when others swore by the horse and wagon. As a very young man, road building became his livelihood. He worked side-by-side with immigrants, paving the way for a higher standard of living for all Americans.

Ralph was always a fighter and a patriot. As a child, he was big, strapping, and quick with his fists. Channeling his physical energies toward his work was one of his secret successes. Later, beyond the age for enlistment in World War II, the fighting man once again directed his youthful strength toward winning. Rogers Group was one of the U.S. Army’s critical contractors on the home front, strengthening and building critical forts and clearing new roads.

Ralph Rogers and President Dwight Eisenhower were born only sixteen months apart. In their lifetimes, both men witnessed life advance from horse and buggy to jetliner. The two shared many traits. Both were tough farm boys who could throw punches as well as lead men in a noble cause. Ralph and Ike were both committed to the strengthening and modernization of America.

Grand visions and innovation captured their attention. When Eisenhower launched his favorite domestic program, the construction of the U.S. Interstate System, Rogers Group set out to help build it. Supplying the material for the road from the ground up was not enough. Along a stretch of I-64, between Illinois and Kentucky, Rogers Group performed one of the largest excavations along this largest ever project—a 9-million-cubic-yard cut of earth and stone.

Despite his tough childhood and his complete focus on business, Ralph never stopped dreaming. Creative in his endeavors, he purchased modern equipment that would take years for others to see as advantageous. He often saw profit where others experienced loss, taking on jobs other firms had to surrender. Caught up in the glory of the Great Space Race, Ralph told his managers that if there was opportunity in space, he wanted to explore it—and he was dead serious.

Ralph was as generous as he was boundless. As Rogers Group grew, so did its philanthropic activities. Today, giving is in the firm's DNA. When a farmer's herd of cattle faced death by thirst, a Rogers Group employee drove his company's water truck into the field to fill the farmer's troughs. When a church was nearly ruined by floodwater, Rogers Group's heavy equipment dug it out.

Today, Rogers Group is an American icon: the largest family-owned rock quarry business in the nation. The company embodies the traits of its founder. Hard work, loyalty, and family values are the virtues the firm lives by. I have had the pleasure and honor to meet the men and women who make up this great institution. Whether I was in the bottom of a rock quarry or the control room of a crusher, the men and women of Rogers Group were welcoming, open, and protective. The Rogers family is indistinguishable between owners and employees. In fact, if I weren't writing about its road building lore, I would be looking for work inside its doors.

I hope you find the story of rock crusher Ralph Rogers and his cast of thousands as fun as I did. Sit down and enjoy a fascinating tale and strikingly illustrated history. Regardless of your familiarity with the company, this book will either deepen your beliefs or make you a believer in Rogers Group.

Dan McNichol
Author, *The Roads That Built America*

FROM THE GROUND UP



CHAPTER ONE

In the Beginning

"You've got to stop every now and then and see where you've come from and where you're going."

RALPH ROGERS

Large equipment rumbles around a modern-day quarry. Stone is dug, trucks haul, and a crusher crushes; an operator watches a video feed of the process on a flat-screen monitor. The crushed stone is loaded into a delivery truck, which then rolls over the electronic scale. Out spits a computer receipt that is delivered to the customer before the truck has passed beyond the quarry gates.

Today's high-tech, high-dollar equipment is a far cry from what Ralph Rogers brought into the business a hundred years ago—a mule and a steam engine. That was back when a man had only the sweat of his brow as collateral; he wouldn't have known what air conditioning was, much less have had the opportunity to sit in it. Ralph's small investment has grown into Rogers Group Inc., the eighth largest producer of crushed stone in the United States. It also has pushed the company into a position as a regional powerhouse in the realm of road building, a dominant force in a field that was just rocks and ruts when Ralph started his business in 1908.

Then, farmers were concerned about getting their products to market. Now, wide stretches of highway connect the country. Then, travel required patience and lots of tire-patching material. Now, it's traffic jams and rest stops.



Ralph Rogers was a man who never asked for his life story to be written, and he was accustomed to getting his way. But not this time. This

Opposite: A 1940s-era stone-crushing facility.



Until trucks replaced them, mules and horses were an integral part of Rogers' interests, pulling carts up from the quarries. This horse (pictured with employee Elec Kerr) showed off his service award for hitting the twelve-year mark—more than half of the average horse's life expectancy.

colorful character launched one of the country's most successful, enduring family businesses by holding firm to his principles of hard work and integrity. He was competitive, preferring to chop up his used equipment for scrap metal rather than sell it to a potential competitor. And he had such flair that he became a legend.

"I've had people for years and years come up to me and tell me Ralph stories, some of which were absolutely untrue and I knew them to be untrue," grandson Sam Rechter said. "But some of which were right on. He was a very memorable person."

Ralph built Rogers Group into one of the country's most formidable builders during World War II, a

company with dedication to getting the job done right. It quickly served as a support to a military that was drawn into conflict virtually overnight. His company helped build, from the ground up, part of the Eisenhower Interstate System, the very fabric of America. It endured two of the most trying economic times in American history—the Great Depression of the 1930s and the recession of the late 1970s. Rogers Group has always been a company that thrives on partnerships and mutual success.

Looking back, there may be a temptation to put on rose-colored glasses and fail to acknowledge the challenging times. But there were days when Rogers' very survival was threatened by economic hardships and transitions. Stages in which the industry slowed to a crawl. Periods in which Rogers seized opportunities and made difficult decisions about when to let go. And as leadership passed through the generations, questions arose about whether things were still being done Ralph's way.



As time moved on, both the industry and the company saw changes in the processes of quarrying and road building. Progress, as they called it, now means that roads last longer and quarries leave less of an environmental impact. Advances have made the job safer and more tolerable for employees. Safety methods have come a long way, from the first hard hats to employee initiatives that over time have made significant differences.

Other traditions have remained constant throughout the last century, such as a bond of brotherhood and sisterhood that comes from the hard work in the quarries and on road crews. There's a level of fun that comes from playing practical jokes on each other while keeping a firm eye on the other guy's back. They may pick on each other, but don't let anyone else come between them.

An appreciation for remembering the history of the company and the industry sets Rogers Group apart from other firms. Telling the stories of the

At his seventy-second birthday party, Ralph Rogers (center, black tie) was surrounded by supportive coworkers and associates Hank McGuire, Phillip Fox, Dale Combs, Jay Abbott, Bob Sare, Charles Inslow, Dick Moore, Cliff Bassett, Jim Bickel, Len Keen, John Sweeney Sr., Lyle "Bud" Powell, Harry Templeton, Ken Wysong, Albert Lloyd "Cockeye" Mason, Jerry Manard, Gus Sieboldt, Wayne K. Sowers, Max Scott, Robert V. Charles, Jack Ward, Hap Campbell, Glen Marlin, Don Helton, Leonard Jones, T. R. Stevens, Lee "Plush" Powell, Harold Weddle, Maurice Weddle, and Mike Delaney.



As the president of what was then dozens of separate companies, Ralph Rogers didn't need a fancy office. He preferred to be in the pit or on a road crew anyway, which he felt gave him a better assessment of what was happening in the company.

legends who have gone before is a tradition. These stories are told with pride, eyes twinkling, and are usually punctuated by a booming laugh. Where two or more quarry workers or road builders are gathered, there's likely to be a one-upmanship in telling the tallest tales of days past.

Legends of the company are only part of the legacy of Rogers Group. The other is a commitment to community. The company prides itself on being part of the foundation of every community in which it operates. This has played out in smaller ways, such as beautifying quarry entrances, to larger ones, like giving thousands of dollars for a cause or helping out when tragedy strikes. And the communities have responded in kind.

"When we pumped the water out of the old quarry site in Bloomington and started filling it in with dirt and rock, a lot of people stopped by to say that they had worked there," said Bill Buher, who worked numerous jobs for Rogers Group in Bloomington, Indiana. "I doubt that all of them had—there were too many!—but they surely knew people who had worked there." There was simply a sense of wanting to claim it as their own.

There is a piece of all of them here—the communities, the customers, the workers, the leaders, and Ralph. And as the company that started it all turns one hundred, it does so remembering the words of its wise founder: a good look back can mean a clearer picture going forward.

1889

KEY EVENTS IN COMPANY HISTORY

1928

July 27, 1889

- Ralph Rogers was born.

1905

- Ralph operated a steam engine on a road crew.

1908

- Ralph laid the foundation of his company, Bloomington Crushed Stone, partnering with others in quarries around Bloomington.

December 22, 1912

- Ralph married Ruth Matthews.

February 13, 1914

- Ralph's daughter Helen was born.

1916

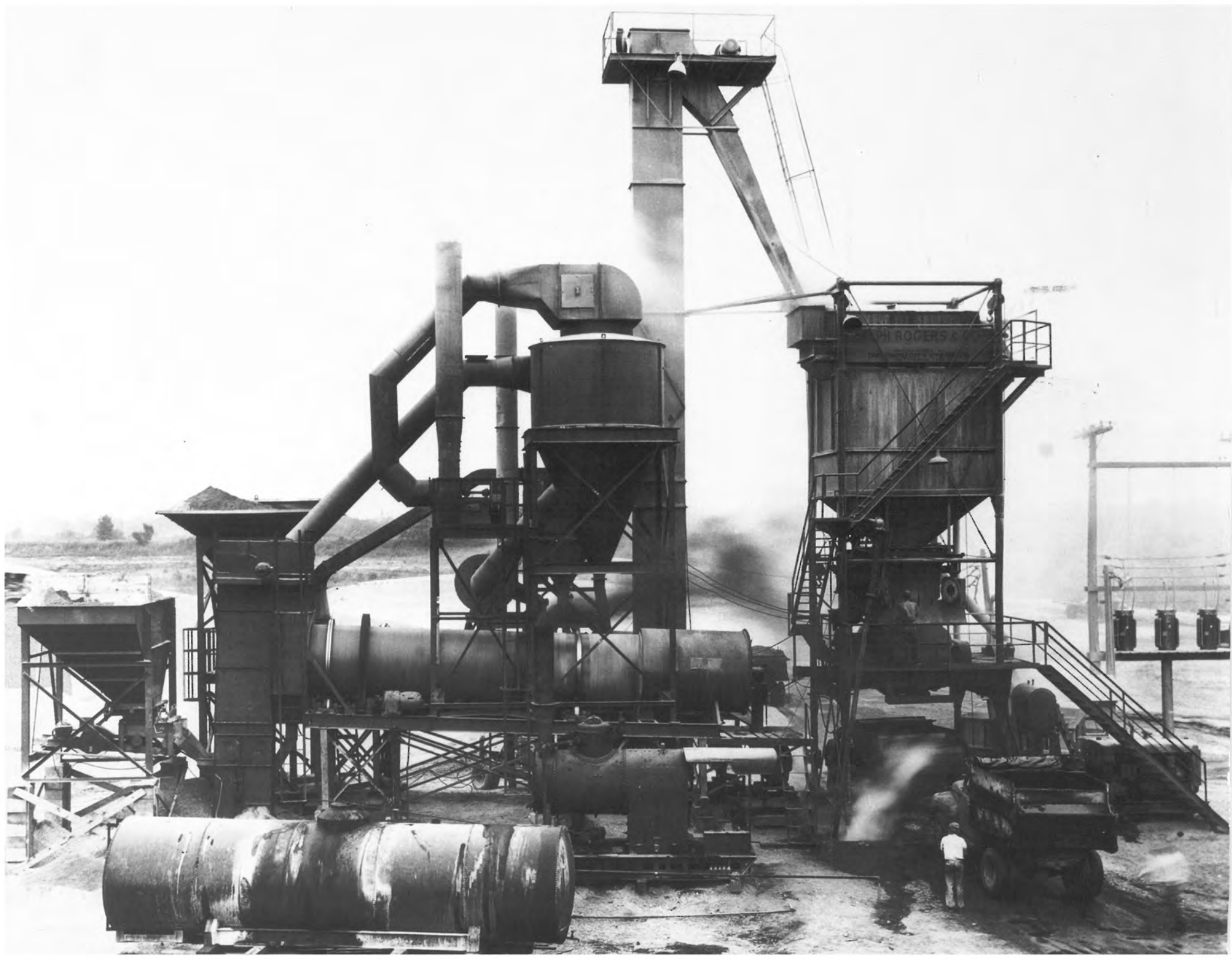
- The Federal Aid Road Act made federal funds available for road-building projects.

1920s

- Ralph expanded into Kentucky, Tennessee, and Alabama to open more quarries.

1928

- Ora Brown hired to fix a steam engine at Hensley Quarry.



CHAPTER TWO

The Stone Age

“My name’s Ralph and I’m just a rock cracker.”

RALPH ROGERS

Around the turn of the twentieth century, there was nothing easy about roads or rock crushing. And, honestly, there was nothing easy about Ralph Rogers’ life, either.

A hundred years ago, roads were mostly beaten dirt or mud, depending on the weather. They were slippery after a good rain, or worse, impassable all winter. Roads with any type of material on them—sand and gravel or crushed stone—were rare. Asphalt and concrete highways were nearly nonexistent. The business of rock crushing wasn’t much better than the roads of the day. Muscle power rather than machines meant men slung sledgehammers to bust up rock and shovels to scoop it into a mule-drawn cart.

As an eighth-grade dropout, Ralph begged his mother to let him enter this back-breaking, rough work world. And, as would prove to be the case many times in the future, Ralph’s timing was impeccable.

The world of transportation was on the move in the first decade of the new century. The Wright Brothers had taken to flight, and gasoline engines were igniting a new automobile industry. With middle-class Americans buying Henry Ford’s four-cylinder Model T for \$825, the demand for roads was higher than ever before. And Ralph, after a few years of learning the ropes working for others, was in business for himself.

Opposite: *Though technology has made improvements to some aspects of the road-building business, the basic design of this pre-1950s asphalt plant hasn’t changed much.*



A tough taskmaster by most accounts, Ralph Rogers put into place the high standards that Rogers adheres to today.

Ralph Fights for Survival

Getting to the point where Ralph could claim he was in business for himself was fraught with challenges. He was born in 1889 to a twenty-three-year-old farmer named John Rogers and his nineteen-year-old wife, Anna. Ralph's sister, Grace, was born a year later. Before Ralph was school-aged, his father died. Anna married John Hartman in 1893 and the family—which grew to include Anna and John Hartman's daughter, Mildred—lived in Bucktown, a poor part of Bloomington, Indiana.

School had been a challenge for Ralph. A stuttering problem made him the target of his schoolmates' teasing. A big kid with a short fuse, he often let his fists do the talking. "I'd come out of the building and I had a fight almost every day," he later recalled.

One fight, though, put an end to his less-than-stellar school career. When he was in class, Ralph sat in front of a troublemaker, who one day kicked Ralph through the crack in the back of the desk. The boy had a pin in the toe of his shoe and Ralph responded with a punch. The teacher blamed Ralph for starting the fight and sent him home.

Believing that "school was a waste of time," Ralph declared to his mother: "I will never go back to that school again." True to his word and despite her attempts, he never did.

Ralph had such disdain for that period in his life that, years later when the county wanted to tear down the old school to make way for progress, Ralph volunteered his company to do the demolition and cart off the remains for free. While his men worked, Ralph watched virtually every minute as the site of so many of his tauntings was destroyed piece by piece.

Need for Better Roads Yields a Movement

Ralph, in his new career in rock crushing and road building, was right on time, thanks to a burgeoning development that started about the time he was born. Though it would take decades to see it come to fruition, there was a movement aimed to make roads a national concern. Prior to the twentieth century, roads had usually been the domain of state and local governments

and, if they didn't maintain the roads, it was a strictly local problem. Travel was dominated by private railways and boats anyway, so this wasn't seen as a national issue.

In the late 1800s, interest in bicycles began to drive interest in better roads. By 1893, Gen. Roy Stone, a Civil War hero, was appointed to run the federal Office of Road Inquiry, which aimed to advise state and local officials on how to improve their roads. He also used federal crews and equipment donated by manufacturers to build small stretches of smooth roadway, which the government hoped would show just how pleasurable travel could be.

By 1902, Tennessee Rep. Walter Brownlow introduced a federal aid bill, which would allocate \$20 million and create a Bureau of Public Roads. Grants would be made to any state or county that was willing to foot half of the bill. But Congress never actively considered the bill and the federal government was kept out of the road business.

A philosophical split would challenge the growing movement. Farmers, who by this time had moved beyond merely providing enough food for their families, wanted roads that would allow them to better get products to their local markets. Meanwhile, groups like the American Automobile Association (AAA) and car manufacturers had broader visions that demanded highways connecting the country.

The difference in objectives held up progress for several years and, as automobiles grew more popular as a mode of transportation, savvy travelers knew to pack patience, gasoline, tire-patching equipment, and spare parts, for all were required to navigate the unpaved roads.

Learning by Doing

It all sounded exciting to Ralph, but one thing still stood in his way—his mother. He bargained by promising that he'd never become a drunk if she allowed him to leave home for the job.

He joined up with John Rogers, a road builder in nearby Osgood, Indiana. Rogers was a prominent name in the area and, though the two would end up in the same line of work, there was no family relation. It was tough work for



The State of Indiana Roads

Indiana, the state in which Ralph Rogers did most of his early work, was part of a major federal initiative, then woefully behind.

In 1806, Congress appropriated \$30,000 toward the construction of a national road leading between Cumberland, Maryland, on the Potomac River, to the Ohio River near Wheeling, West Virginia. The act called for a road and right-of-way to be at least four rods (about sixty-six feet) wide and have a grade no greater than five degrees.

This national road continued westward through Columbus, Ohio, and Indianapolis and Terre Haute in Indiana. Though Congress ultimately funded \$6.8 million toward the building of this road, the road was macadam (crushed rock) surfaced only to Columbus and then in spots after that. By about 1850, most of the road had been absorbed by private companies. The steam railway, which traveled faster than the stage coach, came into being and the first national road never passed the western boundary of the Indiana line.

By 1913, when the Good Roads Movement was in full force, Indiana still had no state road department and offered no funds whatsoever toward road building. This was the domain of the counties.

According to the American Highway Association, county commissioners had the authorization to grade, drain, and pave with "stone, gravel, or any other road paving material" new or existing highways at the request of fifty shareholders in any township. They also could issue 5 percent county bonds to cover the cost of improvements. The bonds had to be in denominations of fifty dollars or less and payable semiannually for no less than ten or more than twenty years.

The commissioners also could issue gravel assessment bonds when petitioned by a majority of landowners within one mile of the improvement. County commissioners also could purchase toll roads by issuing bonds.

Expenditures in 1912 were \$8.8 million in Indiana, with another \$4.7 million in bonds issued.

Indiana automobile owners paid five dollars annually to register a vehicle of twenty-five horsepower or less and two dollars for a chauffeur's license. This revenue was divided among several counties and paid out twice a year. Road building was a local affair, not a federal one.

Ralph wasn't working in Kentucky at the time, but if he had been, he'd have found a far different story. Kentucky's governor named the first state commissioner of public roads in 1912, a position that was reappointed every four years. This commissioner was required to be a professional, a graduate in civil engineering with at least five years experience. The commissioner could collect and distribute information, plans, specs, and estimates of the costs of bridges and roads. County commissioners were not required to accept such plans, but had to keep them on file.

Kentucky, too, funded its road building enterprises largely by issuing bonds. It took 150 voters to petition the county court, which then forced an election. A two-thirds majority was required to issue the bonds. Robert Terrell, Kentucky's Commissioner of Public Roads, estimated that the state spent \$25,000 in 1912 with another \$2 million spent by various counties. And that doesn't include some fifty-five thousand work days contributed by convict labor.

Opposite: Workers lay road material outside of Morgantown, Indiana, in 1934, most likely under the auspices of Road Resurfacing Company, which Ralph cofounded with Virgil Emmert.





Always a major participant in the community life of Bloomington, various Rogers workers participated in a Labor Day Parade in the 1930s. The horse-drawn carriage leading the way included workers from Ralph Rogers Road Builders, followed by a wagon of crushed stone and equipment from Bloomington Crushed Stone.

a young teenager, and some in his family were surprised when he lasted the summer. But Ralph quickly got quarry dust on his boots and in his blood.

One of his earliest jobs in the business was driving a wagon to Cincinnati to pick up workers, mostly Italian and Irish immigrants. These immigrants, in particular, were the backbone of the early American road-building process. Italian immigrants fled poverty that plagued their homeland. Many of those who worked on the road crews were from southern Italy and Sicily and—unlike the northern Italian immigrants who came to America as shopkeepers and artisans—these immigrants had only their strong backs and wills to rely on. Most of them stayed in the United States only a short time—five years or less—and sent a significant amount of money back to Italy.

The Irish came by the thousands to build railroads, canals, and roads and also to the quarries and mines, lured from the hunger of their homeland by the pay that was as high as a dollar a day for fifteen hours of hard work. Many of them stayed and worked their way up to foremen.

Part of Ralph's job was transporting these men 150 or so miles to their work site. He also drove the wagon for John Rogers, a man Ralph came to refer to as "Uncle." John used the wagon to supervise the job site, and Ralph used the time to learn.

"I would drive their buggies, hold their horses, and lug in their samples," he said. "Every time they looked at a rock, I looked to see what they saw in it. When they were core drilling, I looked at the cores and studied the land formations. I wanted to learn to evaluate stone: some too soft, some too hard."



This crane boom carried its marketing and patriotic message through Bloomington.

Indiana Limestone Fronts American Landmarks

During Ralph's early years working for others, he had some experience operating a core-drilling machine and searching for quarries suitable for building stone. Building stone was too soft for road purposes, and consequently, Ralph had no interest in making this an aspect of his early business ventures.

But around the turn of the twentieth century, Indiana limestone was in high demand as a building material. This grain stone boasts a uniform texture and grade, making it extremely appealing for consistency of look in current projects, but also when thinking about expansions. It is found primarily in a region stretching from Monroe County to Lawrence County in Indiana.

A very versatile stone, it shows no preferential direction of splitting. That means it can be cut or carved into virtually any number of shapes and sizes.

Two great tragedies in the mid-1800s boosted the stone's use. Massive fires in Chicago in 1871 and Boston a year later caused people to look for more durable sources of building material, and limestone buildings had survived the fires well.

By the first half of the twentieth century, Indiana limestone began showing up on government buildings throughout the country, including the Pentagon and the Department of Commerce. George Vanderbilt set up a stone mill to process limestone for his 250-room summer retreat in Asheville, North Carolina, the Biltmore. Major corporate buildings, including Proctor & Gamble in Cincinnati and the Mellon Institute in Pittsburgh, Penn. include the limestone, which later became a symbol of the Art Deco movement. It was used on buildings ranging from the Empire State Building to Chicago's Tribune Tower. It is also on a number of monuments in the Washington, D.C. area and tops the United States Holocaust Memorial Museum.



The Pentagon, Washington, D.C.



Blessings from St. Genevieve

Given his location, Ralph was most likely looking at some form of limestone. Indiana—and the Bloomington area in particular—is blessed with an abundance of the rock, which was and still is highly sought after in building materials. But Ralph was never too interested in the building stone business, preferring to crush rock rather than merely cut and sell it. “He always said, ‘All I want to do is crack rock,’” remembered Gus Sieboldt, a longtime Ralph associate who would end his forty-year career at Rogers as president.

So he learned to look for the kind of material that made good crushed stone: St. Genevieve. This limestone typically runs 45 to 220 feet below the earth’s surface and takes its name from limestone bluffs along St. Genevieve, Missouri.

It wasn’t until 1922 that scientists proclaimed the type of limestone in Indiana as St. Genevieve. Because it tends to lie a little deeper—usually about 250 feet—it differs from the St. Genevieve limestone found in other states. St. Genevieve is one of the most consistent limestone deposits. Sieboldt Quarry, Mitchell Quarry, and Bloomington Crushed Stone all still produce crushed stone from that deposit of limestone in Indiana.

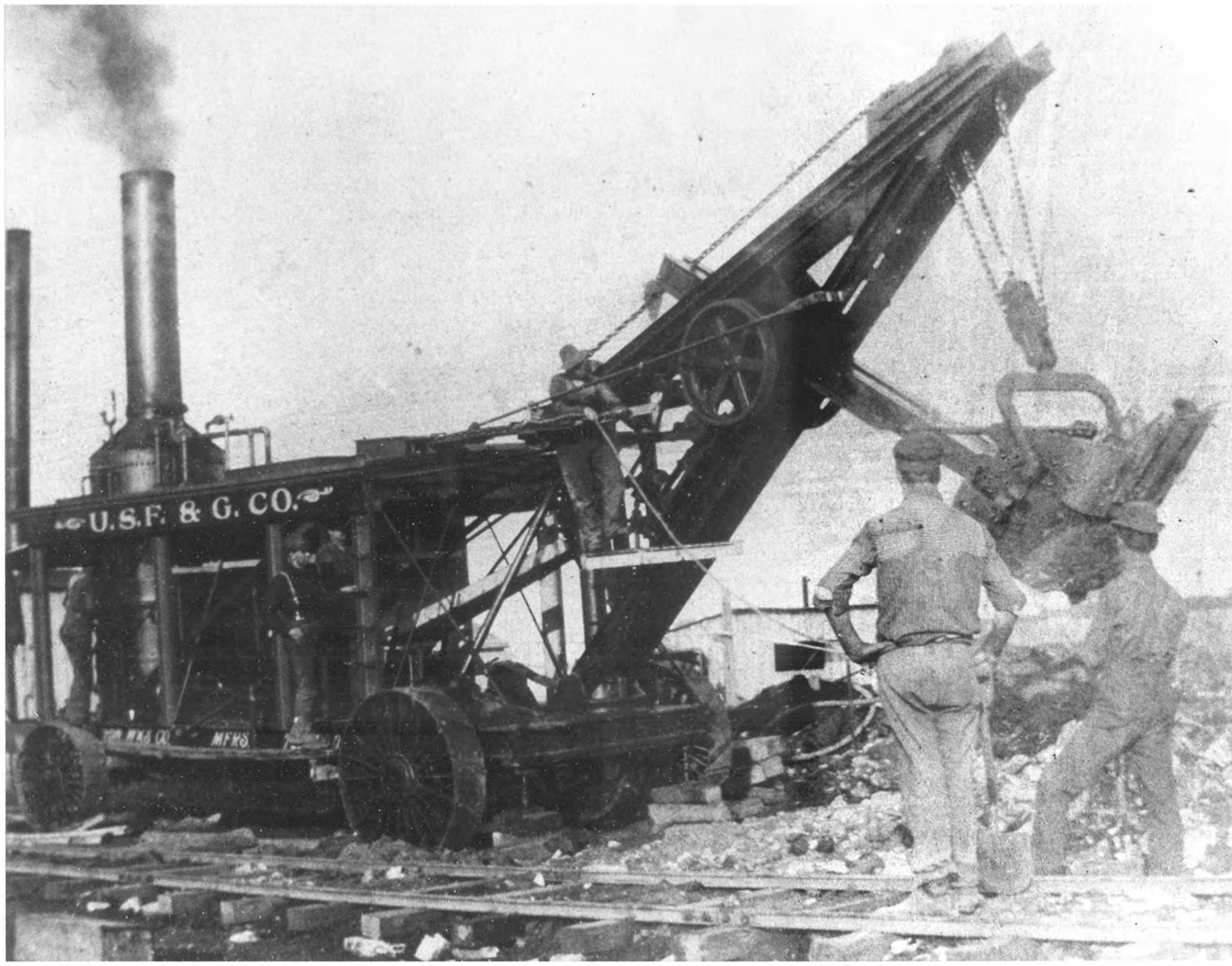
Steam Puts Muscle In, Mules Out Of Work

By age seventeen, Ralph was out of Uncle John’s buggy and atop a steam engine doing the road work. Steam engines gradually replaced horses and mules, and many companies advertised the benefits. “For hauling crushed stone, our engines are far cheaper than horses and are rapidly displacing them whenever the work is sufficient so that an engine can be used to advantage,” Buffalo Pitts Company advertised in a 1903 issue of *Rock Products* magazine. “They ascend heavy grades, work twenty-four hours a day, never tire, sicken, or die and eat only when working.”

That was, most likely, the most high-tech aspect of road construction. Farmers often made a little extra income supplying stone to a nearby road project. Once the road was built, the quarry was abandoned.



This sign, which once hung in Ralph Rogers’ office and now hangs in grandson Rick Rechter’s, is a philosophy that has proven true at Rogers Group.



The Macadam Principle Offers a Foundation for American Roads

One of the early pioneers of road building was a Scottish general surveyor named John Loudon McAdam. Working as the surveyor in Bristol, England, McAdam designed roads that were broken stones of about one inch in diameter, hand split. As author Dan McNichol reveals in *The Roads That Built America*, workers were told to use only the stones that would fit in their mouths. The stones were laid so tightly that they provided a solid surface. These came to be known as “macadam” roads.

Those principles were the foundation of the early road-building methods in America, consisting of compacted layers of stone held together by stone dust and water. Macadam also uses a layer of well-drained soil to support the weight of the roadway.

The main purpose of the top layer, comprised of mostly asphalt and rocks, is to shed water. Other ingredients are often added today to improve traction and reduce wear.

The automobile changed everything. The soft, air-filled tires sucked the dirt out from between the one-inch, hand-split stones. This dust acted like mortar. Rubber tires created practically no dust, and what little there was raised to the surface and blew away.

Asphalt was initially discovered in a lake on Trinidad Island. Discovered by Sir Walter Raleigh in 1498, Trinidad Asphalt is recognized as stronger than man-made. It was the first source of asphalt in America.

Opposite: *The steam engine began to transform the road-building industry, eventually putting mules out of work.*



Convicts Often Sentenced to Hard, Road-building Labor

Chain gangs were not just a figment of moviemakers' imaginations. Around the turn of the twentieth century, many prisoners were sentenced to hard labor. There was little labor harder than quarrying and road work.

In Indiana, prisoners could, at the discretion of the state prison, be loaned out to townships for road work, but only whenever there was no work within the prison.

In Kentucky, such work was limited only to male convicts in county jails or workhouses and at the discretion of the court. The county was required to provide a road supervisor or overseer charged with keeping the prisoners safe.

In Tennessee, convicts were worked at the discretion of the county court.



Chain gang from State Highway Camp Prison being watched by a guard as they work.

It was difficult for anyone trying to make a living in the road-building business because many of the roads were built in very short stretches, usually two miles or less. As a result, the work was uncertain. It didn't take too long to finish a job, and who knew how long it might take to land another.

For years, people thought that bicycles would replace the horse, but then cars replaced them both. With cars now the preferred mode of transportation, the Good Roads Movement, as it had come to be called, had morphed from a bicycle initiative to one that farmers were supporting. That was thanks to the birth of Rural Free Delivery, which used passable roads to deliver mail to homes. It still would be nearly the Roaring Twenties, though, before there was any cohesive plan.

The landmark Federal Road Act of 1916 gave each state four years to set up highway departments. They would be charged with overseeing the \$75 million that the federal government had authorized to improve rural post roads. The federal government would foot 50 percent of the bill, but not pay more than \$10,000 per mile. Even back in the day, this was not much for building a mile of highway from scratch.

The Junior Partner

Back in Bloomington, meanwhile, Ralph was working various jobs at project quarries that sprang up to support the building of certain roads before being abandoned. Ralph quickly figured out that the guys who were making the most money were the men who owned the equipment and ran the operation. He began to think about how he could partner with someone and land the work.

Ralph didn't have the money to fund a company, so he joined with anyone he could find. His partners often fluctuated from year to year and sometimes job to job. He and a partner would pool their resources, work a job, and move on. In 1912, though, he entered a slightly more formalized partnership with a man named Frank McCormick. Ralph brought the team of mules and steam engine; Frank had the crusher. Together, these two would often pair up with other partners, many of whom were older and in other businesses. As they

would retire or move on to other interests, Ralph would move up the rungs of the partnerships. Most of these partnerships operated under the name Bloomington Crushed Stone Company.

Percentages of these partnerships aren't known because these deals began and ended with a handshake. They were never written down. At the end of the season, each partner would bring the bills he'd accumulated during the year to a meeting. If he had a memo or invoice to support it as a business expense, it went into the pile to be repaid. If not, the partner had to deduct it from his portion of the proceeds.

While it may sound like a cavalier way to do business, it had been the norm in the road building industry: "Cost accounting was foreign to the nineteenth-century contractor," a history of the Tennessee Road Builders Association reports. "He operated out of his hip pocket. If he found more cash in it at the end of the year than a year earlier, he figured he had made a profit; if less, a loss."

Regardless of what percentage of the business Ralph owned, one thing was clear—he was most often the junior member. "My partners wouldn't let me talk much until I was in my forties," he once said.

Though he might be silenced, he used the skills that he gained working for others to his own benefit. His time with John Rogers had given him knowledge on running and repairing a steam engine. And he used the savvy gained from working on core drilling to locate stone for his rock-crushing business, which had begun to supply stone for the ever-growing road-building initiative.

"I've probably been to twenty quarries in Indiana that are small roadside quarries that he started," grandson and future Rogers Group Board Chair Rick Rechter said. "It really wasn't until well after the Depression that aggregate demands were anything to speak of."



Ora Brown stands in front of his engine at Hensley's Quarry in 1928, the same year he began working for Ralph Rogers.

Willing to Work

Regardless of how savvy Ralph was at the business, roads and rocks had a definite off-season when winter came. So, he often tried his hand at other enterprises to keep busy when cold set in or there was no road work, such as working as a surveyor's helper or joining a crew in building the Illinois Central Railway tunnel north of Bloomington. He also did whatever it took to pay the bills and help provide for his family, including chopping wood.

One such odd job would pay off for decades. One winter, he built a toboggan and charged riders a nickel for a trip down one of Monroe County's hills. When Ralph allowed Ruth Matthews to ride for free, she knew he must like her. And like her he did; the two married on December 22, 1912.

1933

KEY EVENTS IN COMPANY HISTORY

1939

1933-1936

- Ralph operated Road Resurfacing Company with Virgil Emmert.

1934

- Wayne Sowers joined the company.

1935

- Gus Sieboldt was hired, working for Harry Berry.

1936

- Ben W. Rechter, Ralph's son-in-law, joined the company.
- Rogers acquired the old Camp Taylor site and organized the Louisville Crushed Stone Company. Ralph had 51 percent, Gilbert Brunnhoffer had 46 percent, and Ora Brown had 3 percent.

1936-1937

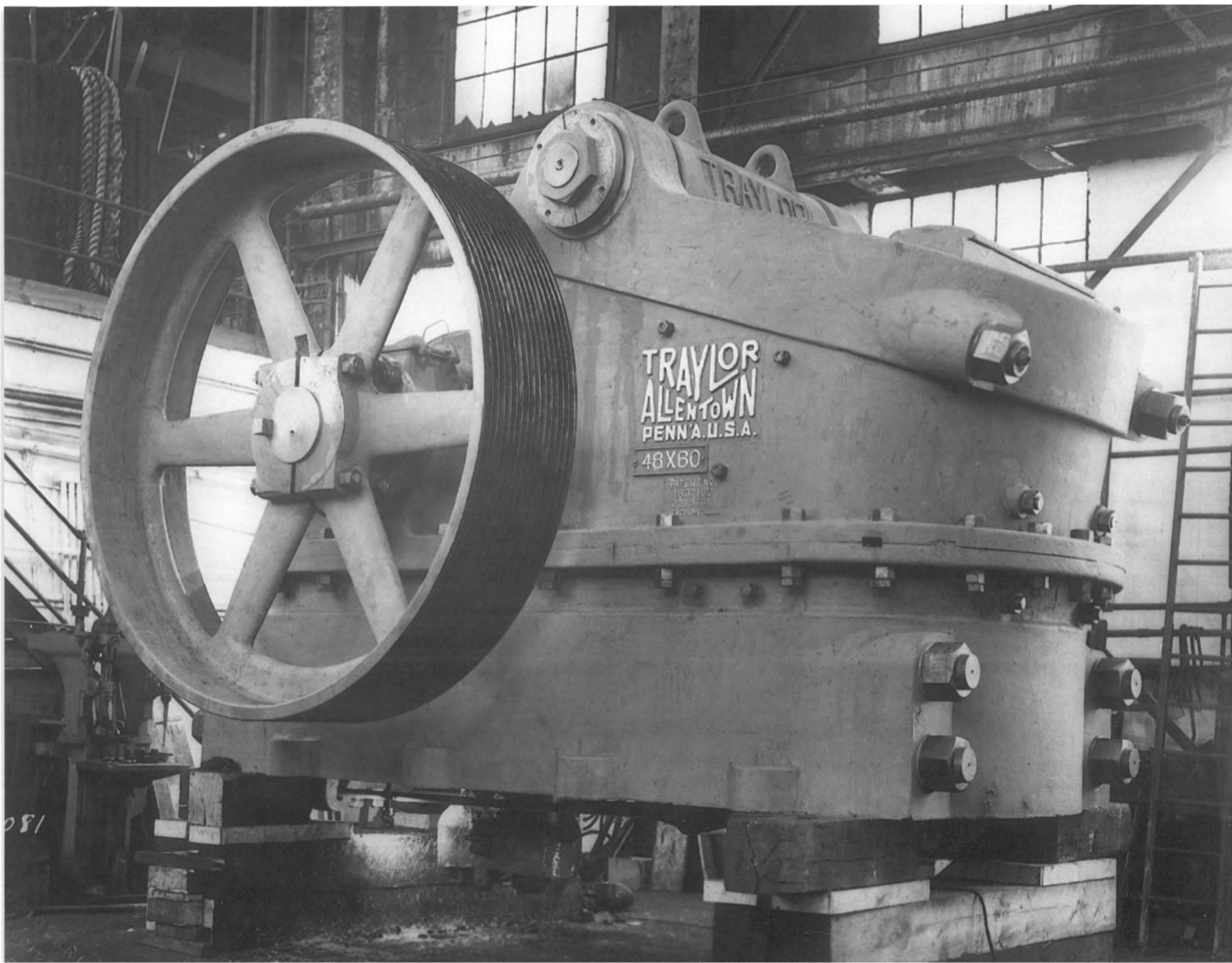
- Rogers worked on State Route 46 from Bloomington to Nashville, Indiana.

January 1937

- An enormous flood hit Louisville, damaging the Rogers quarry and creating a great demand for crushed stone as the city tried to rebuild.
- Sieboldt was made superintendent on Kentucky 90 project from Somerset to Shopville.
- Fire destroyed crushing plant on Adams Street in Bloomington and that site abandoned as a quarry.

1939

- Cascades Park Quarry opened. It existed until 1954.
- Wayne Sowers was put in charge of accounting. Sowers would be the man Ralph most trusted with the company's money, and he had a lot of say in projects the company pursued.
- A batch plant for producing ready-mix concrete was installed at South Adams site.
- Sensing the onset of World War II, Ralph began stockpiling all the large equipment he could find and pay for.



TRAYLOR
ALLENTOWN
PENN. U.S.A.

48 X 60

PATENT NO.
1837 JULY
25 1876

180

CHAPTER THREE

Rough, Tough Ralph Rogers

"People don't give me work because they like me."

RALPH ROGERS

Ralph and his new bride took to the road, going from project to project, living out of tents as if they were traveling with the circus. Road workers were often referred to as "road trash," since many were former convicts who had learned to bust up rock as part of their sentence of hard labor. Regardless of their background, many on the road crews traveled with their wives and children, working daylight until dark crushing up to 150 tons of rock a day. If they encountered a large rock, they'd take a sledgehammer to it until it was small enough for the crusher.

Ruth was annoyed by some of the headaches of this life and once complained to Ralph about a bucket elevator that made a constant crashing noise all day long. "Crash. Crash. Crash." Ralph suggested that she learn to appreciate the noise by reminding herself that it was the sound of money being made. So Ruth spent her days reciting, "Nickel. Nickel. Nickel."

The nickels piled up, enough so that by the time Ralph and Ruth's daughter, Helen, was born in 1914, Ralph was able to put down enough money to purchase a small house and get his family out of tents and off the road. It was still a hard life, one worked by a man who was, by most accounts, a demanding boss. But he was every bit as hard on himself and never asked anything of his employees that he wouldn't do himself. During these early years of his success, Ralph lived many of the practices that remain at the core of today's Rogers Group—integrity, hard work, and a value for employees.

Opposite: This jaw crusher sits at the Traylor factory before being delivered to Rogers in 1940. Rogers has had a long history of working with manufacturers to improve the longevity and usefulness of their equipment.

Dollars and Sense

There's no doubt that Ralph Rogers was a savvy businessman and nowhere was that more prominent than in his money-management skills.

"Almost everyone has a different hobby and my hobby is making money," he would say. Not only making it, but keeping it.

When buying new equipment, "I never heard Ralph tell a man his price was too high," Gus Sieboldt recalled. "Usually he would take the man's price and say, 'I will have to think about it and compare it with the others I have.' Usually the next day he would get a better price."

He also hated to go into debt for anything. Paying cash for new equipment allowed him to negotiate even better prices. "He was afraid of debt and would say, 'I don't want banks running my business,'" Sieboldt said.

When he once borrowed five hundred dollars from a bank, he told the banker, "If I live, I know I can pay you back. If I don't, how will you get your money?" The banker told him to get a life insurance

policy for the amount owed and make it payable to his estate.

Ralph was on the worst end of the deal when someone once borrowed from him—he didn't even know he was doing the lending. His partner, Frank Dobson, once loaned money to an employee to purchase a car. The employee was his best drill operator and he didn't want to risk losing him. The car was still very new when the parking brake dislodged, and the car rolled off a hill and crashed at the bottom. "Whose car is this?" Ralph asked. The employee responded, "Yours and mine . . . but mostly yours."

Small wonder Ralph didn't like to borrow money. When it came to financing a job, he felt that he had an 8 to 10 percent advantage over any competitor who had to pay interest.

And staying one step ahead of competitors was extremely important to Ralph. "He never wanted to buy out a competitor, but would beat him at his own game," Sieboldt said. "He felt that buying out a competitor only opened the door for another one."

The time period from when Ralph launched his company—first as Bloomington Crushed Stone and then into other ventures—proved the birth of several legends about the founder as well. Though time has erased the line between fact and fiction on some of these stories, it's clear that Ralph Rogers was a study in contrasts. This successful man became a millionaire on the eve of the Great Depression, yet lay awake at night worrying about ending up in the poorhouse. Ralph demanded hard work from his employees, but offered benefits that were ahead of what was mandated by law. The man whose temper was feared would take to the dance floor anytime he had an opportunity and appreciated a good joke. He was frugal with his compliments, but generous and willing to allow a man to work his way out of the pit or off the road crews into a minority ownership of one of the companies.

“If you did a good job, you could tell he was pleased, but he always said, no matter what you had accomplished, how many tons of stone you had laid, or how many tons of asphalt mix, ‘Is that the best you can do?’” Gus Sieboldt said. “He always demanded a little more all the time. However, he was right there working with you or on some other job all the time. He never demanded more than he would do himself.”

He Knows Rocks

Ralph’s greatest strength was in his knowledge of rocks, a skill honed during those times of staring at a rock formation with Uncle John and later during his time riding the “Johnson bar,” the nickname for a popular core driller of the time period.

Stone was abundant in the area around Bloomington, which is now recognized as having the highest concentration of limestone in the world. But it was often a question of finding the right kind of material. For that, Ralph had a knack.

“If a road job was ready to be bid by a county, and later by Indiana or Kentucky, he would spend quite some time hunting a ledge of stone near the job where he could locate a quarry,” Sieboldt remembered. “He seemed to be able to study the land formation and many times came up with a quarry site on or near the job.” Transportation was often the biggest cost in providing the crushed stone, which was taken to where it was needed by horse- or mule-drawn wagons (and later small trucks), and his aptitude proved profitable.

Later, when Bloomington’s Cascades Park Quarry was being depleted, Ralph and his men looked furiously for a replacement. Crews were everywhere with probing rods trying to find rock. Sieboldt and Elec Kerr “crawled through many caves west of Bloomington, breaking off pieces of rock and evaluating them,” Sieboldt said. Sieboldt also core drilled numerous farms throughout the town. One day, while core drilling the Bean farm, Ralph showed up. “He looked across the valley to the Estill Fiscus farm and said, ‘I believe the quarry is in that hillside.’ We cored it and decided that was our place,” Sieboldt remembered.



Even as a young teen, Ralph Rogers proved to be a strapping man. Standing more than six feet tall, he quickly put his brawn to work in the back-breaking, rock-crushing business.



Above: A far cry from their days of living in tents, Ralph and Ruth Rogers were photographed in front of their Bloomington home. **Right:** One quarry crew took time out for a photo op. Note the neat attire that the men wore—something Ralph always demanded.



Gus Sieboldt learned from the master and years later found himself on the opposite end of a similar situation. In the 1960s, Rogers was looking to locate a quarry near construction of State Road 37. Longtime employee Max Scott had tested numerous sites and told management “that he was out of ideas,” Rick Rechter said. Rick, Sieboldt, and Wayne Sowers pulled out a topographical map. Sieboldt pointed at a spot and said, “There should be a quarry right there.” Drilling proved him right, and Sieboldt Quarry—the only one Rogers Group has named after a person—was born.

Though Ralph was darn-near close, he wasn’t perfect at spotting potential quarry locations. History records at least one time when he missed. He and Cletus Broecker bought a farm on the B&O Railroad about five miles west of Mitchell, Indiana, in anticipation of opening a quarry there. Once a considerable portion of the top of stone had been uncovered, Ralph inspected it. “I don’t believe we have an economical quarry here,” he said. Ralph abandoned the project though money had already been spent on it. Another quarry was located a couple of miles away.

Ralph Goes Shopping for a New Business Venture

Bloomington struggled in the mid-1950s. Absentee landlords had let the downtown buildings deteriorate, which in turn created a drag on the city's tax coffers. To make some money, the city annexed two hundred acres of a massive farm that Ralph owned.

"If they're going to tax me like downtown Bloomington, I'll make it like downtown Bloomington," he said. So he leveled that portion of the farm and put the creek under a box culvert. Ralph teamed with Mel Simon to develop the property.

Though malls were virtually unheard of in the United States at that time, it was only the third enclosed mall—and most successful

that Simon would develop on his way to becoming the nation's dominant shopping-center owner. By the 1980s, Simon and his company, Simon & Associates, were opening three enclosed malls per year.

In addition to owning the Indiana Pacers basketball team, Simon & Associates went on to develop the Forum Shops at Caesar's Palace in Las Vegas, the Mall of America, and purchased interests in the Galleria in Houston and the Mills malls, including Opry Mills in Nashville, Tennessee.

Looking at a rock formation is a far cry from current quarry development, which can require up to five years just to get the proper permits. It usually takes a team of geologists and experts who assess seismic analysis, surveying, and drilling to begin the process. Some seeking a modern-day quarry use ground-penetrating radar to find the proper site.

Seeing What Lies Beneath

Ralph may have been able to see quarries hidden beneath the dirt, but he also could see the future, or at least anticipate what was coming and prepare for it. He had a knack for looking at a problem and seeing the solution.

Nearly everyone who spent any significant amount of time with Ralph has a story that shows his forward thinking.

During the late '30s and early '40s, some quarries were wasting as much as 10 to 15 percent of the stone. Ralph didn't let the finely ground limestone go to waste. He had it trucked to his farm in Bloomington and spread on the soil, which responded well. This was at least a decade before the government began researching how limestone reduces soil acidity and boosts plant nutrients and yield.

Ralph Takes in a Few Juniors

Because Ralph spent most of his early career in partnership with others—often as a junior partner—as he became more successful, he was willing to give the same boost to others. Wayne Sowers, Ralph’s longtime associate, said that Ralph would launch a new venture and work it for a year. Once he was convinced the job was well underway, he would bring in someone else to run it. Often, that person would become a partner with a percentage. Ralph always kept at least 51 percent—and, consequently, the final say.

He also would launch new ventures and set up people he trusted to run them, offering a small portion of ownership. When Ora Brown opened the Louisville Quarry, he did so with 3 percent ownership. When Norm Wiedmer moved to Hopkinsville to open Rogers’ ventures there, he did so with an ownership percentage. Countless others received some portion of ownership in a Rogers venture.

“Ralph was a very loyal guy,” Sam Rechter said. “He was loyal to his partners and to his employees. Having said that, a partner is a little different from the average employee. And so he probably gave his partners more rope than he would other employees.”

His partnerships occasionally branched out beyond aggregates and road building into other ventures that often bore the names of others. He partnered with Charles Branam to open Branam Lumber Company and with Claude Staats to open Staats Lumber. He also was majority owner in Weddle Brothers Construction for a period of time.



Maurice and Harold Weddle in the 1950s at the Bloomington, Indiana, Weddle Brothers facility.

He wasn't much on waste in any form, and after another partner, U. R. Price, retired from the concrete-paving business, he left behind thousands of pipes. Ralph had them welded together and fenced a portion of his four-thousand-acre farm with them.

Len Keen, Ralph's pilot for many years, recalls taking him to a quarry and "he could just look at something, maybe a piece of machinery, and tell what was wrong."

Grandson Rick says that Ralph sensed the South would boom after World War II, given that it had so much farther to go than the North. Hence, he moved operations in that direction.

But perhaps the most far-reaching vision was an out-of-this-world idea, shared with Lyle "Bud" Powell, who was an engineer for Rogers. "When they first started putting up suborbital flights with human beings, Ralph didn't believe it at first. He thought they were just shooting off a rocket and then taking a camera out to pretend someone landed. He didn't believe what went on in between. After he was convinced it was true, he met me in the hall one day and said, 'Bud, I want you to work on something. I want you to design a plant we can take to the moon.' Now keep in mind, this was in 1962, before anyone was thinking about going to the moon. 'If they get there, they're going to build, and if they build, they're going to need crushed stone. And I want to be the first up there.'"

Though he clearly had plenty of projects going at any given time, Ralph never stopped looking forward.

"He was always planning ahead as much as five or ten years, even when he was seventy," Gus Sieboldt recalled. "He seemed to sense the advances that would be made in city expansion and in machinery improvement, and he even helped pioneer many of the improvements made in different types of crushers." Sieboldt said that Ralph occasionally consulted with the engineers of top manufacturers, offering ideas on where crushers could be strengthened.



Ralph insisted that his companies always look neat and would occasionally shut a quarry down if it wasn't neat enough for him. On photo day, at least, this operation outside Bedford, Indiana, likely passed muster.



It might seem odd that a man who only completed the seventh grade was offering engineering ideas to professionals, but “he had the ability to conceptualize things,” grandson Sam Rechter said. “Some people would refer to that as vision. That’s probably a fair word. He felt driven to have to be out in front of the curve. It’s because he wasn’t educated that he had more and more educated people come into the business. One thing I know for sure is that he knew how to focus. He was a hard worker. And he was able to bring people around him whom he mentored and/or supported in some way that were, for the most part, a pretty good team of people. When he made a mistake, he handled it with good people.”

Back when it was still in a rural area—in the late 1940s—the various Rogers operations in Bloomington included this block plant.

Working All the Time

What Ralph lacked in knowledge, he also made up for in diligence. A seventy-five to eighty-hour work week was typical, and Ralph “never took a vacation,” Rick said. Rick remembered one time when his grandfather picked him up while he was a student at Purdue University. “I had clothes for one day. Five days later we had been to Mississippi, Kentucky, Alabama, and Tennessee—probably thirty different towns.”

That was his form of vacation, visiting the various Rogers sites or traveling to explore industry innovations or business opportunities. He expected the same hard work from his employees, particularly his managers. Most of them put in full weeks and then spent every Saturday morning in meetings. At one point, Wayne Sowers worked six days at Bloomington Crushed Stone and then spent his Sundays catching up on bookkeeping.

“The days were never too long for Ralph,” Gus Sieboldt said. “Many times he would call me at midnight or at any other odd time and ask me to come to the office to discuss some problem or a new venture.”

Ralph was proud of the work he did and liked his employees and operations to reflect that. Despite the dirt and grime inherent to the job, he insisted his quarry foremen wear white shirts and look their best. But “the white shirt

World's Fair Envisions Fourteen-Lane Highways in 1939

In 1939, the New York World's Fair looked into the future of road building and envisioned fourteen-lane superhighways. The "Futurama" exhibit, presented by General Motors and created by Norman Bel Geddes, drew Americans out of the gloom of the Great Depression and the fear hovering from the impending World War II. With its optimistic look at the future, Futurama proved to be the most popular exhibit at the fair.

Riders sat in sound-equipped armchairs that moved along a quarter-mile conveyor belt. Bel Geddes' view imagined skyscrapers and wide city streets that were completely separated from pedestrians. Cars were parked beneath buildings while smaller buildings were topped with parks and restaurants. Suspension bridges featured on- and off-ramps while pedestrians walked a level above traffic. And, because that's where the pedestrians were, window

displays in stores were at the second-story level as well. At the end, riders were given a button that said, "I have seen the future."

That future was impressive, with its curved highways that allowed for different speed limits based on which lane you were driving in. Watchtowers at five-mile intervals kept an eye on these superhighways and a symbiotic relationship between car and road allowed for merging, entering, and exiting all to be done automatically.

Bel Geddes, a theater set designer turned industrial visionary, also designed automobiles for the Graham-Paige company and was tapped by President Roosevelt to help with the National Motorway Planning Authority.

In all, the exhibit was a far cry from Bel Geddes' other exhibit at the fair; "Crystal Gazing Palace" was an adult-only site featuring dancers performing onstage with a multitude of mirrors.

had better be dirtied if there was a breakdown of machinery or another crisis which needed the foreman's attention in there working to get the job going again," Sieboldt said.

It wasn't the only time Ralph had input into what his workers wore. Karen Koons, who worked for Rogers starting in the '60s at the Bloomington office, wore dresses to work. It was customary at the time, in spite of the fact that it was bitterly cold. One day, Ralph remarked on the cold weather and "sent somebody down to Wick's Department Store with fifty dollars to buy us all knee socks. And he made us all put them on. Most of them were red; I got navy."

Ralph also liked his quarries clean. Sieboldt said, "I have actually seen him shut down a plant in order to clean it up. He could really tear out the management when he thought things were bad enough to shut down and clean up."

The same was true of his other ventures as well. Boards in the lumberyard at Rogers Building Supply in Bloomington and American Building Supply in



RALPH ROGERS & CO.
Ind. St. Rd. #46

Louisville were kept stacked and graded.” It was not hard to tell when you were on a Rogers operation because of the neatness and uniformity in the way they conduct their business,” wrote Ken Gremore, a longtime employee in Bloomington who compiled a typewritten history of the company in the 1970s. “If you work for Rogers, you keep an operation in this manner, or you don’t work for them long.”

Though Ralph often was stretched in many directions with his various companies and partnerships, he paid attention to the details. Max Scott said of Ralph, “He was very production-oriented, was always concerned about the condition of his equipment, and he was always talking business, causing me to miss a ball game or two.”

And he never thought about slowing down—except once. At one point, he decided to retire to Florida and golf. He bought clubs and knickers. That hobby lasted less than a week before he returned to Bloomington to work.

His work-hard philosophy continued throughout his life. Len Keen was offered the pilot’s job when Ralph was sixty-five. He asked about retirement plans because, “I didn’t want to be hired for only one or two years and then the company shut because Ralph wanted to retire. Ralph told him, ‘I’m in it until I die.’”

A Softer Side

The legends surrounding Ralph usually focus on his demanding standards or his fiery temper. But, as people usually are, he was more rounded than that—with a rich sense of humor, a generous spirit, and a reputation as one who would get things done for his workers.

It’s been said many times that he felt inferior because of his stuttering, yet he was willing to poke fun at it himself. Rick remembers a man pulling up on a job site to ask directions. Ralph was the closest. “How far is it to Helmsburg?” the man asked. “You could be there before I could tell you,” Ralph stuttered.

Still, it wasn’t a topic that others could broach. Donnie Crum, who started working on Ralph’s farm as a teenager and has worked at Rogers for thirty



Above: The 1937 State Road 46 project included excavating 300,000 cubic yards of stone and 200,000 cubic yards of dirt.

Opposite: State Road 46 was almost as important to Indiana as it was to Rogers. Rogers completed the stretch from Bloomington to Nashville, Indiana, adding a crucial link in the first road south of Indianapolis that traversed the state from east to west.



Opened in 1972, this quarry in Hopkinsville, Kentucky, continues the Rogers tradition of maintaining an orderly workplace.

years, remembers a time when a salesman was coming to see Ralph to close a deal. The salesman stuttered as badly as Ralph did. Some Rogers employees who had worked to structure the deal made sure Ralph knew ahead of time about the salesman's speech impediment, just so Ralph wouldn't think he was being mocked.

When it came to his employees, Ralph made sure they had what they needed—and quickly—even down to the small things that make a job easier. For the quarry workers at Springville, it was a soda machine. Ralph liked to visit the quarry because he liked the taste of the water there; but one day, he wanted a soda. "We couldn't give him one because Max Scott wouldn't let us have a machine," recalled Billie O'Neal, who worked at Springville for four years before going to Sieboldt for thirty. "Ralph left and within a half hour, we got a call about getting a Coke machine."

For the crew in the shop—whose day often started at 4 AM so that equipment could be ready when workers arrived—it meant bringing in eggs and biscuits whenever Ralph came for a visit.

These were just proofs of the way "Ralph went all out for his men," Sieboldt said. "He believed that the man out there digging the ditch was just as important as the supervisor."

Whenever he visited a quarry, he'd usually skip the superintendent and go straight to the laborers and foreman to get a better view of what was going on there and what they needed.

Ralph's employees were loyal to him, and he to them. Before the establishment of Social Security, Ralph had several longtime employees who worked until they could work no more and were later destitute. He sent a thirty-dollar check every month—enough to provide room and board.

Ralph also took care of many needs in Bloomington, though little of that work was publicized. He provided land for a school that bears his name and bought property that he then sold back to the city at half price for a park. And he provided much charity to individuals anonymously.

“We made many a delivery—different homes, different hours—and no one ever knew it,” said Keen, who in addition to being the company pilot, often served as Ralph’s driver. “I made it a point to ‘forget’ where we had just been.”

Only when Ralph died did anyone attempt to recount his good deeds.

“The activities of Ralph Rogers, Bloomington community leader, were shrouded from the public just as the activities of Ralph Rogers the businessman were, because that’s the way he wanted it,” wrote Bill Schrader, editor of Bloomington’s *Herald-Tribune*, after Ralph’s death in 1976.

The same article quoted community leader Ralph Mills, “Any time there was anything we needed, I knew I could always go to Ralph and as long as it was for Bloomington, he wouldn’t turn me down.”

Unable to Outrun His Fears

As one might expect, Ralph achieved a great deal of financial success as his business grew. He had a goal of making one million dollars before he turned forty and he achieved that, though he hit that milestone on the cusp of the Great Depression. In fact, Ralph turned forty just a few months before Black Tuesday ushered in the beginnings of the Depression. While many would lose their fortunes, government plans to put Americans to work would bring a boom to the road-building business and along with it, to Ralph’s rapidly expanding businesses.

President Herbert Hoover put \$120 million into road building at the height of the Depression, with an aim of providing jobs for the unemployed. That launched a long-standing relationship between the federal government and road building. From that point on, most government expenditures related to transportation went to building roads.

By the time Franklin D. Roosevelt was elected president in 1932, some thirteen million Americans were out of work. FDR instituted several programs for these workers, including the temporary Civil Works Administration (1933–34) and then the more permanent Works Progress Administration, which launched in 1935. In Indiana, the WPA’s biggest projects were oriented toward improving farm-to-market roads, state highway projects, and town streets and sidewalks—all of which required crushed stone.



Top: Ralph and Ruth Rogers surrounded by costumed characters at a Halloween party in Gus Sieboldt’s basement. **Bottom:** At Ralph’s seventy-second birthday party, he found himself in familiar company—flanked by Ken Wysong on the left and Gus Sieboldt on the right.



Despite his intense work ethic, Ralph was a guy who liked a party; and whenever there was a party, he'd likely be on the dance floor. Here he dances with longtime employee Bonnie Reeves at his seventy-fifth birthday celebration.

One of Ralph's greatest accomplishments, at least in his own opinion, was that his men never missed a paycheck during this turbulent time in American history. Yet Ralph was burdened by the responsibility of having so many families dependent on him. Rogers once held a company picnic, inviting the families of the employees as well. When Ralph and Len Keen arrived, Ralph was frightened by the number of people relying on him and asked, "Who are all these people?" Keen responded, "Don't you know? All these people work for you." Ralph said, "I'll never, ever have another picnic."

In fact, insecurities over a fear of poverty and his lack of education would haunt him for all of his life. In typical take-charge fashion, though, Ralph would do everything he could to eliminate those fears.

When driven past the county poorhouse, he remarked, "I sure hope I don't end up there." So when the county commission advertised a contract to remove the buildings there, he told them, "If you'll let me tear it down, I'll not even charge for it, because this will let me erase it from my mind."

In price negotiations, Ralph was often afraid to speak up for fear he'd stutter, yet he used that to his advantage. "He told me that at times he had saved a lot of money keeping his mouth shut," Sieboldt said. "He would have a certain price in mind to offer, but due to his silence, the other person would come up with a price more favorable to Ralph Rogers."

There are many things you could call Ralph Rogers: shrewd businessman, hard taskmaster, visionary. But it's clear he was memorable.

Even decades later, when Ralph was long gone from the company, his great-grandchildren heard stories about the man they could barely remember. "I never had anybody in the town give me a bad impression of Ralph," said great-grandson Rick Rechter II, who spent some of his childhood growing up in Bloomington. "He was a big fish in a small pond. A lot of the older guys in the community really revered Ralph and what he had done."

1942

KEY EVENTS IN COMPANY HISTORY

1949

1942

- Hired as the first subcontractor at Clinton Engineer Works, later known as Oak Ridge.

1943

- Rogers opened a second quarry at Oak Ridge.

1946

- Opened block manufacturing in Bloomington.
- Rogers expanded into the asphalt and construction businesses with the building of the Oak Ridge Turnpike.

1947

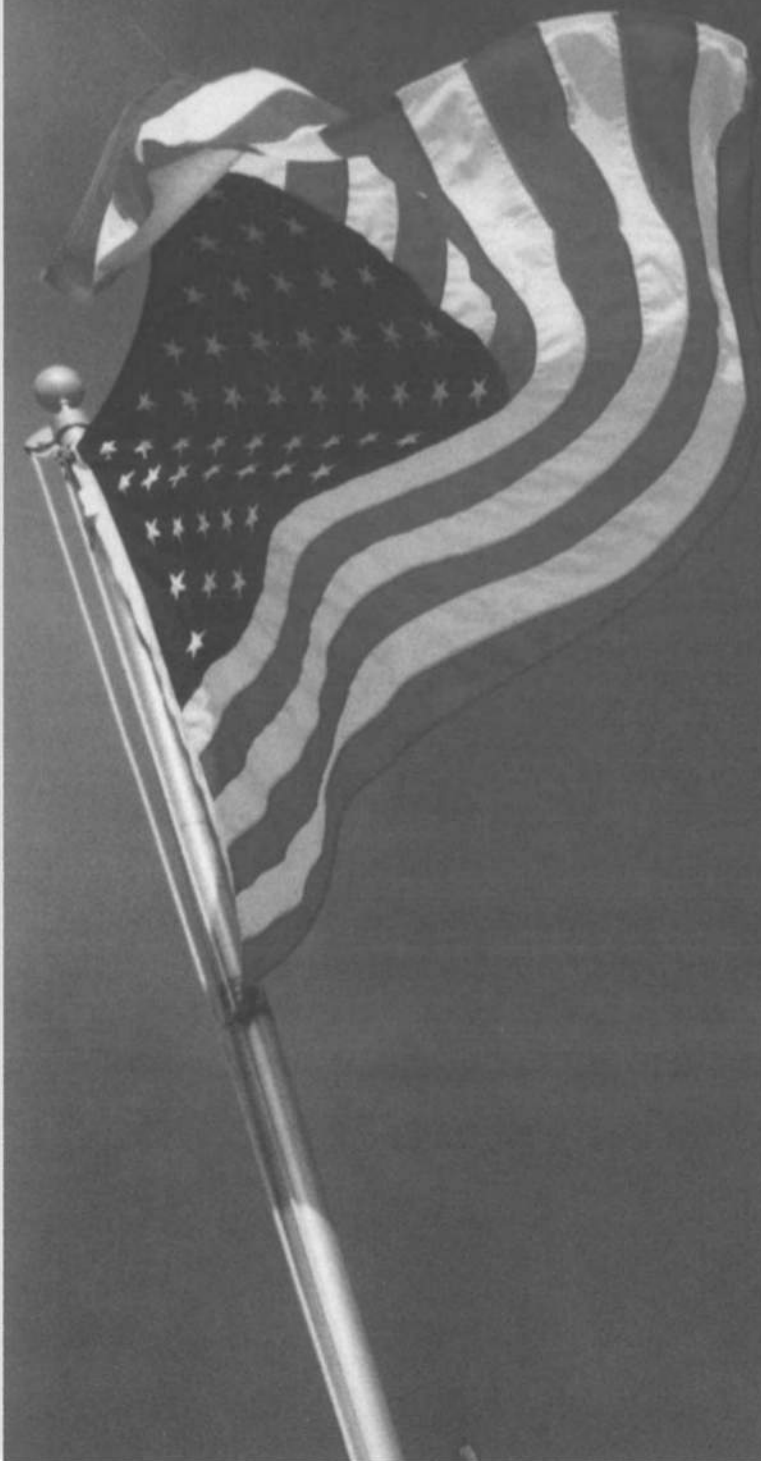
- John Sweeney Sr. was hired to supervise a two-person field office. He retired as senior vice-president of operations in 1990.

1948

- Began the ready-mix concrete and block business in Louisville and the ready-mix concrete business in Oak Ridge.

1949

- Ralph and Charles Branam formed Branam Lumber Company.



CHAPTER FOUR

The War Years

"If you can produce something of quality as fast as it is needed, you will always be in demand."

RALPH ROGERS

It was the late 1930s, and war was in the wind. European heads of state were furiously attempting to avoid trouble with Germany's Adolf Hitler, who was threatening to enslave all of Europe on his way to taking over the world. Diplomacy would fail, of course, and by 1939, Germany had invaded Poland, launching the first phase of the Second World War. In Asia, there was saber-rattling, too, as Japan asserted its dominance over neighbors.

Though these events were happening oceans apart, smart men were preparing for the inevitable: the United States' involvement.

On a national level, Albert Einstein implored President Franklin D. Roosevelt to launch a United States nuclear research program, spurred by news that German scientists had discovered a way to split uranium's nucleus—a process called "fission"—that would unleash unprecedented destruction if anyone could figure out how to integrate this into a bomb.

Closer to home, Ralph Rogers was in a race as well. Anticipating war, "he bought all the machinery, tractors, big scrapers, crushers, and anything else he could get his hands on and pay for immediately," Gus Sieboldt remembered. He stockpiled the equipment in the underground mines at Louisville, where it would be readily accessible and kept at a moderate temperature year-round.

Had he not looked forward, Rogers could have been forgiven, since 1937 and 1938 had brought a double dose of trouble. In Bloomington, a fire destroyed the crusher at the Adams Street Quarry. In Louisville, the Ohio River flooded beyond its banks, cresting at 85.4 feet. Some 70 percent of the

Opposite: Rogers red has long flown beside the red, white, and blue as the company has been an avid patriotic supporter.

War Efforts on the Home Front, Too

The war was an all-American effort, and those on the home front had their part to play. Ben W. Rechter, who married Ralph's daughter, Helen, was a pilot. He volunteered his services, but the navy commanded him to stay home and continue work on Crane Depot, an effort it deemed more important.

Helen Rechter, also a licensed pilot, took over management of the Bloomington Airport until the war was over. "With the men gone, she was made a high-ranking officer in the Civil Air Patrol," Ben R. remembered. "She saw a need to organize a Forest Air Patrol and flew her plane into the area to scout for forest fires."

That was no small feat, given that Indiana has some 3.5 million acres of forest land.



Ben W. and Helen Rechter at a dinner in Chicago, just after World War II. Both were integral in the war effort—Ben W. working on the Crane Naval Depot and Helen as civil air patrol coordinator.

city was submerged and Rogers' Louisville operation was not immune. The quarry wall failed, and the crushers collapsed and smashed a ninety-foot elevator. But, as with most adversities that struck Rogers Group, it didn't take long to recover.

In Bloomington, the Adams Street Quarry was abandoned and Cascades Park opened by 1939. In Louisville, the devastation created a building boom and, along with it, a huge demand for aggregate. So while crews pulled the elevator out of the mud and slime, Sieboldt pulled out a trigonometry book and laid out a plan to rebuild it.

"Adversity seems to make them tougher," said T. C. Chambers, a mine superintendent, in describing Rogers people. "They pull together."

The Oak Ridge Project Is Born

Einstein's letter imploring action got the president's attention and inspired the birth of what would come to be known as the Manhattan Project. Scientists worked tirelessly in a lab beneath the abandoned Stagg Field on the University of Chicago campus to try to recreate the German discovery. The process was agonizingly slow, especially when compared to the pace of the Germans. By 1940, Hitler had overtaken Belgium, giving him wide access to uranium in the Belgian Congo. He had the know-how and, then, the source.

By the time the Japanese bombed Pearl Harbor on December 7, 1941, and pulled the United States into World War II, the race to build a nuclear bomb picked up at lightning speed. The Manhattan Project needed more room than a college campus could provide. A valley in East Tennessee had several things going for it: proximity to a TVA dam, rail lines, and a river; a pool of workers from nearby Knoxville; and a hilly landscape that scientists believed would contain any nuclear accident, plus make it harder to attack. And it probably didn't hurt that Sen. K. D. McKellar, a Tennessee Democrat, chaired the Senate Appropriations Committee—the committee that would have to quietly approve any federal funds for the secretive project.

Doing His Part for the War Effort

By the late '30s, Ralph could sense the future as well. His prescient decision to stockpile machinery would pay off for decades to come, thanks in large part to his involvement in Oak Ridge, about twenty-five miles west of Knoxville, Tennessee.

Virtually overnight in the early 1940s, Oak Ridge swelled to a population of seventy-five thousand, making it the state's fifth largest city, though it didn't appear on any maps. Beneath this secret city lay Rogers' rock.

When the East Tennessee site was selected for what initially was known as Clinton Engineer Works, Rogers was the first subcontractor hired. The task was daunting—have an operational quarry set up in thirty days. Nothing was in place, of course; this had been sparsely populated farmland just a few months before. Equipment had to be brought in and men hired and housed. When Rogers arrived, only a wagon trail led into the site of the first plant.

"They gave me this contract because they knew I could get the job done," Ralph said.

Get it done, he did. Two days early.

Getting the crushers up and running was only the beginning. Strict security, intense secrecy, and sensitive government operations all brought their challenges. Workers had to show birth certificates to get on-site. Visitors had to use a special security pass to get into the facility.

And then there were the logistics. This "instant" city had to sustain its workers. Tents were set up, food delivered, and transportation worked out. All when, as the familiar refrain went, there was a war going on.

Oak Ridge would become "the springboard to a lot of other big jobs," said Wayne Sowers, who joined Rogers in 1934 and worked for the company for forty years. It would remain a crucial part of Rogers' company history to this day. Thanks to its strict standards and high-pressure environment, Oak Ridge Quarry would serve as a great training ground for managers.

Grandson Ben R. Rechter was among the managers trained there; when he came back to the company in the '60s, he was assigned to Oak Ridge, working with John Sweeney Sr. and Ken Wyson. Because it was one of the farthest

What's in the Fleet?

Near the end of World War II, Ralph Rogers & Company assembled a list of its inventory. Among its one-hundred-seventy-item fleet in 1944:

- Five 1939 Ford one-ton concrete mixers, purchased for \$3,023 each
- Thirty-nine dump trucks, purchased between 1940 and 1942 for \$1,200–\$1,700
- Three 1942 Chrysler New Yorkers and two station wagons
- Four house trailers
- Two buses
- Three semi-trailers (purchase price, \$4,650–\$5,000)
- Two skip trucks
- Ten Dumpsters
- Three trak trucks
- Five Euclid rear dumps



Louisville Crushed Stone, 1942. Photo courtesy of John W. Salsman of Lewisburg, Tennessee.

What Began During WWII Continues at Fort Campbell

Helping to build Camp Campbell—later renamed Fort Campbell—was just the beginning of Rogers' relationship there. It would be one of the most enduring relationships that Rogers maintained with the military.

The 101st Airborne Division, which is based at Fort Campbell, is often the first unit to deploy in any military situation, thanks to its ability to drop four thousand soldiers behind enemy lines in a single airlift. The unit was the first wave of the D-Day invasion during World War II and the last unit to leave Vietnam.

Members of the division also fired the first shots of Operation Desert Storm, after Iraq invaded Kuwait. Following one of the largest air assaults in history, 101st members seized the highway that was used to resupply troops from Iraq into Kuwait.

The division's ability to deploy rapidly has been crucial in the country's military operations and Rogers has played a part.

Following Desert Storm, the two-mile runway from which the Screaming Eagles deploy was badly banged up. It needed repaving, and quickly. The division's mission is to be anywhere in the world in eighteen hours flat—and a runway under construction interferes with that.

"I will never forget the pre-construction meeting at Fort Campbell," recalled Don Williamson, who was chief financial officer for Rogers as well as general manager of the Kentucky division at the time. "The chief engineer opened the meeting with 'While the runway is under construction, the 101st cannot deploy by air. We only have



"As the soldier prays for peace, he must be prepared to cope with the hardships of war and to bear its scars." This quote from Gen. William Westmoreland marks the placard honoring the 101st Airborne.

sixty days to complete the project. If we are not complete when winter comes, I will not work here again and neither will any of you."

John Sweeney Jr. and Gary Johnson managed the project, working daylight until dark for fifty-nine straight days. When the project was completed, three hundred people had worked seven days a week to remove the existing asphalt and lay 16,000 cubic yards of concrete and almost 190 tons of asphalt. The project—completed a day early—earned Rogers an Outstanding Performance Award from the Army Corps of Engineers.

The enduring relationship between Rogers and the Screaming Eagles led Rogers to commission a monument to honor the twenty-fifth anniversary of the division's return from the Vietnam War. Vietnam was particularly tough on the 101st. During the seven years of combat operations, the Screaming Eagles participated in fifteen major campaigns, including the Tet Offensive and the Tet Counter Offensive. Though the division suffered heavy casualties during Vietnam, seventeen unit members earned Medals of Honor—the military's highest award for acts of bravery and heroism.

For the monument's dedication, Rogers brought in Gen. William C. Westmoreland, commander of the Vietnam military operations for two years before becoming Army Chief of Staff. Westmoreland praised the 101st and Rogers Group for its contribution. "We recognize today stout-hearted men. . . . The 101st characterizes stout-hearted men. . . . I express appreciation to Rogers Group

for the contribution you made not only to the premises here at Fort Campbell, but also to the memory of those veterans who have given so much to our country.”

Rogers sent a company plane to pick up Westmoreland, giving Bill Torphy, then director of aviation, a chance to try out the Rogers-laid runway. “I’ve landed in hundreds of runways all over the United States, and I never had a smoother landing than this one.”

Rogers repaved the runway in 2006, another major project since the Army Corps of Engineers set new guidelines for smoothness. Rogers constructed a special cutter wheel that shaved off hot-mix asphalt when the joint cooled to 170 degrees. Rogers was allotted three weeks for paving, but completed the task in twelve days.

Ralph’s great-granddaughter Lori Rechter Harper moved to Hopkinsville to head the Western Kentucky division of the company. “I was impressed with the relationship that already existed between the company and the military. Louisville supplies some crushed stone to Fort Knox, but we don’t have a relationship there.”

Soon after her move, Harper was introduced to the Association of the U.S. Army and the work that it does to get pay raises and medical benefits for soldiers and their families. She would go on to become president of the Kentucky-Tennessee chapter of the organization. “Because of the work we’ve done there, we’ve tried to be tied to the base and support the families,” Harper said. “Fort Campbell is one place I’ll always be connected with.”

In addition to its role in military operations, the Fort Campbell runway is one of a handful of sites designated as stopover locations by NASA when moving a space shuttle from the West Coast to the East Coast.



***Above:** President and CEO Frank Warren, General William C. Westmoreland, Major General William F. Kernan (Commanding General of the 101st), and Father Gerald Baker (President of the Association of the United States Army). **Below:** Board member Rick Rechter and Don Williamson, director of Kentucky operations, pose with soldiers at the 1996 monument dedication. Williamson was largely responsible for nurturing the relationship with the military in Fort Campbell.*





Ben R. Rechter credits managers like John Sweeney Sr. for taking him and his brothers under their wings when they came to the company and helping them succeed. Ben, far left, and Sweeney, second from left, take a break with colleagues at Oak Ridge.

operations from the main offices in Bloomington, “we were far enough away from everybody and we didn’t get many visits.” He also worked with several longtime employees, some of whom were related to each other. “The older employees were great mentors for the younger ones,” he recalled. “The company was respected in the community and there were few, if any, internal problems.”

Still, there was plenty of opportunity for learning. “I learned how to run a complex operation, the skill set it took,” Ben R. said. “You don’t get that in one package usually, but we were in several businesses there. I did that by observation and by getting help from the leaders that were there.”

And each day brought new challenges. John Sweeney Sr., who came to Oak Ridge in 1947, remembered a special challenge when it came to blasting. Sweeney and crew had set seventy-five thousand pounds of explosives in a hole 180-feet deep. Before they detonated, Sweeney received a call from the Atomic Energy Commission, which took control of Oak Ridge in the post-war years. The equipment at the nuclear facility was so sensitive that it could withstand only the most minor movement. The AEC representative warned Sweeney that the quarry would be held responsible for any damage to the equipment.

“I knew that almost \$1 billion had been spent on all of that,” Sweeney said, “so I was somewhat in a quandary about what to do. The explosives were already in the hole.” Exploring all his options, Sweeney set up seismographic equipment to measure vibrations from other sources. The readings showed that trucks in the area rattled more than the blasting would. So the blasting was done.

Oak Ridge would continue to bring opportunities to the company and Ralph was wise enough to seize them. Initially, Rogers only provided crushed stone. But one day while Ralph was visiting the site, he overheard a project foreman tell Ken Wysong that there would not be any concrete pouring that



day because the plant was out of material. Plans to pour curbs and gutters halted. Ralph asked Sweeney if this happened often. "Yes, about every three or four days," Sweeney told him. Within the month, Ralph Rogers & Company was in the concrete business in Oak Ridge.

By 1958, Rogers would be so synonymous with Oak Ridge that the company would be credited with nearly every road in the town, most of those inside the plant and every inch of the foundation of the Y-12 plant.

Another Impossible Assignment

Oak Ridge may have been the highest profile project in historical terms, but it was far from the only military project Rogers worked on during the war years. In 1940, the United States was preparing for war and appropriated

By 1957, Rogers' contract with the Atomic Energy Commission ended, and the company began a new quarry in Oak Ridge as an independent operation.



Above: The Oak Ridge operation in 2008. **Opposite:** In front of the monument sponsored by Rogers. Left to Right: Frank Warren, Ben R. Rechter, Dave Rechter, Ben L. Rechter, Lori Harper, Bob Adelman, Sam Rechter, Rick Rechter.

billions to ready the army and navy. Some \$3 million of that was to be spent in Burns City, Indiana, to create an inland ammunitions production facility for the navy. The facility would be named for Commodore William Crane, a hero in the War of 1812; the town would also change its name to Crane.

As with Oak Ridge, Burns City was selected because of its distance from the eastern seaboard, making an attack less likely. It also had the right terrain—hilly enough for camouflage—and a nearby lake. Roads, rail lines, and electricity also were factors. So was the availability of limestone, which would be used as building material.

Also like Oak Ridge, time was of the essence. Rogers committed to open two crushing plants, the first within thirty days and the next by ninety days. “It was an almost unheard of task,” remembered Sieboldt. “This was

before the time when portable crushers were available.”

But, as with anything else that seemed impossible, Rogers did it.

A Military Machine Comes to Life

After France fell to the Germans in 1940, Congress enacted a draft for military service and construction of facilities to house and train these young men for war. Military planners had identified sites in the late '30s, but since the United States wasn't yet at war, building funds weren't authorized. Pearl Harbor, of course, changed all of that, thrusting building into high gear. Rogers answered the call in several states. Because of his equipment stockpile, Ralph could bid on numerous projects and go immediately to work.

Camp Campbell straddled the Kentucky-Tennessee line and served as the headquarters of the 101st Airborne. This 105,000-acre site was intended to support the training of twenty-three thousand soldiers. Construction began in 1942 and the camp was ready four months later, with Rogers-built roads.



All totaled, Camp Campbell would train more than 25 percent of all soldiers active during World War II, many of whom were instrumental in the D-Day invasion. The camp would also house thousands of German prisoners of war captured in North Africa in 1942.

A little further south in Tennessee, Rogers set up two crushing plants as Camp Forrest sprang to life. Some 250,000 men passed through the doors of this induction center, which also served as a training facility for eleven infantry divisions, two battalions of rangers, Army Air Corps, and medical personnel.

Still further south, across the Alabama border, were two munitions facilities: Redstone Ordnance Works and Chemical Warfare Arsenal. During 1942 and 1943, Rogers would supply 1.486 million tons of crushed stone to build these two facilities. In the four years of the war, some \$134.5 million was spent on the 27 million munitions manufactured there. Rogers' nearly 1.5 million tons of crushed stone would not bear such a high price tag—the company received ninety cents per ton, about twenty cents less than the average price for that time period. The government also kept ten cents of that back until the project was complete.

Military Orders for Crushed Stone Pile Up

Serving the military during the war years created some huge numbers. Here's a tally of production of crushed stone for Rogers during the 1940s:

1940–1941: 550,000 tons of crushed stone for construction of Camp Forrest, Tullahoma, Tenn.

1941–1942: 1.62 million tons of crushed stone for construction of U.S. Naval Ammunition Depot, Crane, Ind.

1942–1943: 1.486 million tons of crushed stone for Chemical Warfare Arsenal and Redstone Ordnance Works, Huntsville, Ala.

1943–1944: 2.54 million tons of crushed stone for Clinton Engineer Works, Oak Ridge, Tenn.

1943–1947: 1.68 million tons of crushed stone for construction and maintenance at Crane, Ind.

1945–1947: 1.275 million tons of crushed stone for construction and maintenance at Oak Ridge, Tenn.

1948–1950: 1.393 million tons of crushed stone for construction and maintenance at Oak Ridge and Crane, Ind.

When the project finished, Ralph sent Wayne Sowers to retrieve the check, which amounted to \$270,000. He told him to get the check or “don’t come back.”

Rations and Taxes

Despite the heavy military effort, Ralph also kept all of his permanent plants in full operation as the country built, literally overnight, a war-producing economy. The country was also enduring rations and shortages, and Rogers was no exception. “We had trouble keeping the machinery running,” Sieboldt remembered. “There were no spare parts. Tires were hard to obtain.”

Ralph was working eighteen to twenty hours a day, traveling to his various plants. “We did not have a plane at that time and none was available,” Sieboldt said. “All planes were produced for war purposes. He would work all day and have someone drive him all night while he slept.”

Despite the workload, Ralph didn’t get rich off the war effort. As it had done during World War I, the government instituted a federal excess profit tax so no one would financially gain from the war effort. Ralph paid 90 percent of what he made back into the federal government as an income tax and another 1 percent in Indiana state tax.

Ralph wasn’t in it for the money anyway. He merely wanted to win the war, and was willing to do whatever he could to help. But the war effort had drawn a tight knot in the relationship between Rogers Group and the military, linking them like men in a foxhole. It was a relationship that would benefit both parties many times in the decades to come. Some ways were obvious, such as enduring military contracts. Others, not so, such as the way in which the war veterans helped take Rogers Group to the next generation.

“My brothers and I were coming into a company where we were working with World War II veterans,” Rick Rechter said. “These were guys who had been shot at, who had seen the most amazing things. You take people like that and if they encounter a problem, they’ll go around it if they can. They’ll go over it or under it, but if necessary, they’ll go right through it.”

1950

KEY EVENTS IN COMPANY HISTORY

1959

1950

- Ralph joined Claude Staats to form the Staats Lumber Company.

1951

- The first Rogers Building Supply opened in Bloomington.
- Rogers partnered with Frank Dobson in the Cascades Park Quarry.
- On October 31, Ben W. Rechter was killed in a plane crash.

1952

- The company purchased the first front-end loader with rubber tires—a half-yard Hough from Indiana Equipment.
- Rogers teamed with Weddle Brothers Construction Company. Rogers provided excavating expertise while Weddle supplied construction expertise.

1953

- Ralph purchased Hopkinsville Quarry with Norm Wiedmer.

1954

- Rogers opened Sandusky Crushed Stone.

1956

- The company moved to new location in Oak Ridge.
- A quarry south of Hanover, Ohio, opened to supply rock for the Markland Dam.

1957

- Rick Rechter began working for the company while still a student at Purdue.
- Development began on Ralph's Third Street farm.
- Ralph purchased a cold-mix asphalt plant, with a used Barber-Greene paving machine, and an old tractor trailer and began paving and construction in Hopkinsville.

1958

- An all-electric 6,000-pound asphalt plant was put in at Mitchell Crushed Stone Company.
- The company began using ammonium nitrate (fertilizer mixed with oil) as an explosive, which cut blasting costs considerably.

1959

- The Hopkinsville cold-mix plant was converted to hot-mix and the company began bidding state work.
- Bloomington Crushed Stone produced 7,100 tons in one day for use on the Indiana University field house parking lot.



CHAPTER FIVE

Birth of a Highway

"It's not my brains, it's the people I got around me."

RALPH ROGERS

The war had been won, the economy was booming, and nowhere was that more evident than in the road-building industry. In an effort to mobilize military equipment as quickly as possible, the government had lifted all weight restrictions on trucks, and the roads showed the battle scars. Consequently, "all our highways were crying for stone and sand, for asphalt and concrete," Gus Sieboldt said.

The post-war years pushed Rogers into a building frenzy, and Ralph, at fifty-six, was leading the charge. "He seemed to be at the height of his mental and physical powers," Sieboldt said. "We began to expand in every direction."

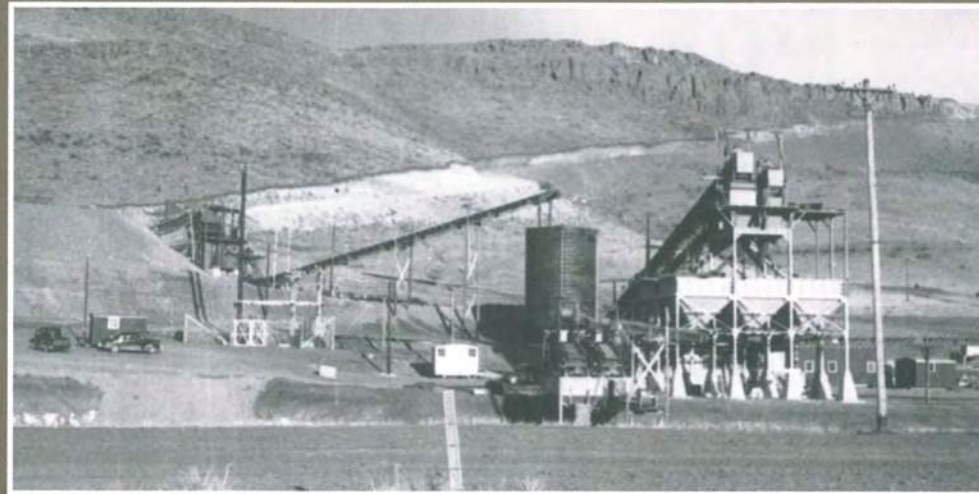
So did the rest of the country, and Rogers was there to meet the need. Dormitories were being added on the Indiana University campus and Rogers added a block business to supply the material. In Louisville, both ready-mix concrete and block were added.

The real backbone of Rogers' business, though, remained crushed stone. "All of the other enterprises we entered were outlets to sell stone from one of our quarries," Sieboldt said. "The sand and gravel, the ready-mix concrete, the hot-mix asphalt, and the construction businesses were all for this purpose primarily. Each company helped to feed the others by providing a market for some product from another Rogers enterprise."

Rogers had created a network of enterprises that all linked together. The roadways were about to do the same.

Opposite: Preparing the site for the Indiana University stadium was one of several football complexes Rogers had a hand in. The Miami Dolphins and Tampa Bay Buccaneers also play on sites prepped by Rogers' crews.

A Dam, a Brewery, and a Long Way to Go for Stone



The Republican River Valley in Nebraska was once home to the Pawnee Indians and the site where a young William F. “Buffalo Bill” Cody broke his leg on a trapping expedition. Cody spent twenty-seven days in a dugout there while his companion went for help.

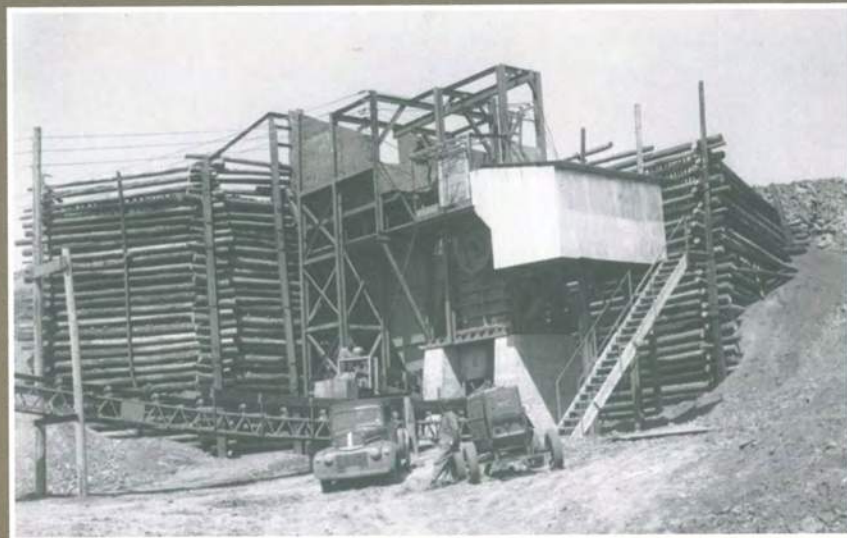
Because the Republican River Valley boasted water, timber, and good soil, settlement soon came to the area. Native Americans warned settlers not to build homes, but they were lured by the rich soil and ignored the pleas. Though floods were common, it wasn’t until 1935 when the settlers fully realized what the Native Americans warned them about. A wall of water eight feet high swept over the area, killing a hundred people and washing away most bridges and farm buildings.

The federal Flood Control Act of 1941 authorized building a dam and creation of Harlan County Lake, to be completed by the U.S. Army Corps of Engineers. Rogers contracted to provide the stone for the dam and it was one of the rare jobs that included some payment

in advance. This allowed Rogers to purchase a portion of the equipment needed for the job.

Due to the Corps’ high standards, the only place Rogers could find to quarry rock was at North Table Mountain in Colorado. It is regarded as one of the best places to climb in the Denver area and sits four hundred feet vertically above the Coors Brewery. It is also about four hundred miles away from the dam. And it was almost the site of a meeting of two titans of industry—quite by accident. A train car carrying the stone broke free and plummeted down a hill, almost crashing into the brewery.

By 1956, Rogers would be doing dam work again, this time providing the stone for the Markland Dam, which is on the Ohio River, just below Pittsburgh. Other dams would include Tullahoma, Normandy, and Wilson Dams in Tennessee and Guntersville and Lineville Dams in Alabama. The project in Lineville was the first time granite was crushed for such a project.



Above: To provide crushed stone for the Harlan County Dam in Nebraska, Rogers had to quarry stone some four hundred miles away, necessitating an elaborate rail system to transport it to the site. **Top Right:** Providing stone for the Army Corps of Engineers work at Harlan County Dam offered an unusual incentive. Rogers received some of the money up front to purchase equipment. **Below:** Two unidentified Rogers employees pause for a picture at the operations in Golden, Colorado. **Opposite:** Rogers' work in Colorado offered breathtaking views of North Table Mountain, regarded today as one of the best places for mountain climbing.





Interstate 75 in east Tennessee is an example of Rogers' interstate construction.

The Best of Intentions

Franklin D. Roosevelt had poured millions into roads during his administration, mostly as a plan to keep Americans working and continue to pull them out of the Depression. It had done much to shore up the state roads, and Rogers had benefited from this boom when working on several state and county projects. The Federal-Aid Highway Act of 1944 created the National System of Interstate Highways, intended to be nearly forty thousand miles of roadway, but without increasing federal funding and without mandating uniform design standards.

By the time war hero Dwight Eisenhower took office as president in 1953, only six thousand miles had been created at a price tag of \$955 million. That's when German ingenuity fueled a push for better roads in America.

In 1919, Eisenhower realized the need for better American roads in the aftermath of World War I. As a young lieutenant colonel, Ike had taken part in the first Transcontinental Motor Convoy in 1919, a parade of eighty-one military vehicles traveling from Washington, D.C., to San Francisco, California.

This had all the markings of a victory lap, with soldiers—many of whom had just returned from World War I—greeted in towns along the way and feted by patriotic speeches. At the breakneck average speed of six miles per hour, the convoy traveled mostly along the old Lincoln Highway, which had connected New York to San Francisco in the shortest route possible. The military convoy traveled its 3,251 miles in sixty-two days—only five behind schedule. It set a record for the time period.

“To those who had only known concrete and macadam highways of gentle grades and engineered curves, a trip seems humdrum,” Eisenhower wrote at the time. “In those days, we were not at all sure it could be accomplished. Nothing of the sort had ever been attempted. I wanted to go along partly for lark and partly to learn.”

The expedition intended to test various military vehicles, some of which were developed too late to assess under the battle conditions of World War I. The convoy simulated war conditions—assuming that rails, bridges, and tunnels had been damaged and that the military would have to be self-sustaining. Half the distance was over dirt roads, wheel paths, sand, and mountain trails. Breakdowns were the order of the day and often the larger vehicles had to be pushed by manpower. In all, there were 230 road accidents, many of which involved vehicles sinking in quicksand or mud, going over embankments, or overturning.

Eisenhower and other officers on the trip created written reports that showed how various military equipment performed under such rigorous conditions. Yet, when Eisenhower fought his way through Germany during World War II, he'd find the conditions significantly better than those on his transcontinental expedition.

Eisenhower's Wish List



Where the federal highway was concerned, President Eisenhower put his money where his plans were. The needs, as compiled by the governors' conference and the president's advisory committee, would require a \$101 billion, ten-year expenditure. He detailed them in a 1955 address to Congress:

- Interstate (urban, \$11 billion; rural, \$12 billion): \$23 billion
- Federal aid for primary roads (urban, \$10 billion; rural \$20 billion): \$30 billion
- Federal aid for secondary roads (entirely rural): \$15 billion
- Federal aid for other roads and streets (urban, \$16 billion; rural, \$17 billion): \$33 billion

Seizing the Opportunity—to Sightsee



All of Ralph's work on military installations led to an interesting opportunity—to bid on an air force base to be built in Spain. He and Ken Wysong traveled to Paris in 1953 to meet their contact. Ralph had met Wysong while he was stationed at Fort Campbell and hired him when Wysong's service obligation was up. When they arrived, they received a message that the contractor would be delayed. Sensing opportunity to be a part of history, they flew to London to experience the excitement surrounding Queen Elizabeth II's coronation.

Queen Elizabeth took the coronation oath in front of some eight thousand invited guests at Westminster Abbey, carried there and back to Buckingham Palace in a golden coach. After a few days of sightseeing in London, they returned to Paris, only to receive another message: the contractor would not be able to meet with them.

Airfields were also being built in Morocco and Rogers had connections there. A general with whom Rogers had worked at Fort Campbell

was in charge of military construction in Europe and North Africa. The general told them who to see and called ahead on their behalf.

In Casablanca, Ralph and Ken received the VIP treatment, "even though we told him we were just a couple of contractors," Wysong said. After a couple of days in Casablanca, they returned to Paris.

"Ralph was not too impressed with what he saw, and learned that there were many conditions to meet." He had seen enough. "Let's go home," he said.

There were other attempts to go abroad as well. Lyle "Bud" Powell, who worked for Rogers from 1957 until 1999, ending his career as vice president of engineering, recounted several other explorations he took with the Rechters.

He and Rick Rechter went to the United Arab Emirates and met with the ruler there. They ran tests on the stone and Powell designed a plant. Between their visits, a local went to the ruler to receive permission to open another crushed stone plant.

"We wanted a plant that would be permanent. But as soon as the big jobs were over, if the market dried up, we knew who was going to get the business."

Rick and Bud also explored Saudi Arabia during the time that the port cities of Yanbu and Jubail were being created. The two industrial cities, connected by a pipeline, marked the largest construction project in that country's history—\$40 billion was spent on the two cities.

The sand wasn't suitable for building, though, because the Red Sea had once covered the desert, leaving behind a saline deposit. "The concrete would fall apart in two years' time," Powell said. "We were in a bank building that was less than five years old and they were already tearing off the top floors because the concrete was breaking apart. There was another building that had already sunk in the ground five feet. We didn't think the standards were up to par."

Add to that the order—18 million tons of stone in the first two years. Bud remembered, "There was nothing there. Nothing. Everything had to be built for this city of 750,000 to 1 million people. We knew we couldn't

possibly do that much. Plus, when you went in there, they automatically gave a native 25 percent of your business just for the privilege of going over there. After spending some days out in the desert, Rick looked at me and said, 'Would you send someone over here that you thought anything of?' I said, 'No.' He said, 'Me, either. Let's go home.'"

And then there was China, a deal which came very close to happening. Samples were gathered and the plant was designed. Rogers thought it had a deal for the reserves, which belonged to a village. When the province wouldn't give longer than an exclusive two-year lease, the deal was off, according to Ben R., who led international development for the company.

The plant, though, would have been something to behold because the quarrying process in China at the time was so rudimentary. "I built five sand plants in Indiana and in Bloomfield, we had three people working nine months a year, eight hours a day, five days a week, and they could produce X amount of material," Powell said. "In China, to produce the same amount, it would take eighty-seven people working seven days a week, twelve hours a day, twelve months a year."

Opposite: An attempted business trip to Spain left Ken Wysong, back left, and Ralph Rogers, back right, with plenty of time to visit Paris cafés in April 1953.





Broadening the Vision

Hunting the Nazi army as Supreme Allied Commander, Eisenhower had seen firsthand the value of good roads. Initially, the Nazi army was able to maneuver easily through the Autobahn, thanks to the good roads. The Allies eventually learned to make the most of these motorways themselves, of course, and that led Eisenhower to expand his original idea.

“The old convoy had started me thinking about good, two-lane highways,” he wrote in his memoir, *At Ease*. “But Germany had made me see the wisdom of broader ribbons across the land.”

By the 1950s, Germany was the least of the nation’s problems. A nuclear arms race with the Soviet Union launched the Cold War, and Eisenhower cited this as one of the needs for a superior highway system. “In case of an atomic attack on our key cities, the road net must permit quick evacuation of key targets, mobilization of defense forces, and maintenance of every essential economic function,” he would later tell Congress. “But the present system in critical areas would be the breeder of a deadly congestion within hours of an attack,” he said in a February 22, 1955, speech to Congress.

Eisenhower also cited the increased costs of operating a vehicle due to poor roads—upping the price tag of operation by as much as one penny per mile, costing the United States some \$5 billion per year—as well as the number of fatalities, which ranked at thirty-six thousand annually. He looked forward to growth of the country, expected to be 180 million by 1965, and saw gridlock.

Within a few short months, Eisenhower signed into law the Federal-Aid Highway Act of 1954, authorizing \$175 million for the system. But it was only the beginning. He had planned to address the country’s governors, but a death in the family caused him to send Vice President Richard Nixon in his stead. Nixon told the governors that the act was a good start, but that a \$50 billion, ten-year program was what was really needed. Nixon’s speech was made before a hostile crowd. Some governors were arguing that the federal government should end the federal gas tax, returning the revenue to the states. Others felt that the feds should get out of road building all together.



Above: Rogers' Ready-Mix Concrete is an example of a business started to meet the needs of the growing highway system. Employees at the Louisville, Kentucky, location paused for this photo in 1952. **Opposite:** A worker lays asphalt on a section of I-24 in Tennessee.



In 1972, Midwest Construction Materials received the Sheldon G. Hayes Award for the highest quality in asphalt paving from the National Asphalt Paving Association. Accepting the award were, from left: Wayne Sowers; Gene Tevalt, manager of Knox County Sand & Gravel; Wes Kemp, supervisor of Rogers' Indiana asphalt plants; and Gus Sieboldt.

Arguments that had stymied a federal road system for fifty years were surfacing. Political wrangling would delay the bill another year. But by the end of the next legislative session, the forty-one-thousand-mile interstate system was born, with the federal government covering 90 percent of the cost. It corrected many of the mistakes of previous attempts, including setting uniform standards to accommodate the traffic anticipated in 1975. Two-lane segments were permitted on lightly traveled roads, though that was amended in legislation passed a decade later. By 1957, a numbering system was in place, \$1.1 billion had been allocated to the states, and construction had begun.

Rogers Rolls Out the Big Road

The interstate boom brought with it all sorts of work, and Rogers did several major projects on what would later be known as the Eisenhower Interstate System. Among the most notable was I-64, which travels east to west and includes 123 miles through Indiana. The company completed a total of eight sections on I-64, stretching from the Kentucky line to Illinois. It was on I-64 near Floyds Knobs that Rogers created one of the largest cuts ever attempted on an interstate, removing eight to ten million cubic yards of material. The company also worked on I-65, which runs north to south through Tennessee, Kentucky, and Indiana and stretches from the Gulf of Mexico in Mobile, Alabama, to just outside of Chicago, Illinois.

The interstate system brought with it growth into other federal and state-funded road work as well. Kentucky landed 762 miles of interstate, yet much of the state remained untouched by these federal roads—and not just in the more rural portions. The state's third largest city, Owensboro, was ignored by the interstate plan. So Kentucky built a series of nine parkways—initially funded by tolls—to augment the interstate system, and Rogers had a hand in two of them.

The Western Kentucky Parkway was originally planned to connect Louisville to Paducah in the far western portion of the state. But when completed, it fell short of the goal, connecting only Elizabethtown to Eddyville—effectively linking I-65 with I-24. At some point in the future, the Western Kentucky Parkway could become interstate, though it would need

serious overhauling to meet current standards. Portions are designated to be included in the proposed I-66, which will run east to west across the southern portion of Kentucky and may eventually stretch from Washington, D.C. to Kansas. I-69 could also consume portions of the Western Kentucky Parkway.

Because they knew the project near Elizabethtown would only be temporary, Rogers contracted with a farmer to pay royalties on the stone rather than purchase the farm. Now if anyone had a right to be angry about the parkway, it was one farmer. The road split his farm in two and he wasn't even able to move his cattle around his property. But he was as polite as could be, engineer Bud Powell recalled. "I went down to survey the property line and while I was there, he and his son came out and said, 'If there's anything we can do to help, just holler. If you need trees cut down, we'll do that.'" Call it karma, but the man's kindness paid off. The royalties negotiated were based on the tonnage quarried and "some days, he was earning as much as \$10,000 a day in income from that. We called him Jed Clampett."

Rogers also did work on the Pennyriple Parkway, which runs from north to south for seventy-one miles, connecting Hopkinsville to Henderson, Kentucky. It also was designated as a toll road when it opened. The toll booths were removed in 1992, a decade ahead of schedule. Like the Western Kentucky Parkway, a portion of the Pennyriple is intended to be consumed by the I-69 route after exit ramps are improved, steep hills and curves are eliminated, bridge clearance is raised, and the median is widened.

The interstate system and related road work kept Rogers busy, regardless of whether they were doing the actual paving work. Road work needed crushed stone and Rogers responded, opening additional stone and asphalt plants in Kentucky, Tennessee, Ohio, Indiana, and Illinois to feed construction on interstates 24, 65, 40, and 75.

Planning a Bid

Road construction is hard work, for sure, but that's physical labor working in the elements. What remains unseen is the brain power that goes into actually landing the job.



A ribbon-cutting ceremony for Indiana State Highway 37 included, from left: Gus Sieboldt, Wayne Sowers, Chairman of the Indiana State Highway Commission Ruel Steele, Governor Edgar Whitcomb, Indiana Highway Constructors' Jim Newlan, and Rick Rechter.

Back in the days before computers, this was a laborious, complex process balancing the requirements of the agency issuing the road work funding with the abilities and costs of the contractor. Figuring the cost of stone is just one of as many as six hundred different items that must be calculated. Every mailbox along a state or local road had to be counted and the cost of the cutout calculated. Drainage and asphalt costs had to be figured, as did an assessment for the cost of equipment. So did the price of removing trees, and there were different figures based on the diameter of the tree because the size would determine the method for removal. For a major project, as many as six to eight estimators would work for weeks, culminating in an all-night session the night before a letting.

Not so for Ralph. Before the company grew to have teams of estimators, Ralph was still remarkably accurate in preparing his bids. He would study the plans, walk the job site, and say, "This looks like a \$3.2 million job," Rick Rechter recalled. "When it came in, it was \$3.24 or \$2.9 or something. How he did it, nobody knew."

If it was a state job, the contractors bidding were usually in the state's capital city the night before, putting the finishing touches on their bids. Despite all the work leading up to the bid letting, there were always plenty of last-minute changes. Later, when Rick took over the day-to-day operations in Indiana, he'd attend most of the state lettings so that a key decision maker would be on site to approve any modifications. He and his team would be constantly meeting with suppliers as figures changed and those changing figures caused a domino of others. "It was like a fire drill from two o'clock until you had to submit the bid," he said.

Bud Powell remembers those days well. "Back when the interstate program was going strong, there might be two bid lettings a month in Indiana, two in Kentucky, and two in Illinois. The night before the bids were due, you'd be finishing up because some suppliers wouldn't give you prices until the last minute because they didn't want you to shop around. It was my job to put the final price on the bid, extend it, and come up with the total. You didn't close your eyes all night. Thank goodness, of all of them I put together, I was never off one penny."

Because of the competitive nature of the bidding process, there's usually little room for error once the bid has been submitted. It's up to the project

Opposite: Work on the stadium was one of many jobs that Rogers performed for Indiana University in the 1950s. The company also supplied all the blocks for the men's dorms.





The Nashville offices in 1951 were much less spacious than the company's present headquarters.

supervisor to make sure it comes in at that bid, or better yet, below. In one of his earliest jobs for Rogers, Gus Sieboldt was sent to oversee a job in Somerset, Kentucky. The quarry was opened and the plan was to lay water-bound macadam. The company had bid \$106,000 for the ten-mile stretch of road and related shoulders. The job finished, Sieboldt and crew had spent \$107,000 and that didn't account for wear-and-tear on Rogers' equipment. Sieboldt was quickly summoned to Bloomington, where he was sure he would be fired.

"Well, it's just a damn failure," Ralph told Sieboldt. Then, "he sat there and studied a while and finally said, 'It may be a failure, but I am not going to pay for your education and let some other S.O.B. have you,'" Sieboldt remembered.

These days, lettings are all done over the Internet and computers hold the data on similar jobs as a starting point to assembling the bid. It may be easier, in some regards, but it still is one of the many challenging aspects of road construction.

Fraught with Potential Problems

Norm Wiedmer could certainly attest to the challenges inherent in road work. In fact, it's a wonder he continued in the construction industry. His first two jobs with Rogers were both troublesome, each in its own way.

When working on his first, a stretch of Highway 70 near Knoxville, "everything that could possibly happen, happened on this job."

In those days, asphalt was delivered via rail car and heated to about three hundred degrees to liquefy. It was then pumped into highway tankers and transported to the asphalt plant at a central location. One rail car was uncapped and the asphalt gushed out, but it was too hot to stop the flow. "Before anything could be done, a half car had run out on the ground."

The asphalt flowed throughout the small town, filling ditches, the street, a field. Then, more trouble arrived in the form of a white dog and a young prankster. The boy threw the dog into the sticky asphalt. "I don't believe

anything could have hollered that loud and pitiful,” Wiedmer said. “One of us, the boilerman or I, waded out to get him. With a bucket of lard, we finally got that dog to where we could let it go home.”

Wiedmer’s second job was equally problematic: a two-mile stretch of state road between Woodbury and Manchester, Tennessee. The site was on the plateau section of the state and flat where the asphalt plant was constructed. As soon as the project began, the road gave way under the heavy trucks. “Whoever did the grading just buried the stumps and logs under the subgrade and these had begun to decay.” The job took an unanticipated 350,000 additional tons of stone, for which the company was reimbursed.

That problem solved, Wiedmer then found himself held at knifepoint by a worker who had a little too much moonshine on a Friday night. The worker came to the office on a Saturday looking for his check and pulled a switch blade to emphasize his point. Though the checks wouldn’t be written for a few days and then in Nashville, Wiedmer knew there was no way to satisfy the intoxicated man, so he wrote a check out of his personal account. There was enough money there to pay the man, but not to cover his household needs, and his wife bounced a check. While the action may have saved his life, he also paid for it at home.

Luckily, the third job, just down the road from the second in Lewisburg, “probably ran as smoothly as any job I have ever been involved in.” Wiedmer stuck with Rogers, except for a brief stint running a hardware store, and eventually became a co-owner of Hopkinsville Stone.

Timing Is Everything

Road work is a carefully choreographed line dance that involves many aspects working—big iron, labor, and material—all at the same time. One false move can spell disaster, or at least cause delays. When a road crew is sitting waiting, the price tag can climb quickly. So figuring out a work routine is crucial for the supervisor.

Early in his career with Rogers, Sieboldt thought he had a workable plan for State Road 46. The subgrade was being prepared and topped with an inch-and-a-half of fine No. 10 stone. It would be topped with a coarse stone.

Because the quarry was fifteen miles away on the other side of Bloomington, Sieboldt had to order the stone at least two hours in advance. The coarse stone kept coming, but no No. 10s. The coarse crew kept making progress and eventually had to stop because they'd caught up with the finer stone.

While that caused delays and waste, it can be even more problematic when it's concrete or asphalt paving that has to stop. Such was the case on State Road 37. Rick Rechter was looking over work being done from the vantage point of a helicopter, giving him a view of the whole site. At one end of the project, all the dirt work was done. At the other end, the paving crew from another company was laying concrete. In the middle was trouble—a machine had broken down, stalling the process. The concrete company was closing in.

The helicopter quickly landed and Rick and Bob Charles rushed to the equipment to get an assessment. The crew was working furiously to repair it and stay ahead of the pavers. Meanwhile, a man from the paving company kept running back between the broken equipment and his crew to get continuous updates.

"We're catching up to you," the man cried. Bob Charles sucked some air between his teeth and said, "Just don't pass me."

"It was a serious situation and if anybody understood that, it was Bob. But what could you do?" Rick said. "It just shows the humor that's in the industry. They worked hard and they had fun working."

It would take plenty of humor and hard work for Rogers to get through what was coming next.

1960

KEY EVENTS IN COMPANY HISTORY

1976

1960

- The company added on to its main office in Bloomington. "When Ralph saw it, he said, 'You have really gone overboard this time. You will just fill it up with people and add to our overhead,'" Gus Sieboldt recalled.
- Dixie Pavers formed and landed jobs in Tennessee and Kentucky, including 41A from Clarksville to Nashville and paving the courthouse square in Elkton, Kentucky.

1961-62

- Rogers began extensive work on the Kentucky toll-road system.

1962

- The company instituted a pension plan for non-union personnel.
- Wayne Sowers and Gus Sieboldt named Kentucky Colonels at a dinner and reception at the governor's mansion in Frankfort. The honor was for "speedy and excellent work" on the Western Kentucky Parkway.

1963

- Rogers bought its first helicopter.
- October: U. R. Price died. He had been Ralph's partner for more than twenty years.

1964

- Rogers began offering health and welfare insurance, well ahead of the industry.

1967

- Wayne Sowers named president of Ralph Rogers & Co. with Ralph stepping down. Ben R. and Sam returned to company.

1969

- Ralph Rogers & Company alone—one of nearly two dozen companies that Ralph had an interest in—spent \$1.085 million on new equipment.

1971

- Midwest Construction Materials won the first Sheldon G. Hayes Award for highest quality in asphalt paving from the National Asphalt Paving Association.

1972

- The first rock was crushed at Sandusky plant's new facility featuring the largest and only overhead eccentric jaw crusher manufactured in the United States. Jaw opening was four by five feet and manufactured specifically for Sandusky Crushed Stone.

March 14, 1974

- As president of the National Limestone Institute, Rick Rechter testified before the Senate on the Surface Mining Reclamation Bill.

1974

- Wayne Sowers retired after forty-one years at the company. Gus Sieboldt succeeded him as president.

1975

- The company was named one of the outstanding contractors in the nation by *Construction Equipment* magazine. Company had \$37 million worth of equipment resources.

March 31, 1976

- Company founder Ralph Rogers died at age eighty-six.



CHAPTER SIX

Fire in the Hole

"To the best of their ability, they treat family members like employees. You have to earn your pay."

DAN RECHTER, GREAT GRANDSON OF RALPH ROGERS

Ralph Rogers used to boast that he could whip any man working for him and—just as he had in school—wouldn't back down from a fight if that's what it took. But time took its toll and he stopped making that claim around the age of fifty. Even the most invincible man won't last forever. Though Ralph used to say "if" rather than "when" when talking about mortality, the inevitable would catch up with him.

While it may seem that a hundred-year-old company that is on the cusp of being passed on to the fourth generation must be filled with complex grooming of heirs and succession plans, Ralph Rogers wasn't that way. He didn't believe in nepotism, though all aspects of his company were filled with legacies: sons, grandsons, nephews, and brothers who all worked together. But it took some doing to make legacies of his own family.

When son-in-law Ben W. Rechter entered the business, Ralph was extremely hard on him initially, though he later came to respect Ben W.'s business savvy and allowed him to take the company in new directions. Still, he fought against the notion of his grandsons joining Rogers Group, too.

But life had a different idea.

A Son-In-Law Proves His Worth

Ben W. Rechter was originally from Rochester, New York, and came to Bloomington to head the U.S. Department of Agriculture's Forestry Division in

Opposite: Rogers Building Supply in Bloomington was a crucial part of the Rogers' holdings. Ralph's theory was that the company should supply every aspect of a building project.

1935. A mutual friend introduced Ben W. to Helen Rogers, who by most accounts was as strong-willed as her father. Sam Rechter says his mother “did her own thing in a sense that she wanted to achieve a lot of the goals that she set for herself. She was very interested in seeing her family also become a group of achievers.”

Ben W. and Helen had in common a love of flying, among other things. Helen was the first female pilot in Monroe County while Ben W. managed the Kisters Municipal Airport and routinely flew with the Forestry Division. The two married in 1936 and moved around Indiana following the demands of Ben’s job, first to Bedford, then Brownstown, and back to Bedford within the first three years of marriage.

During the Great Depression, a government job offered security but not a way to wealth. By the time twins Sam and Ben arrived in 1937 and Rick in 1939, it was time to do more to provide for the family, which would grow to include Patti in 1942. “Life with my mother was never dull,” Ben R. Rechter said. “We grew up following her example—playing sports, flying airplanes, reading books, studying art. She had interesting social contacts so the house was a lively place.”

Ben W. decided to join Rogers, although Ralph was “not really excited about having my father there to start out,” Ben R. said. He may have had high expectations for his son-in-law, and Rick says there were the typical problems between a son- and father-in-law. But that didn’t mean outsiders could criticize family.

One businessman told Ralph that, as he saw it, Ben W. had two strikes against him. “One is that he is Jewish and the second is that he is your son-in-law,” said the businessman. Ralph replied, “Let me see you get the third strike.”

Ben W.’s hard work and solid ideas were eventually able to overcome Ralph’s notions about family working in the business—at least where he was concerned.

“He’d been there for quite a few years before Ralph really put much value in what he did, and then he really did,” Ben R. said.

Ben W. was credited as the catalyst behind several Rogers’ expansions in the ’40s, including the block and concrete businesses and opening of a building supply company. He was also instrumental in the work that Rogers did at Crane Depot during World War II and the years since.

Just a Farm Boy at Heart

Outside of his business ventures, one of Ralph Rogers' greatest interests was his farming enterprises. He and Leonard Jones ran R&J Farms, which sat on four thousand acres just outside of Bloomington. Part of it was annexed by the city and another portion condemned for Lake Monroe, which was completed in 1965.

Though little of the farm remains today, there is a brick barn that's now a clubhouse for an apartment complex. When it was built, it was something of a marvel. Ralph once invited Jane McCormack, who started as an office clerk at the Nashville offices, and her husband to Bloomington so he could "show us the town." That included a visit to the farm where "I'd never seen a brick barn before."

Of course, with the prized Herefords he and Jones bought and sold, such a sturdy structure was a necessity. Once, Ralph purchased a prize-winning bull for tens of thousands of dollars. As the bull was being unloaded, the bull unloaded, too, defecating. "Catch that boys; that's gold dust," Ralph said.

In his later years, as his health failed, the farm was a source of joy for Ralph. "They'd bring him out to the farm and let him watch the cows," great-grandson Rick Rechter II remembered.



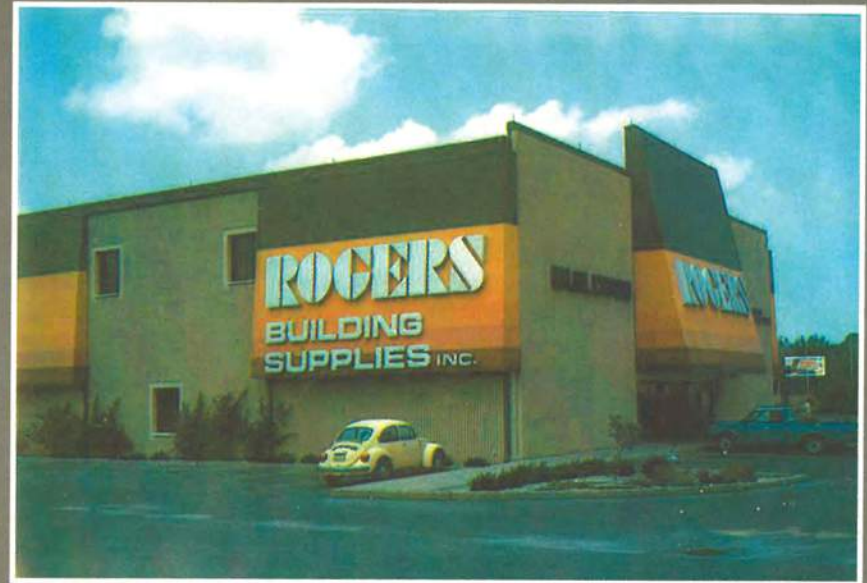
One of Ralph's prized possessions was his farm in Bloomington. Encompassing almost five hundred acres at one point, the farm is now home to a shopping mall, apartment complex, and high-end homes. It was here that Ralph used pulverized limestone on his grass, well before it was an accepted practice.

Ralph's Retirement Plans Put on Hold

With his business sense proving his worth at Ralph Rogers & Company, Ben W. was made part owner and Indiana manager of the vast operations. Ralph was by then nearing the age that most men retire and "he was ready to turn it over and get out," Ben R. said.

But Ralph wanted one problem fixed first. In 1950, Ralph had partnered with Claude Staats to form the Staats Lumber Company, importing Parana

Everything You Need to Build



Rocks lead to roads, and roads lead to homes, and homes to lumber, carpeting, and lighting fixtures. It was this kind of thinking that led Rogers into the building supply business. With outlets in Bloomington (Rogers Building Supply) and Louisville (American Building Supply), the building supply stores aimed to round out the commercial and retail sides of the business.

The large stores had everything that a commercial builder or homeowner would need, from the lumber yards to the final touches of the fixtures.

Ralph “wanted to make money to be able to open a new quarry, or gravel pit, or a ready-mix concrete or asphalt plant. Or maybe a

new building supply business,” Gus Sieboldt remembered. “He thrived on making each of these a success, a well-financed and growing business. He was always ready to expand. But he’d say, ‘Check with Wayne to see if we have the money.’”

The building supply company was one of the longest running non-aggregate/asphalt business ventures that Rogers entered. Opened in 1952, Rogers sold the building supply business in 1999. Its reputation was such that when Rogers Building Supply was sold, the new owners called it RBS. It was known for its quality, said Donnie Crum, now Rogers’ equipment organization manager. “They always had the best lumber in town.”



Above: In the 1950s, various Rogers' interests held a prominent corner in Bloomington. Behind the horse-drawn carriage is a crusher from Bloomington Crushed Stone. To the right is Rogers Building Supply in front of the lumber yard. Weddle Brothers Construction and the Rogers shop were also on that piece of property. **Opposite:** At one point, Rogers Building Supply (left, before the 1978 fire, and right, after) dominated the market in Bloomington with its wide selection and good quality. After Rogers sold the company, its new owners kept the initials RBS to capitalize on the reputation.





Still mourning Ben W.'s death, Ralph tried to resume his normal life by attending a dinner two weeks later honoring O. B. Soucie.

pine from Brazil. The pine was lauded for its reddish streaks and generally knot-free appearance. As Europe was being rebuilt in the decade following World War II, Parana pine was much in vogue. It is native to a mountainous region in Brazil, and was relatively easy to harvest, but milling capacity in South America was not enough to serve the demand, thanks in part to Brazil's reliance on German machinery and parts.

Staats would import the pine to Louisiana, where it would be milled and shipped on. With the onset of the Korean War, Staats was evicted from the Louisiana mill by the government. The milling operation moved to Meridian, Mississippi, but could not regain its footing.

Ralph, who held a majority interest in the business, wanted one of his men to assess the situation and see what could be done to turn things around. Gus Sieboldt was tapped and told to get on a plane the next day. Overnight, though, Ralph reconsidered, thinking that Ben W. might be able to find the problem more quickly. Ben W. and a manager from Staats secured a charter plane and headed to the airport.

Within hours, the Rogers office received a call that a plane had gone down in the Ohio River and a briefcase containing Staats Lumber papers had surfaced on the Kentucky side of the river. An eyewitness said the plane had appeared to explode and break apart as it fell into the river. All three on board the plane were lost.

Lieutenant Commander Larson of Crane Depot took control of the recovery effort. He had both the experience and relationship. Larson had been in charge of recovery when the Battleship *Missouri* ran aground in Virginia in the late '40s, a few years after General MacArthur received the Japanese surrender aboard that vessel. He also had the relationship, having worked with Ben W. at Crane.

Ralph was devastated and guilt-ridden over Ben W.'s death and his role in putting him on that flight. He remarked, "I've lost the man I meant to put in charge of the companies."

But after some period of time—some say days, others believe it may have been a year or more—Ralph returned to the business. Sieboldt was brought in to handle Ben W.'s jobs. He became known as "Mr. Outside" to Wayne Sowers' "Mr. Inside" and together they formed Ralph's biggest assets.

Put the Boys to Work

It was the guilt over Ben W.'s death, Ben R. believes, that led Ralph to want to keep the rest of the family from the business. "When my father was killed, Ralph felt personally responsible for it. He sure as heck didn't want to be personally responsible for anything happening to one of us."

Still, the young Rechter boys were expected to work in their youth and Ralph had plenty of business enterprises in which to keep them busy. None of them was a plush job.

"We spent a lot of time being around the different locations in Bloomington," Ben R. recalled. "The ready-mix plant or the shop or the sand and gravel loading facility or around building supply and the block plant. At that young age, we were just gofers. Later, we took on more significant jobs as laborers."

But this was not about grooming the grandsons to take over the business. "Ralph simply knew, 'the boys needed to go to work. This is a good place to keep them out of trouble,'" he said.

And in a way, a good place to get them into trouble. "Because we were young and immature, we'd fall for about anything. We became the butt of some pranks, whether it was directly on us, or put up to getting somebody else," Ben R. said.

"It's not something somebody asked for, to have the grandson of the owner come in and work there," Sam said. "They were told not to cut us any slack and they didn't. At the same time, they would let us get ourselves in trouble and we accommodated them very well. I think a couple of things

Out-of-This-World Rocks

While each quarry has something that makes it unique, Newton County Stone is truly one of a kind. The quarry is believed to be the only commercial quarry that's also the site of a meteor impact.

The quarry was begun by three different landowners on various sections, the first in 1881. Rogers purchased one of the quarries in 1946 and later acquired the other two properties.

A meteor had struck the property at some undetermined time, leaving behind shatter cones—cone-shaped flaws formed by the violent shock waves—and flipped the layers of stone, putting the older ones above the newer ones.

The meteor was at least one half-mile in diameter and perhaps as large as one mile. Geology buffs come from around the world to see the shatter cones, which contain the mineral coesite, a dense variety of silica produced under great pressure and found in the sandstone of meteor craters.

So many visitors come to Newton County that Rogers built an observation deck. Some of the Newton County stone is on display at the National Museum of Natural History in Paris, where it is among the 600,000 mineral samples in the museum's gallery of mineralogy.



From the Roads to the Skies

As Rogers grew, it became increasingly difficult to travel via car to the various installations. Ralph would try to visit each site at least four times a year. Using a driver and traveling mostly at night, sleeping in the car began to wear on Ralph. But son-in-law Ben W. Rechter had been killed in a small chartered plane during a business trip, which both increased Ralph's desire for his own plane and made him hesitant. On one hand, he could have his own pilots on board. On the other, he'd seen firsthand what can happen.

"It was hard for Ralph to get in a plane," recalled Len Keen, an air force pilot trained as a bombardier. Keen wasn't a licensed pilot in the service, but he became qualified after his discharge and began flying for Piedmont Airlines. He joined Rogers on October 1, 1954.

Initially, the plane—a twin-engine Bonanza—was used primarily by Ralph. "The other fellows were reluctant to ask for it. But Ralph never refused. The first winter I flew very little, but by the spring I was flying twenty-nine out of thirty days."

By 1958, Rogers would add a second plane to its fleet; and five years later, a helicopter.

"Ralph wasn't crazy about that little shaft that was supposed to be holding up the aircraft," Keen recalled about the helicopter. Sieboldt pushed for the chopper for five years before Ralph relented. Sieboldt, whose driving wasn't helping Rogers' safety record, had just had another wreck and Keen figured the helicopter was safer than having him on the road.

"Gus and I talked to the helicopter salesman, and we got Ralph to talk to him. Ralph pointed his finger at me and said, 'If you take Gus out there and kill him in one these things, you have to take the responsibility.' The next morning Ralph came into my office—his thumbs in



his belt, which meant he wanted to make an announcement. Ralph said, 'I don't think we should get that thing after all.' 'Too late. The man already has your money,' I told him. And that was the end of that."

Ralph was initially reluctant to ride in the helicopter until Keen had plenty of practice in flying it. "But he got to where he enjoyed it. He could really look out and see the countryside."

The air fleet "made a lot of growth possible," Keen said. Initially, it was used to ferry executives to plants or haul replacement parts to disabled jobsites. By the early '80s, it had begun to transport decision makers to explore at new plant locations or new jobs. "Companies like ours have a choice—they either have to hire more people or get the people they already have out to where they need to be," Keen said.

At its largest, the air fleet grew to include four planes and two helicopters. And while many companies have eliminated corporate jets altogether, Rogers' has endured. "Even during the tough times, when construction income was down and the economy was not doing so well, the aviation department survived," said Bill Torphy, who replaced Keen as head of the department. Torphy joined Rogers in 1973, but used to hang out at the airport in Bloomington where he'd see Keen and Ralph leave in the plane. "Normally, the aviation department is the first to go. It illustrated the importance because the company is scattered out in so many little towns across these states."

Today, the company still maintains a corporate jet and helicopter. The plane can land within thirty minutes of virtually every Rogers location, and the helicopter can land on site. "This is a major time-saver," said Torphy.

Whenever possible, though, the plane and helicopter are also used for civic purposes, including shuttling Special Olympians to the World Summer Games and providing Angel Flights for critically ill children.



did reach Ralph. He never did come down hard on us. He'd just say, 'Boy, why did you throw that firecracker in the outhouse? Somebody could have gotten hurt.'"

Ben R. and Sam both joined the navy after high school. Rick got married and went to work at JCPenney, climbing his way up to managing the shoe department. Rick started at Newton County Stone while attending Purdue University.

"Ralph was going to help him all he could and give him the opportunity to get a start," Ben R. said. "I don't think, at any time, that Ralph made any overt attempt to groom, or if, he did, he sure didn't tell anybody."

All three brothers say Rick had a different relationship with his grandfather than did the twins. "When my father was killed, they [the twins] had each other," Rick said. "I was young and relied on him in a way they didn't. I really liked my grandfather. I was not afraid of him."

Time Demands Transition

Ralph may not have been considering passing the torch of Rogers, but by the time he was in his late seventies, time had caught up with him. He began having "spells," and wife Ruth petitioned the court to have him declared incapacitated.

By this point, the grandsons were all ensconced in their own careers. Ben R. and Sam had both gone to work for other companies—Ben for a family-owned company in the metal distribution business and Sam for Cutler-Hammer which distributed electrical equipment—while Rick had continued to work for various Rogers enterprises.

Back then, most permanent legal guardianships were aimed at small children whose parents were both dead and who might have left a little



Above: Ken Wysong is honored at his 1975 retirement when key executives from the various Rogers entities gathered. Pictured are (front row, left to right) Charles Worstall, Ken Millsaps, John Sweeney Jr., Morgan Sadler, Jim Bickel, and Dwayne Cook. Back row: John Sweeney Sr., Ben Rechter, Don Helton, D. B. Weatherspoon, Ken Wysong, George Caldwell, Johnny Partin, and Bob Grace.

"The Hard Hat" - Bloomington, Indiana March'



GUS SIEBOLDT RETIRES

AFTER 42 YEARS

Richard P. Rechter, President, Ralph Rogers & Co., Inc., presents Gus Sieboldt, retiring President, Ralph Rogers & Co., Inc., a pension check for 42 years of meritorious service to the Rogers organization.

Pictured above is Rick presenting Gus a pension check and in the background is a photo of Ralph Rogers, founder of the Ralph Rogers organization, who first employed Gus in 1935 as a road foreman on a construction job in Harrison County, Indiana.

During Gus's many years of service to the Rogers organization he has performed in the capacity of a laborer, operating engineer, foreman, superintendent, vice president, executive vice president and president. Gus will still retain an office in the general headquarters building in Bloomington and will be available to the company officials only for consultation purposes.

The employees of Ralph Rogers & Co., Inc., along with the hundreds of friends Gus has accumulated in the construction industry over the years, wish both he and his wife Abby many years of happiness in partial retirement.

After forty-two years with Rogers, including a stint as company president, Gus Sieboldt received a pension check upon his retirement in 1977. Rick Rechter presented the check in front of a photograph of company founder Ralph Rogers and assumed the title of president of Ralph Rogers & Company.

insurance money. There were little provisions for seventy-seven-year-olds who owned multimillion-dollar businesses. So, much of Ralph's future, and the future of Rogers, would remain at the discretion of the circuit court judge.

Fortunately for the family and the company, that judge was Nat U. Hill, who had grown up in a prominent Bloomington family of bankers. As an attorney, he had done some work for Ralph and knew the grandsons as children.

"He called me into his office and said, 'What do you want to do—clip coupons or work?'" Rick remembered. ("Clipping coupons" is slang for living off a trust fund.) "I said, 'Work.' He explained that if he allowed Ralph Rogers & Company to go on and we failed, he could be sued by the other heirs."

But Hill was willing to take a chance, and Rick and Wayne Sowers were appointed co-guardians, managing all of Ralph's personal and business affairs.

The personal affairs were every bit as challenging as the business ones. Ruth died within a year, and Rick appointed company men to provide 'round-the-clock care for Ralph. That care usually included taking him around to one of the company sites every day.

By the time Donnie Crum joined Rogers in 1972, Ralph was out of the business, but Crum got to know him from his frequent trips to the maintenance shop where Crum worked. Crum also had worked on Ralph's farm while he was a teenager. "When he'd come in to the shop, he knew everybody and got everybody's attention pretty quick. Everybody respected him for what he had done and how he had treated them."

In his final years, as his health deteriorated, Ralph might not be able to get out of the car, but he still made the rounds of the sites as often as he could.

A Chance at Ownership

That still left the massive company, which by this point was operating dozens of locations in several states. Rick moved his wife and children back to Bloomington, but still needed help. He called his brothers and asked them to return to Rogers.

"It was a really hard decision for us. We recognized that there was an unusual opportunity, though both Sam and I had done really well in our own



As president of Mid-South Pavers, Ben R. Rechter (third from left) participated in 1976 congressional hearings on surface transportation issues.

companies,” Ben R. said. “I was being groomed for a high position and Sam was in a similar spot. After you’ve been away from a business for seven years, as we had at that point, going back to it was challenging. But the compelling idea was that there was an ownership opportunity.”

The idea was to divide the company into regions, with each brother taking one region, finding mentors, and learning all aspects of the business. And keep the business going, not for their benefit, but, under the terms of the guardianship, for Ralph’s.

A Fresh Perspective

Though the Rechter brothers were still relatively young men—Sam and Ben R. were thirty and Rick twenty-seven—when they took over operations, they had amassed a good bit of education. Rick had worked for the company



By the time this photo was taken, Ralph's health was failing and he needed 'round-the-clock care. This is the last known photo taken of the company founder before his death in 1976.

for nearly a decade and knew the inner workings of the operation. Ben and Sam had the experience of working in other settings, bringing a fresh perspective to top leaders, most of whom had been with Rogers for thirty years by that point.

"It was probably the best education, that you should never go right into a family business," Ben R. said. "Generally if you're brought up by a certain group, you tend to do those things that you were taught by that group. The thing that really helped me when I came back in was that I had worked in an organization that was in logistics and metal distribution. I was calling on big aircraft companies and people who were doing new stuff. That gave me an opportunity and an expectation to act at a professional level that I would not have had inside that company. I had mentors who were very demanding in terms of education and they helped me to see the value of continuing education. The company that I worked for had computers, and Rogers hadn't even heard of a computer at the time. When I came back into the company, I had ideas of what other businesses were doing."

Ben R. moved to Oak Ridge, which is noted as a solid training ground for managers, where he was mentored by John Sweeney Sr. and Ken Wysong. "They taught me things and worked with me and brought me along at a really quick pace to where it got to the point where I was pushing them."

Sam left Chicago and Cutler-Hammer, and moved to Louisville. At the time, the Louisville operation had problems. The concrete business was struggling, and the underground mine, depleting. Sam went to focus on getting the sales back on track.

The transition proved educational for the Rechters. It also gave them ideas about how to orchestrate a smooth transition when it would come time to hand the company off to the next generation.

As they learned the business, they relied on two of Ralph's most trusted hands—Wayne Sowers and Gus Sieboldt. "I have a tremendous amount of respect for both of them," Sam said. "They weren't sure whether we were going to make it or not, but they gave us the rope to learn it."

A Frightening Look at the Future

In the late '60s, Rick went to Kansas City to explore some underground mines that were used for storage. While there, he dropped by to visit a friend in the construction business. The man's family-run business had just moved into new offices, which were nowhere near complete. Though the friend was working at a desk in the office, there was no carpet on the floor. Rick teased his friend about the lack of construction progress. The friend informed him that the company's patriarch had died; taxes had been monstrous; and, consequently, there was no money left to finish the new offices.

The friend gave Rick the name of an estate attorney who had helped his family's company through its transition. "I spent about four hours with him and he explained to me exactly what would happen to the company when Mr. Rogers died if we didn't do some estate planning."

Rick brought the attorney to Bloomington for a presentation. "Gus Sieboldt and Wayne Sowers were disinterested until he got about two-thirds of the way through his presentation and a light finally went off," Rick recounted. "Gus put it into words: 'We're broke. We'll never survive Mr. Rogers' death.'"

Then, on March 31, 1976, Ralph Rogers died at home after a long illness. He was eighty-six. Even then, the company's survival was still in question.

VOLUME 3 ... BLOOMINGTON, INDIANA ... MARCH/JUNE 1973 ... NUMBER 3

Charles H. Walker, Superintendent of the Ready Mix Concrete Plant of Oak Ridge, Tennessee, is the first recipient of the pension plan of the Mid-South Pavers, Inc., of Nashville, Tennessee.

Charles has been employed by Mid-South Pavers, Inc., at the Oak Ridge facility since 1960.

Pictured is Charles (3rd from left) receiving his first pension check from John Sweeney, Vice President of Mid-South Pavers. Also included in the picture are Mrs. Walker and K.W. (Ken) Wysong, President of Mid-South Pavers.

Congratulations to Charles and best wishes to both Mrs. Walker and Charles for a long and enjoyable retirement.

Charles Walker, a thirteen-year employee at Oak Ridge, received the first pension award from Mid-South Pavers. He and his wife received the check from John Sweeney Sr., left, and Ken Wysong, right.

Ralph Rogers silent partner in Bloomington progress

By BILL SCHRADER
H-T Editor

Ralph James Rogers was cut right out of the Horatio Alger mold.

Unpretentious and desirous of a low community profile, Rogers' accomplishments didn't receive the recognition they should have and deserved.

TO THE MAJORITY Ralph Rogers & Co., Inc. on South Adams street is just another construction company.

In reality, however, Ralph Rogers put together a conglomerate of construction related businesses that ranks among the nation's largest.

Ralph Rogers & Co., Inc. has provided stone and concrete for some of the largest construction projects in the United States.

On Dec. 7, 1941 Ralph Rogers signed the first subcontract for the construction of the atomic bomb plant at Oak Ridge, Tenn.

The company was also a subcontractor for the Crane Naval Ammunition Depot, for Fort Camp-

bell near Madisonville, Ky., for the Huntsville, Ala. Ordnance Works; the the ordnance plant at Charlestown, Ind.; the Portsmouth, O. atomic plant and a large dam in Nebraska among others.

A RALPH ROGERS COMPANY constructed Ind. 46 between Bloomington and Nashville in 1936 and 1937 and no alignment or grade has been made in the road since.

A Ralph Rogers company helped build the Bloomington Hospital, the Monroe County Library, facilities for RCA, Westinghouse and Otis Elevator in Bloomington and a number of buildings on the Indiana University campus.

And this was accomplished by a man who never graduated from the old Central High School in Bloomington, then located on the site of the sales lot for Tom O'Daniel Ford Company on South College. He was forced to drop out of school when his father died and he had to go to work to support his mother and sister.

RALPH ROGERS GOT AN early initiation into

road building, going to work for an uncle near Osgood, Ind. operating a steam engine on a road construction crew at the age of 16.

Upon returning to Bloomington two years later he continued to work in quarries supplying stone for road projects. His jobs ranged from waterboy to foreman. Among the projects he worked on was the Illinois Central railroad tunnel northeast of Bloomington.

During the early part of his adult life he was a partner in a variety of stone crushing businesses with such men as Frank McCormick, John Campbell, Joseph Campbell, Albert Dobson and J. Owen Hepley. While the partnerships usually operated under the name of Bloomington Crushed Stone Company, the partners changed frequently.

THE FIRST MAJOR QUARRY Ralph Rogers opened in Bloomington was on South Adams at the intersection with Bloomfield Road. The quarry hole is now a small lake and is located adjacent to the headquarters for the present Ralph Rogers

Company operations. The crushed stone from this site was used for a growing Bloomington and Indiana University.

In 1934 the Rogers operation expanded to Kentucky and a quarry was opened on the outskirts of Louisville. This remained in operation, quarrying stone beneath the city of Louisville, until a few years ago.

The crushing plant on South Adams was destroyed by fire in 1937 and abandoned and a new quarry opened on land purchased from the city near Cascades Park. That remained in operation until 1954 when the Oard Road plant was opened which is still in operation.

THE ROGERS COMPANY HAD its greatest growth during the late 1930s and 1940s when a ready-mix plant and block plant were opened in Bloomington, and quarry operations were opened near Gosport, in Newton County, Ind., in Tennessee, in Alabama, in Colorado and in Ohio.

The activities of Ralph Rogers, Bloomington community leader, were shrouded from the public just as the activities of Ralph Rogers the businessman because that's the way he wanted it.

Ralph Mills recalled Saturday how Rogers was responsible for Bloomington acquiring the land for what is now Bryan Park.

"The land became available," Mills, who was then president of the park board, noted, "and the price was \$15,000. The city didn't have the money to buy it. Ralph put up \$12,000 and Mrs. Jerry Fernal and myself the other \$3,000 and we bought it. Then it was sold to the city for \$7,500."

"**ANYTIME THERE WAS** anything we needed," Mills recalled, "I knew I could always go to Ralph and as long as it was for Bloomington he wouldn't turn me down."

"It's too bad he couldn't be recognized for his many accomplishments before he left us Mills lamented, "but that's the way he wanted it."

Bloomington Herald-Tribune editor Bill Schrader penned a tribute to Ralph Rogers a few days after Rogers' death, honoring his many contributions to the betterment of Bloomington.

1977

KEY EVENTS IN COMPANY HISTORY

1988

1977

- Gus Sieboldt retired after forty-two years. Rick Rechter succeeded him as president of Ralph Rogers & Co.
- Rogers and Weddle Brothers teamed up for the nation's first incrementally cast bridge over the Wabash River in Covington, Indiana.

1978

- A fire damaged Rogers Building Supply in Bloomington, but operations resumed the next day.

1979

- Sandusky Crushed Stone celebrated its twenty-fifth anniversary with more than one hundred still-active customers from its first year of operation.

1979-82

- For the first time in history, total aggregate sales declined in three successive years.

1980

- In cooperation with Black Beauty Coal Co., Rogers opened Arlen Coal Mine in Daviess County, Indiana.

1981

- Ralph Rogers' estate was settled, with the company paying more than 80 percent in estate taxes and probate costs.
- A sluggish year—Rogers Group experienced slowdowns in every region and most market segments.
- The red "R" became the new company logo, the first time there had been a company-wide logo.
- Mid-South Pavers launched its new bridge division.

1983

- Rogers opened the Owl Prairie Unit Train Loadout Facility.

1984

- *Summer:* Bob Adelman signed on as consultant.
- *December 15:* Restructuring announced with Adelman as chief executive officer and board chair.

1985

- Overhead was cut by \$10 million.
- *November 1985:* Cedar Creek Mine near Camden, Illinois, was opened to provide 750,000 tons of coal annually to the Central Illinois Public Service Company for ten years.

1986

- Rogers Group ended a thirty-four-year association with Weddle Brothers Construction Company.
- Don Williamson joined the company as its first chief financial officer.
- Sam Rechter was named first chairman of the National Stone Association, a merger of the National Crushed Stone Association and the National Limestone Institute.

1987

- SuperPAVE, a five-year government study, began.

1988

- At its eightieth anniversary, Rogers had seventy-five sites in eleven states and employed 2,600 people.
- Frank Warren named chief executive officer.
- *Spring:* Ben, Sam, and Rick Rechter announced plans to transition out of day-to-day operations.



CHAPTER SEVEN

Fight for Survival

"Nothing is impossible . . . so long as nobody cares who gets the credit."

SIGN FIRST IN RALPH'S OFFICE, NOW IN RICK'S

The 1970s introduced a lot of cultural references into languages. Disco. Foxy. Ginsu knives and leisure suits. But one new word was most terrifying to business owners: "stagflation." This combination of inflation and stagnant business conditions met with high unemployment. The problems compounded—inflation drove increased spending, and increased demand drove up prices, leading to higher wages, which pushed prices up again.

And while the mid-1970s into the '80s was extremely difficult for businesses of all types, road builders were hit particularly hard. Two oil crises in the 1970s significantly raised the price of gasoline—it began the decade at 36 cents a gallon and in 1980 was \$1.29—which in turn caused Americans to drive less. That weakened the gas tax collections that fund highway construction and maintenance. Costs associated with construction were up, too; oil is needed for paving, and gasoline is needed to run the equipment. The period from 1979 to 1982 marked the first time in history that aggregate sales declined.

The economic climate would prove challenging for any road-building company, but Rogers had yet another hurdle: estate taxes. After Ralph's death, the value of the company was assessed and taxed—at a rate of 72.5 percent for federal taxes, and another 5 percent for state taxes. By the time the cost of probate was added in, the figure totaled around 83 percent of the company's perceived value. In 1975, the year before Ralph died, the company was lauded by *Construction Equipment* magazine as one of the country's top contractors, with \$37 million in equipment. The company had, as had most road builders,

Opposite: Owl Prairie Unit Train Load-Out Facility, Daviess County, Indiana.

All in One

As the Rechter brothers assumed ownership of the various companies under the Rogers banner, it was time to merge into a corporate entity. It was a Herculean task, given just how many properties there were at the time.

The decision eventually was made to establish the company's headquarters in Nashville, rather than have the company remain in three separate locations. Nashville was chosen over Louisville and Bloomington in the belief that its location would make it easier to recruit top executives.

Here are the twenty-nine companies that merged to form Rogers Group Inc., on March 27, 1983:

Alabama

Mid-South Pavers
Ralph Rogers & Company

Indiana

Bloomington Crushed Stone Company
Crawford County Stone
Gibson County Sand
Gosport Gravel
Interstate Sand and Gravel
Knox County Sand
John H. Kretz, Inc.
Midwest Construction Materials
Mitchell Crushed Stone

Orange County Concrete
Monninger Concrete Products
Morgan County Gravel
Neal Gravel
Newton County Stone
Putnam County Stone
Ready-Mix Concrete
Ralph Rogers & Company
Rogers Building Supply
Rogers Energy
Sieboldt Quarry

Kentucky

American Builders Supply
Bullitt County Stone
Louisville Crushed Stone
Oldham County Stone

Ohio

Sandusky Crushed Stone

Tennessee

Mid-South Pavers
Ralph Rogers & Company

Virginia

Ralph Rogers & Company



dramatically increased equipment levels to accommodate twenty years of building the interstate highway system. With that project nearly completed by then, the equipment was another added tax burden. Though Ralph hadn't been involved in the company for the last decade of his life, his death signaled that something was going to happen, and that caused even more uncertainty for Rogers employees.

"Somebody is going to own this company, whether it's the government or the Rechters," Ben R. said. "We had done everything we could preceding that time not only to show interest, but also to say that it was our intention that this remain a family business."

But as the economic climate was changing, the company had to change to survive. "We had to go from the way things were to the way things were going to be," Ben R. said. "That was the difficult thing. It wasn't as much about us at the time from our perspective, but from everybody else's perspective it was."

Interest Rates Require Creativity

In an effort to curb spending that was driving inflation, the Federal Reserve Board raised interest rates. The economy fell into a deep recession. Rogers saw the interest on its loans go from 6 percent to 18 percent virtually overnight. Eventually, they climbed to 22.5 percent.

"I can remember sitting in our Saturday morning meetings, going around the room and each superintendent telling what they were going to do the next week project-wise," Rick recalled. "I was jotting down figures on a piece of paper and realizing that we weren't even making enough to cover the interest payments."

The Rechter brothers tried to make sure that word didn't leak out to the staff just how serious the financial straits were. "We didn't want to lose all our good people," Rick said.

Because the economy was tough all around, it increased the pressure on the bidding process, just to maintain market position. "There was heavy, heavy price competition," Sam said. "People were trying to maintain market share that was rapidly sinking, and in that sense, you had to be pretty creative."



Sam Rechter, left, and Rick Rechter, right, congratulate winners of the National Limestone Institute's 1974 Safety Award. Ed Kutas accepted for Hopkinsville while D. B. Weatherspoon received the award for the Mid-South division.

Coal Becomes a Short-Term Savior

As a board member of the National Limestone Institute, Rick Rechter was called before Congress to testify in hearings which explored the environmental effects of strip mining. Also known as surface mining, it is a process in which the layers of dirt and rock are removed from the surface of the earth allowing direct access to the coal.

During the hearings, Rick could tell where the committee was headed. “I realized they were going to make coal mines reclaim their pits,” Rick said. “And coal companies didn’t have a clue where to start. It was a whole cultural shift.” Rick saw an opportunity to expand the company into a new business.

By the time the government acted, Rogers was ready to go, teaming with Peabody Coal, the largest private sector coal company in the world. Rogers already had the equipment in place—scrapers that had been valuable in the building of the interstate system and related outgrowth were put to new use.

“We wore that equipment out reclaiming their mines,” Rick said. And, he said, reclaiming some measure of financial stability as a result. Moving dirt kept road crews busy, too, during a slow season in highway building.

The reclamation efforts led Rogers to combine what it knew about mining and what it had learned about coal into its first foray into coal mining. By 1985, Rogers was actively mining four coal facilities in Indiana and another one in Illinois. That year, coal was responsible for 20 percent of the company’s revenue.

As with all its other ventures, when the company saw opportunity to improve technology, it seized it. The Owl Prairie Unit Train Loadout Facility took coal from the Arlen Mine in Daviess County, Indiana, and dispensed it into 110 train cars in just a few hours, rather than the three days that it previously took. The facility required the train to merely slow, not stop, as silos and conveyor belts carried the coal into the rail cars.

Coal would be a profitable, but short-lived venture for the company. Despite efficiencies from coal burning and technological improvements that lessened the pollution from coal-fired power plants, coal was a favorite target of environmentalists and the long-term prospects for the product didn’t look particularly strong. This forecast came at a time when Rogers was returning its core focus to aggregates and road building, and shuttered its coal-mining operations.



*Above: Arlen Coal, Rogers’ second venture into coal-mining operations, was a massive operation and helped bring stability to the company as highway work slowed. But coal would be a short-lived venture for Rogers. **Opposite:** Knox County Sand’s dredge is on the move to a new location just across a county road—in 1978.*







Time for Outside Help

By the early '80s, businesses were failing at a rapid clip. Between 1981 and 1982, business bankruptcies rose 50 percent. The Rechters had acquired several other businesses with short-term debt, but hadn't held those businesses long enough to see a positive impact on the company's bottom line.

During the '70s, Rogers had expanded more fully into Ohio and northwestern Virginia, as well as into Alabama. In an effort to round out its offerings, the company had also purchased a bridge-building division and begun coal-mining operations. The aggregate and road construction businesses brought with them high costs in the form of extremely expensive equipment which must be kept running to bid for jobs.

Though many of these acquisitions would pay off in the long run, the debt load the company carried was enough to make the banks nervous. One banker recommended bringing in an outside consultant to help the company navigate the challenging business environment.

Ben R. hired Bob Adelman, who had been chief financial officer with Rockefeller Financial in New York City, as a consultant. Adelman and Ben R. worked together to solve the short-term crisis and put together a plan going forward. That plan involved merging the companies together in one location. "That's something that Sam, Rick, and I could not have done by ourselves," Ben R. said. "Bob could do it, but in order for him to do it, we needed to take him from a consultant to a position inside the company."

The three brothers—who had always maintained parity among themselves in the company, keeping the same titles and salary—brought in Adelman as interim CEO, with a plan for him to stay for five years.

"This was the biggest transition that Rogers would ever have to go through in its life," Ben R. said. "We had gotten so that we operated the three different divisions as our separate fiefdoms. We didn't operate it as one company."



Above: Knox County aerial view. **Below:** When Rogers built its offices in Nashville's Metrocenter in the 1980s, it was largely alone. Today, a number of corporations call Metrocenter home. Perhaps the most popular tenant is Baptist Sports Park, the practice facility for the NFL's Tennessee Titans, located directly across from RGI.



Owl Prairie turnaround.

Family and Fiefdoms

Adelman had his work cut out for him, for he had not only to navigate the choppy business environment, but also to manage the family dynamics—all while trying to pull the fiefdoms into one structure. He took firm control—“You understand that you’re all working for me,” Adelman said.

The brothers all took the title of group president, and carved out divisions that were more about individual strengths rather than regions. Rick took operations and Ben, finance. Sam handled technology and marketing, and launched the company’s first engineering division.

That kept them in sync, said Sam’s son, Dan Rechter. “They share the same vision. And everyone tells me that’s really unusual. Those traits are the main reason we’re headed into the fourth generation with the company.”

But how far would the company—which at one point had purchased different, incompatible computer systems in each location—go to synchronize? “Ben was unwilling to leave Nashville; Rick and Sam were willing to

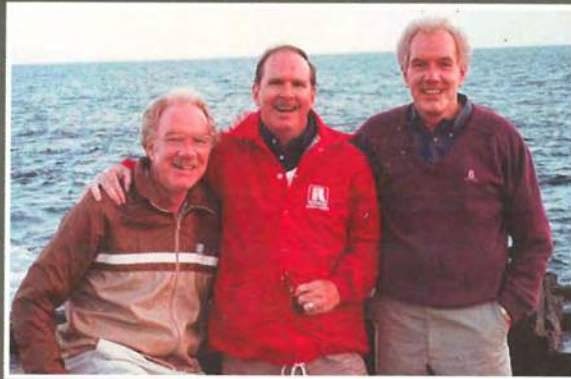
The Rechter Brothers—Company Men, Community Leaders

Ben R., Sam, and Rick Rechter all had their first taste of hard work at the various companies owned by their grandfather. They also had their own interests outside of the Rogers businesses; however, those interests usually overlapped at some point. Sam and Ben R. each did a two-year stint in the navy immediately following high school. Rick got married and started a family.

Two years later, the brothers were all back together and planning to attend Purdue University. Ben R. was offered a basketball scholarship at Hanover College and decided to attend there instead. Sam and Rick went to Purdue. In the work world, the brothers would again go their separate ways—Rick into the family business, and Sam and Ben R. to work for others.

When Ralph's illness pulled them back into Rogers, they worked hard to maintain parity in all that they did. All three bore the title of president—initially structuring the company according to location and later by job tasks. While their roles in shepherding the company for nearly forty years are well documented, what isn't as well known is how involved all the brothers have been in their communities.

In Louisville, Sam served on the Regional Airport Authority board and chaired a study group that recommended expanding Standiford Airport. That expansion led to two new runways, and a hub for United Parcel Service (UPS). He also served on the Kentucky Center for the Arts board and the Community Foundation of Louisville. An avid supporter of the University of Louisville, he served on the board of overseers and was instrumental in recruiting Howard Schnellenberger as the university moved to upgrade its football team. He also served on a strategic planning committee for the Jefferson



From left: Sam Rechter, Rick Rechter, and Ben Rechter.

County public school system in Louisville. Sam was inducted into Louisville's Junior Achievement Business Hall of Fame.

It's no surprise that Sam's identical twin brother, Ben R., has had a similar level of community involvement in Nashville. Ben R. served on boards of the Tennessee Performing Arts Center, the Nashville Institute for the Arts, the Nashville Symphony, WDCN public television, and the Metropolitan Nashville Public Education Foundation. He was appointed by Ronald Reagan to the board of trustees of Fisk University and served on a task force to bring professional football to Nashville. He was

chair of the Nashville Area Chamber of Commerce. He received the Nashville Urban League's Equal Opportunity Award as Businessman of the Year and the Anti-Defamation League's Americanism Award.

Younger brother Rick has also spent much of his time working in his community. He has worked with the Indiana Small Business Center and Monroe County public education, among other ventures. He also chaired the Bloomington Development Corporation. He is most passionate, however, about his work with Remnant Trust, a foundation that collects original and first-edition works from great thinkers and loans them to colleges and academic institutions, inviting students to actually touch these priceless classics.

All three brothers have held key industry roles as well. Rick was chair of the National Limestone Institute while Sam chaired its successor, the National Stone Association. Ben R. served as president of the Tennessee Road Builders Association, the American Road Builders Association, the National Stone Association, the Tennessee Crushed Stone Association, and the Asphalt Pavement Association.



move,” Adelman said. “But I envisioned that none of them would have to move. Just let the operations and the staff functions move.”

The new dynamics were challenging for a young manager in the company, Lori Rechter Harper said. “Some of the fundamentals of business, such as business plans, may have been there, but I didn’t witness them until Bob came. It was interesting to see how Bob and Rick challenged one another during presentations. But we came out of the room with some great ideas and strategies.”

The Rechters got more than they bargained for with Adelman. “Bob had been through this kind of thing before with a family business,” Ben R. said. “I knew he was going to help us with the financial part. I didn’t have any idea that he was going to help with the family dynamics. Even at the time, I could lay it out, but I had no idea what it was going to take to get there. Bob was an extremely adroit person in taking that ship through waters that were very dangerous and could have led to disaster for us.”

There were plenty of difficult decisions to make and operational hurdles to overcome. And cuts to make. Overhead was trimmed—\$10 million in fiscal year 1985 alone. “That was a bit of salvation,” Adelman said. “But the debt was still a very severe problem.”

Businesses were shed, including some sand and gravel operations and some underperforming quarries. Throughout the rockiest of times, nearly one hundred staff positions were cut. “We planned for survival and it began to work,” Adelman said.

Round and Round

The structure set up an interesting dynamic. As owners, the Rechters evaluated Adelman’s performance as CEO. As CEO, he evaluated theirs as group presidents. Sam said it wasn’t as odd an experience as it might seem. “It was



Owl Prairie.



DIXIE CONTRACTOR - JULY 1, 1977

Congressman James Howard outlines his plan for restructuring the federal-aid highway program for the Tennessee Road Builders Association at two House public works committee staff members (foreground) and American Road & Transportation Builders Association director Francis X. Dooley look on.

Ben Rechter, TRBA president



Bill Goodwin, Tennessee Deputy Transportation Commissioner, addressed a luncheon gathering of TRBA members, transportation officials and Tennessee Congressmen and staff members on the final day of the fly-in. Goodwin asked the Congressional group for help on the 404 permit problem, bridge replacement and reduction of federal highway red tape.

Continued on page 30

Congresswoman Marilyn Lloyd, of Chattanooga and a member of the House Public Works & Transportation Committee welcomes the TRBA delegation to Washington.



Radical Restructuring of Highway Program Coming Before Congress in Coming Months

by Rusty Paul

Washington, D.C.—A radical restructuring of the highway program that will shape the future of highway construction over the next decade is scheduled to be introduced in the U.S. House of Representatives by August, says Congressman James Howard, chairman of the House Public Works Subcommittee on Surface Transportation.

Howard, author of that major highway bill, told about 40 Tennessee highway contractors and state transportation officials in Washington with the Tennessee Road Builders Association that hearings on the measure will begin in September.

Among the New Jersey Congressman's proposals is a three-cent-per-gallon hike in the federal gasoline tax earmarked for the Highway Trust Fund. Another major funding idea is to earmark two per cent of the federal corporate income tax for a mass transit trust fund.

Other aspects of the so-called "Howard Plan" are setting the federal-state matching ratio at 80-20 for all non-interstate programs and upping federal-aid highway authorizations by \$3 billion annually.

The extra \$3 billion highway authorization would go to create a \$2 billion bridge replacement program, \$750 million for the federal-aid primary system and \$250 million for safety construction.

"The bridge program will help carry the bill", Howard told the Tennessee group.

"Congress is becoming more aware of the bridge situation. Bridges are becoming one of those watchwords on Capitol Hill like motherhood, apple

pie and the flag. The more Congress hears about the 105,000 unsafe bridges in the country, the more they are intent upon doing something about them," he said.

Howard said the bridge program, interstate maintenance funding and highway safety programs are acceptable even to those who are so-called anti-highway people. They are willing to support it because it won't add a single mile of highway to the system.

important that Bob do that and we pushed him to do that," he said. "We were trying to understand where the strengths and weaknesses were in the company and how we could take advantage of the strengths and shore up some of the weaknesses. It was important that we grew during that period as well as Bob."

But there was one issue on which the Rechters would demand their way. During the first budget period that Adelman was on board, the issue of charitable giving came up. It was an easy answer to him—eliminate it completely. The company's survival was at stake and giving to others could wait.

The Rechters said absolutely not.

Giving back to the community—whether buying an advertisement in a high school yearbook or donating millions to a charitable organization—had been a hallmark of Rogers and it was something that the Rechters were not going to allow to change, no matter how strained the company was financially.

"It's part of our upbringing, I think," Sam said. "We were raised that it's important to stay connected with the community and to help in any way that we can, financially or otherwise. Participation in the community is something that we grew up with. Perhaps that goes back to my mother and father."

Ben R. agreed. "It's part of what you're charged with when you have had the advantages and the resources to do things. The reason that I have the things that I do and communities have what they do is because somebody else put them there. They didn't just happen to be there. We've found as a company that the better the community does, the better we'll do. It doesn't take rocket science to break the code to figure out the more that you can help, the more that seems to come your way."

Hiring an Operations Architect

By the end of 1988, the company's finances were in positive territory and a plan for 1989 had been approved. "The problems of the company were no longer financial," Adelman said. "Now we had to make an operational success, and we needed an operations person running the company."

Adelman transitioned to the board of directors and Frank Warren was brought in as CEO. The crisis weathered, it also was time for the Rechter

The industry magazine Dixie Contractor covered congressional action on a highway funding restructuring in 1977. Ben R. Rechter, then president of the Tennessee Road Builders Association, was included.

brothers to move out of the day-to-day management of the company.

“There comes a time that three things are happening: first, you’re clogging up everything at the top and second, you’re not going to be able to attract and retain talented people, and third, you have added the most value that you can add, and you can add more value by getting out, controlling it from the outside and having substantial input on financial and strategic kinds of things from the outside,” Ben R. said. “I was of more value to Rogers Group after I got out than I ever was while in active management.”

Rogers had survived the recession just as it had the Great Depression. And while the company ended that difficult period positioned more strongly for the future, it wouldn’t be the last time that the nation’s economy caused a shift in strategy.

Charting a New Course

As the company righted itself financially from the turbulent recession, CEO Frank Warren helped Rogers to figure out what it needed to go forward.

“Rogers Group was an old company that had been around a long time,” he said. “It had a lot of good people, but they were not really clear on the direction they were going. The company had evolved into almost a conglomerate. There were a lot of businesses—real-estate development, building supplies, ready-mix concrete, and you name it. There were a lot of things. We had to decide what our core business was and what our real focus should be and where we should be headed in the future.”

The strategic planning brought Rogers back to the core of its business—rocks and roads. “To do that, you have to do some other aspects of road work. We wanted to be sharply focused on that,” Warren said. “Also we wanted to sharply focus on the geographical market area that looked promising. We got out of some of the lines of business that weren’t really roads and aggregates. We started divesting. And we got out of some road construction markets where the future didn’t look that promising. Or the present and the future didn’t look that good. Or areas where we couldn’t have an integrated construction and aggregates operation. We shrunk the company and sharply focused it.”



The National Limestone Institute marked its thirtieth anniversary with Rick Rechter as its vice president-elect. From left: Rick Rechter, Susie Rechter (Rick's wife), NLI Vice President Martin Deely and his wife, NLI Chairman John Greisner and his wife.

The Sandusky Success Story



The story of how Rogers ended up in Ohio is one that's told with pride by all who know it, and one that's punctuated by an extremely difficult decision to leave.

As the story goes, Ralph went to Ohio to explore setting up a crushing operation in anticipation of the building of the Ohio turnpike system. This 241-mile road would be Ohio's largest construction project in history to that point. Ralph wanted to be a part of it. He and Gus Sieboldt went to the Sandusky area to scope out where a quarry might be built.

Returning to Bloomington, he had decided the company was stretched thin enough already and would forgo the Ohio expansion. The interstate system was causing construction booms in existing markets as it was. Ohio was off the table for a few weeks when a quarry owner from Sandusky drove to Bloomington specifically to

pay Ralph a visit. "I understand you've been looking around Sandusky," the owner said. "If you come up there, you'll be gone with the birds at winter."

That was all Ralph needed—a direct challenge. He told his crew they were going to Ohio after all. "They must have something awfully good up there," he said. Sandusky would prove to be one of Rogers' most successful quarries, and one of its largest.

By 1971, when engineer Bud Powell added a new plant to Sandusky, the quarry produced twenty-five hundred tons an hour, compared to about three hundred for a basic plant.

As the economy shifted again in 2000, Rogers began to realign its structure. While Rogers hadn't left Sandusky that first season, as Ralph's competitor had warned, it was time to pull out of Ohio.

Some of the realignment that began under Frank Warren's tenure continued when Don Williamson became CEO in 1998. As had been a pattern for the company throughout its history, the goal was to anticipate changes and shift to meet those changes.

Another shift that was happening was the country's southern migration, which brought population out of the Rust Belt and into warmer climates. Growth in cities there spurred growth into the suburbs, meaning these larger southern cities were building more roads.

To strengthen current sites in Western Kentucky and Middle Tennessee, Rogers traded its Ohio operations to Hanson Aggregates North America, which in turn handed Rogers three quarries and two asphalt plants in Western Kentucky and three quarries in Southeast Tennessee. "This has been the most difficult decision involving the separation of a part of Rogers I've been involved with in my fifteen years here, because of Sandusky's special role as one of our flagship operations," Williamson told employees at the time.

The exchange with Hanson came at a time when Rogers was expanding into new territories, most of them based in the South, especially in Southern Middle Tennessee, Alabama, and Arkansas.



Opposite: Hugh "Steve" Stephenson, left, and Wayne Sowers were key players in the success of Sandusky Crushed Stone, a long-held Rogers property. At one point, it produced eight times the tons of crushed stone than the average plant. **Above:** Rogers was originally drawn to Sandusky by the building of the Ohio Turnpike. With that built, though, Sandusky would become one of the largest crushed stone operations in the company.





Owl Prairie.

It was that sharp focus that helped the company survive yet another recession in the late '80s through the early '90s. Triggered by the stock market collapse in 1987, the economy took a nose dive, then rebounded, only to drop again. By 1991, the country was back in a recession, but Rogers was better poised to survive it.

Even so, the general malaise of the country did bleed over into morale at Rogers. Employees had survived fifteen years of the most significant changes in the company's history—and the resulting leadership changes and selling of operations—and they were showing the strain.

"Rogers Group had been a very paternal organization," Warren said. "People felt like they were members of the family. How could you do these things to members of the family? We started trying to develop a culture of meritocracy instead of paternalism.

"We attempted a major culture change at the same time we were restructuring the market focus and pretty much the way we did everything. Changing a culture of a company is not something that is done easily. People protested, 'This isn't the way Ralph did things.' And many of them never knew Ralph. It was a scary time for people because of all the change.

"When I came here, they told me, 'If you work in management for Rogers Group and do a *good* job, you'll get a good salary and an automobile. If you work for Rogers Group and do a *poor to mediocre* job, you'll get a good salary and an automobile.' We knew we had to change that. And over the course of time we did change that."

While change was the mantra of that era, there were things about Rogers that forever remain the same.

1990

KEY EVENTS IN COMPANY HISTORY

1999

1990

- Rick Rechter became vice chair of Rogers Group's board of directors.

1991

- Don Williamson became general manager of the Kentucky region in addition to his work as CFO.
- A recession hit.
- Rogers bid on the runway at Fort Campbell, which had been damaged during Operation Desert Storm.
- Rogers Group contracted to extend the runway at the Nashville, Tennessee, airport by two thousand feet, with a contract value of \$15.5 million.

1992

- Ready-mix operations were sold to Irving Materials Inc.

1993

- Rogers received sixteen awards for quarry appearance and community activities in 1992, the most ever for the company in a single year.

1994

- Work began on Nashville's Bicentennial Mall walkway, designed to look like a riverbed.

1996

- Henley Street connector in downtown Knoxville received the award of merit in the urban highways category of the Federal Highway Administration's 1996 Biennial Awards.
- Rogers invested more than \$10 million in new businesses and quarries and another \$10 million in existing locations.
- Rogers commissioned Hopkinsville sculptor Steve Shields to create a monument at Fort Campbell, Kentucky, to honor the twenty-fifth anniversary of the Screaming Eagles' return from Vietnam.

1997

- Thirty-seven of eighty-four RGI operations completed 1997 with zero accidents, a record. The next year, thirty-eight of eighty-five had no accidents and six locations had more than ten years with no accidents.

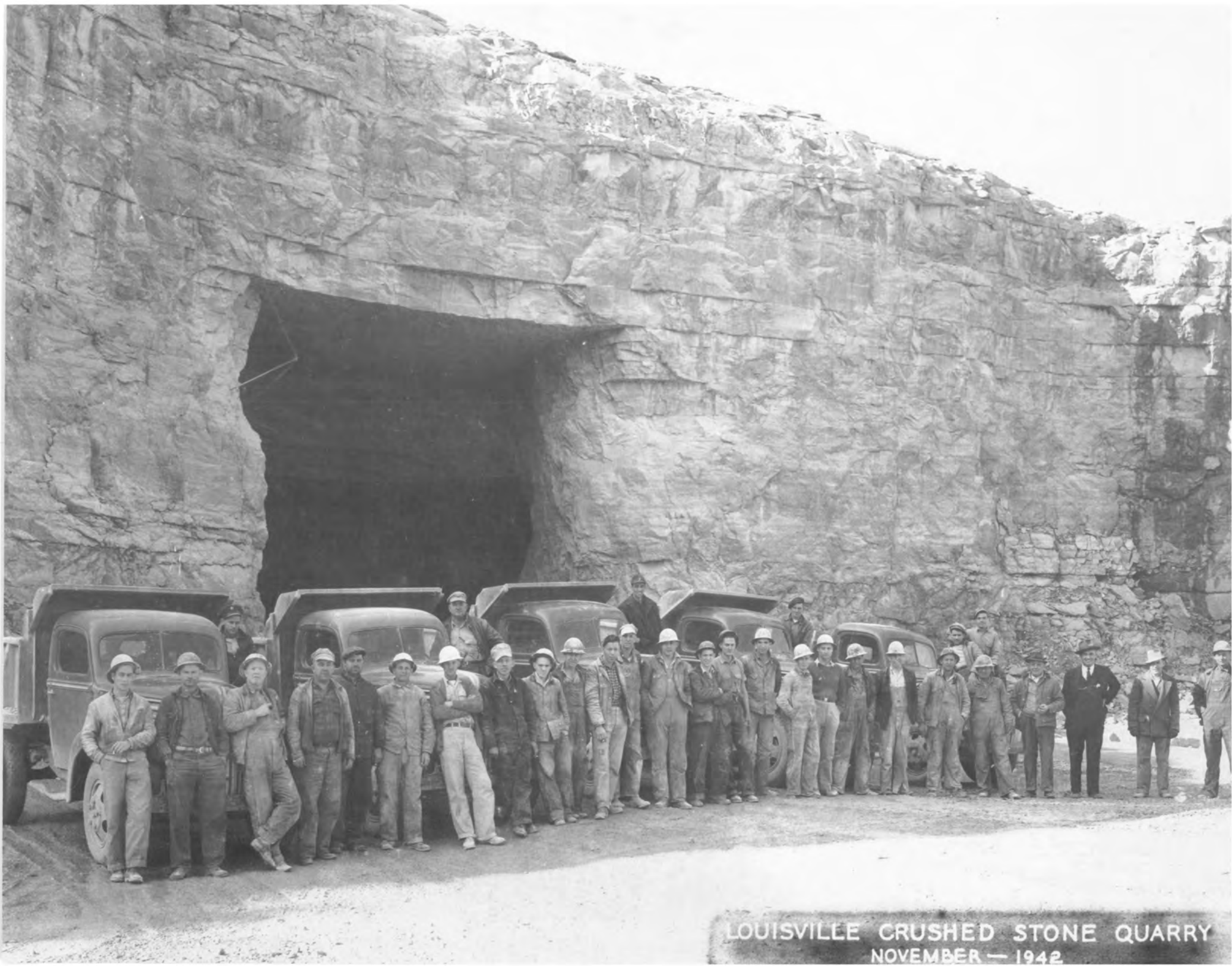
1998

- Jefferson County Stone was granted approval to mine underground.
- Bloomington Asphalt and Gallatin Asphalt won NAPA's inaugural Community Involvement Award.

- *March:* Don Williamson became president and CEO upon Frank Warren's retirement.
- *June 9:* President Clinton signed into law a bill that authorized a 60 percent increase in funding for highway, highway safety, transit, and other surface transportation programs for the next six years. TEA-21 built on initiatives established in the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA).

1999

- Indiana Construction landed its biggest job in a decade, \$12.8 million to tear out a two-lane stretch and create a four-lane portion of 2.8 miles of State Highway 37.
- Central Indiana exited the coal business.
- ARTBA named Rich Warden and Rogers Group inaugural winners of ARTBA's Sentinel Award for extraordinary grassroots lobbying, one of three companies recognized for outstanding corporate grassroots lobbying for passage of TEA-21.
- Sieboldt Quarry named Quarry of the Year by National Stone Association in medium-sized category, the first time a Rogers quarry had won the honor.



LOUISVILLE CRUSHED STONE QUARRY
NOVEMBER — 1942

CHAPTER EIGHT

Brothers' Keepers

"People have to really understand they have a responsibility to watch after the other guy. Hopefully he's watching after you."

RICK RECHTER

Rick Rechter will always remember when company safety became vitally important to him. It was a late winter/early spring day at the underground mine in Louisville. Water was seeping out of the shale layer, creating icicles that hung high above, about six feet away from the mine entrance. But it was a puddle outside the entrance that bothered him.

"I said to Ora Brown, who was the superintendent there, 'When the drillers come out, have them knock down that ridge and drain the water, or it will be ice and someone will slip on it tomorrow,'" he recounted.

The drillers came out of the mine, ending their shift on a payday Friday. Brown passed along Rick's direction. One driller began to dump the water off with a shovel, easing the soon-to-be-frozen puddle. Then, an icicle above broke, bouncing off a flat rock before falling on the man. He was pushed into the mud and grime and killed instantly, leaving his shaken mining brothers to carry his body out.

Rick had an equally difficult task ahead. "His wife and two kids are in the car in the parking lot waiting for him to come out. I have to go out and explain to the wife what has just happened. I was so shaken up, I couldn't drive the car up there. I needed the time to collect my thoughts anyway on that walk. What do you say when you're twenty-eight or twenty-nine years old? I said to myself, 'I will never make that trip again.'"

But it's not just the life-and-death issues that have made him—and all of Rogers' top executives—passionate advocates for improving safety. "These

Opposite: In 1942, this crew worked in Louisville's mines, which superintendent Ora Brown, second from right on the front row, called "one of the eight wonders of the world." Pictured are front row, left to right: Raymond Hammond, Omer Hatfield, F. P. McCoy, Roy Tilford, William Priddy, Clarence Loafman, Buck Morgan, Lonard Tilford, H. Martin, E. Smith, J. Bell, C. Garrett, Ross Rhea, H. Johns, W. Fields, Tom Malone, Delbert Givens, E. Hornbeck, Tom Shannon, Ewing Gossett, Shelby Stone, George Boehnlein, Gilbert C. Brunnhoeffler, Ora Brown, Hobart Salsman. Second row, left to right: Lester Tines, M. Maners, George Mattingly, H. Thomas, C. Schoenlaub, O. Devers. Photo courtesy of John W. Salsman of Lewisburg, Tennessee.



Workers use an Ingersoll-Rand Drillmaster at the quarry site built to provide material for the Gallatin Steam Plant in 1954. Note the early use of hard hats, well before government agencies required them.

guys are like everybody else. They live from paycheck to paycheck,” Rick said. “A guy gets hurt, maybe he gets a little worker’s compensation. It may make his house payment, but it sure will affect his Christmas, his kids. You’ve got a responsibility to protect that guy. It’s the first thing we talk about at every board meeting.”

Safety, though, can’t be just a top-down mantra. It must be embraced among the rank-and-file and encouraged by a subtle peer pressure that has each person looking out for more than himself or herself. It’s part of the brotherhood and sisterhood that develops through the longevity and hard work that comes with the territory. And, of course, those relationships spill over beyond safety concerns into collegiality—and some good old-fashioned fun.

Green Hat Society

When Randy Petty started in quarrying, many of the veterans were missing at least one finger. The joke was, “Don’t worry about those fingers. There’s a truckload coming in tomorrow.”

When he became a superintendent at Cross Plains Quarry in Middle Tennessee, it became his job to worry about those fingers. So he took the initiative to paint the moving parts on the crusher a bright yellow, sending a strong message—keep your hands away from the yellow.

He, like other managers, also keeps an eye out for green hard hats, which signify a new employee. Because most accidents are caused by those who have been on the job less than a year, having more experienced workers keep an eye out for them helps to keep safety at the forefront.

Ted Powell, aggregates manager for Southern Indiana, said adding radio communication went a long way toward improving safety—but also created better working relationships. “The best example is the Mitchell operation. That seems to be a real close-knit group,” Powell said. “It’s an everyday thing. They get there thirty minutes before work time starts so they can get together and

talk about what happened the night before. They communicate with one another with the radios. It's a brotherhood they developed over time and they can anticipate what someone will do next. The radio communications and them being able to talk about what they did the night before makes it easier for them to say 'Watch out, you've got a car coming through the gate.' They seem more open to being able to communicate those kinds of things."

Rogers' safety record is legendary in the industry.

"They've made a major investment in safety and for that, they're [Rogers Group] highly regarded among their peer companies," said Dr. Pete Ruane, president of the American Road and Transportation Builders Association (ARTBA) industry group. "They're considered an industry leader in their commitment to safety, which shows how they value their employees."

Or rather, their family members.

"We spend more time together with each other than we do with our families," said Dave Rechter, board member and vice president of the East Tennessee operations. "We have a lot of fifteen- and thirty-year employees. They get to know each other, their families. It's not just the mentality of a coworker. It's a sense of unity and family."

The fact that it is a family-owned business makes a difference, Donnie Crum believes. "It's been brought down to us to care about each other with safety and training. But what really is the backbone behind this is that it's a family-owned business and it was close. You knew everybody. Rick knew everybody and cares about everybody. I know that for a fact," Crum said.

All in the Family

For some, it's actually family. Though there are a number of employees with the name "Rechter," "Powell" has a pretty strong legacy within the company, too. Lyle "Bud" Powell worked at Rogers from 1957 to 1999,



In an environment where safety is crucial, speaking the same language is more than just a convenience. Workers at the McEwen Lane Project in Franklin, Tennessee, were honored as graduates of an English as a Second Language Class. From left: Ismael Aleman, Giovanni Lainez, Jose Mejicano, Janet Rose (instructor), RGI Recruiter Alberto Camargo, Elmer Hernandez, Lorenzo Torres, Jose Rodriguez, and Project Manager Randy Allen.

Weddle Bros. Lead to Florida Landmarks



Workers assemble parts of the first incrementally cast bridge in North America on US 136 near Covington, Indiana. Workers assembled portions of the bridge, then hydraulically pushed them into place. Weddle Bros. and Rogers teamed on the project.

One of the most enduring partnerships for Rogers was the association with Weddle Bros. Construction. Ralph partnered with Maurice and Harold Weddle to build homes in and around Bloomington in 1952 under the name Weddle Bros. Construction. As both companies grew, so did the scope of their projects.

Weddle Bros. built the first incrementally cast bridge in North America on a section of U.S. 136 over the Wabash River in Covington, Indiana. The bridge was built in segments in a casting bed near the site. The segments were then hydraulically pushed into place. Once the bridge was complete, Rogers put in an asphalt-waterproofing membrane, then topped it with two inches of asphalt as a wearing surface.

The bridge was hailed as a cost-effective technique that minimized environmental impact, traffic control, job safety, and completion time challenges.

Weddle and Rogers also ventured into Florida together, where they each worked on some high-profile projects. Weddle built the tank in which Shamu the Killer Whale lives at Sea World, while Rogers did sidewalk construction in Epcot Center and created a sixty-acre parking lot at Disney World.

The Disney parking lot presented a particular challenge. Rogers was given the property on the day after Thanksgiving and required to have it open by January 1. The company was promised a \$100,000 bonus per day for early completion. Though the parking lot was able to be used to park cars three days early, Rogers didn't receive the bonus because one shrub was not installed.

Rogers sold its interest in Weddle Bros. in 1986. "Ben, Sam and I decided it was a company that needed to be owned by the people who ran it," Rick Rechter said.

Rogers continued in Florida with other high-profile projects, including excavation work at what is now called Dolphin Stadium where the Miami Dolphins and Florida Marlins play football and baseball respectively. The company also did excavation work in Tampa Bay, Raymond James Stadium, known as the "crown jewel of the NFL" and home to the Super Bowl in 2001 and upcoming 2009.

Florida may have offered high-profile projects, but profit margins were slim, and the company eventually left the state.



ending as vice president of engineering. He followed his brother Lee into the business.

“He worked at Mitchell Quarry, and when Mr. Rogers bought it in 1951, he continued working for Rogers and became superintendent of that quarry. I remember after I started, Mr. Rogers said, ‘Do you have any more brothers hidden down there in the bushes?’”

He did, and eventually two other brothers came to the company, along with their father. All retired from Rogers after lengthy careers. Two nephews—Ted and Brad—currently work in the company.

“It was just a great company to work for,” Bud Powell said. “A family-oriented company. If one person of the family started working there, Mr. Rogers liked to bring the others along if he could.”

Most of them jumped at the chance. “Everybody in this area knew it was a great place to work and it was hard as heck to get on here,” said Crum. He followed his father to Rogers, was hired as a three-day temporary worker in the shop, and has stayed for thirty-five years. “You had to know someone to get on here. And you never started at the company in a high position. You started down here and you learned everything on the way up. That’s how you got your training.”

Even if you were children of the owners. Virtually all of the Rechter brothers’ eleven children worked for the company at some point. As their grandfather had done with them, the brothers’ ensured their children started off learning from the ground up—and not just about the business.

Sam Rechter’s son Dan started working for Ready-Mix Concrete in Louisville at thirteen, crawling beneath the dump trucks to use a putty knife to scrape off tar. Later, he greased metal forms for blocks at the block plant. He did painting, trimming, and shoveling. “They gave me the worst jobs so that I could learn the meaning of hard work and respect for the working individual.”



Working for Rogers Group is a way of life for the Powell family, pictured here in 1997. Seated from left: Danny Powell (Lee’s son, twenty-five years); Walter Powell (Lee’s dad, fifteen years); Lee “Plush” Powell (forty-six years before retiring); standing from left: Brad Powell (Lee’s son, left RGI after twenty-five years); and Ted Powell (Lee’s son, thirty-six years).



Safety Director Ed Elliott and CEO Frank Warren display a safety campaign T-shirt. Safety slogans written by employees are critical to keeping the issue at the forefront of every worker's mind. The company's commitment to safety has paid off—with injury rates well below the industry average—but one accident is one too many, CEO after CEO has stated.

Watching Each Other's Backs

To paint life at Rogers as fraught with danger and tough conditions is to miss the good humor that often runs rampant there. Of course, protecting life and limb is extremely important. But so is protecting pride.

Dave Rechter learned this the hard way when he worked at a quarry while in high school. "When you go to the quarry you've got this huge scarlet letter that says 'R.' At the end of the day, the only time I can remember Rick, Ben, and Sam being at the same quarry, I was pulling bins. I didn't do that job normally, but the word quickly got out that they were on site. I pulled the wrong bin lever. Before anyone even had known about it, the guy who ran the yard loader came and took care of my mess. I caught a lot of ribbing, but it was one of those in fun."

Pulling together for a common goal is equally important, whether that's safety, winning an award, or helping out when trouble comes. When Rogers Building Supply in Bloomington caught fire after a lightning strike, employees rushed inside to carry out whatever they could until it became too dangerous. A trailer was set up and the lumberyard was operational the next day.

"That's one of the wonderful traits about Rogers Group," Dave said. "Everybody works hard, everybody tries to help everybody out."

All for One . . .

Dave said that watching how employees treat each other has taught him things "that they don't teach you in business school." Some years, employees are laid off seasonally. "One older employee came to me and asked, 'When are you going to start laying off? I've got seniority. You lay me off first.'"

The man had been doing the job long enough to know to prepare for the possibility. He worked as a fishing guide. Others chopped wood or worked as mechanics. Those who haven't been in the business as long "have to be helped by older fellows in learning how to cope with the financial reality of no paycheck for a few months."

Quarrying Underground

There are rocks that are apparent from the surface level, and others you have to dig for. That's the main difference between quarrying and mining, and Rogers has plenty of experience at both.

Rogers Group first went underground in Louisville, largely because Ralph had seen someone else do it. He called Ora Brown, superintendent at the Louisville quarry. "He said, 'Get whatever you need. I've been through a tunnel quarry today, a quarry under the ground, and I want to go under there.'"

Brown would take the old Louisville Crushed Stone underground, a mine he called "one of the eight wonders of the world." Safety was always an issue and to make sure that there was no shifting happening in the mines, he went into the tunnels at night to listen. Any pop or snap meant the miners wouldn't go back in until he was sure it was safe.

The old Louisville mine was depleted and Rogers sold the property for underground development. In the 1970s, the city leased the space as an emergency bomb/disaster shelter and filled it with first-aid materials, food, water, and the like. The old mine site sits below what is now the Louisville Zoo and the Watterson Expressway.

It would not be the only time that Rogers would head underground looking for more material. Oldham County Stone was an open-pit quarry until 1981 when underground mining began.

It can be a little disconcerting for a long-time quarry man, said Bob Blaker, who helped take Oldham underground. "The guys were a bit reluctant at first to take to it, but they liked it after a while."



In the 1940s, trucks at the Louisville mines were loaded underground. The miles of corridors always caused a safety concern in the mines, sending superintendent Ora Brown into the tunnels nightly to listen for cracking and popping. These days, conveyors bring the crushed stone to the surface where it's sorted. Photo courtesy of John W. Salsman, Lewisburg, Tennessee.

Underground mining has plenty of pluses—some of the annoyances for neighbors are abated. Blasting and operating noises and dust go virtually unnoticed at ground level. And then there are the reserves. Jefferson County Stone was running out of rock at its open-pit quarry. When it received approval to mine underground, it acquired an additional sixty-five million tons of reserves—at least sixty years' worth. Construction of the slope to access the underground reserves began in late 1998.

It took a lot of digging to get there. It took two years of excavation costing millions of dollars to establish the 6,000-foot slope to reach the desired stone deposit, some 900 feet below the surface.

According to Darin Matson, who was the area production manager for central Kentucky at the time, when the underground operation finally went online in 2001, the above ground reserves were within a few days of being totally depleted!

"It will be years before we get added benefit from the operation, but it is building for the future," said Don Williamson, CEO when the underground operations opened.

By 2001, the first rocks were crushed inside the mine and conveyed outside. Over the next five years, Rogers would spend another \$8 million to improve the process. The new system allowed a truck to be loaded every three to four minutes and allowed the quarry to produce 850 tons of limestone an hour. That same year, Bloomington Quarry went underground, heading one hundred feet below the quarry floor to reach reserves of high-calcium stone.



Buying the Best, Making It Better

It's no surprise that one of the biggest operating expenses for Rogers is equipment. With machinery that can run well into six figures and last for less than a decade, buying and maintaining equipment is a major issue.

Today, Equipment Organization Manager Donnie Crum can monitor every piece of machinery at all seventy-eight locations via his computer. Ralph didn't have a computer, of course, but always knew where his equipment was. "He knew because he was buying it," Crum theorized.

Ralph also worked with manufacturers to modify equipment if he had a better way of doing things. More often than not, however, he relied on his own employees at the Bloomington shop to make modifications. Created from a steel skeleton that had once been Cincinnati's Orpheum Theater and a brick building that had housed mules when the animals pulled carts from the quarry floor, the shop was filled with welders, machinists, and the like. They maintained and modified equipment whenever Rogers had a need for such.

"The maintenance shops were a vital part of the company," said Bill Buher, one-time shop manager. "Ralph wanted to be self-sufficient. He was proud of being able to depend on his own shops."



Ralph Rogers always preferred to have his work done in-house in facilities such as the Nashville shop, circa 1946.

He had control that way, said Crum, who also took a turn at running the shop. "We never sent anything out. That controls the amount of time in which you get it fixed. We would go down with a crusher on a Friday and it would be running on Monday. If you sent it out, it might take a month to get it fixed."

The shop stocked millions of dollars in parts so that repairs weren't delayed. Additionally, the machinists in the shop were quick to alter a piece of equipment if they had a better idea. Buher remembers a time in which a machine was used to inject something into the roadway. It drilled one hole at a time. "So we worked on it to make a line of six or seven drills so that we could inject all at the same time."

Crum recalled that when Rogers took to coal mining, the shop designed and built the first fuel trucks to move fuel into the mines. "A lot of people copied us on that."

Strict maintenance on equipment keeps it lasting longer, and when it costs more than \$500,000 to buy, longevity is crucial. "For a crushing plant, you're buying equipment for a minimum of fifteen or twenty years," Rick said. "You better make sure of your needs before you buy."





Red Hudson, Hugh “Steve” Stephenson, and Hap Campbell point to a damaged piece of equipment—likely photographed to send to the manufacturer—at Sandusky Crushed Stone in the early '50s. Hudson, a welder from the Bloomington shop, and Campbell, a set-up man, were in Sandusky to help Stephenson, manager, install or repair a plant.

The brotherhood even reaches from the road crew to the executive office, said George Langis. He was the chief financial officer in 1999 and was standing beside a highway in Alabama when his secretary called, telling him to call home. “About two hundred acres were burning very close to our home—right up to the back of it,” he remembered. “The firemen wanted to pump water out of the pool. We all got back in the helicopter and headed back to Nashville. Rich Warden called the crew from the Harding Place/I-65 project and told them to get some men and water trucks over to my house. There were two Rogers Group trucks and some employees out fighting the fire when we got there.”



Safety is constantly discussed because accidents occur so easily. A shifting load caused this truck to overturn and lose its aggregate.



Keeping in Touch

It's no wonder people still feel part of the company even years after they leave. In Bloomington, particularly, where the company was headquartered for almost eighty years of its existence, that familial spirit still brings retirees back for the annual Christmas party.

"It really is amazing how many people come back and still feel a connection with Rogers after many, many years," said Bill Carpenter, vice president of human resources and safety. "Think about how quickly you lose contact with people you work with. These folks come back year after year. They're always very appreciative."

And for good reason. "These people have put their blood and sweat into this company, and for people to do something for them even after they've retired, they



appreciate it,” Crum said. “Those people who show up time after time are the people who really helped make this company. You’re only as good as the guy next to you. You can make him better, or as good as you. That’s what you’re after.”

Commitment to Community, Too

Rogers Group is also the type of company that extends its caring to the community at large. Yes, Rogers Group gives money to charities and makes it easy for their employees to, as well. But it’s the other, more personal things that make at least as much of an impact.

“I used to get calls from a nearby church whenever there was a big rain,” Billie O’Neal said. “It would get rain in the basement. They’d call at 2 or 3 AM,



Left: Frank Warren, pictured with Bob Adelman, marked his retirement with a fishing cap that included the button: Retired, Not Expired. After retiring from day-to-day operations, Warren remained on the Rogers board. **Above:** Rogers officials Dave Rechter, Anne Jacobs, Steve Masie, Bill Torphy, Tom Oczkowitz, and John Powers visited federal lawmakers in support of a bill to increase highway funding in the 1990s.



Above: Quarry Superintendent Russ Matthews explains the quarrying process to a Middle Tennessee fifth grader touring Whites Creek Quarry in Nashville. Rogers locations often coordinate tours for local school groups. **Right:** Rogers Group continues to prioritize service to the community. In 2007, employees from the corporate offices in Nashville helped clean up landscaping and wash vans at Mur-Ci Homes, which houses individuals with severe disabilities. From left: Kye Hudson, director of human resources; Michael Wick, director of engineering; and Stephanie Adcock, manager of analysis, marketing, and development.



and I'd have to pump out water. Then I suggested that they solve the problem with grading."

During the winter, he and his men would move snow out of driveways. And during one severe drought, he took the water truck to a farm every evening and filled the troughs, saving a farmer's herd. It's no wonder he says "the community is proud to have us."

Nowhere was that more true than in Ohio, where Sandusky Crushed Stone donated property and built a new Township Hall for the 1,250 citizens of Groton.

In Greenbrier, Arkansas, one such effort was life-saving. One rainy June afternoon, employees at the Greenbrier Quarry were gathering for a pre-shift safety meeting. Suddenly, they saw a truck speeding down highway 65 when it hydroplaned off the road, threw the driver out of the passenger door, and pinned the driver in a ditch that was quickly filling with rainwater.



Employees acted fast. Using a chain and a four-wheel drive truck, they turned the truck upright to free the driver only to find him unconscious and not breathing. Fortunately, a nurse was passing by and stopped to help. Employee Dwayne Mills began chest compressions as the nurse began mouth-to-mouth resuscitation. The man was revived and taken by ambulance to the local hospital. After recovering from his injuries, the man returned to the quarry to thank the men who had helped save his life.

Another rescue wasn't life-or-death, but it did save some headaches for commuters. A portion of Vietnam Veterans Boulevard near Nashville was damaged as utility crews were installing a water line. The crews damaged the culvert; its roof and the roadway on top of it collapsed and fell three feet.

***Above:** In February 2008, a series of tornadoes tore through Tennessee's midsection. Rogers construction teams were among the first to volunteer their services to help clean up the debris.*



Rogers Group's Gallatin office got the call from the Tennessee Department of Transportation to fix it. The state estimated it would take four days to complete the work and it was leading into the Labor Day weekend.

Crews worked around the clock to rebuild a seventy-five-foot stretch of highway. Some thirty-six trucks ran for ten hours straight, delivering 4,800 tons of surge rock to fill the hole. Bulldozers compacted it. Within forty-eight hours, the repairs were completed and paving had begun.

That, Rick Rechter says, is exactly what defines Rogers. "It's a sense of community in the most macro way, your neighbors, suppliers, employees, shareholders. I don't care if they live a mile from the quarry, we have a certain fiduciary responsibility to behave in a way that will not have a negative effect on them."

In 2008, this sense of responsibility is being celebrated as each market area has committed to donate one hundred man hours of service to community projects.



Tornado clean-up in Middle Tennessee, 2008.

2000

KEY EVENTS IN COMPANY HISTORY

2007

1996-2001

- RGI invested \$115 million in equipment.

2000

- RGI and Eller & Olsen Stone Company in Nashville formed a joint venture named REOSTONE.
- *January:* Northern Alabama division completed Corridor X project ahead of time, laying 180,000 tons of asphalt in ninety calendar days.
- *Spring:* All new hires were asked to wear a green hard hat to improve safety since new employees are most likely to be involved in accidents.
- *May:* RGI Link allowed customers to view invoices, tickets, and various job/hauler reports online.
- *December:* A major assets exchange was designed to boost Rogers operations in Western Kentucky and Middle Tennessee. As part of the exchange, the storied Sandusky operation was traded to Hanson.

2001

- Bloomington Quarry went underground, mining for high quality calcium stone.
- Adopting DuPont Safety Resources program resulted in a 15 percent drop in injuries over previous year.
- *April:* Greene County Quarry reached 10,000 days (thirty-six years) without a lost-time accident. According to NSSGA, it's the second best in the nation. The only operation with a better record is a load-out facility with one employee. Opening in August 1964, it has had only one lost-time accident, in March 1965 during construction of a shop facility.

2004

- RGI purchased all three Martin-Marietta quarries in Tennessee.
- Rogers won Tennessee American Business Ethics Award in the mid-size category, sponsored by the Society of Financial Service Professionals.

2005

- Jerry Geraghty was named president and chief executive officer.

2006

- Rogers invested \$8 million in Jefferson County Stone Quarry to remove an old conveyor system and install a more efficient version. The new system allowed trucks to be loaded every three to four minutes.
- Rogers was again tapped to pave the 11,000-foot airfield at Fort Campbell, one of the longest controlled by the Department of Defense. Rogers was allotted three weeks for paving, but completed it in twelve days.
- ARTBA honored Rogers with the Pioneer Award, which recognizes leading firms and state transportation departments for their roles in designing and building interstate systems.

2007

- Ben R. and Sam retired from the Rogers Group Board of Directors and became directors emeritus.



CHAPTER NINE

Rebuilding the Company and the Nation

"Ralph would be proud that the company is still going."

BEN R. RECHTER

As Rogers Group turns one hundred, it does so facing a future filled with change. The nation's roads are more than fifty years old. They have been overused and underfunded, requiring an enormous investment to rebuild critical infrastructure needed for the rapidly growing American population. It's becoming more and more difficult to open new quarries. Against that backdrop, Rogers is busy preparing a new generation of Rechters to assume the family's leadership of the company.

"I wish I was their age and was just going into it," Ben R. said. "They're going into the greatest company. They are living the dream that we always had. I envy them. They're with a great company with great people."

"Generation 4" Takes Over

Ralph had not wanted his grandsons in the family business, and he did little to prepare them to take over when he became ill. He was fond of saying "if they're smart, they'll figure it out."

The Rechter brothers have made sure the next generation wouldn't be left to figure things out on its own. Ben R.'s son Ben L. Rechter, Sam's daughter Lori Rechter Harper, and Rick's son Dave Rechter have all served on the board for nearly fifteen years in anticipation of transition. That transition began fully in 2007 when Ben R. and Sam retired from the board of directors. Per the board bylaws, Rick will leave no later than 2010. Though he and his

Opposite: An asphalt plant operator's job has grown more high-tech than it was in the 1970s when a worker oversaw the Oak Ridge operation with various buttons and dials. Today, cameras and TV screens are likely to show the most important parts of the operation.



Brothers Ben, center, and Sam Rechter, right, have held numerous roles with Rogers throughout the years. They were honored at their fortieth anniversary in 2007 with a presentation by CEO Jerry Geraghty.

brothers will continue as directors emeritus, the company will largely be in the hands of Generation 4.

G4, as they're often identified, perhaps knows the company better than their fathers did when they assumed leadership in 1966. As their fathers had done, they got their first taste of Rogers work while still in high school and college. Lori worked in a scale house in Louisville. Ben L. filled his summers at the Gallatin Quarry and on an asphalt-paving crew. Dave worked on Ralph's farm and for Rogers Building Supply.

Today, Lori and Dave are regional vice presidents in Western Kentucky and East Tennessee respectively. Ben L. was vice president of Arkansas, among other jobs, before leaving to open his own company in 2003.

All three were brought on as associate board members, learning about board operations as well as the various aspects of the business and have since been brought on as full members.

"You've really got to hand it to the prior generation that they allowed us to come on the board at such a young age," Dave said. "We have had the wonderful benefit of going through quite a few different scenarios to gain experience. We don't know everything, nor do we pretend that we do. We've had to shore up some areas that we might be deficient in with outside board members. And I give a lot of credit to the outside board members. They've come in and done a wonderful job and understand the family issues."

Varied Backgrounds Prepare Them

Although this generation of Rechters knows much about the business, thanks to their varied backgrounds and experiences, they all bring something different to the table. They've gotten their hands dirty at times and pushed pencils at others. It's given them a well-rounded knowledge of the company.

Lori may have gotten her start in the scale house, but even as a high school student, she wasn't content to just stay inside. "I took advantage of every opportunity to learn about the business," she said. "My dad worked a lot, so I did what he liked to do. I grew up going to work with him on Saturday, seeing

what the business was all about. I can remember one time when it was slow, I got some training on how to operate a loader.”

As a woman coming into the business, her options were somewhat limited. That’s something she sees changing. “When I talked about coming to work, the only areas that I could really look at were financial or sales. When I first started in sales, there were some customers that I knew I didn’t need to call on. They wouldn’t deal with a woman. But there are a lot more women in the industry today. I have lots of friends across the state in the same business who’ll say, ‘I’m so glad you’re here and doing this.’ They have daughters in line for their own family businesses.” In testimony to her leadership and pioneering spirit, Lori was the first woman elected Chairperson of the Kentucky Crushed Stone Association.

Dave got his first taste of the real world after struggling in college. “I told him he needed to go to work for a year and save some money before going back,” Rick said. “So he went to work for us at Arlen Coal. After a year, I said, ‘Where are you planning to go to college?’ He said, ‘I don’t know, I kind of like working in the mines.’ I said, ‘You’re fired. Now where are you going to go to college?’”

After graduating from Indiana University, Dave jumped back into the business with an emphasis on learning all aspects of it, spending time at corporate headquarters doing strategic planning before moving to Oak Ridge. “It is in no way entitlement. You either have to really enjoy what you’re doing or you’re not going to stay in this business. The hours are long and it requires some sacrifices. Even growing up in the business, you have to constantly ask yourself, ‘What am I doing to learn and improve myself?’”

Though he works mostly in an office, he will steal away an hour when he can and go run the jaw crusher just for the fun of it.

As for Ben L., being out of the day-to-day business offers a different perspective than his cousins, which Ben L. feels complements theirs. “I don’t know as much about what is going on in the company, but I can be more objective. When I worked there, Don Williamson was CEO and it was kind of odd. Don’s your boss, except for six or seven days out of the year when you’re his.”

Setting the Bar for Industry Leadership



Joy Wilson is president and CEO of the National Stone, Sand and Gravel Association, the trade group that represents the nation’s aggregates producers and industry suppliers. “For years, Rogers Group has been at the forefront of the aggregates industry taking a leadership role in safety, environmental, political, and community relations advances. The national association has turned to Rogers Group—Sam and Rick Rechter and Frank Warren—as an example of a company that continually sets the best practices bar very high,” she said. “Whether it’s helping the industry forge a cooperative alliance with MSHA [Mine Safety and Health Administration] and leading the development of an industry-wide Safety Pledge, growing our participation in the political process and demonstrating strong grassroots advocacy, establishing meaningful and effective community outreach standards, or providing a commitment to environmental stewardship, Rogers Group embodies the ideal of sustainability for our industry.”



The Best of Both Worlds



*In September 2007, the board of directors toured one of Rogers' flagship operations, Rutherford Quarry, near Murfreesboro, Tennessee. From left: Dave Rechter, Rick's son and vice president of Rogers operations in Eastern Tennessee; Lori Rechter Harper, Sam's daughter and vice president of Rogers operations in Western Kentucky; Jerry Geraghty, president and CEO; Ray Richelson, former executive vice president at 3M Company; Jim Beard, former president of Caterpillar Financial Service Corporation and vice president of Caterpillar, Inc.; Ben L. Rechter, Ben R.'s son and president of Arch Investments; Kay Grenz, former senior vice president of human resources at 3M Company; Don Williamson, former Rogers Group president and CEO; and Rick Rechter, chairman and former president. **Opposite:** Rogers is constantly seeking to secure crucial reserves. Rezoning properties allows Rogers to expand operations, ensuring a steady supply of rock for decades to come. Off-road dump trucks such as these have become the modern-day equivalent of mules and horses, tasked with carrying the loads of stone from the quarry floor to the crusher.*

At its core, Rogers Group is a family-run business, but it is one that tries to take the best aspect of that world and combine it with the best of public companies.

Consequently, things like measuring performance and using best practices from other companies have become standards over the past twenty years, especially as top CEOs from publicly traded businesses have taken the helm at Rogers Group.

"It's basically trying to take the principles used to govern a publicly traded company and apply them to a family-owned business to ensure fair and equitable treatment amongst all stakeholders," said CEO Jerry Geraghty.

Don Williamson, former CEO, sees advantages to running a privately owned business. "Private has the advantage of meeting goals for the long-term. All emphasis doesn't have to be on short-term quarterly results, although we are still accountable to do good business." He cited the expense of the underground quarry in Louisville that won't pay off for years. "Our earnings suffer in the short-term, but our shareholders

understand the business. They see its advantages for the long-term."

Being a privately held company can occasionally make acquisitions difficult, because stock can't be issued to those being acquired. But in the end, "most executives prefer to be part of a private company because of the freedom to make long-term decisions," Williamson said.

Although in some family-owned businesses it can be easy for the owners to make demands that are out of line with what's best for the company, employees, or customers, that couldn't be further from the truth at Rogers Group, Geraghty said. "The owners of Rogers Group are adamant that the company be run in such a way that any one interested stakeholder cannot operate in a manner detrimental to the other."

Basically, it comes down to one simple fact, said Bob Adelman, CEO from 1984 to 1988. "We have to run the business for the benefit of our customers, the communities in which we do business, the employees, our suppliers, as well as our owners. Unless you can keep all of those constituencies happy, the owners aren't going to be happy."





To mark their seventieth birthday, twins Ben and Sam Rechter were presented with chocolate-covered strawberries at a board of directors meeting in 2007. Beyond being a milestone birthday, seventy marks the age at which Rogers Group directors must leave active board service. Ben and Sam assumed the titles of board members emeritus.

In all, there are eleven members of Generation 4, most of whom have wide experience working for Rogers. Dan Rechter, Jana Rechter, and Mark Rechter all work for Rogers-affiliated companies. There's even a handful of fifth-generation members who are getting their starts in the business, some in permanent jobs and some during summer breaks while in college.

The extended family conducts meetings several times a year. "It's just continuing to stay connected so that we don't get so far apart that our vision and values are out of alignment," Dave said. "It does get harder generation upon generation."

Challenges Yield Opportunities

Though Generation 4 may be better positioned to take leadership of Rogers Group, the future is not without its challenges. Consolidation by multinational corporations is consuming many family-owned businesses.

While other family-owned businesses are being bought out, Rogers sees its role differently.

"We will continue to look for opportunities to grow through acquisitions both outside and within our existing markets," Lori Harper said.

According to Rogers Group's current president and CEO Jerry Geraghty, one of the key responsibilities of Rogers' executive leadership is to continuously seek out opportunities for profitable growth. To accomplish this, the entire management team is focused on growing its market share in existing locations, acquiring aggregate and asphalt companies within its regional focus, opening new quarry sites (greenfields), and acquiring additional reserves to sustain and expand current marketing positions.

Another challenge for the future is in finding and retaining great employees. Rogers has a significant percentage of its employees who have been with the company twenty, thirty, even forty years. "If you go out thirty years from now, I don't think we'll have people who have been here that long," Ben L. said. "People change jobs much more frequently now."

Even in this challenge, Rogers is well positioned for the future, Dr. Pete Ruane, president of the American Road and Transportation Builders Association (ARTBA) industry group said. "When an employee knows that top

management is concerned about them, it gives them a competitive edge. Those are very tangible qualities for a firm.”

CEO Jerry Geraghty says that a critical component to the success of Rogers Group has always been hiring the right people for the job. The Executive Leadership Team, with whom Jerry works closely, is an excellent example of having the right people in place for success. The members of the current Executive Leadership Team include: Mike Agee, Randy Butler, Bill Carpenter, Steve Masie, Darin Matson, Russ Oldfield, Jimmy Patton, Mark Stephens, Rick Turner, and Joe Whitehouse.

Roads Need Improving Again

One aspect of the future is virtually certain—a continued need for improved roads. In 2006, the American population reached its three-hundred-millionth resident and is expected to hit four hundred million by 2040. That’s more than double what it was when construction first began on the Eisenhower Interstate System in 1956.

“Back when they built the interstates, they built a lot of two-lane roads each way,” Ben L. said. “In places like Nashville, it’s grown to three, four, or five lanes in each direction. But at some point, all the interstates are going to need to be expanded. Someday, they’ll need to tie cities like Nashville and Louisville together with three-lane interstates. Population is growing at three percent per year and it’s just getting harder and harder to get home at the end of the day.”

Add to that an overburdened infrastructure, as illustrated in 2007 by the I-35 Minnesota bridge collapse. And the current highway fund is expected to experience shortfalls as soon as 2009. Construction costs have increased by 70 percent since the last gas tax hike was imposed in 1983.

“The industry realizes there’s a need there,” ARTBA’s Dr. Pete Ruane said. “It’s getting the politicians and the media focused on this. It does include some tough fees—raising gas tax at the state and federal level. We’re not maintaining our existing infrastructure—we need about \$20 billion, according to



Executive Leadership Team, from left: Rick Turner, Mike Agee, Joe Whitehouse, Randy Butler, Russ Oldfield, Steve Masie, Bill Carpenter, Mark Stephens, Darin Matson, Jimmy Patton, Jerry Geraghty.

Keeping It Honest

The most enduring trait of Rogers Group throughout its hundred-year history has been its commitment to ethics. It is one that started firmly with its founder, but has carried through to become the very core of RGI.

“When Ralph was very young, and at times when he had no other work, he would sweep out the Monroe County Bank at night. He was scrupulously honest and if he found a coin on the floor, he would put it up on the teller’s cage where they would find it the next morning. He told me they might have been testing him to see how honest he was,” Gus Sieboldt said.

Those principles carried over into job performance, too. In bidding jobs, Ralph demanded strict honesty. He would hold up his fingers crosswise and say, “See those prison bars?” whenever someone would come up with a shady bid or deal, which he was quick to veto.

Chet Foster, vice president of internal audit, joined Rogers Group in 1981, but he was already aware of the company’s high ethical standard. “I knew of Rogers for years before becoming an employee,” said Chet. “Everyone in the community and in the industry held the company and its employees in the highest regard. They still do.” Today, Chet leads a team of auditors who constantly evaluate Rogers Group operations, making sure that business practices are ethical, efficient, and consistent with Rogers’ core values.

Rogers Group’s high ethical standards were recognized when the company won the Tennessee American Business Ethics Award in the mid-size category in 2004. The award, sponsored by the Society of Financial Service Professionals, honors companies that demonstrate honesty, integrity, and ethics in communicating with its customers and employees while delivering quality services and products.

our own government. We’re treading water, literally. Some would argue that we’re going backward.”

Forward momentum means keeping an eye toward the future and planning for how Rogers can capitalize on any future infrastructure improvements.

“The demand for more infrastructure is there,” Dave Rechter said. “We need to stay focused so that we will be well positioned when that demand comes our way.”

Commitment to Core Principles

There may be change, challenges, and surprises in the coming years, but there are also staples about Rogers Group that won’t change. In the late 1900s, these staples defined Rogers Group’s core values: unwavering integrity, excellence in every undertaking, and placing the highest value on people.

“We have to make sure that some of the things such as being involved in the community are being done,” Ben L. said. “We take a lot of pride in the way our facilities look. We as a family have to make sure that there are no shortcuts taken just to make money.”

And no shortcuts with people, either. “Going forward, it’s not about reinventing the wheel,” Dave said. “It’s treating people with dignity and respect. When you really get down to Rogers Group and its core, it is the employees. We’ve had some wonderful CEOs and other leaders over the years who have given us great direction. But it comes down to the everyday execution. Some of the best and most successful ideas have come from employees on a paving crew or at a quarry. That’s who we are.”

Ready for the Next Hundred Years

With the anniversary, “who we are” also has to include an acknowledgment of just how rare a family-run, privately held company is in today’s business climate.

“Most family-owned businesses don’t make it past year five,” Ruane said. “To make it to one hundred as a family-owned business is a milestone. It shines by comparison.”

There is no reason to believe it won’t continue to survive and thrive, Geraghty said. “The brothers have positioned this company and established a governance structure that will not only reap substantial benefits from the last hundred years, but will allow the company to grow and prosper the next hundred years. They’ve built on what they inherited and created an approach to governing the company through the commitment to Rogers Group’s core values that has allowed the company to prosper and attract the talent that will continue to make Rogers Group successful into the next century.”

Whatever the future holds and wherever Rogers Group goes, there are things that won’t change. The core beliefs put in place by Ralph Rogers and embraced by his descendants—work hard, bid fairly and treat people right—will remain the base on which all other aspects of the company are built.

And those principles will remain as rock solid as the stone which has served the company well these past hundred years.



A centennial celebration flag flies next to the American flag at company headquarters in Nashville, Tennessee. In April 2008, these commemorative flags were hoisted at Rogers locations in Alabama, Arkansas, Indiana, Kentucky, and Tennessee.

APPENDICES

Appendix A

Key Leaders

Wayne Sowers

A smooth handoff 1967–1974

“We managed to keep the company solvent.”

—Wayne Sowers

Wayne Sowers was the first company president after Ralph Rogers, but he had been well-trained by the man he would succeed. After a five-year stint at the Indiana Highway Department, Sowers joined the company in 1934, earning \$18.75 a week. Following a year working on the roads, he moved into the Bloomington offices, which was really just a wooden shed with credit accounts written on the wall.

His first “inside” job was as an accountant, though he had no experience or training in the field. He took a correspondence course and kept up with the books for the eighteen or so companies under the Rogers Group banner.

Being the money man often gave him say over whether Rogers pursued a venture, since Ralph rarely went into debt to expand his businesses. Whenever someone had a great idea for a new business, they were told to “go ask Wayne if we have the money.”

He traveled frequently to the various sites and always signed off on all the paperwork. He also was in charge of all hiring, payroll, and accounting functions. He was “so organized,” remembered Bill Buher. “He didn’t have a secretary in the early years, so he typed his own letters.”

Sowers and Gus Sieboldt, who succeeded him as president, were the yin and the yang of Ralph’s most trusted advisors. Sieboldt was “Mr. Outside” to Sowers’ “Mr. Inside.” The two even shared an office for many years—Sowers’ desk in one corner, Sieboldt’s in another. The two were named Kentucky Colonels in 1962 for the company’s work on the Western Kentucky Parkway.

Sowers carried the title of “secretary/treasurer” for all of the various Rogers’ ventures until 1966, when Ralph was incapacitated. At that point, he and Rick Rechter were named coguardians for Ralph and for the company, and he was named president of Rogers. After Sowers retired in 1974, he continued to advise the company in his role as Ralph’s guardian.

Gus Sieboldt

A slow, steady climb to the top 1974–1977

“As I look at the empire called Rogers Group, Inc., I am proud of the part I played in it. I am also proud of the hundreds of good, dedicated people who contributed their part to its building. Each person had an equally important part in the growth of the companies. The man who dug a ditch, the office worker, the mechanic, the equipment operator, or any of the many people who did his job well played just as important a part as the superintendents, the managers, or even the president. Therefore, I call on each person to put selfish interests aside and work diligently and intelligently toward the continuing success of this institution.”

—Gus Sieboldt

Gus Sieboldt lacked a formal education, but was steeped in the real world. He learned the ways of the Rogers companies by doing. He joined Rogers in 1935, working on State Road 11 between Laconia and Elizabeth, Indiana, earning thirty-five cents an hour for two six-hour shifts. He quickly moved into a supervisory role on major projects. He worked on roads in Summershade, Kentucky, and State Road 46 between Bloomington and Nashville, Indiana. He moved to Camp Campbell in 1939 and 1940, and then back to Indiana in 1941.

When Rogers landed the Oak Ridge project—the one that had to be up, running, and exceeding expectations in record time—Ralph tapped Sieboldt to head it up. “We spent two years there in thirty days,” he said.

He moved back to Bloomington to set up Gosport Gravel Company and then traveled the country inspecting block plants before opening one in Bloomington. He was quickly named general manager of Rogers Building Supply as well. When the Louisville Crushed Stone Company burned, Sieboldt was sent to rebuild it.

After Ben W. Rechter’s death in 1951, Sieboldt was brought into the office. With Ben W.’s death, Ralph Rogers began to groom and trust Sieboldt and Wayne Sowers even more. Both left their fingerprints on almost every major Rogers’ project during the ’50s and ’60s, but Sieboldt is most proud of the fact the two of them helped Rogers found a pension plan. “This was one of the finest things we did for everyone not covered by union pensions.”

When Sowers was named president, Sieboldt became vice president. During his forty-two years with Rogers, he saw the company grow from fifty or so employees to

more than 2,500. He remains the only person that Rogers has ever named a quarry after. The Sieboldt Quarry was the first Rogers-owned quarry to be named Quarry of the Year by National Stone Association in the medium-sized category.

Robert Adelman

Consultant to CEO 1984–1988

“The best job I ever had was being CEO of this company and meeting these three guys and making sure they understood that I had a dual purpose. One was to save the company and the other was to make sure that they still loved each other. I felt very pleased that they still love each other.”

—Bob Adelman

Bob Adelman joined Rogers after a stint at Rockefeller Financial, where he had been chief financial officer. He also had worked for the New York State Urban Development Corporation and held various managerial positions in tax and law. He was an instructor for the U.S. Army Corps of Cadets at West Point. He received his bachelor’s and law degrees from Columbia.

When Adelman was hired as a consultant to advise the Rechter brothers after the recession of the early ’80s, he found the company was essentially four separate entities. “I said, ‘You can’t keep score because you have four computers that don’t talk to each other. We have to fix your financial information system. Once we do that, then we have to change the operational structure to centralize the staff functions and centralize the operations. Once we get that done, we have to learn how to plan. . . .’”

Basically, Adelman had just written the job description for his tenure. Within a few months of starting his consulting job, he was offered the position of running the company and worked out a five-year plan to put all of those functions into place. It set up something of an unusual situation because Adelman reported to the Rechter brothers who owned the company. But the Rechter brothers reported to Adelman as presidents of Rogers divisions.

Adelman began to cut overhead, trim expenses, and turn the ship around financially. By the end of 1988, the company had a plan in place for 1989 and it was time to hire a full-time manager. “We had survived the financial crisis,” Adelman said. “Now we had to make an operational success, and we needed an operations person

running the company.” Adelman would choose Frank Warren to fit that bill.

Adelman then continued on with the board of directors until his seventieth birthday.

“Once you’re involved with a ‘save,’ for lack of a better word, it’s hard in some ways to let go. I spent sixteen years of my life with the company. Looking back, I’m very pleased—I hired Don [Williamson]. I hired Frank [Warren]. They [Rogers Group] did not have to sell out their major quarries, so what else can I tell you?”

Frank M. Warren Jr.

Architect of the rebuilding phase 1988–1998

“I was with the company only ten years out of a hundred. But it was a very intense ten years with a lot of change.”

—Frank Warren

Frank Warren came to Rogers Group as its first on-site CEO who hadn’t worked his way up through the company. He replaced Bob Adelman, who had come to right the financial side of the business. With that accomplished, Rogers hired a search firm to present potential CEOs to work on the construction end of things.

“We spent a few months trying to check each other out,” Warren said. “We found that our values and goals and directions and all that were compatible. The kinds of things that I had done would seem to fit what Rogers Group needed to do.”

Warren led the company in refocusing on aggregates and construction, divesting itself of other businesses. He also led the company to leave some road construction markets where the future was dim. His tenure was also marked by the departure of Ben, Sam, and Rick Rechter from the day-to-day operations of the company.

“We attempted a major culture change at the same time we were restructuring the market focus and pretty much the way we did everything. People would protest, ‘This isn’t the way Ralph did things.’ And many of them never knew Ralph.”

Warren was someone who knew the construction industry and working for a family business. Before coming to Rogers Group, he had been president of the family-run J. A. Jones Construction in Charlotte, North Carolina.

Before that, he had worked his way into the top spot at Raymond International Builders, where he had started as a field engineer after stints as an air force pilot and at Georgia Tech, where he earned a degree in architecture.

Warren saw the world working for these two companies. He oversaw projects such as restoring the west front of the U.S. Capitol, and building roads, tunnels, and bridges in Panama, Mexico, Guyana, and the U.S. Navy Base in Diego Garcia in the Indian Ocean.

During his tenure at Rogers Group, he also served as chair of the National Stone Association. “It was a real recognition for the company. The industry thought our leadership could help the whole industry and it was important because we don’t just need to improve Rogers Group. We really needed to improve the whole industry.”

Warren said the thing of which he’s most proud is the company’s safety improvements during his tenure. “I believe that as important as being the best in all of these other categories is, and as ‘feel good’ as that is, we have an ethical and a moral responsibility to employees of the company to provide them with a safe working environment and to demand that they abide by safe daily practices. This is a business that is thought to be a dangerous, risky business. If it’s thought to be, then it’s gonna be. If I play golf and think, ‘I don’t want to hit that ball in that lake,’ I’ll hit that ball in the lake. If you think that there is no reason for this industry to be any more risky than sitting behind a desk, then maybe you can make it that way.”

Don Williamson

Blending finance and operations 1998–2005

“In most industries, you don’t have tangible proof of what you do. In our industry, you can take your family, friends, or neighbors on a drive and show them exactly what we do. You can point out the bridge, an overpass, and better roads—all the ways we improve lives through safety and economic development.”

—Don Williamson

After two CEOs who were from outside the company, Don Williamson returned Rogers Group to what has been its trademark—elevating men who know the company from the inside.

When Williamson succeeded Frank Warren in 1998, he had been with the company eleven years and had worked as chief financial officer, Kentucky regional manager, and finally, executive vice president.

He came into the company during the tumultuous ’80s, and as chief financial officer, inherited a number of challenges. “We literally had millions of dollars

owed to us, but we couldn't collect because the records were in a mess.”

Williamson came to Rogers Group from Symbion, where he was the chief financial officer of the company that produced the Jarvik-7 artificial heart. He saw the transition as a chance to move from the financial side of a company to the operations side, though both were a long way from his first job of working on a mink farm.

“Due to the nature of the business, an analytical type of person is at an advantage to move into management if he or she is willing to immerse themselves and learn the basics of the business,” Williamson noted.

Like his predecessor, Williamson believes that continued safety improvements are his greatest legacy. He brought in DuPont, one of the safest companies in the world, to share how that company did it. Within four years, Rogers' injury incident rate had dropped 67 percent, making the company one of the safest in the industry. That number drew industry attention, and Williamson co-chaired a partnership between the National Stone, Sand & Gravel Association and the Mine Safety and Health Administration to improve safety industry-wide.

During Williamson's tenure, the company undertook a major investment program, adding twenty-two quarries, construction companies, and greenfield operations in a twenty-two month time period.

“Of the five companies that I have worked for in my career, Rogers Group is the best by far,” he told employees at his retirement. “You are working for a great company that clearly knows the difference between right and wrong and places the highest value on people. We work hard at being the best in everything that we do.”

After retiring as CEO, Williamson has remained on the company's board of directors.

Gerard “Jerry” Geraghty

Leading into the next century

2005–present

“What really brought me here was the opportunity to join a company that I thought shared the same values that I had . . . a high level of ethical behavior, respect for others, and looking out for shareholders, the employees, and the community . . . we're not perfect by any stretch of the imagination, but . . . this company probably takes that objective, that vision, that set of values to heart, and tries to practice what it preaches.”

—Jerry Geraghty

Jerry Geraghty gained a unique perspective on Rogers Group before he joined the company—as a director. Geraghty joined the board in 1999 while he was president of the construction mining group at Ingersoll-Rand, a company for which he had worked for more than twenty-five years. Ingersoll-Rand’s recent growth was a model Rogers Group hoped to emulate as it planned for the future.

“Jerry’s experience with a rapidly growing company will be a great asset to our board as we continue to implement our aggressive growth program,” Rick Rechter said in announcing his appointment to the board. Geraghty was the first person outside the company to serve on its board.

Two years before Williamson retired as CEO, the company launched a national search for his successor and found that person in its own board room. Geraghty joined the company full-time in 2003 as executive vice president and chief operating officer.

“It was a bold move to bring in someone from outside the construction industry when they hired Jerry,” said Dr. Pete Ruane, CEO of the American Road & Transportation Builders Association. “He wasn’t a contractor that just came from another company. He was a manufacturing executive. That showed they are willing to use a different business model to succeed. They’re not bound by tradition. They’re committed to get the best person.”

Geraghty has continued to keep Rogers’ profile high in the industry, serving on the boards of ARTBA and the National Stone, Sand & Gravel Association during his tenure.

Safety has been a continued theme for Geraghty’s tenure as well as his predecessors. “Our objective is zero injuries. We want to assure every employee that they are operating in a safe environment that has the potential—if all people play their part—to be injury-free.”

As he looks into the future, he sees a company that he hopes will “go even further in making sure the core values of the company and the founders are in place and being followed. It is a continuous journey. The company has grown into a \$500 million-a-year company in the first hundred years, and the plan is to continue this growth. I expect to see a lot of changes as we seek out new ways to grow and prosper this business, but two things will never change: our commitment to our core values and our commitment to safety. This will ensure that Rogers Group remains a company that the shareholders and the employees are proud to be a part of.”

Appendix B

Rogers Group, Inc. Operations, 2008

Alabama

Crushed Stone

Elkmont	Limestone County Quarry
Lacey's Spring	Lacey's Spring Quarry
Tuscumbia	Tuscumbia Quarry

Asphalt and Construction

Lacey's Spring	Lacey's Spring Asphalt Plant
Moulton	Moulton Asphalt Plant
Tuscumbia	Tuscumbia Asphalt and Construction

Agricultural Limestone

Elkmont	Limestone County Quarry
Tuscumbia	Tuscumbia Quarry

Arkansas

Crushed Stone

Cabot	Cabot Quarry
Conway	Toadsuck Quarry
Greenbrier	Greenbrier Quarry
Lowell	Lowell Quarry
Springfield	Conway County Quarry

Asphalt and Construction

Cabot	Cabot Asphalt
Conway	Conway Asphalt and Construction
Greenbrier	Greenbrier Asphalt and Construction

Illinois

Crushed Stone

East Peoria	East Peoria Resale
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Indiana

Crushed Stone

Bloomington	Bloomington Crushed Stone
Bloomington	Bloomington Crown Quarry
Kentland	Newton County Stone
Mitchell	Mitchell Crushed Stone
Spencer	Owen Valley Quarry
Springville	Sieboldt Quarry

Sand, Gravel, and Resale

Martinsville	Morgan County Sand and Gravel
Merom	Graysville Sand and Gravel
Vincennes	Knox County Sand, Gravel and Resale
Washington	Washington Resale
West Lebanon	Interstate Sand and Gravel
Williamsport	Wabash Sand and Gravel

Asphalt and Construction

Bloomington	Bloomington Asphalt and Construction
Merom	Graysville Sand and Gravel
Springville	Lawrence County Asphalt and Construction
Switz City	Greene County Asphalt and Construction
Vincennes	Vincennes Asphalt and Construction
Washington	Washington Asphalt and Construction

Block

Indianapolis	Indianapolis Block
Lafayette	Lafayette Block
Martinsville	Rogers Block and Wall

Agricultural Limestone

Bloomington	Bloomington Crushed Stone
Bloomington	Bloomington Crown Quarry
Kentland	Newton County Stone

Mitchell
Orleans
Spencer
Springville
Vincennes
West Lebanon
Williamsport

Mitchell Crushed Stone
Orleans Quarry
Owen Valley Quarry
Sieboldt Quarry
Knox County Sand, Gravel and Resale
Interstate Sand and Gravel
Wabash Sand and Gravel

Cowan
Cross Plains
Dayton
Deason
Englewood
Fayetteville
Gallatin
Gordonsville
Harriman
Hillsboro
Hillsboro
Lawrenceburg
Lewisburg
Liberty
Lynchburg
Madisonville
McMinnville
Murfreesboro
Nashville
Nashville
Oak Ridge
Pottsville
Pulaski
Shelbyville
Sparta
Ten Mile

Cowan Quarry
Cross Plains Quarry
Rhea County Stone
Deason Quarry
Englewood Quarry
Fayetteville Quarry
Gallatin Quarry
Gordonsville Stone
Roane County Quarry
Hillsboro Quarry
Cumberland Mountain Sand
Lawrenceburg Quarry
Lewisburg Quarry
Liberty Quarry
Lynchburg Quarry
Monroe County Stone
McMinnville Quarry
Rutherford County Quarry
REOSTONE Quarry
Whites Creek Quarry
Oak Ridge Quarry
Pottsville Quarry
Pulaski Quarry
Shelbyville Quarry
Sparta Quarry
Ten Mile Quarry

Specialty Products

Bloomington

Bloomington Specialty Products

Kentucky

Crushed Stone

Brooks
Cadiz
Crestwood
Hopkinsville
Louisville
Marion
Princeton
Shepherdsville

Brooks Crushed Stone
Canton Quarry
Oldham County Stone
Hopkinsville Aggregate
Jefferson County Stone
Marion Quarry
Princeton Quarry
Bullitt County Stone

Asphalt and Construction

Henderson
Hopkinsville
Marion

Henderson Asphalt and Construction
Hopkinsville Asphalt and Construction
Marion Asphalt Plant

Agricultural Limestone

Crestwood
Hopkinsville
Louisville
Shepherdsville

Oldham County Stone
Hopkinsville Aggregate
Jefferson County Stone
Bullitt County Stone

Tennessee

Crushed Stone

Algood
Bon Aqua
Celina
Columbia

Algood Quarry
Hickman Quarry
Celina Quarry
Columbia Quarry

Asphalt and Construction

Clarksville
Columbia
Cowan
Cross Plains
Dayton
Gallatin
Gordonsville
Hillsboro
Lawrenceburg
Madison
Murfreesboro
Nashville

Clarksville Asphalt and Construction
Columbia Asphalt and Construction
Cowan Asphalt and Construction
Cross Plains Asphalt
Rhea County Asphalt
Gallatin Asphalt and Construction
Gordonsville Asphalt and Construction
Hillsboro Asphalt and Construction
Lawrenceburg Asphalt and Construction
Madison Asphalt and Construction
Rutherford Asphalt and Construction
Whites Creek Asphalt

Oak Ridge
Pulaski

Oak Ridge Asphalt and Construction
Pulaski Asphalt Plant

Gallatin
Hillsboro
Lynchburg
Nashville
Pulaski
Sparta

Gallatin Quarry
Hillsboro Quarry
Lynchburg Quarry
REOSTONE Quarry
Pulaski Quarry
Sparta Quarry

Agricultural Limestone

Algood
Celina
Cowan

Algood Quarry
Celina Quarry
Cowan Quarry

Appendix C

Rogers Group Awards

Throughout the history of the company, Rogers Group has been recognized for its commitment to safety, quality, and the communities in which its employees live and work. Listed here are awards issued by trade associations, state departments of transportation, and other agencies. This does not include awards and recognitions issued to individual employees.

Rogers Group, Inc.

American Road & Transportation Builders Association
Mobilize! Award—2004
Pioneer Award—2006
Sentinel Award for Grassroots Activism—2001
Top 300 Highway Contractors—1999 (Ranking, 21st)

Alabama

Regional/construction awards:

Alabama Asphalt Paving Association
Quality Paving Award—1994, State Highway 157, Lawrence Co.
Quality Paving Award—1994, State Highway 157, Colbert Co.
Quality Paving Award—1998, U.S. Highway 20

Quality Paving Award—1999, Corridor X
Quality Paving Award—2006, U.S. Highway 72, Colbert Co.

Belgreen Sand & Gravel

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1992

Limestone County Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—2000;
Outstanding Achievement—2001; Showplace—2006

Moulton Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1992;
Outstanding Achievement—1993, 2004
Excellence in Community Relations Award, Silver—1992
Environmental Eagle Award, Bronze—1996
Safety Achievement Award—1995

Tuscumbia Quarry and Northern Alabama Administrative Offices

Mine Safety and Health Administration
Joseph A. Holmes Safety Award—1992

Oak Ridge
Pulaski

Oak Ridge Asphalt and Construction
Pulaski Asphalt Plant

Gallatin
Hillsboro
Lynchburg
Nashville
Pulaski
Sparta

Gallatin Quarry
Hillsboro Quarry
Lynchburg Quarry
REOSTONE Quarry
Pulaski Quarry
Sparta Quarry

Agricultural Limestone

Algood
Celina
Cowan

Algood Quarry
Celina Quarry
Cowan Quarry

Appendix C

Rogers Group Awards

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Quality Paving Award—1998, U.S. Highway 20

Quality Paving Award—1999, Corridor X
Quality Paving Award—2006, U.S. Highway 72, Colbert Co.

Belgreen Sand & Gravel

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1992

Limestone County Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—2000;
Outstanding Achievement—2001; Showplace—2006

Moulton Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1992;
Outstanding Achievement—1993, 2004
Excellence in Community Relations Award, Silver—1992
Environmental Eagle Award, Bronze—1996
Safety Achievement Award—1995

Tuscumbia Quarry and Northern Alabama Administrative Offices

Mine Safety and Health Administration
Joseph A. Holmes Safety Award—1992

National Stone, Sand & Gravel Association
About Face Beautification Award, Outstanding Achievement—1985, 1986; Showplace—1990, 1991, 1995, 2001, 2004
Good Neighbors Award, Bronze—1999
Environmental Eagle Award, Bronze—1995
Excellence in Community Relations Award, Gold—1998, 1999; Silver—1995, 1996, 1997, 2007; Bronze—2003
Safety Achievement Award—1990, 1992, 1993, 1995

Arkansas

Regional/construction awards:

- Arkansas Highway and Transportation Department and Arkansas Asphalt Pavement Association
Quality Asphalt Paving Award, Region 4—2002, Interstate 65, Section 6
Quality Asphalt Paving Award, Region 3—2003, Interstate 40, Morrilton
Quality Asphalt Paving Award, Region 3—2004, Highway 113, Bigelow
Quality Asphalt Paving Award, Region 3—2005, State Aid, Houston
Quality Asphalt Paving Award, Region 3—2006, Highway 321, Cabot
- National Asphalt Pavement Association
Quality in Construction Award—1999, Van Buren County

Arkansas Administrative Offices (Conway)

National Stone, Sand & Gravel Association
Excellence in Community Relations Award, Gold—2000, 2001, 2002 Outstanding Achievement—1997, 1998
Good Neighbor Award, Bronze—2001

Cabot Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—2006

Conway County Quarry

Mine Safety and Health Administration
Sentinels of Safety Award, Certificate of Achievement—2003

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1996, 2000; Showplace—2002

Glen Rose Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, Outstanding Achievement—1997

Greenbrier Quarry

Mine Safety and Health Administration
Sentinels of Safety Award—1998
National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1996; Showplace—2002
Safety Achievement Award—2001, 2002

Lowell Quarry

Mine Safety and Health Administration
Sentinels of Safety Award, Certificate of Achievement—2004, 2005
Joseph A. Holmes Safety Award—2005
National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—2000; Outstanding Achievement—2004; Showplace—2006
Safety Achievement Award—2002
United Way President's Award—2000

Toadsuck Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1996

Illinois

Cedar Creek Mine

U.S. Department of the Interior, Office of Surface Mining
Illinois Mined Land Reclamation Award—1989

Indiana

Regional/construction awards:

Indiana Department of Transportation

Pavement Smoothness Award, "Smoothest Surface Tested"—2006, State Road 46, Clay County

Pavement Smoothness Award, "Smoothest Surface Tested"—2007, State Road 37, Morgan County

Indiana State Highway Commission

Pavement Smoothness Award, Flexible—1976, Interstate 64, Crawford and Perry Counties

Pavement Smoothness Award, Flexible—1977, State Road 66, Warrick and Spencer Counties

National Asphalt Pavement Association

Quality in Construction Award—2006, State Rd. 44, Morgan Co.

Arlen Coal Mine

Indiana Department of Natural Resources

Excellence in Mine Reclamation Award—1988

U.S. Department of the Interior, Office of Surface Mining

Excellence in Overall Mining and Reclamation Award—1989

Bedford Asphalt

National Asphalt Pavement Association

Outstanding Pavement Construction Award—1978, Highway 50

Bloomington Asphalt

Asphalt Pavement Association of Indiana

Quality Pavement Award—1993, Monroe County Airport

Bloomington Crushed Stone

Indiana Mineral Aggregates Association

Excellence in Mining Award, Gold—1999, 2002, 2005, 2006, 2007

Safety Achievement Award—1999, 2005, 2006, 2007

Mine Safety and Health Administration

Joseph A. Holmes Safety Award—2002

National Stone, Sand & Gravel Association

About Face Beautification Award, First Step—1985;

Outstanding Achievement—1986, 1993; Showplace—1994, 2000, 2004, 2006

Environmental Eagle Award, Bronze—1995

Excellence in Community Relations Award, Gold—1992, 2005; Silver—1998; Bronze—2002, 2003

Safety Achievement Award—1992, 1996

Central Indiana Administrative Offices (Bloomington)

National Stone, Sand & Gravel Association

Capstone Award for Market Development, Gold, 2001, 2002; Bronze, 2002

Crown Quarry

Indiana Mineral Aggregates Association

Safety Achievement Award—2005, 2006, 2007

Graysville Sand & Gravel

Indiana Mineral Aggregates Association

Safety Achievement Award—2005, 2006

National Stone, Sand & Gravel Association

About Face Beautification Award, First Step—2004

Greene County Sand & Gravel

Mine Safety and Health Administration

Joseph A. Holmes Safety Award—2002

National Stone, Sand & Gravel Association

About Face Beautification Award, First Step—1991;

Outstanding Achievement—2004, 2005

Safety Achievement Award—1990, 1991, 1992, 1993, 1995, 1996, 2000

Indiana Mineral Aggregates Association

Excellence in Mining Award, Silver—2005

Safety Achievement Award—1990, 1995, 1999, 2002, 2005, 2006, 2007

Interstate Sand & Gravel

Illinois Association of Aggregate Producers

Rock Solid Excellence in Safety Award—2006, 2007, 2008

Indiana Mineral Aggregates Association
Safety Achievement Award—1990, 1995, 2002, 2007
Excellence in Mining Award, Bronze—1999

Mine Safety and Health Administration
Sentinel of Safety Award—2001
Joseph A. Holmes Safety Award—2002

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1987
Safety Achievement Award—1987, 1990, 1992, 1993, 1995, 1996

Knox County Sand & Gravel

Indiana Mineral Aggregates Association
Safety Achievement Award—1990, 1995, 1996, 1997, 1998,
1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007
Excellence in Mining Award, Silver—2007

Mine Safety and Health Administration
Joseph A. Holmes Safety Award—2002

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1992;
Outstanding Achievement—1995
Safety Achievement Award—1987, 1990, 1992, 1995, 1996, 2000
Environmental Eagle Award, Bronze—1993, 1996

Lawrence County Quarry

National Stone, Sand & Gravel Association
Safety Achievement Award—1990

Lawrence County Asphalt

National Asphalt Pavement Association
Quality in Construction Award—1997, John A Williams
Boulevard, Bedford, Indiana

Martinsville Sand & Gravel

National Stone, Sand & Gravel Association
Safety Achievement Award—1996

Midwest Construction Materials

Indiana State Highway Commission
Smoothest Surface in Bituminous Resurfacing
Construction—1976, Highway 41, Vanderburgh County

Mitchell Quarry

Indiana Mineral Aggregates Association
Safety Achievement Award—1990, 1995, 2005, 2006, 2007
Excellence in Mining Award, Silver—2005, 2006, 2007

Mine Safety and Health Administration
Joseph A. Holmes Safety Award—2002
Sentinels of Safety Award—2006

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1991;
Outstanding Achievement—1994
Safety Achievement Award—1985, 1987, 1990, 1991, 1992,
1993, 1995, 1996
Environmental Eagle Award, Bronze—1996
Excellence in Community Relations Award, Bronze—2007

Morgan County Sand & Gravel

Indiana Mineral Aggregates Association
Safety Achievement Award—1990, 1997, 1998, 1999, 2000,
2001, 2002, 2003, 2004, 2005, 2006, 2007
Excellence in Mining Award, Gold—2005, 2007

Mine Safety and Health Administration
Joseph A. Holmes Safety Award—2002

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1992;
Outstanding Achievement—1995; Showplace—2001, 2006
Excellence in Community Relations Award, Silver—2005;
Bronze—2004, 2007
Safety Achievement Award—1990, 1992, 1993, 1995, 1996, 2000

Neal Sand & Gravel

Indiana Mineral Aggregates Association
Safety Achievement Award—1990

National Stone, Sand & Gravel Association
Safety Achievement Award—1987, 1990, 1991, 1992, 1993,
1995, 1996

Newton County Stone

Illinois Association of Aggregate Producers
Rock Solid Excellence in Safety Award—2006, 2007, 2008

Indiana Department of Transportation
Certified Aggregates Producer Program Quality Achievement Award—2005

Indiana Mineral Aggregates Association
Excellence in Mining Award, Gold—2006, 2007; Silver—2002 Safety Achievement Award—1990, 1995, 1998, 1999, 2000, 2001, 2002, 2006, 2007

Mine Safety and Health Administration
Joseph A. Holmes Safety Award—2002

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1997; Outstanding Achievement—2006; Certificate of Merit—1986 Good Neighbor Community Relations Award—2001 Environmental Eagle Award, Bronze—1996 Excellence in Community Relations Award, Gold—2000; Bronze—2007 Safety Achievement Award—1990, 1992, 1993, 1995

Orleans Quarry

Indiana Mineral Aggregates Association
Safety Achievement Award—1999

Mine Safety and Health Administration
Joseph A. Holmes Safety Award—2002

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—2000 Safety Achievement Award—1996

Owen Valley Quarry

Indiana Mineral Aggregates Association
Safety Achievement Award—1995, 1999, 2002, 2005, 2006, 2007

Mine Safety and Health Administration
Joseph A. Holmes Safety Award—2002

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1991; Showplace—1994 Environmental Eagle Award, Bronze—1996 Safety Achievement Award—1992, 1995, 1996, 2000

Owensburg Quarry

National Stone, Sand & Gravel Association
Safety Achievement Award—1990

Putnam County Quarry

National Stone, Sand & Gravel Association
Safety Achievement Award—1987

Rogers Building Supply

Home Improvement Center Magazine
Home Improvement Center of the Year—1989

Rogers Block & Wall

Indiana Concrete Masonry Association
Institutional Design Award—2000, Clay Jackson Creek Middle School; CMU Pilot Award—2002, McDonald's Café; Renovation and Addition CMU Award—2002, St. Mary Cathedral; Public Service Award—2002, Lafayette Fire Stations No. 3, No. 6, No. 9; Multifamily Composite—2002, Wabash Landing; Institutional Design Award—2004, Shafer Bell Tower at Ball State University; Landscape Design Award—2004, Hillcrest Country Club; Community Service Design Award—2004, Castaway Bay Recreation Park; Institutional Design Award—2004, John S. Wright Forestry Center; Hardscape Commercial Award—2005, Haw Creek Bike Path; Educational Design Award—2006, Fishers High School; Concrete Design Award—2006, Montgomery County Jail

National Concrete Masonry Association

Design Award of Excellence—2005, Haw Creek Bike Path; Distinguished Safety Achievement Award—2006, Martinsville Plant; Distinguished Safety Achievement Award—2006, 2007, Lafayette Plant

Construction Specifications Institute

"Best of Show" Tradeshow Booth—2006, "Best of Show" Tradeshow Booth—2007

Indiana Green Expo

"Best of Show" Exhibitor Booth—2008, Hardscape

Sieboldt Quarry

Indiana Mineral Aggregates Association

Excellence in Mining Award, Gold—2002, 2003, 2004, 2005, 2006, 2007; Silver—1999

Safety Achievement Award—1988, 1989, 1990, 1991, 1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007

Mine Safety and Health Administration

Joseph A. Holmes Safety Award—2002

National Stone, Sand & Gravel Association

About Face Beautification Award, First Step—1991; Outstanding Achievement—1993; Showplace—1994, 1996, 1997, 1998, 1999

Environmental Eagle Award, Silver—1993; Bronze—1996 Excellence in Community Relations Award, Gold—1997; Silver—1996, 1998; Bronze—2007

Quarry of the Year, Mid-sized—1999 (Runner-up—1996, 1997, 1998)

Safety Achievement Award—1987, 1988, 1990, 1991, 1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005

Sterling Safety and Excellence Award—2005

Vincennes Asphalt

Indiana Asphalt Pavement Association

Quality Paving Award—1988, Fox Ridge subdivision

Wabash Sand & Gravel

Illinois Association of Aggregate Producers

Rock Solid Excellence in Safety Award—2006, 2007

Indiana Mineral Aggregates Association

Safety Achievement Award—1998, 1999, 2000, 2001, 2002, 2007

National Stone, Sand & Gravel Association

About Face Beautification Award, First Step—1997

Safety Achievement Award—1995

Kentucky

Bullitt County Stone Quarry

Kentucky Crushed Stone Association

Good Neighbor Award, Gold—1998, 1999, 2000, 2001, 2002, 2003, 2005

Kentucky Natural Resources and Environment Protection Cabinet

Outstanding Non-Coal Reclamation Award—1988

National Stone, Sand & Gravel Association

About Face Beautification Award, Outstanding Achievement—1985; Showplace—1987, 1988, 1994, 1996 Good Neighbors Award, Gold—1999

Environmental Eagle Award, Outstanding Achievement—1993

Excellence in Community Relations Award, Gold—1994, 1996, 1997, 1999, 2000; Silver—1992, 1995, 1998; Bronze—1994

Quarry of the Year, Mid-sized—1994, Runner-up Safety Achievement Award—1992, 1995

Canton Quarry

Kentucky Crushed Stone Association

Safety Achievement Award—2003

Central Kentucky Administrative Offices

Kentucky Crushed Stone Association

Good Neighbor Award—2003

National Stone, Sand & Gravel Association

About Face Beautification Award, First Step—2004

Excellence in Community Relations Award, Gold—2003; Silver—2001; Bronze—2002

Good Neighbor Award, Silver—2001

Grayson County Quarry

National Stone, Sand & Gravel Association

Safety Achievement Award—1990

Henderson County Sand

National Stone, Sand & Gravel Association

Safety Achievement Award—1977, 1987, 1990

Hopkinsville Aggregate Quarry (US Hwy 41 Quarry)

Kentucky Crushed Stone Association
Good Neighbor Award—2003
National Stone, Sand & Gravel Association
About Face Beautification Award, Outstanding Achievement—1991, 2006; Showplace—1996, 2001
Environmental Eagle Award, Silver—1996
Excellence in Community Relations Award, Gold—1995; Silver—1994, 1996, 2003; Bronze—2002
Safety Achievement Award—1987, 1990, 1991, 1992, 1995, 1996

Hopkinsville Asphalt

National Asphalt Pavement Association
Diamond Achievement Commendation for Excellence in Hot-Mix Asphalt Plant/Site Operations—2004

Jefferson County Stone

Kentucky Crushed Stone Association
Good Neighbor Award—2003
Kentucky Department of Surface Mining
Outstanding Non-Coal Reclamation Award—1994
Mine Safety and Health Administration Recognition—1991
National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1992; Showplace—1995
Environmental Eagle Award, Gold—1995; Silver—1993
Excellence in Community Relations Award, Gold—2000; Silver—1997, 2005, 2007
Safety Achievement Award—1992, 1995, 1996

Marion Quarry

Kentucky Crushed Stone Association
Safety Achievement Award—2003
National Stone, Sand & Gravel Association
About Face Beautification Award, Outstanding Achievement—2006
Excellence in Community Relations Award, Bronze—2004

Oldham County Stone

Kentucky Crushed Stone Association
Good Neighbor Award—2003
National Stone, Sand & Gravel Association
About Face Beautification Award, Outstanding Achievement—1988; Showplace—1989, 1997
Excellence in Community Relations Award, Gold—1991, 1995; Silver—1996; Bronze—1999
Good Neighbors Award, Gold—1999
Safety Achievement Award—1992, 1995, 1996

Pembroke Quarry

National Stone, Sand & Gravel Association
Safety Achievement Award—1990, 1991, 1992

Princeton Quarry

Kentucky Crushed Stone Association
Good Neighbor Award—2003
National Stone, Sand & Gravel Association
Excellence in Community Relations Award, Bronze—2004

Ohio

Akron Crushed Limestone and Resale

National Stone, Sand & Gravel Association
About Face Beautification Award, Outstanding Achievement—1987, 1988; Showplace—1986; Most Improved—1986

Norwalk Sand & Gravel

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1992; Outstanding Achievement—1993
Environmental Eagle Award, Outstanding Achievement—1993
Safety Achievement Award—1992, 1995, 1996
Ohio Aggregate Association
Best Looking Plant Award—1993

Sandusky Crushed Stone

- National Stone, Sand & Gravel Association
 - About Face Beautification Award, Showplace—1986, 1995*
 - Capstone Award for Market Development, Gold—1991*
 - Good Neighbors Award, Gold—1999*
 - Environmental Eagle Award, Silver—1995*
 - Excellence in Community Relations Award, Gold—1992, 1994; Silver—1995, 1996, 1997*
 - Safety Achievement Award—1990, 1991, 1992*
- Ohio Aggregate Association
 - Reclamation Achievement Award—1982*

Stark Crushed Limestone and Resale

- National Stone, Sand & Gravel Association
 - About Face Beautification Award, Outstanding Achievement—1986; Showplace—1988*

Summit Crushed Limestone

- National Stone, Sand & Gravel Association
 - About Face Beautification Award, Showplace—1986, 1988*
- Ohio Aggregate Association
 - Best Looking Plant Award—1982; Most Improved—1980*

Tennessee

Regional/construction awards

- American Iron and Steel
 - Prize Bridge Award—1991, Conference Drive/Vietnam Veterans Blvd./ Interstate 65 Bypass)*
- Federal Highway Administration
 - Award of Merit, Urban Highways—1996, Henley Street Connector, Knoxville, Tenn.*
- Goodwill Industries of Middle Tennessee
 - Employer Partner of the Year—2007*
- National Asphalt Pavement Association
 - Quality in Construction—1996, Highway 50, Franklin County*
 - Quality in Construction Award—2004, Interstate 24, Coffee County*
 - Work Zone Safety Innovations Award—2003*

National Association of Women in Construction

- Polestar Award—2002*

Rebuild Tennessee Coalition

- Infrastructure Award, Award of Merit—1998, Interstate 65, Williamson County*

Tennessee Department of Transportation

- Clean Tennessee Award of Excellence—1994, Vietnam Veterans Parkway*
- Commissioner's Top Partnering Award—1997, Interstate 65, Williamson County*
- Commissioner's Top Partnering Award—1998, Briley Parkway, Davidson County*
- Commissioner's Top Quality Award—1998, Briley Parkway, Davidson County*
- Commissioner's Top Partnering Award—2000, Interstate 65/Harding Place, Nashville*
- Commissioner's Top Quality Award—2000, Interstate 65/Harding Place, Nashville*
- Prime Contractor of the Year—1995 (first recipient of award), 1998, 1999*
- Smooth Paving Award, Region 2—1995, State Route 41*
- Smooth Paving Award, Region 2—1996, Highway 50, Franklin County*
- Smooth Paving Award—2004, I-24, Coffee County*

Tennessee Ready Mix Association

- Concrete Excellence Award—1999, Briley Parkway*

Tennessee Road Builders Association

- Smooth Paving Award, Region 3—1985, Long Hollow Pike, Madison*
- Smooth Paving Award, Region 2—1991, State Highway 50, Coffee County*
- Smooth Paving Award, Region 1—2001, U.S. Highway 321, Knox County*
- Smooth Paving Award, Region 2—2001, State Route 56, De Kalb County*
- Smooth Paving Award, Region 3—2001, Interstate 65, Giles County*
- Smooth Paving Award, Region 2—2003, Interstate 24, Coffee County*

Algood Quarry

National Limestone Institute
Safety Award—1978

National Stone, Sand & Gravel Association
About Face Beautification Award, Showplace—1991
Excellence in Community Relations Award, Gold—1991,
1997, 2000; Silver—1994, 1995, 1998; Bronze—1992
Environmental Eagle Award, Bronze—1996
Safety Achievement Award—1995, 1996

Tennessee Road Builders Association
Aggregate Safety Award—1990, 1991, 1992, 1993, 2000,
2001, 2002, 2003, 2004, 2005, 2006, 2007

Carthage Quarry

National Stone, Sand & Gravel Association
Safety Achievement Award—1990

Celina Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1991;
Outstanding Achievement—1993
Excellence in Community Relations Award, Silver—1992, 1998
Environmental Eagle Award, Bronze—1996
Safety Achievement Award—1995, 1996

Tennessee Road Builders Association
Aggregate Safety Award—1991, 1993, 2000, 2001, 2003,
2004, 2006

Columbia Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1996;
Outstanding Achievement—1997; Showplace—2000
Environmental Eagle Award, Bronze—1996

Tennessee Road Builders Association
Aggregate Safety Award—2000, 2001, 2004, 2005, 2006, 2007

Corporate Offices (Nashville)

Communication Concepts
Award of Excellence—1991, Conveyor company newsletter

International Association of Business Communicators
Gold Pen Award of Excellence—2000, “BHAG” growth
campaign

Public Relations Society of America
Parthenon Award, Certificate of Merit—2000, “BHAG”
growth campaign

Society of Financial Service Professionals
Tennessee Business Ethics Award—2004

United Way
Circle of Honor Award—2001, 2002, 2003, 2004, 2005
Werthan Award—2003, 2004

Cowan Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1993;
Outstanding Achievement—1995
Environmental Eagle Award, Bronze—1995
Safety Achievement Award—1995, 1996

Tennessee Road Builders Association
Aggregate Safety Award—2000, 2001, 2002, 2003, 2004, 2005,
2006, 2007

Cross Plains Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1999;
Outstanding Achievement—2000
Excellence in Community Relations Award, Bronze—2007
Safety Achievement Award—2001, 2002

Tennessee Road Builders Association
Aggregate Safety Award—1999, 2000, 2001, 2003, 2004, 2005,
2006, 2007

Cumberland Mountain Sand

Tennessee Road Builders Association
Aggregate Safety Award—2005, 2006, 2007

Deason Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—2000;
Outstanding Achievement—2001; Showplace—2006

Tennessee Road Builders Association
Aggregate Safety Award—2000, 2001, 2003, 2004, 2005, 2006, 2007

Dixie Pavers

U.S. Army Corps of Engineers
Outstanding Performance Rating—1991, Fort Campbell Army Airfield Runway Resurface Project

Eastern Middle Tennessee Administrative Offices (Columbia)

National Stone, Sand & Gravel Association
About Face Beautification Award, Showplace—2004
Excellence in Community Relations Award, Gold—2004;
Silver—2001, 2002

Englewood Quarry

Tennessee Road Builders Association
Aggregate Safety Award—2006

Ewing Stone Quarry

Tennessee Road Builders Association
Aggregate Safety Award—2000, 2001

Fayetteville Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—2000
Tennessee Road Builders Association
Aggregate Safety Award—2000, 2003, 2004, 2005, 2006, 2007

Gallatin Quarry

Mine Safety and Health Administration
Joseph A. Holmes Safety Award—1992, 1997
Sentinels of Safety Award, Certificate of Achievement—1986
National Asphalt Pavement Association
Excellence in Hot-Mix Asphalt Diamond Achievement Award—2006
National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1993;
Outstanding Achievement—1994; Showplace—1995, 2000

Excellence in Community Relations Award, Gold—1996;
Silver—1994, 1995, 1997, 1998, 2000, 2003, 2004, 2005, 2006;
Bronze—2007
Safety Achievement Award—1990, 1992, 1995, 1996, 1997, 1998, 1999
Environmental Eagle Award, Bronze—1996
Tennessee Road Builders Association
Aggregate Safety Award—1985, 1986, 1991, 1993, 2006

Gordonsville Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1993;
Outstanding Achievement—1994; Showplace—1998
Environmental Eagle Award, Bronze—1995
Excellence in Community Relations Award, Bronze—1995
Safety Achievement Award—1995, 1996
Tennessee Road Builders Association
Aggregate Safety Award—1990, 1991, 1992, 1993, 2001, 2004, 2005, 2006, 2007

Hickman Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—2000
Tennessee Road Builders Association
Aggregate Safety Award—1999, 2000, 2001, 2002, 2004, 2005, 2006

Hillsboro Quarry

National Limestone Institute
Safety Award—1978
National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1991;
Outstanding Achievement—1996; Showplace—2004
Safety Achievement Award—1987, 1990, 1992, 1996
Environmental Eagle Award, Bronze—1995
Tennessee Road Builders Association
Aggregate Safety Award—1990, 1991, 1992, 1993, 2000, 2001, 2002, 2003, 2004, 2006, 2007

Jellico Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1993
Safety Achievement Award—1992
Tennessee Road Builders Association
Aggregate Safety Award—1991

Lawrenceburg Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1993;
Showplace—2006
Environmental Eagle Award, Bronze—1995
Excellence in Community Relations Award, Bronze—1994
Safety Achievement Award—1992, 1995, 1996
Tennessee Road Builders Association
Aggregate Safety Award—1991, 1992, 1993, 2000, 2001,
2004,
2005, 2007

Lewisburg Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—2000
Capstone Award for Market Development, Bronze—1995
Environmental Eagle Award, Bronze—1995
Excellence in Community Relations Award, Gold—1994;
Silver—1995
Safety Achievement Award—1990, 1992, 1995, 1996
Tennessee Road Builders Association
Aggregate Safety Award—1991, 1993, 2000, 2001, 2004,
2005,
2006, 2007

Liberty Quarry

Mine Safety and Health Administration
Joseph A. Holmes Safety Award—1995, 2004, 2005
National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1992;
Outstanding Achievement—1997
Safety Achievement Award—1996, 2001, 2002, 2005, 2006

Tennessee Road Builders Association

Aggregate Safety Award—1991, 1993, 1994, 1996, 1997,
1998, 1999, 2000, 2001, 2003, 2004, 2005, 2006, 2007

Lynchburg Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1992;
Outstanding Achievement—1997
Environmental Eagle Award, Bronze—1995
Safety Achievement Award—1995
Tennessee Road Builders Association
Aggregate Safety Award—2000, 2001, 2003, 2004, 2005,
2006, 2007

McMinnville Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, Outstanding
Achievement—2002, 2003, 2004; Showplace—2006
Excellence in Community Relations Award, Gold—1995;
Bronze—2003
Tennessee Road Builders Association
Aggregate Safety Award—2003, 2005, 2006, 2007

Monroe County Stone

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—2000
Tennessee Road Builders Association
Aggregate Safety Award—2000, 2003, 2004, 2006, 2007

Northern Middle Tennessee Administrative Offices (Gallatin)

National Stone, Sand & Gravel Association
About Face Beautification Award, Outstanding
Achievement—2004
Capstone Award for Market Development, Bronze—2003
Good Neighbor Award, Gold—2001
Excellence in Community Relations Award, Gold—2002,
2005; Silver—2000, 2003, 2004; Bronze—2001

Oak Ridge Quarry (Eastern Tennessee Administrative Offices)

Mine Safety and Health Administration
Sentinels of Safety Award, Certificate of Achievement—1979

National Stone, Sand & Gravel Association
About Face Beautification Award, Showplace—1984, 1994, 2001; Star of Excellence—2005
Capstone Award for Market Development, Gold—2004; Silver—2001, 2002, 2003
Environmental Eagle Award, Bronze—1996
Excellence in Community Relations Award, Gold—1993, 2000, 2004; Silver—1996, 1997, 1998, 2001; Bronze—1993, 1999, 2002, 2003
Good Neighbors Award, Gold—1999; Silver—2001
National Star of Excellence—2004
Pinnacle Award (Community Relations)—2004
Safety Achievement Award—1995, 1996

Tennessee Road Builders Association
Aggregate Safety Award—1991, 1992, 2000, 2001, 2002, 2003, 2004, 2006

Oliver Springs Sand

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1993
Safety Achievement Award—1992, 1993, 1995, 1996

Tennessee Road Builders Association
Safety Achievement Award—1991

Pottsville Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1998; Outstanding Achievement—2000; Showplace—2002
Safety Achievement Award—1990, 1992

Tennessee Road Builders Association
Aggregate Safety Award—1991, 1997, 2000, 2001, 2002, 2004, 2005, 2006

Pulaski Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1991; Outstanding Achievement—1992; Showplace—1995, 2002, 2003, 2004
Capstone Award for Market Development, Silver—2002

Environmental Eagle Award, Bronze—1995
Excellence in Community Relations Award, Silver—1995; Bronze—1994
Safety Achievement Award—1995, 1996

Tennessee Road Builders Association
Aggregate Safety Award—1991, 1992, 1993, 2000, 2004, 2005, 2007

REOSTONE Quarry

Associated Builder and Contractors
Safety Award, Supplier Division—2002

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—2000, 2006
Capstone Award for Market Development, Gold—2003
Excellence in Community Relations Award, Bronze—2007

Tennessee Road Builders Association
Aggregate Safety Award—2000, 2001, 2004, 2005, 2006

Rhea County Stone

National Stone, Sand & Gravel Association
About Face Beautification Award, Outstanding Achievement—1997; Showplace—1999
Excellence in Community Relations Award, Silver—1998, 1999
Good Neighbor Award, Silver—1999

Tennessee Road Builders Association
Aggregate Safety Award—2000, 2001, 2003, 2004, 2005, 2006, 2007

Roane County Quarry

Tennessee Road Builders Association
Aggregate Safety Award—2004, 2006, 2007

Rutherford County Quarry

Tennessee Road Builders Association
Aggregate Safety Award—2001, 2003, 2004, 2005, 2006, 2007

Shelbyville Quarry

Tennessee Road Builders Association
Aggregate Safety Award—2001, 2003, 2004, 2005, 2007

Southeastern Tennessee Administrative Offices (Tullahoma)

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—2004;
Showplace—2005
Capstone Award for Market Development, Gold—2004;
Silver—2003
Excellence in Community Relations Award, Gold—2003,
2004, 2005; Silver—1994, 1995, 1996, 1997; Bronze—1998,
1999, 2000, 2001, 2002
Good Neighbors Award, Gold—1999, 2001

Southern Middle Tennessee Administrative Offices (Columbia)

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1996;
Outstanding Achievement—1997; Showplace—2000, 2004
Capstone Award for Market Development, Silver—2002
Excellence in Community Relations Award, Silver—1996,
1997; Bronze—2003
Good Neighbor Award, Silver—2001

Sparta Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1993;
Outstanding Achievement—1994; Showplace—1998
Excellence in Community Relations Award, Gold—1993,
1996; Silver—1992, 1995
Safety Achievement Award—1990, 1991, 1992, 1995, 1996
Tennessee Road Builders Association
Aggregate Safety Award—1991, 2000, 2001, 2002, 2003,
2004, 2005, 2006, 2007

Spencer Quarry

National Stone, Sand & Gravel Association
Safety Achievement Award—1987, 1990

Ten Mile Quarry

Tennessee Road Builders Association
Aggregate Safety Award—2004, 2005, 2006

Whites Creek Quarry

National Stone, Sand & Gravel Association
Excellence in Community Relations Award, Bronze—2007
Tennessee Road Builders Association
Aggregate Safety Award—2004, 2005, 2006, 2007

Virginia

Ewing Quarry

National Stone, Sand & Gravel Association
About Face Beautification Award, First Step—1992;
Outstanding Achievement—1997
Safety Achievement Award—1987, 1990, 1991, 1992, 1995,
1996

Note: The National Stone, Sand & Gravel Association was known as National Stone Association until 2001, when it merged operations with the National Aggregate Association. The Mine Safety and Health Administration is a division of the U.S. Department of Labor.

Appendix D

Current Employees

The success of Rogers Group has always been to the credit of its employees. This list acknowledges all Rogers Group employees according to the payroll records dated January 1, 2008. Due to lack of records and limited space in this book, it was not possible to list all employees since its beginning in 1908. An asterisk (*) indicates members of Ralph Rogers' family.

Abbott, David W.	Arsenault, Beverly S.	Bartlett, Kyle B.	Bodine, Kenneth K.	Brown, Gilbert W.
Abplanalp, Roy S.	Arthur, Randell D.	Bass, Matthew L.	Bohannon, Kyle D.	Brown, Jay T.
Adams, John Q.	Ashbrook, Curtis J.	Bates, Karl J., III	Bohlinger, Roger	Brown, Michael E.
Adams, Trenton D.	Ashcraft, Harold L.	Bates, Reno T.	Bolden, Robert J.	Brown, Rebecca L.
Adcock, Stephanie B.	Ashmore, James E.	Baxter, Robert M.	Bolton, Knoxanne J.	Brown, William T.
Adomyetz, Thomas D.	Austin, David P.	Beall, Jason M.	Bonds, Jamie D.	Brown, Willis A.
Adomyetz, William K.	Austin, Jimmy B.	Bean, Fletcher R., Jr.	Boren, Tillman A.	Brown, Zachary R.
Agee, Michael L.	Austin, Randall L.	Beckham, Joshua K.	Boshers, Willie L.	Bruce, Curtis L.
Aguilar, Santiago R.	Autry, Conward J., Jr.	Beckham, Michael S.	Bouldin, Geraldine	Bruce, Michael D.
Akins, Temple H.	Axsom, Michael L.	Belcher, Bruce	Bowling, Judy A.	Brummett, Howard G.
Aleman, Ismael R.	Bagley, Charles J.	Bellamy, Douglas J.	Bowman, Claude	Buchanan, Tina J.
Alexander, Nathan T.	Bailey, Perry C.	Bellante, Frank P.	Bowman, Deloris M.	Bunch, Billy J.
Allen, Erica L.	Bailey, Richard M.	Bellar, Robert L.	Bowman, Jason E.	Bunch, Theodore E., III
Allen, Jack M.	Bailiff, Dean E.	Bender, Ernie L.	Boyd, Larry W.	Burch, Michael D.
Allen, James R.	Bain, Hoyte R.	Benfield, Shirley N.	Boyd, Richard D.	Burchfield, Ray, Jr.
Allen, John R.	Bain, Tommy D.	Benjamin, Emma J.	Boyles, Rosa G.	Burden, Jackie R.
Allen, John W.	Baird, Eddie D.	Bennett, Steven K.	Brackeen, Charles T.	Burgett, Jeff G.
Allen, Kerry W.	Baker, David L.	Benson, Christopher W.	Brackeen, Timothy J.	Burnett, Ellis T.
Allen, Roger D.	Baker, Julie M.	Benson, Jason A.	Braden, Benny J.	Burns, Cynthia L.
Allinder, Marty G.	Baker, Ronald L.	Bentley, Dennis R.	Brand, Timothy R.	Burns, Dennis D.
Alvarez, Antonio	Baker, Westley E.	Billings, Connie P.	Brandon, Annie J.	Burns, Faron
Amaya, Juan C.	Bales, Jimmy W.	Binger, Richard W.	Brandon, Mark J.	Burse, Theodore, Jr.
Anderson, Billy S.	Ball, Bryan D.	Bingham, Ashley D.	Bratcher, Roscoe G.	Bush, Kim W.
Anderson, Donald R.	Ball, Virgil	Birdwell, Anthony W.	Bray, Frank A.	Butcher, Perry A.
Anderson, Johnny	Barnett, Ricky	Bitner, Daniel S.	Bray, William K.	Butler, Dan J.
Anderson, Robert N.	Barrass, Gregory T.	Bittinger, Bradley A.	Brierly, Glenn E.	Butler, Randy A.
Anderson, Teddy W.	Barrow, Gary E.	Blackburn, Dale	Brinegar, Daniel G.	Buttrum, James R.
Anderson, Timothy A.	Barry, Micheal L.	Blake, Albert	Brittain, Timothy L.	Byers, Devin S.
Andrews, Marcus D.	Barth, Raymond T.	Blake, Guy	Brock, Chris D.	Byford, Donald
Andriot, Mark W.	Bartholomew, Jason A.	Blaker, Michael R.	Brock, Jack L.	Cabada Zamora, Jesus
Arndt, Shawn P.	Bartlett, Cody	Blankenship, Judy D.	Brock, Shannon L.	Cable, Michael
Arnold, Betty A.	Bartlett, Gregory S.	Bleichner, Cora	Brogdon, Paul G.	Cagle, Anthony D.
Arnold, Ronnie L.	Bartlett, Jeffrey L.	Blythe, Boshea M.	Brooks, David P.	Caldwell, Carylon R.

Caldwell, Ronald W.
Call, George H.
Callaway, Craig S., Jr.
Calvert, Regnaild B.
Camargo, Alberto
Campbell, Donald
Campbell, Eric H.
Campbell, George L., Jr.
Campbell, Jack D.
Cannon, Rutherford L.
Cansler, Tracy L.
Capps, Roy G.
Cardinal, Derek E.
Cardinal, Matthew J.
Carini, Donna L.
Carmon, Amanda J.
Carnell, Steven M.
Carney, Trent L.
Carneyhan, Bobby R.
Carpenter, John W., III
Carr, Jessie J.
Carr, Ryan M.
Carter, Antoinne J.
Carter, Barry R.
Carter, Jeremy D.
Carter, Joe A., Jr.
Carter, Randy A.
Carter, Steven
Cash, Michael W.
Cash, Terry H.
Casper, James G.
Castongia, Kyle J.
Cathey, Roger D.
Catlett, Donald L.
Catlett, William R.
Cavanah, George A.
Cawthron, Johnny D.
Champion, Danny R.
Chaney, Ronald L.
Chapman, Billy J.
Chapman, Randall K.
Chastain, George A.
Chaudoin, Lauri D.
Chavez, Miguel

Cherry, Steven L.
Chesney, William A., III
Chesnut, John M.
Chesser, Terry S.
Christian, Benny R.
Clark, Nelson L.
Clark, Tamela J.
Clay, Jamie S.
Clay, Robert L.
Clayton, Barry K.
Clemens, Samuel J.*
Clevenger, Joseph S.
Coates, Richard D.
Coggins, Terry
Coleman, William O.
Collier, Jamie A.
Collier, Timothy D.
Collins, Carroll M.
Collins, Christopher
Collins, James T.
Collins, Royce D.
Colwell, William E., Jr.
Combs, Gregory L.
Conder, Bruce E.
Conger, Mary J.
Conolty, Kenneth M.
Cook, Bobby J.
Cook, William J.
Cooley, John R.
Cooper, David L.
Cooper, Gary D.
Cooper, James T.
Cope, Aaron B.
Coppenbarger, Alan W.
Corbett, Benjamin C.
Corbin, Timothy W.
Cordova, Jesus D.
Cornelius, Denton S.
Corning, John L., Jr.
Cothorn, Marlon W.
Cothron, Larry H.
Cotton, Jewell W.
Cotton, William
Coutta, Joseph D.

Cox, Amanda O.
Cox, Chester L.
Cox, Larry D.
Cox, Merry A.
Crafton, Robert P.
Craig, John E.
Crane, Daniel L.
Cravens, Donna K.
Crawford, Demetriss M.
Creasy, Richard T.
Creswell, Deborah C.
Crews, Josh R.
Crews, Randall K.
Crick, Deborah H.
Crick, Steven E.
Crisp, Larry B.
Crisp, Winston B.
Crockett, Hinton Y., Jr.
Crotzer, Ronald M.
Crouch, Charles F.
Crum, Donald L.
Crum, Paul W.
Crutchfield, Cathy J.
Cummings, John W.
Cupp, Barry R.
Curtis, Joe D.
Curtis, Michael J.
Dake, Tonya L.
Dalton, Emmett G.
Dame, Kerry W.
Daniel, John H.
Daniel, Susan L.
Daniels, Rebecca
Daniels, Terry L.
Dant, Timothy G.
Darby, Jason N.
Davenport, Robert G.
Davenport, Robert W.
Davis, George E.
Davis, Joe D., Jr.
Davis, John R.
Davis, Karin L.
Davis, Milburn L.
Davis, Terra R.

Davis, Traci L.
Dawson, Charles A., Jr.
Day, Roy L.
Dean, Jonathon I.
Deckard, Shaunna K.
Deem, Steve A.
Dees, Justin L.
Delffs, Donley C.
Delgado, Juan
Demastus, Kenneth S.
Dempsey, Jesse
Denis, Michel C.
Denton, David B.
Depriest, Joshua D.
Determann, George B.
Devore, George L.
Dewing, James A.
Diaz, David R.
Diaz-Soto, Froylan
Dillard, Brian C.
Dillman, John W.
Dixon, Danny W.
Donnell, Jeffrey S.
Dooley, Joy K.
Dorsey, Charles
Doss, David R.
Dosssett, James
Dove, Bobby D.
Drake, Crystal R.
Drake, Jimmy R.
Drake, Rodney D.
Draper, Bobby R., Jr.
Drinkwater, Paul
Driver, Terry D.
Druyor, Cameron T.
DuPuy, Robert S.
Duarte, Ismael
Dukes, Anita R.
Dulin, Timothy D.
Duncan, Chad E.
Dyer, Harvey D.
Dyer, Terry S.
Eastwood, Catherine B.
Eaton, Larry Joe

Eckstein, Mark S.
Edmonds, Charles T.
Edmonson, Ramon R.
Edwards, Arthur L.
Edwards, Christopher A.
Edwards, Connie S.
Edwards, Danny L.
Edwards, Kenneth W.
Edwards, Ulysses M.
Eldridge, Robert C.
Elledge, Vickie L.
Elliott, Clarence E.
Elliott, Richard D.
Ellis, Jeff
Ellis, Toby R.
Ellison, Eric D.
Ellison, Paul E.
Ellison, Robert D.
Ellison, Victor C.
Elrod, James W.
Embry, Mckenzie
England, Jimmy D.
England, Tony B.
Enoch, Stephen D.
Entrekin, Edmund J.
Enzinger, Elaine L.
Eskridge, William W., Jr.
Espinoza, Jose L.
Faircloth, Thomas E.
Farmer, Gary D.
Farmer, Mont D.
Farmer, Robert T.
Farmer, Tommy A., Jr.
Fayne, Clarence M.
Fellows, Dennis R.
Ferguson, Bobby L.
Finn, Frederick J.
Finney, Bobby R.
Finney, James E.
Finney, Michael G.
Fleetwood, Michael S.
Fletcher-Adams, Dawn
Flick, Darren W.
Flieman, William J.

Flippen, Larry O.
Floyd, Wiley J. C.
Flynn, William G.
Forbes, Warren D.
Fortner, Donnie D.
Foster, Brien W.
Foster, Chet D.
Foster, Hershell D.
Foster, Jayme S.
Foster, Johnny R.
Foster, Lowell C.
Foster, William L.
Fountain, Bobby J.
Foust, David P.
Fouts, Jill E.
Fowler, Jeff R.
Fox, Brian C.
Fox, Charles F.
Frakes, Jennie L.
Fralix, Jerry H.
Fralix, John M.
Francis, Steve W.
Frazzini, John F.
Frazzini, John R.
Freeman, Gary D.
Freeman, John A.
Freeman, Steven D.
Freimanis, George A.
Fritts, Michael S.
Fulford, Kristina D.
Fulford, Melissa E.
Fuqua, Roy A.
Gabbard, Calvin D.
Gabbard, Lonnie W.
Galbreath, William T.
Gallaher, Josh
Gallien, Michael W.
Gamble, Charles R.
Gann, Patrick O.
Gannon, Matthew S.
Garcia, David A.
Garman, Jerald
Garrett, Michael O.
Garrett, Prentice D.

Garrett, Terry W.
Garrison, Phillip W.
Gary, Dere
Gay, Ted D.
Gayheart, Shanon
Geary, Jacqueline A.
George, Donald M.
Geraghty, Gerard V.
Gerals, Leslie A., Jr.
Gibbs, Thomas D.
Gill, Edward A.
Gilliam, Jesse E.
Gilmore, Cameron L.
Glenn, Kenneth R.
Gliori, Christopher M.
Glover, Karonica V.
Glover, Pat A.
Gold, Robert M.
Golden, Freddie
Gonzalez, Jose J.
Gooch, Randy W.
Good, Dwight W.
Good, Laura W.
Gooding, Charles O.
Goodlett, Jonathan T.
Goodnight, Bobby G.
Goodwin, Randy A.
Gorman, Timothy S.
Goss, Steve L.
Gould, Daniel L.
Gowan, Judy C.
Goyette, Thomas M.
Grace, James W.
Grant, Clifton O.
Grant, Granville G., Jr.
Grant, Linda F.
Gray, Roger C.
Gray, Steve J.
Green, Bobby L., Jr.
Green, Larry L., II
Greer, Amanda J.
Greer, Charles E.
Gregory, William W.
Griffin, Jeremiah

Griffin, Tony L.
Griggs, James B.
Grimes, Steven G.
Guerra, Marcilino
Gulley, Christopher L.
Gutierrez, Pablo
Guy, Donald R.
Gwaltney, Jody L.
Haberlock, Robin P.
Hacker, Roger L.
Haddock, James L.
Haggard, Danny L.
Haislip, Marilyn J.
Haithcock, Marshall P.
Hakala, Cary E.
Hale, James E.
Haley, Angela M.
Hall, Fred L.
Hall, Nathan T.
Hall, Thomas A.
Hamilton, Eric M.
Hamlet, Dewayne V.
Hammond, Lisa A.
Hampton, John G.
Hamrick, Donnie R.
Hamrick, Mike S.
Hancock, David
Hancock, John D.
Hand, David M.
Hanger, David W.
Happney, Robert D.
Harbaugh, Sheila D.
Hardin, Colby A.
Hardison, Sandy K.
Hargis, Sylvia G.
Harmon, Bobby G.
Harper, Laura R. "Lori"*
Harper, Nofel J.
Harris, Amber
Harris, Frank S.
Harris, James W.
Harris, Melvin R.
Harris, Rusty L.
Harrison, Scott R.

Hart, Bobby G., Jr.
Hart, Christy L.
Hartfield, William A.
Hartley, Donald R.
Hartwick, Sandra M.
Harvey, Bradley C.
Hasselburg, Daniel K.
Hatcher, Troy W.
Hatchett, John W.
Hatton, Waymon D.
Haun, Mike L.
Haun, Robert S.
Haun, Timothy D.
Hawkins, John W.
Hawkins, Kristy R.
Hawkins, Lois A.
Hawkins, Russell S.
Hawkins, Travis B.
Hawkins, William V.
Hawn, Dana K.
Hayden, James E.
Hayes, Michael L.
Haynes, Albert R.
Hazlewood, John H.
Heatherly, Mark E.
Heaton, David W.
Hedger, Troy N.
Helms, Matthew D.
Helton, Jeffery G.
Helton, Joseph A.
Helton, Robert L.
Henderson, Richard A.
Hendrix, Mitchell
Hendrixson, Kirk
Henley, James A.
Hensley, Ora R.
Herbstreit, Sophia V.
Hernandez, Elmer
Herndon, James B., II
Herrera, Alfredo
Herron, Fred D.
Hickey, Michelle D.
Hickman, Luke G.
Hicks, James D.

Hicks, Patricia A.
Higgs, Dudley
Hill, Buel F.
Hill, Buffalo B.
Hill, Donnie W.
Hill, Duston L.
Hill, Gregory E.
Hill, James L.
Hill, Kenton L.
Hill, Nathan L.
Hill, Timothy B.
Hite, Daniel J.
Hobbs, Gerald A.
Hobbs, Jason C.
Hodge, Scott B.
Hodges, Leslie A.
Hoffman, Thomas R.
Hofmann, Edward R.
Hokirk, Mary A.
Hollars, Junior
Holley, David M.
Holley, Teddy G., Jr.
Hollingsworth, Jeremy D.
Holmes, Richard L.
Holsapple, Steven C.
Holt, Earnest M.
Holt, Lakisha R.
Holt, Richard M., II
Hood, Bobby N.
Hood, Chelisa A.
Hooper, Randy C.
Horstman, Larry N.
Horton, Calvin T.
Hostetler, Thomas
House, Johnny D.
House, Tom J.
Howard, Cameron
Howard, James H., III
Howard, Jerry W.
Howell, Charles W.
Howell, Linda G.
Huckabee, Richard D.
Hudgens, William D.
Hudson, Kye W.

Huffine, Craig A.	Johnson, Trevor I.	Kerr, Bobby L.	Land, Darrell R.	Longworth, Mark A.
Huling, Joseph M.	Johnson, Troy W.	Key, Charles W.	Lane, Johnathan	Looney, Dale L.
Hull, Caleb F.	Johnson, Wallace O.	Key, John T.	Lane, Lance A.	Lopp, Michael G.
Humes, Anthony W.	Jones, Anna M.	Key, John T., Jr.	Lane, Michael K.	Lovato, Manuel H.
Hummel, Jeffrey L.	Jones, Belinda K.	Kilburn, Larry	Lankford, Donnie A.	Loveall, Ross F.
Humphryes, Ronald D.	Jones, Bobby J.	Killian, Ricky D.	Larkins, Howard P.	Lovell, Jimmy G.
Hunt, Christopher L.	Jones, Bobby J., Jr.	King, Christopher O.	Lawbaugh, Diane E.	Lovell, Terry L.
Hunter, Jason W.	Jones, Christopher A.	King, David W.	Lawson, Chad D.	Lovely, Jack D., II
Hunter, Randy R.	Jones, Darlene V.	King, Jeffery L.	Lawson, Rick	Lowery, Earl G.
Hurtubise, Raymond C.	Jones, Douglas E.	King, Peggy D.	Lawson, Robert E.	Lyles, Eric L.
Hutcheison, Mitchell D.	Jones, Douglas K.	King, Thomas W., Jr.	Lawson, Warren	Lynch, Gregory A.
Hutcherson, Clifford B.	Jones, Elvis C.	Kirby, Jason	Leath, John A.	Lynch, Paul A.
Hutson, Lewis D.	Jones, Heather A.	Kirkham, Anthony W.	Leavell, Joe	Lynn, Brian
Hyde, Tony L.	Jones, James L.	Kirkman, Kellie S.	Lee, Charles R.	Lynn, David W.
Inabnitt, Konnie J.	Jones, James T.	Kite, Dustin D.	Lee, Clinton D.	Lyon, David L.
Inman, Gary W.	Jones, Larry B.	Klingler, Jack R.	Lee, Randy O.	Maddox, Charles R.
Inman, Troy L.	Jones, Michael A.	Knapp, Michael R.	Lee, Ricky S.	Mahan, Jeffrey S.
Inmon, Jason L.	Jones, Richard E.	Knight, Abe F.	Lemmons, John J.	Mahan, Randall
Insell, Rebecca K.	Jones, Richard M.	Knight, Anita J.	Lessley, Robert W., Jr.	Malinowski, Edward S.
Isaacs, Kevin S.	Jones, Robert E.	Knight, Caleb M.	Lester, Harland C.	Malone, Michael W.
Jackson, Aaron L.	Jones, Susan S.	Knight, David	Lewis, Austin R., II	Mamrock, Adam P.
Jackson, Steven M.	Jones, Tommy A.	Knight, Kathleen M.	Lewis, Donnie J.	Manis, Tommy L.
Jacobs, Adrian	Jones, Tony D.	Knight, Michael D.	Lewis, Everett J.	Mann, Russell C.
Jacobs, George A.	Jordan, Michael A.	Knight, Timothy S.	Lewis, Michael S.	Marion, Charles D.
James, Rusty A.	Jordan, Rodney L.	Knowis, Joan C.	Lewis, Steven J.	Marshall, Rodger L.
Jeffries, Jimmie L.	Joyce, Jeffrey G.	Knowles, Josey N.	Lewonczyk, Vangie R.	Martin, Edward A., Jr.
Jenkins, Jacki	Justice, Adelia M.	Knox, Franklin M.	Like, Donald R., Jr.	Martin, Jason H.
Jennings, Jerod S.	Justice, James E.	Knox, George B.	Lile-Henley, George W.	Martin, Joshua C.
Jennings, Josephine B.	Justice, Joshua J.	Knox, George W.	Lincks, Carl E.	Martin, Leslie D.
Jennings, Michael C.	Justice, Paul B.	Koontz, Dwight	Linden, Roderick D.	Martin, Sheryl D.
Jernigan, Sondra	Justice, Terry R.	Krause, Joseph A.	Lindsey, Larry D.	Martin, Wanda W.
Jeske, John R.	Keelins, James E.	Krause, Kellyann M.	Livingston, Jackie D.	Martinez, Damariel M.
Jett, Robert A.	Keen, Gary J.	Krauth, Ashley N.	Livingston, Michael E.	Martinez, Leroy
Jimenez, Ramon	Keen, Leonard	Kulwicki, Gregory	Locke, Joshua D.	Martinez, Raymundo, Jr.
Jiron, Tomas	Keeton, Philip W.	LaMar, Dale A.	Lockhart, Kim	Marvin, William S.
Johnson, David L.	Keith, Troy A.	LaRue, Robert G.	Lokey, Jerry R.	Masie, Stephen
Johnson, Don W.	Kelley, James G.	Lainez, Aristides	Lollar, Jeremy K.	Mason, Eric K.
Johnson, Doris A.	Kelley, Raymond E.	Lainez, Geovanni A.	London, Cody A.	Mason, Homer M.
Johnson, Gary	Kelly, Matthew M.	Lainez, Luis E.	Long, Calvin H., Jr.	Mass, David B.
Johnson, James E.	Kembel, Richard L.	Lainez, Oscar M.	Long, David H.	Mathis, Christopher D.
Johnson, Jayne E.	Kenigson, Roger	Lainez, Ricardo A.	Long, Dustin R.	Matson, Darin M.
Johnson, Michael A.	Kenley, Thomas L.	Lainez-Molina, Rene A.	Long, George	Matthews, Russell J.
Johnson, Regina L.	Kent, Jim H.	Lamb, Jeffrey S.	Long, Terry	Matthews, Russell L.
Johnson, Susan K.	Kent, Richard L.	Land, Aaron P.	Long, Terry L.	May, Don J.

Maynard, J. Lynn	Medlock, Van D.	Morrison, Troy R.	Nutt, Howard S.	Pena, Patricia M.
Maynard, Tommy	Mejicano, Jose R.	Morse, A. Rebecca	O'Brien, Kerry R.	Pentecost, Margaret
Mayo, Stephen R.	Melton, Chase	Morton, Donna I.	O'Brien, Steven	Peoples, Cynthia L.
Mayse, Danny	Melton, Deborah	Moser, Charles E.	Oczkowicz, Thomas J.	Perdue, Franklin R.
Mayton, Gilbert V.	Melton, Ray K.	Moses, Michael R.	Oden, Robbie J.	Perez, Cipriano
Mayton, Tommy G.	Melton, William L.	Mosley, Frank W.	Oldfield, Russell M.	Perez-Patraca, Rafael
McAdams, David B.	Meredith, Deborah A.	Mossner, Stephen P.	Oldham, Quentin	Perkins, Robert W.
McCarley, James R.	Mes, Oscar J.	Mullins, Andrew D.	Oliver, Elgin C.	Perry, Julia A.
McCaskill, Barbara A.	Miles, James W.	Muncy, David J.	Orange, Brian L.	Perry, William L.
McConnell, Jay P.	Miller, Dennis G.	Munsey, Wesley L.	Orrell, Samuel J.	Peterson, Jerry L., Jr.
McCord, Clinton	Miller, Gary L.	Murphree, Stanley R.	Orrell, Tony L.	Petralia, Karen L.
McCormack, Janice L.	Miller, Jeremy S.	Murphy, Dessa	Ortega, Mario	Pettus, Phillip J.
McCormick, Garry T.	Miller, Michael D., Jr.	Myers, David K.	Ortt, Steve A.	Petty, Cecelia L.
McCoy, Janet M.	Miller, Richard	Nance, George F., Jr.	Osborn, Forrest A.	Petty, John W.
McCoy, Kevin D.	Miller, Scotty J.	Nash, Julian T.	Overstreet, Timothy J.	Petty, Randy
McCoy, Ronnie T.	Miller, Wayne R.	Nash, Matthew E.	Overton, Mary C.	Pfaff, William J.
McCrary, Lynette K.	Milligan, Jerry D.	Nava-Perez, Jorge	Owens, Estell L.	Phillips, Bobby D.
McDaniel, Cindy T.	Millraney, Johnnie E.	NeSmith, Harlan W.	Owens, Larry	Phillips, John E.
McDowell, David L.	Mills, Mandy R.	Neal, Samuel D.	Pacheco, Joe	Phillips, Kevin R.
McElhaney, Kenneth H.	Mills, Samuel L.	Neely, Billy J.	Pack, Billy E.	Phillips, Leonard D.
McElroy, Michelle L.	Miniard, Tony R.	Neely, Jerome C.*	Padgett, Timothy R.	Phillips, Lois M.
McGee, Jimmy L.	Mitchell, Anthony R.	Neely, Michael J.*	Page, Dwight D., Jr.	Phillips, Michael E.
McGee, Mark W.	Mitchell, Bobby L.	Neland, Patrick H.	Page, Mark	Phillips, Micheal W.
McGinnis, Phillip L.	Mitchell, Gary W.	Nelson, Ann M.	Page, Richard D.	Phillips, Ronnie W.
McGlothlin, Corlius R.	Mofield, Andrea M.	Nelson, Estel H.	Papineau, Damita J.	Phillips, Vicky R.
McGowan, Willie B.	Mofield, Freddie W.	Newlin, Joe E.	Parham, Sammy M.	Phillips, Wanda S.
McGraw, Dennis A.	Molina, Karla	Newman, Milisia J.	Parham, Sidney E.	Pickel, Jerry W.*
McGuire, Jason O.	Money, Robert L.	Newsom, Claude	Parish, Timmy G.	Pickens, Robert D.
McGuire, Odell	Montgomery, Lloyd E.	Newsom, Leslie F.	Parker, Donald E., Jr.	Pickett, David L.
McHale, Patrick	Montgomery, Robert B.	Newsom, Natalie M.	Parks, Jane S.	Pickett, Jimmy L.
McHolan, Billy E.	Montgomery, Ryan A.	Niccum, David L.	Parks, Mary T.	Pierce, Stanley D.
McKee, Stephen L.	Moody, Kim M.	Nichols, James E.	Pate, Joseph M.	Pilant, Gregory W.
McKinley, John T.	Moody, Tony L.	Nickens, Steve	Pate, Steven L.	Pine, Wendy W.
McKinney, Jeremy	Mooneyham, Kimberly R.	Nix, Billy R.	Paton, Richard A.	Pinkley, Kendra J.
McLemore, Michael W.	Moonshower, Susan M.	Nix, Ricky J.	Patraca, Dionisio P.	Pipkin, Charles E.
McLeod, Linda K.	Moore, Jennifer L.	Nix, Timothy L.	Patton, James A., Jr.	Pipkin, Charlie
McMahon, James E.	Moore, Nancy N.	Nixon, Tony D.	Patton, Paul A.	Pippin, Donny R.
McMillian, Barbara L.	Moore, Sylvia R.	Noble, Roy D.	Payne, John C.	Pippin, Jackie D.
McMillian, David C.	Moore, Tracy L.	Noon, Harlett F.	Pearson, Paula E.	Ploufee, Philip
McPhearson, Perry L.	Moran, Steven G.	Noonan, Michael T.	Pearson, Sara B.	Pollard, Isreal
McReynolds, Steven T.	Morgan, Dale W.	Norris, Eric W.	Peden, Harold D.	Ponce, Javier
Meadows, Mark	Morris, Doyle T.	Norrod, Kevin D.	Peek, Stephen E.	Poole, Heather L.
Meadows, Toran J.	Morris, Ricky D.	Norwood, Douglas L.	Pegg, John D.	Poole, Joseph M., Sr.
Mears, Fred R.	Morrison, Hugh, Jr.	Nutt, Eric L.	Pelham, Harold G.	Poole, Lisa K.

Pope, Jeremy A.
Pope, Ronnie L.
Porter, Charles A.
Porter, Everett L.
Porterfield, Christopher S.
Posey, Chad R.
Posey, Rickey
Poston, Jimmy C.
Potts, Daniel W.
Pounders, Benny R.
Pounders, Scott W.
Powell, Danny K.
Powell, Patty K.
Powell, Teddy L.
Powers, Gary
Powers, Gregory
P'pool, Robbin R.
Pratt, Jimmy D.
Prentice, Clifford T.
Price, Jeffrey L.
Price, Wilma T.
Pruett, Edward M.
Pulice, Michael D.
Pyles, Gobel T.
Quaintance, Christopher J.
Qualls, Brian E.
Qualls, Janice W.
Quebodeaux, Tommy, Jr.
Quertermous, Darrell W.
Query, Tom O.
Ragland, Michael L.
Ragsdale, Clyde E.
Ramirez, Fernando N.
Ramirez, Joel A.
Ramirez, Jose E.
Ramirez, William E.
Ramos, Javier R.
Ramsey, Stephen
Ranard, Donald D.
Randolph, Roger D.
Ratliff, Jeremy R.
Rauch, Bryan K.
Ray, Freeman A.
Reale, Edward P.

Reavis, James M.
Rechter, Benjamin C.*
Rechter, Benjamin R.*
Rechter, Dan S.*
Rechter, David W.*
Rechter, Jana L.*
Rechter, Mark R.*
Rechter, Richard P.*
Rechter, Richard P., II*
Rechter, Samuel R.*
Redmon, Michael D.
Reed, Gary W.
Reed, Keith R.
Reed, Robert E.
Reed, Stacie L.
Reihl, Ronald A.
Renaker, Jay D., II
Reynolds, Edward E.
Reynolds, Mark G.
Rhodes, Britt D.
Rice, James R.
Richard, Robert G.
Richardson, Danny R.
Richardson, David A.
Richardson, James A.
Ricketts, Tony L.
Riedmueller, Edwin A.
Riley, Donna L.
Risner, Billy W.
Risner, Trevor B.
Ritchey, Norman R.
Roberts, Dawna F.
Roberts, Derek M.
Roberts, James E.
Roberts, Jimmy H.
Roberts, Robin L.
Robertson, Daniel R.
Robinette, Matt C.
Robinson, Jacqueline
Robinson, James R.
Robinson, Kenneth C.
Robinson, Tara L.
Rodman, John T.
Rodriguez, Jose I.

Rodriguez, Jose T.
Rogers, Tumber
Roland, Roy
Romano, Walter G., Jr.
Rood, Dewayne J.
Rood, Robert W.
Roose, David L.
Rose, Robin K.
Rowe, Ronald E.
Rowe, Wendell J.
Rowlins, Ricky S.
Ruiz, Jaime H.
Rumsey, Margaret J.
Rumsey, Paul R.
Runions, Stephen M.
Russell, Wendy A.
Russom, Angela P.
Rutherford, David
Rutledge, Alesa S.
Sadler, Jimmy R.
Salazar, Guadalupe
Salinas Ochoa, Joaquin A.
Salters, Billy R.
Salters, Casey
Salyers, Roger D.
Sandelovich, Michael J.
Sanders, Leslie J.
Sanford, William R.
Santi, David L.
Saul, Chuck L.
Sawyer, William R.
Scanlon, Mark
Scarberry, David L.
Scarberry, Joshua L.
Scheidler, Jason C.
Schittini, German R.
Scott, Jeffrey D.
Scott, Mark
Scott, Phillip L.
Scott, Tim
Scott, William L.
Scruggs, Tara M.
Seepe, Edwin G.
Sego, Samuel B.

Self, Glenis F.
Self, Matthew G.
Settles, Chris J.
Sexton, Jeffrey N.
Shadowens, Jackie W.
Shake, Mark D.
Shanklin, Robert J.
Shanklin, Tammy G.
Shannon, Ernie S., III
Sharp, Daniel L.
Shaver, Scott
Shelton, Archie W.
Shelton, Glenn J.
Shelton, Kim P.
Shepherd, Benjamin S.
Sherrill, Shirley W.
Sherrod, Jeffrey
Shields, Robert D.
Shinn, James R., Sr.
Shipp, Anthony L.
Sievers, Paul E.
Sigler, Jason M.
Sigo, Robert D
Simmons, Christopher B.
Simonton, Harlan D.
Simpson, Janice S.
Sims, Lenora M.
Singleton, Robert T.
Singleton, Shelly D.
Sitzlar, Paul
Skaggs, Brian K.
Skelton, Anthony D.
Skelton, James R.
Skinner, Michael R.
Sledge, Zachary T.
Sluss, Ernest R.
Smith, Anthony D.
Smith, Billie B.
Smith, Dale R.
Smith, J. C.
Smith, James L.
Smith, Jerry W.
Smith, John M.
Smith, John T.

Smith, John T., II
Smith, Kathy L.
Smith, Kevin A.
Smith, Kyle
Smith, Linda S.
Smith, Michael R.
Smith, Randall B.
Smith, Rhonda L.
Smith, Robert D.
Smith, Robert W.
Smith, Scott B.
Smith, Timothy B.
Smith, Timothy W.
Smitha, John W.
Snyder, John W.
Sons, Jamie R.
Sons, Lori L.
Sons, Sydney R.
Sossong, Terrance P.
Soto, Jose V.
Sparkman, Howard
Spengler, Paul L.
Spinks, Jody L.
Spivy, Margaret D.
St. John, Michael E.
Stafford, Paul W.
Staggs, Jeremy K.
Staggs, Raymond K.
Staggs, Steve A.
Stallings, Michael D.
Stallworth, John D.
Stamps, Gaylon K.
Stangle, Stephen L.
Starks, David E.
Stearley, Thomas F.
Steidl, Eric M.
Steinmetz, Anthony W., Jr.
Steinway, Danny M.
Steinway, Tony M.
Stephens, Mark A.
Stephens, William G., Jr.
Stepp, Daniel K.
Stepp, Levi A.
Stevens, Karen M.

Stevens, William R.
Stevenson, Barry
Stewart, Jerry W.
Stewart, Robert L.
Stobaugh, Joe P.
Stoess, Barry W.
Stokes, Tammy R.
Stone, Chad R.
Stone, Marshall D.
Stowers, Joey D.
Strange, Mark A.
Stratton, Kenneth N.
Stribling, Robert N.
Sullivan, Christy A.
Sullivan, Larry S.
Sullivan, Larry W.
Sullivan, Randy D.
Sullivan, Timothy R.
Sult, Douglas K.
Summar, Joshua G.
Summers, Eddie B.
Summers, Frank E.
Summers, Keith E.
Summerville, Travis C.
Swendiman, Zena H.
Swift, Robert W.
Swinney, Gregory B.
Sykes, Chester L.
Sykes, Jason L.
Sykes, Nathan A.
Tabor, Caryon S.
Tanksley, Larry A.
Tapley, Gary L.
Tapp, Daryl J.
Tapper, Matthew T.
Taylor, Chad D.
Taylor, Darrell L.
Taylor, David L., Jr.
Taylor, David R.
Taylor, Diena M.
Taylor, Ernest P.
Taylor, Jeffrey C.
Taylor, Larry W.
Taylor, Michael L.

Taylor, Richard L.
Teer, John R.
Teising, Mark A.
Terrell, Beth A.
Terry, Bennie F.
Terry, Herbert R.
Teske, John R.
Thomas, Barry T.
Thomas, Bobby
Thomas, Donnie R.
Thomas, William J.
Thompson, Arter V.
Thompson, Charlie L.
Thompson, Davy L.
Thompson, James F.
Thompson, Kenneth W., Jr.
Thompson, Robert L.
Thompson, Tony A.
Thorpe, Harry
Threlkel, Angie M.
Thurman, Thomas E.
Thurston, Tony A.
Tidwell, Clellan
Tinsley, Dwight J.
Tinsley, Jeffery B.
Tinsley, Michael E.
Tipton, Dwight A.
Tobitt, Brandon E.
Tobitt, Jimmy L.
Tobitt, Travis L.
Todd, Samuel L.
Toney, Lee B.
Topping, Harold V., Sr.
Torphy, William M.
Torres, Lorenzo J.
Townsend, Joel B.
Travis, James R.
Travis, Terri A.
Tucker, Joseph A.
Tucker, Justin N.
Tucker, Kenny J.
Turentine, Clifford E.
Turner, Kathleen
Turner, Larry W.

Turner, Richard
Upchurch, Terry L.
Vail, Toma J.
Valdez, Larry
Valencia, Arcenio
Valenzuela, Byron
Valenzuela, Jose A.
Van Fleet, Dustin H.
Vanderwall, Janette M.
Vandeventer, Jennifer L.
Veech, Raymond E.
Vibbert, Kory A.
Villa, Arturo
Villasenor, Jose J.
Vincent, Justin D.
Waddle, Jerry R.
Wadher, Bhagwanji S.
Wadsworth, Ray L.
Wagoner, Melissa A.
Waits, Cecil L.
Walden, Jeffery D.
Waldridge, Timothy M.
Walker, Bradley A.
Walker, Teresa L.
Walker, Timothy C.
Wallace, Bonita
Wallace, Laura C.
Waller, Gregory J.
Walls, Alvin D.
Wanamaker, Brian R.
Ward, Jeffrey A.
Ward, Robert E.
Warden, James E.
Warden, Stephen W.
Warren, Eric D.
Warren, James D.
Warren, Richard
Wasson, Daniel J.
Watson, James T.
Watson, Manuel E.
Watters, Ricky L.
Weaver, Dameon D.
Webb, Gary L.
Webb, James R.

Webb, Kevin L.
Webb, Steven R.
Webster, Jason W.
Weddington, Randy H.
Welcher, David G.
Wenther, Stephanie L.
West, Randall G.
West, Ronnie D.
West, Teresa A.
Wever, Alan K.
Whaley, Donald E.
Wheeler, George L.
Wheeler, Michael W.
Wheeler, Timothy E.
White, Allen G.
White, Brandon L.
White, Nakayln C.
White, Richard E.
Whitehouse, Joseph A.
Whiteley, Jonathan D.
Whittaker, Leslie M.
Whitworth, James A.
Wick, Michael F.
Wickens, Brenda K.
Wickens, Troy K.
Wiegel, Chris R.
Wilkerson, Randall E.
Wilkes, Michael L.
Williams, Adrienne D.
Williams, Andrew W.
Williams, Brenda J.
Williams, David R.
Williams, Ernest J.
Williams, Larry E.
Williams, Linda B.
Williams, Matt S.
Williams, Scott H.
Williams, Susan C.
Williams, Teresa J.
Williams, Timothy A.
Williams, Timothy J.
Williams, Todd A.
Williams, Trey A.
Williams, Vernon L.

Willis, Kenneth R., Jr.
Willis, Phillip D.
Willis, Scotty B.
Willis, Travis L.
Wilson, David E.
Wilson, Timothy E.
Wilson, Tisha L.
Winters, Pamela
Wittenmyer, Steven B.
Wolaver, Blake H.
Wolaver, Bryan C.
Wolfe, Elaine G.
Woodard, James R.
Woodard, Joseph S.
Woodruff, Mark K.
Woods, Charles F.
Woods, Robert E.
Woods, Vicki L.
Wooten, Angela D.
Wright, Alonzo H.
Wright, Harold T.
Wright, James L.
Wright, Joseph L.
Wright, Wendy
Wright, William D.
Wyatt, Venus Nikki
Wyman, Rose M.
Wynn, Randy G.
Wytiaz, Ken
Yates, James M.
Yeryar, Gary D.
Yeryar, Jeremy J.
Yinger, Michael
Yoder, Ronald W.
York, Michael I.
Younan-Natour, Manal
Young, Allan W.
Young, David S.
Young, Jamie K.
Young, Robert W.
Youngblood, James M., Jr.
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Zilic, Enes

Appendix E

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Samuel David Neal
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Rogers Group is as all-American as all-American gets. Ralph Rogers, the industrious founder of this rock-quarrying and road-construction company, knew as much about crushing rocks as John Rockefeller knew about drilling for oil and as much as Norman Rockwell knew about oil paintings. In every respect Rogers Group is an all-American institution. . . . Today, Rogers Group is an American icon, the largest family-run rock quarry business in the nation. The company embodies the traits of its founder: hard work, loyalty, and family values is the trilogy the firm lives by. I hope you find the tales of Ralph Rogers the rock crusher as fun and exciting as I did. Sit down and enjoy a fascinating tale and strikingly illustrated history. Regardless of your familiarity with the company, this book will either deepen your beliefs or make you a believer in Rogers Group.

Dan McNichol

Author, The Roads That Built America

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