



MANATTS

MIRROR

SUMMER 2020

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*COVER – TREVOR MARTIN, READY MIX SAFETY SPECIALIST



In a world that is full of change and uncertainty, it can be overwhelming to handle at times. However, there are many situations and responses that you can control through a variety of ways. Take control of what you, individually, can control; attitude, safety, response, the list goes on. You will hear from our leaders on how they think about “controlling what you can control” at Manatt’s, and how not to waste energy on the situations that are out of our control. That will allow all of us to have a safe and positive work environment we all strive to have! Have each others back out there and stay safe the rest of the season!

WILL DIETTER – METRO – WASHES DOWN THE READY MIX TRUCK BEFORE HEADING BACK OUT TO JOBSITE

FROM THE PRESIDENT

Brian Manatt

I continue to learn in my leadership journey how little control we truly have, and the pandemic has only reinforced that. In fact, it seems that the only thing we really can control is how we react to things outside of our control. Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) are the norm now and striving for control is a lost cause. My focus has been preparing and leading the company and myself to thrive in these times. The command and control strategies and “I say, you do” leadership is part of the past and no longer effective, which is why we are making the transition to a Team of Teams concept inspired by General Stanley McChrystal:

“The solution devised was a ‘team of teams’ – an organization within which the relationships between constituent teams resembled those between individuals on a single team: teams that had traditionally resided in separate silos would now have to become fused to one another via trust and purpose.” – McChrystal

We are seeing this play out across the divisions of Manatt’s and are making this a priority across the Manatt Family of Businesses. We are beginning the shift from control and power to ownership and accountability. When we as leaders surrender the outcome to focus on setting the standards and expectations, serving our employees, providing them the resources, and holding true to our values, we allow our employees to grow to be the best version of themselves. Giving them the power to make decisions, while offering feedback and holding them accountable for their commitments, will be our new normal. It will be a culture that produces amazing results, allows our people to reach their full potential, and thrive in VUCA.

Another area this concept comes into play is around the safety of our teams and employees. It is



LL PELLING PAVING AT THE NEW WILLIAMSBURG FOOTBALL FIELD WHILE A MANATTS READY MIX TRUCK HELPS TO POUR THE DRIVEWAY! MANATTS FAMILY OF BUSINESSES AT WORK!

Manatt’s Mission Statement, **“Safely doing everything we do better than anyone else.”** These words are on our walls. These words come up in almost every Mirror article and many group meetings. But it needs to be more than that. We have to raise the standards on accountability and set expectations that ensure our family members are getting home safe every single night. We need the Team of Teams concept in place where the silos are broken down, no command and control, continue to challenge each other and our leaders, and the mindset that safety is equal to production every time in every situation.

>>> **CONTINUED**

On July 13, Darren Austin joined the Manatt's, Inc. family as Chief Risk Officer (CRO). His bio will be shared later in the issue. This is not a role Manatt's has had in the past, but this is another great example of taking the right steps in our safety and accountability journey. Darren's leadership role will cover all the safety, environmental, property & casualty insurance, workers compensation and bonding for our organization. He is an addition to our already strong safety and risk management team, and we look forward to having him as part of our family. Darren will lead us to having best in class safety culture, policies and procedures, the right teams and people in place, and prepare us to respond to challenging situations that occur. I think we can all agree that the year 2020 has thrown a lot of curve balls, and although we have been grateful to be an essential workforce and having a successful year thus far, we are all experiencing different struggles personally. We ask each one of you to help us move forward in this journey and Team of Teams concept. "Become fused to one another via trust and purpose." Together, we will make the difference and we need each one of our family members to unite, share the commitment, and make our values and

vision a reality. Control what we do have control of, which is how we react to things we cannot control.



AN UNSEASONABLY COOL DAY FOR THE PAVING CREW IN AUGUST ON HIGHWAY 30 IN STORY COUNTY



DOWN THE CHUTE

by Adam Manatt

Every CDP has been there. You start backing up to where the contractor wants his mud. There are people, signposts, rebar pieces, mailboxes, buildings, contractor's tools, kid's toys, and all other manner of hazards and obstacles between you and where the concrete needs to go. The drum is spinning, you can hear the ready mix sliding up and down the sides of the barrel just behind you. The strobe light's intermittent glare reflects off surfaces all around. Looking out, you can see and feel that the ground is soft and starting to yield as you get closer to the hole. The contractor is yelling to hurry up.

Every day we are faced with challenges and decision points in our jobs. How we choose to respond—especially to the little things—is the key determiner of our shared success. Do we stop and examine the potential hazards before proceeding? What adjustments do we make? When we arrive, do we exit that cab (with three points of contact) and put on a big smile and give a happy greeting? Do we answer the phone or greet a visitor with a fresh, positive attitude, putting aside the feelings and emotions from what we have been doing?

Do we do all of these things every time, every task, every day? Are we safely doing everything we do better than everyone else?

A shout out to Nick O'Halloran, CDP out of Brooklyn-Products, for inspiring this article. When Lee asked me to write about controlling what we can control, this example of a CDP doing the little things

right was the first thing that came to mind. Trevor Martin, our Ready Mix Safety Specialist, relayed to me how he witnessed Nick stop truck 33 in the middle of a pour to adjust his chutes so he didn't contact a post on a jobsite.



NICK O'HALLORAN, BROOKLYN PRODUCTS

No matter our role, these tiny decisions in the midst of the overall battle are what set us apart and exemplify our values, vision and purpose.

In our "Ready Mix Town Hall" meeting at the end of July, one of the big things I shared with the group was that we are seeing an uptick in our lost loads. Yes, that is significant because it is lost profits. It is also important because it indicates how well we are sweating the small stuff. Most of our lost loads are due in some part to human error or complacency.

Another place that we must be wary of complacency—and coincidentally that also came up during the meeting—is keeping the dangers of COVID-19 at the front of our minds. We have done a good job of keeping the pandemic from significantly altering our business through diligence and good decisions. Continuing to socially distance, maintaining impeccable hygiene, and wearing masks around others is crucial to our ability to keep going to work every day.



>>> CONTINUED

We are all counting on each other, every person, every role, to make appropriate decisions to keep ourself and everyone around us safe and healthy.

All the way back to the Manager's Meetings in early February and the CDP trainings, the message for this year was the importance of safety over production. Unfortunately, we have seen too many instances where our old habits and "get'er done" attitudes have led the way. As we all know now, if we didn't before, this can be a life changing decision.

We must consider safety the priority. Once we know we can do it safely, we need to figure out how to get the job done.



Everyone—in Ready Mix, and across the company—has the ability and duty to shut down unsafe practices and behaviors. That means stopping equipment, trucks, plants, jobs, anything that we have to so that we ensure we have each others' backs and keep our **Family** safe.

BROOKE RUSSELL FROM WATERLOO PREPPING FOR NEXT DELIVERY



No one thinks that tightening a bolt is going to change their life. We all know that it can have that big an impact. Taking the time to stop, slow down and/or ensure that we are doing things the right way by placing "Safety Over Production" must be our mantra. Protecting each other and ensuring everyone goes home safe each night must be our passion.

Overall, we are having a good year. Our revenues have been strong thanks to efficient use of equipment and being smart about our manpower. We are doing so many things right that help us be **great on purpose** and the company that others aspire to be ... we can continue to reset our standards of excellence by becoming the safest and most caring workplace.

One other means we are considering to help achieve our **Human Potential** and live and perform with **Excellence** is that we are demoing in-cab cameras. We are presently in a 90-day trial with both Lytx and SmartDrive dash cams, looking at whether this tool (which includes both forward and driver facing cameras, as well as some with reverse and side cameras) will be a good fit for us in improving our fleet safety and protecting us from claims by other motorists. We are only a few days into the trial, so it is too soon to share results or our future direction, but more to come on this topic!

BEHIND THE BUMPER

by Greg Manatt

With the 2020 season underway, it's been an interesting start. No one could have predicted a global pandemic that hit right as we were gearing up for the season. With all the uncertainty, I have been impressed by the response and dedication of the workforce to safely continue working during these uncharted times. Routinely cleaning workspaces, social distancing, working from home when possible, and being aware of your health are just a few examples of everyone doing their part to keep our Manatt Family safe.

The equipment department has been diligently working this spring on disposing of unused and under-utilized equipment company wide. This is something we do every year, but this spring we took a closer look and have been able to generate considerably more assets for disposal. This has been accomplished with coordination from Brian Schulz, Jim Bim, Dale Frascht, and multiple division leaders. We know as we continue to “Unite As One” that we can become more efficient and effective by working together and sharing resources.

A considerable amount of time this summer was spent refinishing the Brooklyn truck shop floor. It is the original shop floor from the early 60's and was in need of a refresh. It had pitted and worn over the many years of maintaining our fleet. The floor was ground down and leveled. It is now safer and more efficient for the mechanics to do their job! Thanks to everyone who helped on the project, as all labor was completed in house. It looks great! If you're in Brooklyn and haven't seen it yet, make sure you stop by and take a look.

The trucking division received two new Mack Anthem day cabs in July that were delayed due to the Mack truck factory in Allentown, PA shutting down for COVID precautions. They are pulling new Heil 1040 cubic feet cement tankers out of Waterloo, to be driven by Wayne Tschumper and Jake Simon. With these two new additions, trucking has more capacity to take care of the businesses growing needs.

Continue living the values- **Family**, **Excellence**, and **Human Potential** and have a safe finish to the season!

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ONE OF TWO NEW MACK ANTHEM DAY CABS ADDED TO THE FLEET!

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THE MEANING OF : E + R = O

by Tony Manatt

Have ya ever set out to do something or change something you had no control over? It's a feeling like no other.

We have come to discover a simple equation. It's quite simple: $E + R = O$ It stands for situations that happen around us, all the time, every day. The E stands for Events. Events happen all day long to everyone on this earth. Events are things that trigger our reactions. That's right, R stands for Reactions. Just think about how we respond to events that we don't really have control over and the outcome that all the events bring about in our days. And you guessed it, the O in the equation is the "Outcome" of these endless events.

So let's review.... what do we really have control over? If it's not the events that happen to us every day, and it's not the outcome then it's got to be the "R" in this simple example. It's the response we have to the events in our day that can impact the outcome of these events and how they effect people around us.

Here is the important part, it's the only thing we have control over. That's right, the control of the response to events. We can have a positive effect or a negative effect on the outcome. Consider the impact we have on others around us and how our messages get sent out to those who we impact. It is a very powerful tool, the way we are perceived, helpful or harmful, happy or sad, motivating or draining. It's us who get to choose how we impact the outcome. Try it sometime. It really works well when we are consistent in our behavior. Those people around positive individuals are more likely to have a following that spreads good vibes. As leaders and co workers of a great company, we owe it to each other to show up well and be helpful in the areas we can control. Because we all know there are so many areas we can't control in this crazy world we live in.

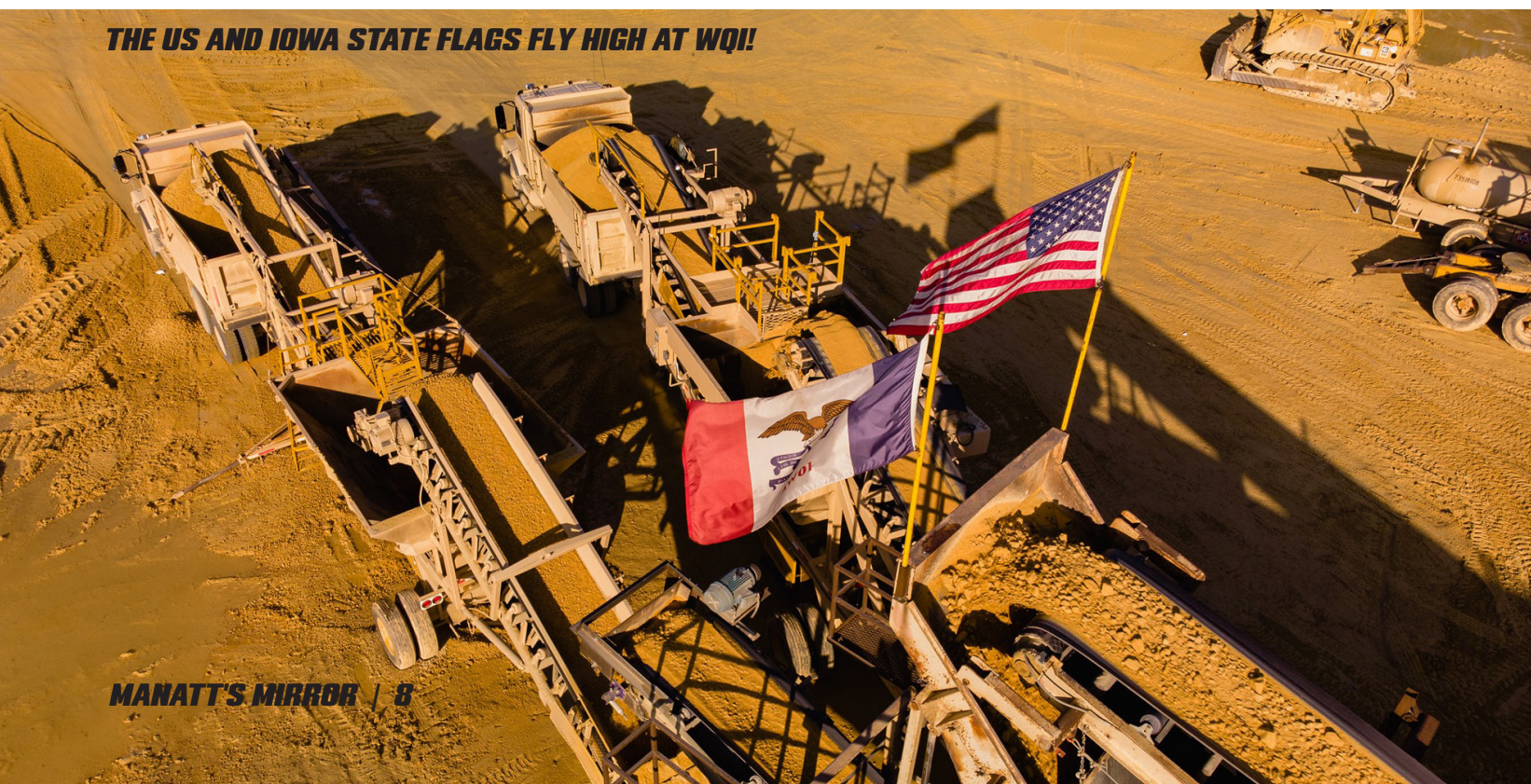
Let's use this power for the good and spread the culture this company stands for. Our company Values are: **Family** - sharing a faithful commitment to each other. **Excellence** - being great on purpose. **Human Potential** - aspire to be the best version of ourselves and believing in each other.

This guiding light is like true north. It's our sub-conscience that drives our actions for positive responses that dictates our outcomes. Try from this day forward to use what powers we do have for the good.

"Thank you" for all you do to make this company a great place to work and for what we get done together.



THE US AND IOWA STATE FLAGS FLY HIGH AT WQI!



LEANING INTO THE WIND

by Andy Day, Chief Human Resources Officer

Growing up in Missouri, we learned quickly the power of the wind. It was often said around the dinner table that, “when the wind blows, you must lean into it, keep your head down and put one foot in front of the other”. I can think of no better analogy than that when it comes to what we’ve been up against this year at the Manatt Family of Businesses. Headwind. Strong and in our face at every turn.

not living in a world of reactivity alone.

The first half of 2020 is a case study in the balance between being proactive and reactive. We can’t control the forces of nature, external business pressure or unpredictable people. But we can have a plan, as well as control how we adapt and pivot from that plan. This year, like many before, we set out to achieve several goals as a company. The least of which was to



NEWTON ASPHALT CREW FINISHING UP WORK ON HIGHWAY 146 NEAR GRINNELL, IOWA

Let’s face it, the pandemic has affected us all in one way or another. The war for talent is at an all-time high and our markets continue to shift. Also this year, we’ve experienced injuries to our workforce that have us questioning whether we’re doing enough to prioritize “Safety Over Production”. Headwind, plain and simple.

Despite the ever-changing landscape of work and the headwinds we’re up against, I am proud of what we’ve accomplished thus far in 2020. We continue to see and hear stories of strength, perseverance and dedication from our teams who are working hard every day to get the job done safely. And I firmly believe that comes from controlling what we can control and

grow our financial performance.

2018 and 2019 were challenging years with the weather, as most of you remember. Additionally, we set a goal to improve our Employee Engagement scores in areas of feedback, open and honest communication and compensation tied to performance. We also set goals to expand the use of performance management tools, expand HR, Finance and IT services to the rest of the Manatt Family of Businesses and enhance our Safety culture. We also set several goals around our Finance and IT capability. All in, we came into the year optimistic that these projects, along with a good production year, would be the ticket. And then...the pandemic. Rather than sit back and see what

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would happen, we pivoted and created a Pandemic Response Team (PRT) with the sole purpose of creating a safe work environment that would allow us to begin our construction season on time. We did just that. We had so many people pulling in the same direction and staying disciplined to what we knew had to happen for us to achieve that lofty goal.

The PRT spent many hours pouring over every resource we could get our hands on. From the CDC's guidance to best practice sharing with other companies, we scoured the world for solutions to everyday problems we could anticipate. The team spent countless hours acquiring cleaning supplies, getting them out to the crews, and we did our best to keep everyone up to speed on what was happening as the world changed around us.

Another shift in focus came when we lost a key player in the Safety department. As happy as we are for Clay Prior's retirement, it left a big hole. So, we pivoted again and decided to add a Chief Risk Officer to further our Safety culture. We're excited to have Darren Austin on the Manatt team, and he is already



JAMES DAY AT THE CONTROLS

bringing tremendous value as we evolve our focus on the mission.

As we continue through this ever-challenging year, I look forward to seeing what we can accomplish. I believe the things we are doing are allowing us to cope with headwind, while maintaining our focus on the plan. Controlling what we can control and responding to whatever comes our way.

Thank you for all you're doing to make our family successful and as always, "lean into the wind".

JAMES DAY (BOTTOM LEFT) AND BRANDON HENNING (TOP OF MILL), NEWTON MILLING, MAKING LIGHT WORK OF THE PARKING LOT JOB AT MARSHALTON HIGH SCHOOL



CONSTRUCTION SERVICES



CONTRIBUTIONS FROM:

TIM TOMETICH

JOEL ROBINSON

SCOTT JOHNSON

DAVE SCHINCKEL

PHILIPPEE GUTIERREZ LOADS REBAR ON THE HIGHWAY 30 PROJECT IN TAMA COUNTY

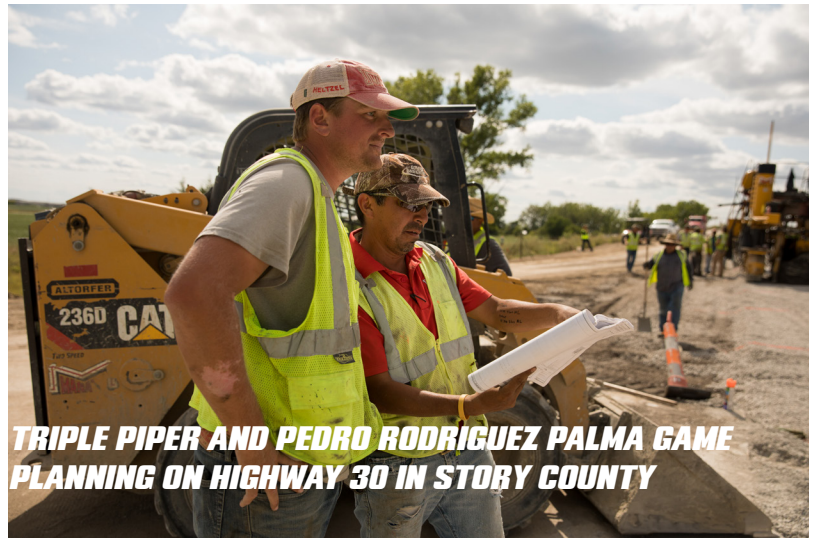
PCC & PROJECTS

from Tim Tometich

The year 2020 will go down as one of the most challenging and difficult years in modern history. The pandemic has caused so many lives lost and so many disruptions to our way of life. It seems the world is literally changing around us in so many ways. Some for the better and some not. I have always felt that there are things in life that we can control and some things we cannot. This is also represented in so many industries, but none more so than the construction industry. Construction is considered one of the riskiest businesses out there, mostly because of all the things out of our control. We have so many risks that are out of our control, but parts of these risks below can be mitigated:

- WEATHER •ECONOMY •SITE CONDITIONS
- SUPPLY •SAFETY HAZARDS •MATERIALS
- LABOR SHORTAGE •THEFT/DAMAGE
- PERMITTING •SUB-CONTRACTORS
- UTILITIES •INCOMPLETE DRAWINGS

Just like all of the things we have going on all around us, we need to concentrate on the things we can control. We cannot control the pandemic, we cannot control the weather, we cannot control the economy. However, we can limit our risks on things like safety, site conditions, theft and others. We need to have the foresight and experience to put ourselves in the best position to have **Excellence** in everything we do. No, we cannot always control site conditions, but we can control how we make choices when it comes to safety regarding those conditions. Everyone of us



TRIPLE PIPER AND PEDRO RODRIGUEZ PALMA GAME PLANNING ON HIGHWAY 30 IN STORY COUNTY

makes choices everyday and each and everyone of us has a stake in safety. The first thing that comes to mind before we perform a task should be, “how do we perform this task while being safe?” No, we cannot control the weather, but we can control how prepared we are when rain comes our way and what we can do next. All we can do is gather as much information as possible to make the best decisions and not stress over the things that are out of our control.



ARTURO SANCHEZ ENJOYING THE RIDE AND CRACKING SMILE FOR THE CAMERA ON HIGHWAY 30 IN STORY COUNTY

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The PCC Paving and Projects Division has had a good start to the year. We have wrapped carry-over work on Highway 30 in Benton and Cedar-Linn Counties, as well as the Grinnell Airport Project. We have also completed the Knoxville Airport, as well as an overlay project near Keota in Keokuk County.

We are currently in the middle of four projects at the time this article is written. We have the Southeast Iowa Airport in Burlington, Highway 30 in Nevada, Highway 30 in Tama County and an overlay in Pocahontas County. We have CJ Moyna doing the earthwork on the Tama and Nevada projects. Our dirt crews led by Brett Strong and Cecil Green are working on Tama County, Burlington and Pocahontas County projects.

Tom Dvorak's crushing crew has been at Knoxville Airport, Burlington Airport, Ankeny Ready

Mix and is now at the Bowser Quarry working for Wendling Quarries.

Our Tama County paving project has been underway since the beginning of July with Triple's paving crew. Tyler Busch, Ian Bristow, Josh Ingamels and plant crews have been out producing our yardage goals on most good days.

The Story County Highway 30 in Nevada has three phases of paving with the first phase finished. Triple's crew will bounce from the Tama project to the Nevada project for Phase 2, then back to Tama.

Kenny Alexander's Paving crew has been working in Nevada, Burlington and will be moving to Pocahontas County for a 16-mile overlay. His crew will probably end up finishing the final phase of the Story-Nevada Project.

Please stay safe and control what we can control the rest of the season! **47**

JOHN "MORT" FRAHM FOCUSES ON THE WORK IN FRONT OF HIM AT THE SOUTHEAST IOWA AIRPORT IN BURLINGTON, IOWA



NEWTON ASPHALT

What a season it has been so far! Everything from social distancing to trying to stay cool in this hot weather! Our crews have done a tremendous job working together this season to overcome any obstacles that came up. I am proud to report that while writing this article, the Newton Asphalt and Milling Divisions have gone 714 days without a lost-time accident. All of our crews have done a great job this season looking out for one another and having each other's back. Great job team!



The Newton Asphalt Division has a full workload for the remainder of the 2020 season. Going into

from Joel Robinson, Project Manager the Spring of 2020, we had roughly 50% of our season filled with jobs, varying in all shapes and sizes. In the



months of April and May, our office was very busy and we took on enough work to complete our 2020 season. With that said, our crews hit this season hard starting back in April.

Our highway projects this year include Highway 146 North of Grinnell, Highway F-27 West of

NEWTON MILLING CREW IS FULL STEAM AHEAD WITH THE WIRTGEN 250i IN MARSHALTOWN



>>> **CONTINUED**

Grinnell, Hwy 63 North of Hwy 6, Hwy 316 located South of Runnells, I-80 paved shoulders near Kellogg, and Hwy E-36 in Tama County. All these jobs combined add up to over 100,000 tons! The unique thing

about all of these projects is that all of them are different. Hwy 146 is an 8-mile, cold-in-place recycling project. Hwy 63 is a skip patch overlay project consisting of pavement scarification and HMA paving in four different locations. Tama County Hwy E-36 is a High Performance Thin Lift Overlay project that includes pavement scarification, subdrain, and will require some minor excavation and grading.



MIKE MCDONALD AND CREW IN ACTION NEAR GRINNELL, IOWA

also have a large tennis court project to pave at the Marshalltown High School. With all of the highway/commercial work mix, our crews have been very versatile this year.

Our team has done a great job this year with safety and quality. Mike McDonald and Steve Jordan have been leading our asphalt crew. This crew has been paving some very smooth projects. Eric Doty and his crew operate both our portable and Newton asphalt plants. It's looking like we will produce over 125,000 tons this year between both plants. Josh Sadler and his crew have been busy preparing a lot of our projects for paving and has already completed quite a few patching projects this season. Sally Slaven and her QMA team have been busy this season preparing over 40 different mix designs and ensuring we are producing the best, highest quality product for our customers!

Let's all continue to have a safe season and finish 2020 strong!



THE NEW HYVEE PARKING LOT IN NEWTON

Our commercial side has also seen a big year this year as we have a lot of work booked around the Newton-Marshalltown-Grinnell areas. Most of these are bigger parking lots including Ahrens Park (Grinnell), HyVee (Newton), Gates Hydraulics (Newton), and the Marshalltown High School Parking Lot. We



FINAL PRODUCT OF THE HARD WORK PUT INTO HIGHWAY 146

AMES

from Scott Johnson, General Superintendent

So far, the weather in 2020 has been much more conducive to our productivity than the economic climate has. The spring weather would have been perfect for us to get off to a great start, but the impact COVID-19 had on us didn't allow us to hit the ground

a 2" mill and fill on roughly 15 lane miles. It brought our dump trucks, asphalt paving, asphalt patch, and grade crews together along with a milling crew from Newton. Having been on interstate night work several times over the last few years, our guys were aware of what safety complications could arise. The crews got together every night to discuss any issues they thought they might run into from a safety standpoint and discussed the night's production goals. We ended the project with no incidents and put down one of the best stretches of asphalt on I-35 in central Iowa.

Our intake and concrete crews have spent the past several weeks on a reconstruction project on 11th Street in Boone that will eventually bring together every crew we have in Ames. They are building new intakes and putting new curb and gutter on a stretch of about 12 blocks that will be overlaid after we mill off the 2" of asphalt on the roadway. They have had smaller crew sizes and we couldn't be prouder of how well they have stepped in

to handle the extra workload.

We have recently started a project on Highway 65 that will once again bring almost all our personnel from the Ames division together. The general scope of



THE AMES ASPHALT CREW "OWNING THE NIGHT" ON I-35 SOUTH OF AMES

running like we had planned. Daily routines are much different around the Ames yards, plants, and offices this year. Crews are segregated to different buildings, our toolbox talks are done in much wider and distant circles now, and our morning meetings are held outside in smaller gatherings. Fist bumps and waves have taken the place of handshakes. Masks and hand sanitizer seem to have become as integral to our work life as our vests. Even with the extra obstacles in our paths, we have continued to produce some of the best pavements in the state.

The Ames division started off the summer with night paving on Interstate 35. The scope of the project was

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BRYCE STASSEN GIVES THE THUMBS UP TO THE PROFESSIONAL TRUCK DRIVER ON THE PAVE NEAR COLLINS, IOWA



>>> CONTINUED

the project was cold in-place recycling over a stretch of 12 miles with two lifts of highly elastic polymer asphalt over it. The grade and concrete crews have already spent several days there performing concrete patching and grading for guardrails. The last couple weeks the asphalt patch and asphalt paving crews have been putting in long hours to complete the base widening and intermediate course. The next task will be to finish the asphalt shoulders and the 1" HIPRO lift.

After purchasing the property to the north of the ready mix a couple years back, we have finally gotten it developed well enough to turn it into our new recycle yard. We have left our asphalt rubble and crushed asphalt up top in the same spot it has always been and turned the new yard down below into our concrete rubble and crushed concrete site. Corey Miller and his grade crew have spent countless

EXTRA SAFETY MEASURES WERE TAKEN TO KEEP TEAM MEMBERS SAFE WITH NIGHT WORK ON I-35 AS TEAM MEMBERS WORE LEG REFLECTORS



hours working the grade so it can handle the repeated stress the concrete mixers and dump trucks put on it. This has reduced traffic on the top yard, making it safer for our crew trucks to come and go from the top gates. 47

BIRDS EYE VIEW OF THE ASPHALT TRAIN ON HIGHWAY 65 IN COLLINS, IOWA

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SUBDRAIN, SEALCOAT, STABILIZATION

from Dave Schinckel

This construction season has been very interesting to say the least! With the COVID-19 still among the population, we are reminded daily by the media on its impact to the population. As it grinds on, it seems we have adapted to work with it by using proper hygiene and common sense. My guess is that after November 4th it will be a moot point and there will be a new crisis to follow, but I won't go any further with that. We have had some people with flu like symptoms and that is all it was. Proper precautions were taken and we were able to keep the wheels turning. Thank you to my leaders and crew members for being diligent about each other's health as we move forward. Maybe we have been lucky with the small reports of positives across the company, but I believe it is the awareness of the issue by our crew members that has kept us as a healthy work team.

Like everything in life, "Control what we can control!" Sometimes in life there are events that we can influence, but we cannot control the outcome. We can create outcomes, but cannot control them. One thing that we can control is our response to outcomes. First, when doing a task or event, we can influence how it will be completed or its outcome. For example, if we are digging over a utility, we hand dig to find and expose the utility. If we didn't do this, we would surely hit the utility. In this instance, we influenced the outcome by doing the extra work. So many things we do every day can have positive outcomes if we just take the time to think first and not just react. We had a recent meeting about safety and the comment was made, "Well, we are in August and the start of the fall season and incidents start to go up!" It was like it is an excuse and we just have to live with it. That is totally wrong! Sad to say as I write this, that is what

happened in our division. The time to influence safety is always! It is just as important as the first day of the year as it is the final day of the construction season. We talk and talk and talk about being safe. What are we missing out in the field, that you as crew members don't seem to care about your safety or those around you? Do we start firing people after each incident? Is that enough fear to wake you up to the impact of each incident? I would think that the potential of losing your life or limb would far outweigh that outcome. Even if it isn't life threatening, just the high cost of damages should be on the front of your mind. From now on, we need to make an impact on everything we do. That impact is to take the time to think about that task, influence that task, and make it a positive outcome. Control our response!

Since the writing of the spring issue, Jeremy moved down to the Southeast Iowa Airport in Burlington to do the stabilization of the dirt grade using Quicklime fines as the stabilizing agent. This material is made at the Linwood, Iowa mining site. They have 4 kilns that run 24/7 producing the lime products. The limestone is broken down at elevated temperatures to



STEAM RISING FROM QUICKLIME BEING USED AT SOUTHEAST IOWA REGIONAL AIRPORT

>>> **CONTINUED**

form a product called Quicklime. The product produced is a 50% Hi-Calcium Oxide and 50% Dolomitic lime. These products are used in steel manufacturing, water purification, flue gas treatment and soil stabilization to name a few. When Quicklime is mixed with clay particles, it forms strong cementitious bonds. The quicklime immediately hydrates when it chemically combines with water and releases heat. Soils are dried, because water present in the soil participates in the reaction, and because the heat generated can evaporate additional moisture. You can see in the one picture, what looks like dust is actually steam from the reaction. You can feel the heat generated as you walk over the material being mixed. This process reduces the soils ability to hold water and increases the stability.

It turned out to be the correct stabilizing material as there were several large rain events that greatly impacted the dirt contractor on the project. Had this sub-base not been treated, they might still be there! When working with this material, there is an added step in the stabilization process than what we do when doing cement or fly ash stabilization. The Quicklime



STABILIZATION WORK ON HIGHWAY 146

requires an additional mixing a minimum 48 hours later than the initial pass. So this about doubled the days of work than what would be associated with doing cement stabilization. Once this crew moved out of there they continued to do some smaller cement stabilization projects and finally began the sealcoat season. They have more work on the books than days to complete it in again this year. We are once again hoping for a long hot dry fall!

Don and Bob have been filling in on some small stabilization projects also, when the schedule became doubled up. The subdrain season has been intermittent as the rains delayed several paving projects. Finally, we have been able to get a somewhat steady schedule going again. We should have about a month of subdrain work available and will probably jump back into doing stabilization for Jeremy, so that crew can stay on sealcoat work.

There are several weeks of work yet to complete. Look twice before backing. Never assume it is clear. Get out and walk around. Watch out for each other as you may see something that person cannot. If you get in a different piece of equipment, make sure you are familiar with all controls of that machine. Think before you do your task! Control the outcome of that task to the best of our ability! Let's finish the season Safe and strong!



SEALCOATING AT HOLIDAY LAKE

THE AMES ASPHALT CREW ON HIGHWAY 65 IN COLLINS, IOWA





SHOPS, EQUIPMENT, & FLEET

**CONTRIBUTIONS BY:
MIKE NOVELLI
BRIAN SCHULZ**



JEREMY KELLEY'S SERVICE TRUCK SUPPORTS KENNY ALEXANDER'S PAVING CREW AT SOUTHEAST IOWA AIRPORT PROJECT IN BURLINGTON, IOWA

SHOPS & EQUIPMENT

by Brian Schulz

Here we sit in the middle of the year 2020 and smack in the middle of the seemingly short season we experience in Iowa, to do everything we do. The year 2020 has certainly been interesting so far and a year where Manatt's, along with countless other businesses

it a safe and successful season. One of the many ways Manatt's is maintaining control is continuing to invest our most valued resource... Our Manatt's Family! In this edition of the Mirror I'd like to highlight one of the ways Manatt's has been giving back and making



THE TEAM MAKES A GAME PLAN TO FILL THE OLD FLOOR DRAIN



THE POUR IS ON! BRETT LAKOSE HELPS THE SHOP TEAM FILL THE NEW FLOOR DRAIN

has had to work extra hard at controlling as much as we can in these uncertain times. How does one have control of safety and success when the cultural climate changes every day at times? Touching on the major items: 2020 has started off with the world in the middle of a pandemic, then came the riots in our cities, the political unrest during an election year, what is next? These have brought unprecedented struggles to our culture and the Family of Manatt's Businesses continues to work tirelessly and control what we can to make

an effort to provide a positive safe workplace. If you have visited the Brooklyn truck shop in the last 5-8 years, you likely noticed very quickly how the coating on the shop floor was deteriorated, rough, and uneven. Hats off to the truck shop team for dealing with this for so long, but it was time for improvement. The project began by filling in 90% of the trough floor drain that coursed across the middle of the shop floor and creating drain points that are strategically placed in between the work bays. The next step was to re-



BEGINNING OF THE FACELIFT TO THE SHOP



KYLE GRITSCH AND KAIDEN FIEBELKORN MAKING ONE OF THE FINAL PASSES

>>> **CONTINUED**

move the old coating, which was a monumental task in itself. Lots and lots of scraping and grinding to get down to the original concrete surface to prepare for refurbishing the floor. This is when the grinding started. With the help of one of our valued vendors we rented a concrete floor refinishing system. This meant grinding and bagging fines for 5 consecutive days from 5:00 am to 9:00 pm grinding away the holes, chips, cracks, and uneven surfaces to create a smooth layer of exposed aggregate and concrete and be ready for polishing. Next was adding different products to fill small irregularities in the floor, polish off the grinding marks, and harden the newly exposed surface. After nine days of effort, there was a new floor for the team to perform repairs on. Inside the shop the walls are still being painted, the floor touched up, some electrical upgrades done and more. The overall refurbishing

inside the shop is still under way and we will be sharing the finished product with you soon.

I bring all of this to your attention because the Manatt's values of **Family, Excellence, Human Potential** can clearly be seen in this project of investing in a better workplace for the truck shop employees. At Manatt's, it is our values that keep the priority of our **Family** at the front of our actions and take care of our people better than anyone else. In turn, taking care of our people is our highest priority and continues to make it possible to control our business in these seemingly uncontrollable times. Who knows what the remainder of 2020 will bring in the world, but at Manatt's we will be working hard to **safely do everything we do better than anyone else**, and because of that work I have no doubt 2020 will be a success!

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SMOOTH AS GLASS, A LOOK AT THE FINAL STAGES OF FINISHING THE FLOOR AFTER ~80 HOURS OF GRINDING

TRANSPORTATION

THE 5th WHEEL

by Mike Novelli, Transportation Director

Every day we ask our employees to create, dismantle, improve or transport something. We trust that our folks will attack the task in a safe and efficient manner while operating within guidelines established by experience. Each day comes with unique challenges and obstacles that are negotiated with grace and professionalism. Although this can be said about many professionals, there are only a few that operate in a sphere of uncertainty and potential chaos like our drivers do. Adversity is no stranger to the construction industry and those that flourish in this industry have developed a unique perspective on the work they do and the environment they do it in. Being a Professional Driver for Manatt's is challenging and rewarding at the same time. While the job is normally predictable, the conditions they operate in are anything but. The routine of pick up and delivery has a unique way of breeding complacency, while the world around us is moving at lightning speed. Our truck drivers are not only responsible for the safe delivery of our products, but they have a professional duty to watch out for the motoring public. Our drivers cannot influence the freight they need to move or the conditions they are expected to function in, but they are required to do it with professionalism. They may not be able to change the environment they are in, but they can determine the outcome.

One of the ways they can influence the success or failure of their duties is to know and understand the laws that govern this industry. Electronic logs and

Hours of Service (HOS) laws gain more notoriety than any other oversight program, but there is another program that makes an even bigger impact on the safety of the motoring public. The Federal Motor Carrier Safety Administration regulates our industry and the Compliance, Safety and Accountability (CSA) program is the cornerstone of that oversight. The mission of the CSA is to protect the motoring public using Behavior Analysis and Safety Improvement Categories commonly referred to as BASICS, with the focus

on eliminating the percentage of a crash. The Safety Measurement System, and specifically the CSA program, have developed a point system that measures the severity of infractions noted during Road-Side Inspections (RSI). A company point value is then

used to compare the risk of a crash to other companies of like size, and this risk assessment is published as a percentile in that group. Each BASIC has a percentile that is deemed to required intervention, called a threshold, and if a company exceeds that percentile then all drivers for that company will have an increased chance of roadside inspections. This program self-regulates by science and not by chance. Unsafe drivers/companies get more inspections, which will drive more violations which in turn lead to a higher percentage. The higher the percentage the more aggressive the intervention until the company/drivers prove to be safe enough to improve their scores and land below the threshold.



ANTONIO BOTELLO KEEPS EYES ON TASK DELIVERING WET BATCH CONCRETE TO THE HIGHWAY 30 PROJECT IN TAMA COUNTY

>>> **CONTINUED**

Drivers and companies alike are very keen on compliance, and in many cases, entire company safety programs revolve around RSIs and points issued for infractions. Points captured during these inspections have a lasting effect on the driver's record and the safety rating of the company. Most companies review the driver's CSA score and train extensively on the

future articles.

There is a lot of responsibility at the hands of our drivers, and they prove every day that they are up to the challenge. We talk about safety and we expect that our drivers operate within Department of Transportation laws, local and state laws as well as company policy. The Manatt's business model has proven



BILL EAGLE BACKS UP NEW 2020 KENWORTH T880 ON HIGHWAY 65

proper Pre-trip/Post-Trip Inspection (PTI) process. Our drivers are expected to be able to determine if the vehicle is safe to drive and what to do if defects are noted. These inspections are critical to eliminate potential hazards that could effect the likelihood of a crash.

Manatt's CSA scores are below the threshold in all seven BASICS, which is a testament to the maintenance program as well as the professionalism of a Manatt's driver. This is a complicated program with many facets and this article is meant to introduce the program. We will explore this program deeper in

MANATT'S MIRROR | 26

to be invaluable when we talk about the safety of the motoring public. We cannot change the circumstances that are thrown at us, but we do have the tools and the knowledge to affect the outcome. Our maintenance program and the folks that stand behind that program have built a solid platform that help us beat the changing environment. Our experienced and safe drivers can go forth with confidence knowing that they have the right tools for the job. When you start with a solid plan that you have the power to influence, you can move forward with purpose to get the work done.

READY MIX

CONTRIBUTIONS BY:

DENNY GALLAGHER

NICK RIPLEY

NEAL SCHILLING

NICK GALLAGHER

ADAM SMITH

DALLAS CASHMAN

DALE PIRKL



CDP RICK BRYN SLANGING MUD FOR CUSTOMER NEAR THE NEW WILLIAMSBURG FOOTBALL FIELD

INNOVATION

by Denny Gallagher

Hello all, hope everyone is staying safe and healthy! To further our focus on innovation, I would like to discuss the movement to paperless tickets in the Ready Mix division, the “why” we are going there, the benefits, and how it’s going so far.

A few years ago, when we committed to Sysdyne and the ConcreteGo dispatch system, the option for paperless ticketing became available thru the iStrada add on to ConcreteGo. As we talked about the potential for this, the DOT started making inquiries about paperless ticketing. We wanted to be in on the ground floor with the DOT on their development of this process. We signed on for a couple pilot projects with them that had promising outcomes and opened a lot of eyes to the potential benefits of paperless ticketing. (We also saw DOT acceptance of the process as one of the largest potential stumbling blocks in our vision to move to a paperless ticketing process.)

When we looked at both the concerns of the DOT and the benefits they saw, it meshed perfectly with the thoughts we already had concerning our other customers, so we started on the conversion process. It took a couple years to get through the preparation, but we are now well on the way to implementation.

A big thank you to Chris for volunteering the **MANATT'S MIRROR | 28**

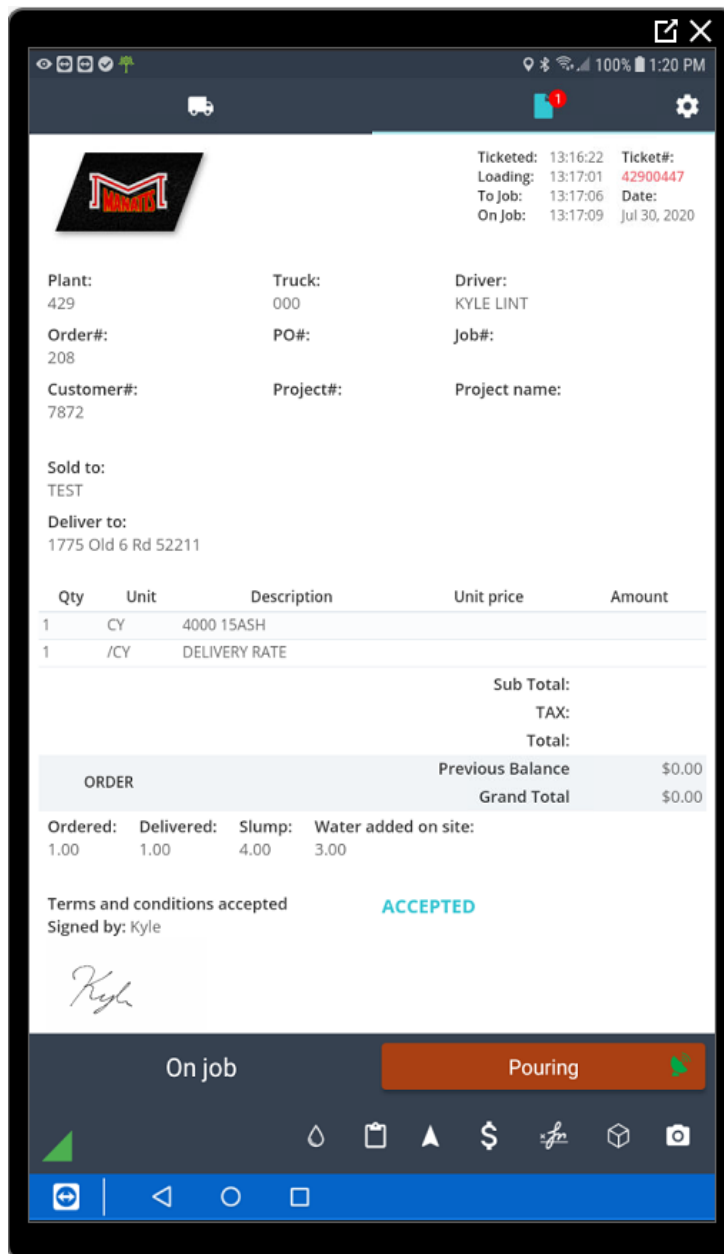
North Area the be the Beta test for this and to Taryllyn, who was the real frontline worker to refine the process! We are now paperless on our ticketing at all North Ready Mix plants and in the Ames area. We also have select customers in other areas that we have added to the system due to their desire when they found it was available. We plan to move forward with implementation in the East soon and the South after that.

So, what are some benefits of paperless tickets?

The DOT’s desire for it stemmed from safety, cost containment, and the access to real time info. They wanted to keep their folks out of the job traffic in search of tickets for each load and potentially reduce staff on the job. They also wanted access to the batch weights in real time for the ability to react quicker on the site and get data back to the office sooner.

When we load a mixer, as soon as the truck is ticketed, that ticket shows up on the tablet in the truck and is also available to the DOT through the online portal. They then have immediate access to the data on that load and also can track each truck and see its current status loading, to the job, pouring, washing, returning, as well as its location on a map.

This is exactly how it works for all of our customers. After they are signed into their individual portal, they receive an email when their load is ticketed and can follow it (virtually—via their smartphone in the field or from their office computer) to the job.



>>> **CONTINUED**

They always know where “their” trucks are as well as how much and what kind of concrete is on the way. Besides the benefits to the customer, this also benefits us by reducing the calls to dispatch looking for updates on orders. We are taken completely out of the conversation on their pour status, it’s all right on their smartphone!

When the trucks are unloaded, the customer signs the tablet and the ticket is immediately emailed to the address they choose. They have access to all tickets in their office instantly.

No more calls for copies of lost tickets and no more piles of dirty field copies to process in the office!. They have a digital copy of each ticket right in front of them to reconcile with invoices and statements.

We see similar benefits on our end, too. We no longer have to deal with the piles of tickets from the field and requests for copies of lost tickets. We also benefit from being able to invoice quicker as the tickets can be downloaded in A/R whenever they are desired. Another advantage is that paper tickets are extremely expensive and demand big investments in printers. That expense disappears with paperless tickets.

CDPs don’t have to keep track of paper tickets anymore either. There are places on their tablets for

recording water added, test results, or any other pertinent information that is automatically attached to the digital ticket for future reference. CDP’s also have the ability to use their tablet to take photos of job conditions, poor practices, or anything else of note that can be attached to the ticket, or maintained for our potential future protection.

One temporary benefit of paperless ticketing, that we didn’t foresee when we started into the process, but that is very valuable now, is the social distancing advantage available to our CDPs. Any time we can utilize paperless tickets we no longer allow customers to sign the ticket, rather the CDP signs the tablet in the customer’s presence and emails it to them. There is no more hand-to-hand interaction with tickets.

We have had nearly unanimous positive feedback on paperless tickets from the DOT and our customers it is available to. In fact, we have some customers where it has not yet been rolled out asking for it! Through our implementation of paperless tickets, we are seeing the benefits both individually and to the company for living our values of Excellence and Human Potential: Being Open to Opportunity, Maintaining an Entrepreneurial Spirit, Doing More than Expected, and Committing to Continuous Growth. Be safe, be healthy!

MIKE HOLTZ’S READY MIX TRUCK – METRO



METRO

by Nick Ripley, Metro Ready Mix Sales

Here we are, over halfway through the season, and the Metro is looking back and wondering what happened to spring? This year has been a very strong start and exceptionally busy one with our customers and own paving projects. Our CDPs have seen some long days baking in the unseasonably brutal heat. This hot weather is creating some of its own unforeseen challenges and headaches.



MIKE HOLTZ, CDP - METRO

When we think of controlling what we can control, I think this is no more apparent in ready mix than anywhere else right now. Fly ash has disappeared and is unavailable here in the Metro. We were one of the first suppliers to face this new front in the metro. This new road for Ready Mix sure has been a rough one, mostly for our customers, as they weren't expecting the challenges of straight cement in the summer. Without the fly ash, the quicker setting mix was

accelerated, 100-degree weather. Controlling the controllable, we were able to use an admixture that is having very positive results and is making our mix more favorable, along with giving us a competitive edge. Dispatch is feeling the scorching heat, too, with the other issue that was raised. Suddenly every customer wanted to get a full day's work in and completed by noon. How early is too early is the question, because nobody wants to start the day at 4:00 am every day! Without the rain, it has at least allowed dispatch to be able to book and follow the schedule accurately, which has been a blessing. "Safety Over Production" came to mind in Dispatch, when having those early days, we're also trying to end them earlier to get the appropriate down time for our CDPs. This fall is looking to be very busy and welcomed by all with some exciting big projects starting and hopefully some cooler weather.

Amazon paving is complete for Manatt's metro pavers! It was an exciting project to be part of and rewarding for the guys to achieve the goals and deadlines of the cramped schedule. Many other city and private projects are also completed already. We have been able to have some impressive, large paves on some of those without any snags! We would like to



METRO PAVING AND READY MIX, GETTING IT DONE, TOGETHER

>>> **CONTINUED**

say thanks to our great plant managers for those totals and keeping everyone on point. The heat has also been almost unbearable at times for our guys in the field, but limiting the runs and production on those hot days has helped to keep them sheltered some from the sun. A positive is working through these hot times, instead of having rain delays, has allowed the paving projects to stay on schedule and even get ahead a little bit. Being ahead is very welcomed going into the busy fall, with many more residential subdivisions yet to complete.



We're looking forward to the rest of the year's challenges we will face here in the METRO, knowing that together those obstacles may be met with excitement, frustration, and complications. Most importantly, we will all safely overcome them, controlling what is controllable on our own or as a team to reassure a safe and strong finish to the 2020 season. 47

1000 YARD PAVE UNDERWAY IN ANKENY!



NORTH

from Neal Schilling, North Area Market Manager

Compared to previous years, 2020 has been a learning curve for everyone. With COVID-19 hanging around this year and truly challenging us, we have been proactive from the beginning to keep our Manatt's Family safe. There have been a lot of uncontrollable events that occurred this year, but we are controlling what we can control. Having a sense of control has placed a calming and comforting feeling over the entire company.

For our northern plants, we have placed a vast amount of protocols to ensure safety for everyone. We remain six feet apart at all times to ensure proper social distancing. Masks are also required at all times out in the field. We are still doing staggered lunch times to prevent large groups in one area. Our CDPs utilize our paperless ticket signing on tablets. Sanitizing and disinfecting throughout the work areas to help eliminate the possibility of spreading COVID-19. The office is still locked to outside customers until further notice to ensure the safety of our Manatt's family. With the protocols in place, it has been quite a change for everyone. However, it is a good change to create a better, safer environment for everyone during these difficult times. It is good to be able to get back out to visit with customers face to face while at a safe distance in the field. We still continue to add to our 2020 workload in the northern area. There are a lot of jobs that we haven't started yet due to unfortunate events that occurred earlier this year that were out of our control. We have started the wastewater treatment plant project in Waterloo. For the C57 bridge with Peterson Contractors Inc, we have half the deck poured. In Grundy Center, the road in front of the plant is under construction, which is expected to be done in the near future. In the Waterloo area, we picked up Lowell with Larson Construction which has begun. We also have picked up a project in Greenhill Village approximating 2400 cubic yards.

There have been some changes



within the Elk Run Heights main office for the North. Remodeling has taken place to change the office from United Concrete colors (blue and white) to Manatt's colors (red and yellow). Currently, the office looks disassembled due to the repainting. This is a good start to a long process of a well-needed change/upgrade. Chris and Taralyn have had their hands full making decisions on placement of colors and decor.

All in all, we have made great improvements since COVID-19 began. We are hoping to continue a great construction work season of 2020. We are controlling what we can control. 47



STEVE GREY – CDP, NORTH

SOUTH

from Nick Gallagher, South Area Market Manager

As I sit down to write this article, we are halfway through the 2020 construction season and the world is spinning in crazy times. One of the things that has kept me grounded and focused on the positive has been our company and our work. I sincerely appreciate all the efforts from the owners through our first-year employees for taking what has been thrown at us, controlling what each of us can control, and for continuing to march on and succeed. We work for a strong company and we all play a role in creating this great team. Thank you all!

We recently completed the Diamond Trail Wind Project and I can say it was a “WIN” for Team Manatt’s. We partnered with Mortenson Construction for a project consisting of 77 wind turbines and over 49,000 cubic yards of concrete. This is a proud moment for our company and part of that is due to the struggle it was to receive this contract with

Mortenson. Due to some poor safety scores as a company, Mortenson was hesitant to partner with Manatt’s. Prior to awarding us the project, Mortenson representatives came to Brooklyn for an onsite visit with the goal of understanding our values and our safety culture. They left their visit impressed with what they witnessed and agreed to award us the contract but with added safety requirements. This was no small feat. We worked diligently behind the scenes to earn this work. 49,000 safely delivered cubic yards later, Mortenson

reported that the Diamond Trail Wind Project was at the top of their list as a model wind energy project. Their glowing report was due to the project’s safety record, quality of relationship, and service/product quality. Don’t take that compliment lightly; Mortenson Construction is one of the largest construction companies in the United States and they were blown away by this family owned construction company hiding in small town Iowa. How awesome is that!? It gives me



ONE OF THE FINAL WINDMILL BASES BEING POURED ON THE DIAMOND TRAIL PROJECT

goosebumps thinking about how our team showed up every day and how we left that type of impression on a company that works with thousands of sub-contractors and suppliers each year. That is impressive and something to be proud of.

Thank you to all our CDP’s, managers, quality control, office personnel, and safety team that worked on the project. A special thank you to Williamsburg Ready Mix for the much-needed support and thank you to ALL the plant managers who operated with

>>> **CONTINUED**

limited resources during the duration of the project, the teamwork and your understanding certainly doesn't go unnoticed. A few individuals I would like to specifically recognize:

- Brett Lakose, Brooklyn Plant Manager, for taking on this difficult project within his first year as a plant manager. It was great to watch Brett grow as a manager and learn his new position while working on a large-scale project. He succeeded and I appreciate his growth and effort. Job well done, Brett.

- Connor Jones, Quality Control, for being our onsite coordinator every day. This project could not have had the success it did without Connor's long days on the jobsite and his constant communication with Mortenson and our plant manager. Thank you, Connor.

- Julie Kelley, Brooklyn Office, for her patience and excellent communication on invoicing, pay applications, lien waivers, and change orders. This project required Julie to adapt to a specific process outside of her typical structure and it required extra time, effort, and attention to detail, but she did amazing. I truly appreciate Julie and her hard work.

- The Project Committee consisting of Bart Willis, Brett Houghton, Rich Heishman, and Matt McDonald. I met with this committee prior to the project and we developed a safety and efficiency plan. Thank you, gentlemen, for implementing this vision of a project committee and for living and implementing those strategies. It was a large reason for the safety and success of the project.

- Mike Steward, Truck Coordinator, for understanding the volume demands and for always delivering. His constant communication with other Areas and our plant managers allowed him to consistently move trucks throughout the long working days to ensure we were operating efficiently and effectively. Thank you, Mike.

Over the last three years we completed three wind projects. Thank you to everyone who helped and dedicated their time and resources to making these projects a success. Job well done.

I hope you all have a safe and prosperous second half to your construction seasons. Life is Good, Stay Safe!

WINDFARM PROJECTS
2018-2020

- DIAMOND TRAIL
- ENGLISH FARMS
- NORTH ENGLISH

319 TURBINES

166,000 YD3

15,091 TRUCK LOADS

MANATT'S

EAST

from Adam Smith, East Ready Mix Sales

It is no mystery that many of us have been trying to understand and control all the chaotic parts of our lives since COVID-19 started. Family dynamics changed tremendously as kids started schooling from home, spouses started telecommuting or were laid off, and all essential workers worked to figure out how to continue to **safely do everything we do better than anyone else**.

What can we control? The number one item that made my list is how we show up every day. This is not just for work but also for home. How we talk and interact with our family and coworkers has a lasting effect that can encourage or distract them during the day. Most importantly, it impacts the quality of the



goods and services we produce every day. This in turn affects the customers buying these goods and services. A distraction, as mentioned above, can lead to a wet load, a frayed cable being missed during an inspection or a load not being properly tied down. Ultimately, this can lead to an unsafe work environment. How do you show up?

Quad Cities area forecast is on the lighter side this season and trending towards a slower start next year. Several municipalities have pulled projects because of decreased revenue in motor fuel and sales tax. Larger commercial work scheduled to bid this year



has also been delayed. Our outlying plants have seen a small increase over last season's numbers. However, all-in-all, everything is moving along at a steady pace.

In other news, the Bettendorf plant is moving along nicely. Steve Beck and his crew have been working hard to get it ready for enclosing, which is currently scheduled for the first week of August.

Watch each other's backs as we finish out the season.

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AMES

from Dallas Cashman

Here in Ames we are off to a good start for the 2020 season, even with all of the uncertainty of today's world. We have managed to keep everyone safe and healthy, which is a feat in and of itself. We take great pride in sending everyone home after a long day in one piece.

In Ames, we also went ticketless in early spring. The transition went pretty smoothly and I believe both the contractors and the inspectors are benefiting from the new technology. We had a few hiccups and quite a few questions, but with the help of Kyle Lint, I believe we are set to better serve our customers for years to come!

We have had quite a few big jobs completed already this season, with more on the way. Some of the work we have completed is a sub-division in Huxley, Research Park Phase IV, Story County Conservation bike trail, Sports Performance Center at ISU, and an addition to Colorbiotics. We still have some of the work on the books to complete; South Grand Ave. Extension/South 5th Ave, a large parking lot at Iowa State University, and a couple of City streets in Ames. We should finish this year out strong.

I would like to take a minute and thank all of the CDP's! They have really been busting their humps and doing a great job. There are some days when we ask an awful lot of them and they never disappoint.



LARRY FORD KEEPS AN EYE ON THE JOB

I would also like to thank Mike Steward and Hank Schares. They are doing a great job and have helped us out a lot!

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ALL LINED UP FOR A 1500 YARD POUR IN AMES

TECHNICAL SERVICES

QUALITY CONTROL

from Dale Pirkl, QC Manager

I was hoping by summer articles COVID-19 would be a thing of the past, but here we are. We have learned to overcome and adapt to the new guidelines due to the pandemic. The QC team would like to give a big thanks to HR and the Pandemic Response Team by taking the bull by the horns with COVID 19. I really feel like we have support to keep us safe but still get the job done!

The Diamond Trail Wind Project is in the books! Not only is it completed but was a very successful project thanks to the Manatt's Ready Mix teams. I know its bittersweet for Connor Jones, as he built a good relationship with the contractor and testing crew. Job well done, Connor!

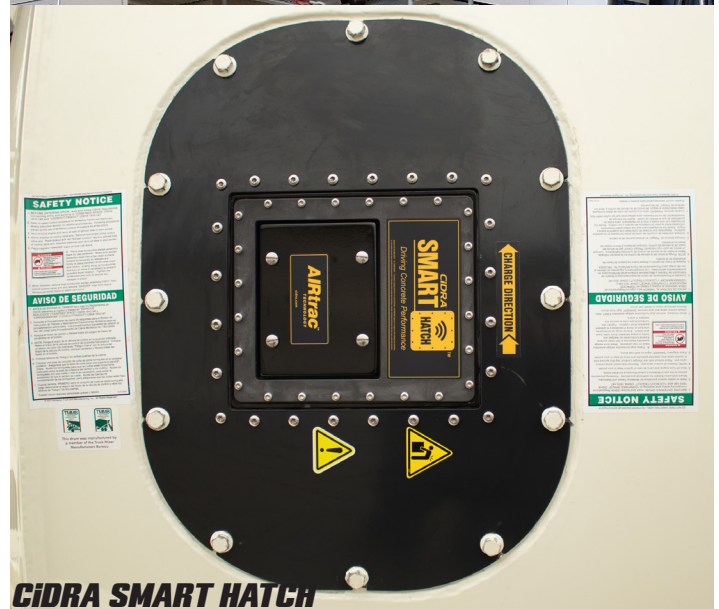
Yes, we have completed the East Lab! The East QC is very excited to be finally working out of the new lab. We completed a lot of the work in house and Jamie and I would like to extend our appreciation to all that helped. Couldn't have asked for a better finished lab.

Are you a fan of technology and quality concrete? Then let me tell you about the "Smart Hatch". This smart hatch replaces the hatch on the Ready-Mix drum with some gadgets that will monitor the air and temperature of concrete, sending a reading to the CDP or anyone logged into system. The biggest question I get is how accurate is it? We have done so many tests, along with third party field tests. So far, we've noticed about a 0.2% accuracy difference, which is good! I really think this will be a great tool for the QC and Production side of the Manatt's Ready-Mix.

I would like to announce a new addition of Brett Houghton to the QC Tech Team. Brett came from Products where he was a CDP the last several years. He is picking up the challenges quickly and we are glad to have him.

"Safety is on your side", with that in mind taking three minutes to evaluate a situation could save three months of recovery. Just like the old saying "one ounce of prevention is worth a pound of cure". I think of safety as an individual and team sport, all in one. Let's all do our part individually and as a team to stay safe out there!

In closing, we feel grateful to be working during this time. I do believe with Family, Excellence, and Human Potential we can take control of unprecedented times. Stay safe and prepared. 47



READY MIX IN NEW YORK

by Denny Gallagher

Early in July the Ready Mix division had a unique opportunity that is interesting to hear about. Greg Manatt is in a peer group that consists of folks from around the country that are owners of family owned construction businesses. He fielded a call from one of them, Tim Delaney, who is a general contractor in New York State. The Wesson Group, his company, is building a wind tower project in upstate New York. The job is out in the middle of an area called the Tug

out to our area managers to see what they thought. Chris Manatt in the North and Graham Cuninghame in the East thought their work schedule would allow them to send some CDPs for the estimated three weeks of production. On Friday, July 10th, we committed to send trucks and CDPs to help. On Monday, the 14th we had five mixers on drop decks headed for New York and on Tuesday, the 11th we had five CDPs headed out following the mixers. The last mixers



NEW YORK STATE FLAG WITH MANATTS AND THE WESSEN GROUP

Hill Plateau, that is very remote and heavily forested. A round trip with a load of concrete to the job was 2 ½ hours with only four loads per truck possible in a day. The local ready mix producer, even with all his 14 trucks on the job, could not get enough concrete delivered in a day to do a 700 cubic yard tower base. They had tried to rent trucks to, no avail, out east and the job was on hold till they got more trucks to deliver. Tim called Greg and asked if we could help him out of a bind and, if so, how fast could we get there.

Greg asked us if we could help so we put feelers

showed up at Virkler Ready Mix in Lowville, New York at 9:00 pm Wednesday, the 15th and 7 hours later, at 4:00 am, they were loading concrete.

Specifics of the haul tell the story of why only four loads a day were possible. It was approximately 20 miles to the job from the plant. The first stretch included going through town then up a 10 mile grade with 800 feet of rise to the Tug Hill Plateau. Once on the forested plateau, there was a ten-mile haul road that was one lane wide, mostly under a canopy of trees, with a 25 mph speed limit. The CDP's furnished to

>>> **CONTINUED**

a base every day starting at 4:00 am then usually did mud mats or pedestals till dark (sound familiar CDPs that have worked wind farms in Iowa the last couple years?).



The weather was good the whole time there, job went smoothly, and three weeks of work was done in just 10 days. The CDPs were home on the 25th of July. As I type this on the 29th, four mixers are back in Davenport and unloaded and the 5th is leaving New York. They helped furnish 7000 yards in those 10 days.

Greg reports Tim, his peer group member, was number one very grateful for the help and number two, very impressed with our CDPs and our equipment. CDPs--Gary Mohn, Louis Hoskins, Kyle Ruiz, Chuck McCauley, and Andrew Brauner, thanks for going out and showing New York what we already know here. We have the best CDP's and the best equipment. You didn't have much time for yourself out there but hopefully you got to see what I understand is some very beautiful country. You all certainly met our value of **Excellence by DOING MORE THAN EXPECTED, LEADING FEARLESSLY, and BEING OPEN TO OPPORTUNITY!**

I need a special shout out to some others that really helped this project. Thanks, Graham and Chris, for jumping into a very unstable situation with not enough answers due to the urgency with a can do attitude. Thank you, Lisa Misner and Steve Naderman, for managing and entering payroll from New York and Laurie Hall, for the manual manipulation of the time system it took to get New York hours through. Trevor Martin did a very thorough job of communicating with Wesson Group safety and HR folks on what expectations were on both sides and ensuring appropriate safety measures were in place. A really big thank you goes to Brian Slagel and his shop crew in Davenport. We took all five mixers from the Quad Cities due to them already being licensed for interstate work. Brian found out on Friday that we were loading them for New York on Monday morning. He basically did a complete annual inspection and service of all five and had them ready for pickup by Monday!

Another job well done by all that is outside our normal but was handled like the professionals we all are! A little interesting side note to this job; the area where these CDPs were working is the snow capital of the United States. It is right off Lake Ontario and gets huge amounts of lake effect snow. Montague, the little town closest to the towers, holds the US record for most snow in one day, 77 inches, most snow in one storm, 127 inches, and most snow in one season, 467 inches or almost 20 feet of snow!

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NEW YORK ARTWORK DESIGNED BY TREVOR MARTIN



NEW BETTENDORF PLANT

We tore the old plant down in 2018 with plans to build a new facility shortly thereafter. 2019 was filled with Graham exasperatingly battling with City Development and Zoning with the new site plans. Now, here we are a year later in the middle of a crazy pandemic, finally erecting the plant. It feels good that is all starting to come together!



JOSH SLATER IN THE BOOM TRUCK

The site had an old abused plant that was hanging on by the last few rusty panels. It was time for it to go. By tearing it down, the other two plants, Dav-enport and Eldridge, stepped up to the plate and took care of the Area's extra workload. The lot was cramped with a shared business shop, bad drainage, and no real good place to wash out trucks or manufacture blocks. With no other lots available, the work was cut out to make this space work. We purchased the other business' space and removed that building. This freed up some additional yard space to make a drive through plant idea possible and help map out a one-way traffic flow. The existing shop has been cleaned up and a portion of it has been partitioned off for a fully functioning Quality Control Lab. The QC team has three office spaces, stainless steel tabletops with built in aggregate sample splitters,

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and a burner and dryer station. There is also a separate controlled room for storing and breaking cylinder and beam samples.



JARED MCCAIN WELDING AT THE NEW PLANT

Let's talk about the new plant! It's a 12 yard batch plant made by Con-E-Co and designed for a fast drive through loading process. There are six aggregate bins that can hold material for 160 yards worth of the standard mix. There are four bins for cement powders. The plant bin (typically used for fly-ash) can hold



STEVE BECK AND JOSH BEADERSTADT HARD AT IT, PUTTING PARTS TOGETHER FOR THE FILL PIPES

>>> **CONTINUED**

around four loads of product, two additional bins can hold 2.5 loads and the largest bin can hold around 5.5 loads. With this being the Area's busiest year round plant, it will be fully enclosed and heated for winter operations and have a supply of chilled water for those hot summer jobs.

The office will have a nice place for the customers to come directly in and place their orders, a separate office space for a plant manager, and a generous space for the dispatcher and batch person. A majority of the building interior consists of a nice size CDP lounge where the front line staff can come in and take break.

Steve Beck and his crew have worked hard with occasional overnight stays to keep on schedule. The building contractors will arrive the first week of August to enclose the plant with insulated steel panels. The projected completion date for the buildings and remainder of the plant installation is mid-October. If the schedule is maintained, we will be making concrete by year end! Graham and his team already have a lot of work scheduled out for this plant in 2021!

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AN OVERVIEW OF THE PLANT SITE AND THE PROGRESS BEING MADE BY STEVE BECK AND HIS CREW THIS SUMMER

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EMPOWERMENT SERVICES



**CONTRIBUTIONS
FROM:
LEE SCHROEDER
BRANDON FORD
TYLER FOUBERT
TREVOR MARTIN
ALEX NIEBUHR
COLLEEN JOHNSTON**

TREVOR MARTIN (LEFT) AND JARED MCCAIN (RIGHT) AT NEW BETTENDORF PLANT SITE

THE POWER OF A BRAND

By Lee Schroeder, Marketing Director

Ask yourself, what is your favorite brand or company? Why do you choose to like that brand or associate with it? Does it spark excitement, do you like what it stands for, does it create a positive emotion for you? All of these reactions are what good brands try to control to their end users or within their own company culture. One of my favorite brands is Black Rifle Coffee Company. A Veteran owned, unapologetically patriotic brand, whose goal is to employ 10,000 veterans someday, while making premium coffee. They currently have about 250 total employees, so they have a long way to go, but that vision is everywhere in anything they brand or market.

At Manatt's, we talk about one of our values of Human Potential. That is a very aspirational value, but it ties to our Vision of **"Share a unified commitment to excellence, continually resetting the standard all over construction material companies aspire to be"**. That gets me FIRED UP! From a marketing and branding standpoint, that allows us to be aggressive with how we can control our outward image to the market, our customers, the communities we serve, and even potential new hires. First, we have to believe we can be the best, then we have to show it to everyone, both things that we can control.

We have such a rich history with the work we do in the state of Iowa. It is our job to solidify that legacy for generations to come. When customers think of Manatt's, we want them to think, "they will get the job done for us on time and with high quality". When community members see a yellow bumper rolling down the road, we want them to think "Manatt's is really a great company who cares about their community". Finally, when a prospective recruit is looking at construction companies to go work for, we want them to think, "Manatt's looks like a great place to work because of the people and work they do". We want to spark a positive emotion when people see The Block M logo with "Manatts" in the middle of it, whether it's on a t-shirt, a truck, a trailer, or a paver.

Now we can make some cool videos, have a fancy website, or make engaging posts on social media... that's all apart of having a brand. However, the biggest, most valuable part of our brand is our people! The way we act, talk, and interact with everyone gives them a representation of Manatt's, our culture, and ultimately, our brand. Those are all things we can control daily. So, carry some positive swagger with you to work each day, believe we are the best, go show it to the world, and the brand of Manatt's will grow exponentially!

METRO PAVING AT CAMP DODGE



CATCHING TORNADOES

from Brandon Ford, Business Analyst

I'll be honest, I thought this would be an easy article to write. Talk about a few ways to focus on controlling what I can control and accepting what I can't control. I've seen several articles and read some books all focused on this topic. However, the more I thought about it, the harder things became. I understand that trying to control the uncontrollable is like trying to catch a tornado in a butterfly net, yet I always try. I know why I do this: I have the belief that while I can't control everything, nothing is ever totally uncontrollable. I know I'm not alone, I'm sure there are many like me who stubbornly refuse to just accept the uncontrollable. So, I decided to share how I break down uncontrollable situations and the approaches I take to being able to overcome them.

The first thing that I always try to do is "Have A Plan". I cannot control the weather, but I can plan for different weather scenarios. For me, these generally are not super-specific, written plans. They are more just thought exercises. What would I do if it rains? How do I cut my lawn if my mower breaks? What do I do if I can't get the right decorations for my daughter's birthday party? By taking some time to run through these scenarios in my head, if one happens, I am not caught off-guard. I may not have all the answers, but I at least know what direction I want to move in. This is usually the easiest one, and where most people stop. But it's not enough on its own.

The next thing I try and do is accept that sometimes, winning isn't possible. Sometimes no matter what you do, the outcome is not always going to be what you want. Once you realize that, the focus should then be on finding the outcome with the least downside, or the "the least bad" outcome. The hard part of this is knowing when to accept there aren't any realistic good outcomes; and then accepting that the "least bad" is the best course forward given the circumstances. These outcomes are frustrating and

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tend to stick out in the mind. They are the ones you go back to afterwards and pick apart for days to make sure you do better next time. But you must get through it so you do the best you can with what you've got in that moment. Let me give a recent example. I'm in IT, and it's no secret that there was an issue that took down our servers recently. This affected everything we do as a company, but for me, I couldn't do payroll for my guys. My only option was to wait until I was told how to get my guys paid. Anything else I tried to do wouldn't help the problem. The "least-bad" course

of action for me was to just sit tight and wait. This is never something you choose in an ideal world; but the "least bad" can give you the first stepping-stone to actually making things better.

That leads me to the final thing I try and do: Trust in Others. This is undoubtedly the hardest one, but also the most

essential. It doesn't matter how well I plan something or how well I do something; if other people don't do their part, it will all fall to pieces. Luckily, the vast majority of people are good, competent people who want to do their jobs well. Mistakes will inevitably happen, but I've found that most mistakes are just that. Mistakes. If I'm being totally real, most of those mistakes end up being my fault at the end of the day. Either I didn't explain what I wanted clearly enough, my plan was too complicated, or I didn't get the right input from the right people. It goes on and on. There's a thousand examples of other people's mistakes that could have been prevented if I had done my part better. I have seen that trusting in people to do their part and realizing that most mistakes are unintentional goes a long way in conquering the chaos we all face daily.

Just like the weather, we'll never be able to fully control the uncontrollable. But what we can do is prepare, be realistic about our options, and lean on others to minimize and mitigate. That may not be actual control, but it is the next best thing.



SAFETY

by Tyler Foubert, Safety Specialist

What does safety mean to you? Have you taken time in the last few months to look at your daily tasks and wonder if we are being as safe as possible when we are doing them? This is what we should be doing and what we as a Safety Team hope that all Manatt's employees are doing each day. Having this awareness is key to making sure that we don't have incidents take place. In the past few months as we have been going through different training needs and going around talking to different leaders, it has been very refreshing to hear a lot of positive, "Safety Over Production" conversations.

When we go out and about daily, it is great to see everyone with bright smiles on their faces or with very positive attitudes. It is uplifting when we can see this, because it shows us how much we truly care about what we do every day. Safety is so important in all that we do, because we want everyone to go home each night in the same shape, if not better, than how they showed up. If we do not learn safety at work, where will we learn it? We need to look at safety as an employee benefit.



THE 416 HELTZEL PORTABLE PLANT IN AMES, IOWA

The last thing I want to say is thank you. Thank you for taking time and doing things the right way. It has been a hard year with everything going on with COVID-19, but everyone has done their part and are doing things the right way. It has been a trying year for all of us, but you all have done an amazing job. With all that has gone on, our awareness has stayed up and we have continued to keep going strong. Thank you all!

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ELVIS LAMBART (LEFT) AND ANDRES RIOS (RIGHT) ON THE JOB IN STORY COUNTY



READY MIX SAFETY

by Trevor Martin, Safety Specialist

Y'all, we have made it halfway through the season and man, I can't even begin to tell you where it went! The other night I was sitting at home looking back through some of the photos that I had taken while out visiting plants and sites. It didn't take long for the pride to start stirring within me. I smiled to myself as I looked at picture after picture, video after video of our troops going the extra mile to get things done the right way, the safe way, the Manatt way.

It truly is amazing the things that we are able to accomplish when we put our minds together and create a plan directing us towards success. None of our accomplishments would be there if it wasn't for you. Yes, you... the one that is holding this magazine right now reading these words. Maybe you're reading them out loud to the rest of your team, maybe it's to yourself on your couch at home, or maybe you share The Mirror moments with your personal family. Regardless, this moment right now is about YOU! Take a moment, breath it in. Look back at the start of the year, where you have been, what you have accomplished, and the legacy that you have started/continued to build. Yeah, that's right, go ahead and smile, puff out that chest just a little bit more, maybe tilt that

chin a little higher in the air. You have earned it. The Manatt's Family exists because of you. Without you it's just a name. You are the one that hits that alarm clock, fires up that Mr. Coffee and hits the road, ready to conquer whatever tasks the day has thrown at you. You're a hero, a warrior...a conqueror, and you do all this under the MFB banner.

Imagine what we will accomplish the second half of this season as we stay unified on our direction. I mean, the sky is the limit, right? Remember, "Unity does not mean sameness, it means oneness of purpose". We all are different and bring different ideas and personalities to this family of businesses. That is what makes us so great. So here's to you! (If you are drinking a beer or have a beverage in your hand hold it high.) To every single one of you that punches the clock for MFB. I am proud to be working with you and I couldn't ask for a better family to be on this journey with. Each and everyone of you are heroes in my book! I look forward to meeting even more of you in my travels. So, when you see me out and about, I challenge you to approach me and fill me in on your own hero's journey here at Manatts. I would love to hear all about it! Much Love Y'all!

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MIKE HOLT – CDP, WATERLOO



ENVIRONMENTAL SERVICES

from Alex Niebuhr, Environmental Specialist

As I was sitting by the river fishing last week, I thought about the importance of living in the present. I contemplated the fact that each moment we have on this earth is unique and precious, simply because our time here is finite. Leonardo da Vinci's quote captures this feeling well. "In rivers, the water that you touch is the last of what has passed and the first of that which comes; so with present time." After catching and releasing a few channel cats back to their river-bottom holes, my attention shifted from the present to the future. I couldn't help but think about future generations being able to enjoy this little fishery. After we are long gone, will this ecosystem still be equally vibrant? Essentially everything we do, big or small, good or bad, has an impact on our environment. At Manatt's, we have pollution prevention plans in place, not only because it's the law, but to protect our rivers, lakes, and groundwater. It takes effort and awareness from everyone at our jobsites, plants, and in our shops to make these plans effective in reducing our environmental footprint. We are all responsible, both on-the-job and at home, to do everything we can to protect these precious resources for generations to come.

Looking back on the first half of 2020 we might be tempted to conclude that the world is more out of control than ever before. But life has always been this way. Pandemic or not, we deal with radical uncertainty every single day. As we navigate each day, we are placed in a whirlwind of uncertainty and imperfection. We can find beauty in that, or doubt and stress. And boy, some days it can be all too easy to fall into the latter! While I was thinking about

what to write for this article, I stumbled on a few lists of things in life that we can and can't control. I hope the few that stuck out to me below are helpful as you face trying times.

Things we can control:

1. The way we treat ourselves and others
2. The way we treat our environment
3. Performing our jobs safely
4. Living in the present
5. Where we focus our energy

Things out of our control:

1. The actions, feelings, and attitudes of those around us
2. The past, future, and passing of time
3. The economy
4. How long the virus will last/how it spreads
5. The exact outcome of any event

In the midst of adversity, we always have the choice to control what we can and embrace the uncertainties.

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DALTON VEST KEEPING THE ROAD SMOOTH FOR THE DUMP TRUCKS AT THE SOUTHEAST IOWA AIRPORT

HEALTH & WELLBEING

by Colleen Johnston

Viktor Frankl famously said, “Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom”. Through this pandemic, we’ve each filled that space with different decisions. Some decided to slack on routines, while others incorporated new ones. Some learned a new hobby and finished projects. Some overcame the challenges, and unfortunately, some didn’t progress.

There’s millions of stimuli and events we could choose to blame, but this type of thinking leaves us as victims of the circumstances. Instead, we need to learn to change our responses to those stimuli. Before responding, slow down and take time to think. Focus on understanding the situation and what you want to accomplish.

Even with the changing times, we have the ability to:

- Control the food and nutrients we consume
 - Quality nutrients can aid our bodies in recovering from stress and illness.
- Say ‘no’ to things that disempower us
 - When we feel empowered in our decisions, we grow stronger and our strength flows to those around us.
- Find a company that aligns with our values
 - Being part of a company that has values consistent with ours gives us purpose and meaning.
- Ask for help when needed
 - Asking for help doesn’t mean you’re weak or inadequate; it simply means you need help with something specific for a time. See it as an opportunity for others to contribute their skills and knowledge.
- Wake up with a positive attitude

◦Positive attitudes open our minds to opportunities, allowing us to appreciate life around us.

Most people believe the events in our lives determine the outcomes we experience. However, resilient people know they cannot control all the events that occur in their lives, but they can take 100 percent responsibility for how they respond to the events they face. Therefore, they take control of their attitude and actions and use them to create successful outcomes. Where others see obstacles, frustrations, discouragement, and despair, they see hope and opportunity. Focus on controlling yourself to create great things and contribute to the people around you. Next time an obstacle arises, what response will you make and how will it impact your environment and the people in it?



LISA ALEXANDER, SALLY SLAVEN, ERIC DOTY, AND STACEY SLAVEN ENJOYING PORKCHOPS AND WATERMELON AT THE PORTABLE ASPHALT PLANT IN FERGUSON

WELCOME TO THE FAMILY

DARREN AUSTIN

Hello Manatt's Family, my name is Darren Austin. I started with Manatt's in July 2020 at Brooklyn as Chief Risk Officer. My wife, Erin, and I along with our two daughters, Mya (12) and MacKenzie (10) will be relocating to the area from the western suburbs of Chicago. I'm originally from Missouri Valley, Iowa (near Council Bluffs) and Erin from Fort Collins, Colorado. I graduated from Iowa State with a degree in Occupational Safety and Health. Erin is a Master's level mental health therapist who runs her own practice. We met in 2000 and will be celebrating our 14th wedding anniversary on August 18th. Mya loves basketball and looks forward to getting back to competing as soon as we move. MacKenzie is a power tumbler and will be looking for a new gym to continue building her skills. I look forward to spending my first six weeks visiting locations and meeting employees and leaders while understanding our businesses and then helping to develop a strategic business plan to help the Manatt's Family of Businesses become a world class safety organization. I am excited to be part of the Manatt's family.



SYMPATHIES

Altoona/WDSM Dispatcher – Carey Courtney
Ankeny CDP - Rory Harlen – Mother
Ankeny CDP – Gerald Wilkins – Mother
Johnston CDP – Anthony Johnson – Aunt

A FULL RAINBOW OVER MOSCOW QUARRY – PHOTO CREDIT JEREMY BOWER – WQI

WENDLING QUARRIES

WENDLING QUARRIES INC.



**CONTRIBUTIONS FROM:
ROB MANATT
SUE SCHUTTE**

SAFETY – IT TAKES A VILLAGE

By Rob Manatt

This summer, we handed out shirts to every employee with a front logo that reads “Wendling Safety Team”. While our official safety department has only two members, the purpose of the messaging on the shirts is to remind us that everyone has a role to play in safety. We have an opportunity to contribute to a positive and proactive safety culture every day. In the office, this might mean identifying slip and trip hazards, creating ergonomic and functional work stations, and – in these days of the pandemic – wearing masks and staying home when we are not feeling well. In the field and shop, those same examples apply in addition to the numerous hazards we regularly work around including heavy machinery, electrical components, highwalls, open water, and so on. Make no mistake – we work in an inherently dangerous environment. Some hazards simply cannot be eliminated and we must instead work to mitigate risk by engineering solutions, providing quality training, and wearing appropriate personal protective equipment.

Family is one of our core values. Behaviors that embody that value include **uniting as one** and having each other’s back. Keeping those two behaviors in mind will help us all stay safe. It’s true that there is an element of personal responsibility in safety – you have to keep your head up and eyes open to identify the hazards around you and avoid them. When safety is treated as a communal effort, we create a multiplier effect that exponentially increases the chances that we all go home in the same condition we arrived. The

next time you see someone doing something unsafe – not locking out, not wearing a seatbelt, not wearing a harness, etc. – please say something to that person. The point isn’t to make an example out of him/her, but to impress upon him/her that you care and that you would expect the same in return. There is always time to slow down and do things the right way, with safety built in to every phase of the plan.

It’s also important to note that the best safety



ideas rarely come solely from management. Gone are the days of command-and-control, where decisions come from just a few folks at the top and everyone else has to find a way to like it. Our focus has turned to creating a culture that is collaborative and inclusive. This is because we know that the best safety outcomes occur when everyone involved has a voice in the process and we work together to determine the best solutions available. If you have an idea to make your work area safer, please speak up!



FRESH EYES


by Sue Schutte, Assistant Safety Director

Wendling Quarries is an awesome work family. One of the opportunities to help our work family is to participate in our Field Safety Committee. Our committee consists of five to six individuals from different areas of the company with varying skills and experience, giving us a diversified group. Members may volunteer to become a committee member or be recommended by their foreman or superintendent. Each year a chairman is selected by the committee to record our findings as we perform safety audits for our departments and report our observations to the department inspected. The chairman remains part of the committee for the next year to help lead and guide our members through the observation process. These inspections help our departments achieve ZERO citation inspections from MSHA. Not only is this a great honor, WQI has implemented the reward of free lunch for those departments that reach this achievement.

Every member is encouraged to speak up and share their ideas, experience and knowledge, which

makes us more effective performing our inspections. We talk to each other during our process, consulting about our observations and opinions. We learn from each other and form strong relationships that continue long past our committee time together.

Approximately every six weeks, we go on a field inspection trip using our FRESH EYES to help identify hazards and recognize our effective and safe work practices. The chairman of the committee plans our schedule for each inspection field trip, consulting with the Safety Department for current locations of our portable crews. This is a great opportunity to see our locations and meet our departments that might not be in our usual work group.

Even if the committee hasn't visited your department this year, help control less safe actions and conditions. Give it a try and you, too, will find yourself focusing your eyes on your work family so everyone goes home safe to their families and WQI can smile at a job well done with our Fresh Eyes. 



DEL PRESIDENTE

Brian Manatt

Continuo aprendiendo en mi viaje de liderazgo el poco control que en verdad tenemos, y la pandemia solo ha reforzado esto. De echo, parece que la unica cosa que en verdad controlamos es la forma a la que reaccionamos a cosas fuera de nuestro control. Volatilidad, Incertidumbre, Complejidad, Ambigüedad (VUCA por sus siglas en ingles) ahora son la norma y luchar por tener el control es una causa perdida. Mi atencion se ha centrado en preparar y dirigir a la Compañia y a mi mismo para prosperar en estos tiempos. Las estrategias de mando, control y el liderazgo tipo “Yo mando, tu lo haces” son parte del pasado y ya no son efectivos, por eso es que estamos transicionando a un Equipo de Equipos, inspirados en el concepto del General Stanley McChrystal:

“La solucion ideada fue crear un “Equipo de Equipos” – una organizacion interna en la cual las relaciones entre los equipos fueran tan buenas como las de los individuos en un equipo individual: equipos que, tradicionalmente habian residido en silos separados tendrian ahora que fusionarse en uno a traves de la confianza y el proposito” – McChrystal

Estamos ya viendolo desarrollarse en todas las divisiones de Manatt’s y estamos haciendolo una prioridad a traves de toda la Familia de Negocios de Manatt’s. Estamos comenzando el cambio de control y poder hacia sentido de propiedad y responsabilidad. Cuando nosotros como lideres abandonamos la utopia y nos enfocamos en: crear estandares y expectativas, servirnos a nuestros empleados, les proveemos con recursos y nos mantenemos verdaderos a nuestros valores, les permitimos crecer y convertirse en la mejor version de ellos mismos. Dandoles el poder de tomar sus propias desiciones a la vez que ofrecemos retroalimentacion y tambien haciendolos responsables por sus compromisos, sera nuestra nueva norma. Sera una cultura que producira resultados asombrosos, permitira a nuestra

gente alcanzar su maximo potencial, y prosperar en VUCA.

Otra area en la que dicho concepto juega un papel fundamental es en la seguridad de nuestros equipos y empleados. Como quedo establecido en la Mision de Manatt’s: “Sin peligro y seguramente, haciendo todo lo que hacemos mejor que todos los demas”. Estas palabras estan escritas en nuestras paredes, las mismas estan impresas en casi todos los articulos del Mirror y en muchas reuniones. Pero necesitan ser mas que pal-



abras. Tenemos que elevar los estandares de responsabilidad y establecer expectativas que aseguren que los miembros de nuestra familia lleguen sanos y salvo a casa cada noche. Por eso necesitamos el concepto de Equipo de Equipos completamente establecido, donde los silos se rompen, sin comando ni control, donde el constante desafio entre nosotros y nuestros lideres nos lleva a una mentalidad donde comprendemos que seguridad es igual a produccion, en cada vez y en cada situacion.

El dia 13 de julio, Darren Austin se unio a la familia de Manatt’s Inc. como Director de Riesgo (CRO). Su Biografia sera compartida mas adelante en esta publicacion. Esta no es una posicion que Manatt’s ha tenido antes, por lo que es otro buen ejemplo de los pasos en

DEL PRESIDENTE

la dirección correcta que se están tomando en nuestro viaje hacia la seguridad y responsabilidad. El rol de Darren como líder será el de cubrir todo lo referente a: seguridad, medio ambiente, seguro de propiedad & víctimas, compensación a empleados y vinculación referente a nuestra organización. Él es una acertada adición a nuestro ya preparado y fuerte equipo de administración de riesgo y seguridad, y estamos muy contentos de tenerlo como parte de nuestra familia. Darren nos guiará a tener una mejor cultura de seguridad, mejores políticas y procedimientos, mejores personas y equipos ya establecidos y prepararnos para responder efectivamente a situaciones desafiantes que puedan ocurrir.

Creo que todos estamos de acuerdo que este año 2020 nos ha tirado muchísimas curvas y aunque estamos agradecidos de ser una fuerza de trabajo esencial y estar teniendo un buen año hasta la fecha, estamos experimentando diferentes luchas personales. Pedimos a cada uno de ustedes que nos ayuden a seguir adelante en este viaje hacia la culminación del concepto de Equipo de Equipos. “Fusionarse en uno a través de la confianza y el propósito”. Juntos, la única forma de hacer la diferencia y necesitaremos que cada miembro de nuestra familia se una, compartan el compromiso y hagan nuestros valores y visiones una realidad. Controlar solo lo que en verdad podemos controlar, es como controlamos lo que no podemos. 47

PCC Y PROYECTOS

Tim Tometich

El año 2020 sin duda pasará a la historia como uno de los más desafiantes en la historia moderna. La pandemia ha causado una gran pérdida de vidas así como interrupciones en nuestro estilo de vida. Parece que el mundo está literalmente cambiando a nuestro alrededor en más de una forma. Algunas para bien, otras no tanto. Siempre es sentido que hay cosas en la vida que podemos controlar y otras que no. Esto también aplica a muchas industrias, pero a ninguna tanto como la industria de la construcción. La construcción es considerada una de las empresas más riesgosas en lo que a negocios se refiere, mayormente debido a todas las cosas fuera de nuestro control. Tenemos muchísimos riesgos que están fuera de nuestro control, pero algunos de los que listamos debajo pueden ser mitigados:

- **EL TIEMPO** • **ESCASES DE TRABAJO**
- **PERMISOS** • **PROVISIONES** • **RIESGO PARA LA SEGURIDAD** • **SUBCONTRACTADORES**
- **MATERIALES** • **CONDICIONES DE TRABAJO**
- **ECONOMIA** • **PLANOS INCOMPLETOS**
- **ROBO/DANO** • **UTILIDADES**

Tal y como todas las cosas que están sucediendo a nuestro alrededor, necesitamos concentrarnos en las cosas que podemos controlar. No podemos controlar la pandemia, no podemos controlar el tiempo, mucho menos la economía. Sin embargo, podemos limitar nuestros riesgos en cosas como la seguridad, las condiciones de trabajo, robo entre otras. Tenemos que tener la anticipación y la experiencia para estar siempre en la mejor posición de ser excelentes en todo lo que hacemos. No siempre podremos controlar las condiciones de trabajo, cierto; pero lo que sí podemos controlar es las decisiones que tomamos sobre la seguridad de cómo trabajar con las condiciones existentes. Cada uno de nosotros tomamos decisiones diarias así como cada uno de nosotros tiene responsabilidad sobre la seguridad laboral. A la hora de trabajar, la primera cosa que debemos preguntarnos es: “¿cómo puedo hacer este trabajo mientras me mantengo a salvo?” Tampoco podemos controlar el tiempo pero sí podemos controlar que tan preparados estamos para la lluvia y lo que podemos hacer después. Todo lo que podemos hacer es recopilar la mayor cantidad de información posible para tomar las mejores decisiones y no estresarnos con cosas sobre las cuales no tenemos ningún control.

PCC Y PROYECTOS

La division de Pavimentacion y Proyectos de PCC ha tenido un buen inicio hasta la fecha. Hemos asegurado continuidad en los trabajos realizados en la Carretera(Hwy) 30 en los condados de Benton y Cedar-Linn asi como tambien en el Proyecto del aeropuerto en Grinnell. Terminamos el aeropuerto de Knoxville asi como tambien un trabajo de Cubrimiento(overlay) cerca de Keota en el condado de Keokuk.

Al momento que se escribe este articulo, estamos trabajando en 4 proyectos. Tenemos: El Aeropuerto del Sureste de Iowa en Burlington, la Carretera(Hwy) 30 en Nevada y en el condado de Tama y tambien un Cubrimiento(Overlay) en el condado de Pocahontas. Tenemos a CJ Moyna hacienda el Terraplen en los trabajos de Tama y Nevada. Nuestros dirt crews dirigidos por Brett Strong y Cecil Green estan trabajando en los proyectos de los condados de Tama, Burlington y Pocahontas. El Crushing crew dirigido por Tom Dvorak estuvo en los



PHILLIPPE GUTIERREZ

Aeropuertos de: Knoxville y Burlington y en la Planta de Concreto de Ankeny, actualmente se encuentran en la Cantera Bowser trabajando para Wendling.

Nuestro proyecto de pavimentacion en el condado de Tama ha estado avanzando desde principios de Julio con el equipo de pavimentacion de Triple.

Tyler Busch, Ian Bristow, Josh Ingamels y los empleados de las plantas de concreto han estado en el terreno produciendo las yardas necesarias en los dias buenos para cumplir con las metas trazadas. El trabajo de la Carretera(Hwy) 30 en el condado de Story en Nevada, tendra 3 fases de pavimentacion, con la primera de ellas ya finalizada. El equipo de Triple ira del trabajo en Tama hacia Nevada para la fase 2, al finalizar regresaran a Tama. El equipo de pavimentacion de Kenny Alexander ha estado trabajando en Nevada, Burlington y se moveran hacia el condado de Pocahontas para un trabajo de cubrimiento(overlay) de 16 millas. Es muy probable que ellos mismos terminen la fase final del proyecto en el condado de Story-Nevada.

Por favor, mantengase a salvo y controle solo lo que podamos controlar por el resto de la temporada!

47



JOSE SANCHEZ



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