



MIRROR

WINTER 2020

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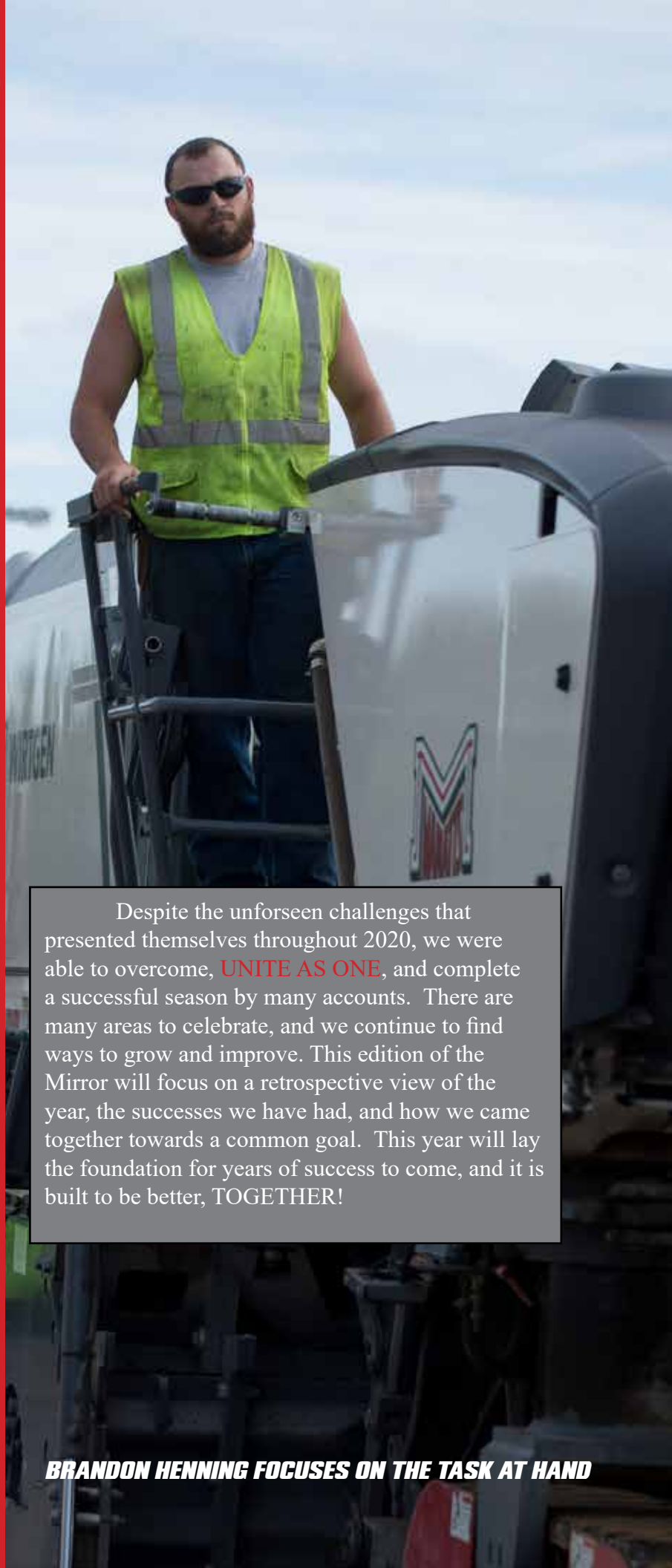
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***COVER – JOHN MCKUSKER**



Despite the unforeseen challenges that presented themselves throughout 2020, we were able to overcome, **UNITE AS ONE**, and complete a successful season by many accounts. There are many areas to celebrate, and we continue to find ways to grow and improve. This edition of the Mirror will focus on a retrospective view of the year, the successes we have had, and how we came together towards a common goal. This year will lay the foundation for years of success to come, and it is built to be better, **TOGETHER!**

BRANDON HENNING FOCUSES ON THE TASK AT HAND

FROM THE PRESIDENT

Manatt's Inc has always played the long game. It is intentional that we have been successful for 70 plus years. We have been blessed with visionary, hardworking leaders that have been great stewards of the organization and its people. It is critically important that we understand what has made us successful in the past and use it to keep us on course.

"WE ARE VERY FOCUSED ON UNITING AS ONE AS A FAMILY OF BUSINESSES. ONE OF THE WAYS WE ARE DOING THAT IS BY CHANGING THE WAY WE LEAD THE BUSINESS."

We must also be careful to not honor the past by living in it. Our Values Based Leadership journey is how we are balancing the past and the future in our generation. Staying true to our values of **Family, Excellence and Human Potential** we will maintain the culture that makes this such a great place to work and drives us to continually reset our standard to be the best. Working on the business, there have been many great changes as we continue to **Unite As One** and live our values while **Safely Doing Everything We Do Better Than Anyone Else.**

At the start of our season, Duane MacDonald was named as our first Vice President of Construction. Duane has accepted the assignment of being the visionary leader for all of our construction division. He has a business plan for the team and also oversees business plans and performance management. Duane has been a fantastic leader and operator and is now proving that he is not done learning and growing by

taking on these new challenges. He is also doing a great job mentoring and transferring so much of his operations and company knowledge. Once again, balancing past experience with the future vision of our construction business.

Another first for our company is the hiring of a Chief Risk Officer. Darren Austin joined us in July of this year. He has spent the majority of his first few months learning the people, culture and values. He also created his business plan with his vision for how we become a world class safety organization. He began working on how we manage our risk through insurance. John McKusker will be retiring at the end of November after 48 seasons with the company. However, John informed me he wasn't retiring: he was still going to farm. He will be missed, and I wish John the best in the next part of his journey!

The third new position is

the Chief Leadership Officer. Mark Chidley will be joining us full time at the beginning of January. As we continue down the VBL journey, we have more needs in leadership development and training than an outside consultant can provide. We are looking to transition much of the workload from Capitalism 2.0 to in house. As CLO, Mark Chidley will also oversee the HR department. We look for this team to continue to propel us on the VBL journey!

We are very focused on **Uniting as One** as a family of businesses. One of the ways we are doing that is by changing the way we lead the business. Instead of several individual meetings that are company or division specific, we created teams to help us lead and set the standards



AMES ASPHALT CREW WORKING ON HIGHWAY 65 NEAR COLLINS, IA



BIRDS EYE VIEW OF THE HWY 30 PROJECT IN STORY COUNTY



for our family of businesses. We have spent significant time with these groups defining their specific purpose, values, and vision to create alignment for the team. We have also been hard at work reviewing business plans and financials. Open, honest communication and transparency are at an all time high with these teams.

As we review the businesses, our old financial week have morphed

in to meetings with the following teams:

Owners meeting including Tony Manatt, Adam Manatt, Brian Manatt, and Greg Manatt.

From there, our Executive Leadership Team meets, which includes Dan Roberts - President of Norris/Douds, Brett Finnegan- President LL Pelling, Rob Manatt -Vice President of Operations at WQI,

and Tim Douglas - CFO Manatt's.

The Manatt Family of Businesses Leadership Team (MFBLT) convenes and includes; Bridg Moreland Chief Technology Officer, Darren Austin Chief Risk Officer, Brian Schulz Director of Shops & Equipment, Mike Novelli Director of Transportation, Duane McDonald Vice President of Construction.

These teams are committed to making us the best organizations we can be. The purpose statement for the MFBLT is: creating legacies by unifying the Manatt Family of Businesses around a highly engaged, high performing workforce that is committed to our vision, aligned to our values and doing things they never imagined possible.

The long game is not thinking just three to five years down the road, we are making decisions based in decades. We are proud of our history and will continue to honor it through our VBL journey. Taking a company that has been in business 73 years to 100+ years takes planning, vision, and thoughtful leadership. The only way for us to accomplish that is together

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DOZER OPERATOR FELIPE FONSECA WAITS FOR NEXT TRUCK LOAD ON HWY 30 IN TAMA COUNTY



DOWN THE CHUTE

I was talking with a vendor recently about a discussion we had in February... which turned into talking about how 2020 certainly didn't go how we thought it would way back then. There are a lot of reasons that 2020 will be remembered—and no matter what you will remember it for, there can be no doubt 2020 has changed our country, our society and our company. While this past year didn't follow the script we were prepared for, there are many good things that came out this year. As we close out 2020, it is a good time to reflect on the blessings that 2020 gave us; while toilet paper shortages and mandatory masks are in the news, there are a lot of things more personal to us that we have to remember and be thankful for.

Just as in any year, 2020 has its share of larger projects. For example, we saw the conclusion of the Red Rock Dam, a wind farm, several bridges and paving projects, and some warehouse pours. These projects are a great way to highlight our team coming together to support each other. CDPs from all areas hauled on these projects, coming in for the day to help out as needed.

When we pull resources, like trucks, CDPs and QC techs to focus on these projects, we are still getting everything done at all our plants, for all of our contractors! Coordination by Mike, Hank, Steve Naderman, Dallas Cashman, Curt and Corey in Des Moines all came together to ensure that we took care of our customers on “big” or busy days. While there were days that were tight, and some where we didn't have enough to go around, this was the best year in a long time for helping each

other out. Even Curt agreed that he got more help than usual this year! And special thanks go to the plant managers, sales team and QC team that ensure we gave the right products and customer experience to all of our customers, no matter what else was going on.

It is no secret that this is a part of our potential for creating success. As a company we have resources across eastern and Central Iowa, that when we work together and utilize our cumulative strength give us an ability to outperform our competition. Everyone involved from our front line CDPs to our coordinators, sales team, Area Managers, Operations team, and back office support has my true and sincere appreciation for

resources and ensuring that we were as efficient as possible with our fleet. Outside truck rentals were significantly down and we were able to be more profitable delivering our concrete! While Mike and Hank are front and center, this is something that takes everyone, all of the Areas, all of the plant managers, and all of the CDPs working together to see a bigger picture and understand how we can win as a whole versus focusing in on the needs for a specific location on job. I am pleased to see the team coming together and producing such great results!



ADAM MANATT



TREVOR MARTIN – READY MIX SAFETY SPECIALIST

your commitment to our standards of Excellence and the legacies that we have built across Iowa in 2020.

This was the first full year of having two full time truck coordinators, Mike Steward in the South and Hank Schares in the North. We were able to clearly see the impact of having someone managing

As our company and division have grown, maintaining consistency across our people and locations becomes ever more challenging. Ensuring that we are all aligned to the same goals and standards of excellence, creating the same customer experience everywhere we do business to be the supplier of choice, is critical

to our business strategy. Investing in our people is our shared value. We look to hire people who are the right fit for our family. Our next step is to get them integrated and trained to our shared expectations.

We created a new position this year to help with communication, performance, and training across Ready Mix. The position of Ready Mix Safety Specialist was born with the intent of having a rotational position that would allow a team member from Ready Mix to step out of their daily role for a year to work across the Areas of Ready Mix. Trevor Martin has taken on the challenge of learning along with us how to make this role successful. I would like to commend Trevor for his passion and persistence in ensuring that the Safety Specialist role added value across our Ready Mix Division. He has endured not just the challenges of COVID, but also the loss (to retirement) of our Safety Director Clay Prior in the beginning months of his tenure, and then a switch to a newly created group of Risk Management—all while helping define a new role with Area Managers (and a Division Manager) who each had his own thoughts and priorities! Thank you, Trevor for sticking in there, accepting feedback, and growing with the role.

One of the primary focal points of the Safety Specialist position has been creating a conduit to the front line CDPs. The feedback we have received from the annual Employee Engagement Surveys (EES) have made it clear that there was a disconnect and communication issue without most important and valued people! Trevor's role this past year has included not just check rides with

people “graduating” from our Elite CDP training program, but also check rides and check ins with CDPs at all plants in all Areas. This is to let them know that we hear them and care about them as our Family!

Trevor has also been integral in shaping and leading our CDP Elite Training Program. We have created a core group of “Elites” who help in



the training and onboarding of every new CDP at Manatt's. While the program is not new this year, we are really starting to see the impact of having a dedicated group of passionate people who can ensure that everyone operating a Manatt's ready mix truck understands the expectations that come along with being a Manatt's Concrete Delivery Professional. From the basics like how to operate a truck and environmental and governmental regulations, to critical issues like the safety and well-being of our teammates, to ensuring that everyone knows what it means to join our family and understand our shared purpose, vision and values, we are building an even stronger culture with

highly engaged and enabled people.

Thank you to all of our Elite Trainers for all you do in building our unified culture, ingraining our values, and beginning to build legacies with our new CDPs! Through your efforts and that of our entire Ready Mix Family we are able to build better projects, together!

Another new idea that we are trying this year to help improve our communication is a periodic “town hall.” One of the lasting impacts of 2020 will no doubt be the continued existence of Zoom meetings. We have leveraged this technology to allow us to bring together anyone in the Ready Mix division who is interested for an open forum conversation. This allows me to update everyone on how the year is going, and more importantly, allows anyone in the division to ask questions if there are things they are curious about. I believe the first couple of these town halls have been successful, and greatly appreciate the active involvement of so many people. My hope is that they will continue to grow even more interactive!

Nothing gets done in Ready Mix without all of us working together. As 2020 comes to a close, I would like to take this opportunity to thank everyone who has supported and contributed to our successful year—from our shared services in IT, finance, HR, and safety, to the trucking, shops and parts teams that keep us running day to day, to our Ready Mix team of Quality Control, Operations, Plant Managers, and most of all to our Concrete Delivery Professionals! Thank you all. Have a very safe and very happy (socially distanced) Christmas and here is to a safe and successful (and less eventful) New Year!

BEHIND THE BUMPER

What a year 2020 has been! I don't think anyone could have anticipated the challenges and changes we have all endured. To say that I am impressed by our Manatt's Family team members' ability to adapt, overcome, and lead

2021 season, we will continue this trend with better overall efficiency due to strategic planning in dispatch, more six axle dump trucks replacing four and five axle trucks, updated powder haulers, and a lowboy tractor. Compound that with lower fuel prices that have been locked in for the '21 season and a great group of professional drivers that get the job done.

It has been about a year since Brian Schulz (Director of Equipment and Shops) came on board at Manatt's and he has brought a lot of

leadership, experience, and knowledge to our company. He brings with him a vast knowledge of Viewpoint and has developed a report with help from others within Manatt's that will

revolutionize how we view equipment costing and usage. I'm excited to see where it goes within our company and sister companies. Brian has embraced our values and vision and has been a great fit within the Manatt's Family culture.

Ron Puls, longtime Alignment Shop Manager has accepted the role of Brooklyn Truck Shop Manager. We are excited for Ron's new role as he gets to work with his team this winter on getting maintenance done on our growing fleet of trucks and trailers. This is a busy time of year for our shops, as they have the tall task of getting all of our trucks and equipment serviced, repaired, and ready to roll for the 2021 season. We have a great group of managers and mechanics that always get it done.

Together we are the best in the business!

Merry Christmas and Happy Holidays!



through this difficult year would be an understatement. From the office and shops to the field, everyone has been affected this year one way or another, but together we have been able to orchestrate a successful year. Thanks to everyone for making this happen!

This past year, Trucking added more six axle aluminum dump trucks to the fleet and they have helped us haul more material per load than our previous dump trucks allowed. We also added a couple new Mack tractors and cement tankers to the fleet in strategic locations.

These moves, led by Mike Novelli and his team consisting of Adam Hernandez, Tim Morrison, and Bryan Morrison, have allowed the trucking department to become more responsive and agile to the business's needs. As we look to the

DUMP TRUCK DRIVER RON IRWIN DELIVERING PRODUCT IN BURLINGTON



CONSTRUCTION SERVICES



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NEWTON

Merry Christmas from the Newton Asphalt and Milling Division. We hope this article finds you and your family happy and healthy. Thank you to all our employees who made this season a success amongst all the monumental challenges faced. A huge thank you to the families at home for your sacrifices while your loved one is at work and you can't be together. We appreciate you. Enjoy the winter and time you have with your loved ones; spring will come fast.

This year has been quite a year and I'm glad it is just about in the rearview mirror. When the words Covid-19, Coronavirus and Derecho are only memories, that will be something to celebrate.

This was a busy year for the Asphalt and Milling Divisions. The asphalt crew placed approximately 118,000 tons on 37 different projects. Some of these projects required multiple move-ins to complete. Most of the asphalt for these projects was produced by Eric Doty and crew from two plants. The 304 portable plant produced 101,000 tons and the 309 Newton plant produced 15,250 tons. The Ames asphalt plant produced the remaining 1,750 ton. Thank you to the Ames plant crew for the help. This

takes coordination and teamwork, which follows the theme: Built Better, Together. Chico and Joel manage the projects. Mike McDonald and Josh Sadler work with the road crew and Sally Slaven and crew handle the QC end of things. Steve Anderson makes sure the equipment is well maintained, repaired and ready to work. We are only able to build it better if all these moving parts are working together. Thank you all for a successful season.

The milling crews worked on 141 projects this year; some projects

task and Bryan does a hell of a job. This can only happen if everyone, including our customers, are working together. The 5 milling crews are the epitome of together. Most generally, they leave Newton Sunday night or Monday morning early and don't return until the weekend. They ride together in crew cab pickups, work all day



JASON SPOONER

together, eat together and share hotel rooms together; All while trying to be safe and follow CDC guidelines. Thank you for all you do and the great season.

Built Better, Together takes an office and shop as well. Thank you to Tessa for handling all the paperwork that comes through each week and the data entry

required from it. Tim and Aaron work together in the shop to keep the asphalt crew, milling crews, trucks and cement tankers that base out of Newton up and running. Together, they keep the Newton office and shop running. Thank you for all you do.



VIEW OF FINISHED NEWTON HYVEE PARKING LOT

multiple times. This can only happen if it is being Built Better, Together. Bryan Wacha handles the schedule for 5 crews, while he and Joey are on mills most days trying to help keep up with the demand. Keeping this schedule and contractors all over the state relatively happy is a daunting

ASPHALT & MILLING



JOEL ROBINSON

Hello everyone! I hope this article finds everyone reading it in good

health! As I sit here and write this article, I keep thinking that this season will always be one to remember with everything that has transpired throughout the year. If putting together a safe and successful season wasn't hard enough, each of us was also tasked with battling through COVID-19, social distancing, power outages, and the infamous 2020 Iowa Derecho storm. Everyday it seemed like the battles just kept coming and coming. However, as I begin to look back, I realize just how much each of us relied on one another both personally and professionally. Let this year's season serve as a reminder of what we are all capable of and what we can accomplish by Building Better,

Together.

The Newton Asphalt Division finished strong this year. Going into the first week of November, we still had what we would call our toughest asphalt mix of the season to produce



JOSH SADLER STOPS ON COMING TRAFFIC

and pave... IN NOVEMBER! The asphalt mix was a 6,000-Ton High-Performance Thin Lift Overlay (HIPRO) to be paved on a Tama County road near Clutier, Iowa. Our

crew knocked it out of the park! I received phone call after phone call from County Engineers and inspectors, businesses, and the general public all praising the job our crew did and how smooth their new road is. Great job to everyone involved on this project!

Overall, our team safely handled, produced, trucked, and paved almost 120,000 tons of HMA this year on both commercial and mainline (highway) projects. Some of these project locations include Colfax, Grinnell, Runnells, Clutier,

Marshalltown, Montezuma, Lambs Grove, and of course Newton just to name a few. Mike McDonald, Josh Sadler, and the asphalt crew finished up the last of the work this year in Grinnell, working on street repair patches and the Grinnell Wastewater Treatment Facility. Eric and his crew are finishing up maintenance on both asphalt plants and making sure all the plant equipment is ready for another successful season next year.

No matter what comes our way, this season showed me that we will always continue to **have each other's** backs and challenge one another to go above and beyond. Thank you to everyone for all your hard work this year and everything that you do. I wish the best to all of you and your families this holiday season. Have a Safe and Happy Holidays!

NEWTON ASPHALT CREW FINISHING UP THE SEASON STRONG!



AMES

As I write this, the Ames division has one production day left before we finish off one of the most trying construction seasons we've seen in recent memory. The days went fast, but it seems like an eternity ago we were told to start social distancing. We kept apart from each other as best as we could physically, but it was Manatt's unity – across crews,

having more productive conversations now that they know what it is that makes each other tick and best ways to approach their fellow employees. We'd like to thank everyone for making the effort to attend these VBL meetings and commit to the process. After all, it is this **commitment to growth** that has allowed us to **become leaders worth following** in both our professional and personal lives.

"Family" value by uniting as one to build better projects, better relationships, and a better future – together.



Our off-season will begin almost as busy as the construction season started. Our shop will start its yearly battle of maintenance to a fleet of equipment that saw increased production from 2019 to 2020. In the office, we will be trying to close out jobs from 2020, while still bidding for a (hopefully) busy 2021 season. With the restricted tax income our state, counties, and municipalities have seen this year, the construction outlook for the 2021 season remains in question. We have work on the books already for the first couple months, and the December DOT letting has another stretch of Highway 65 up for bid that would be right up our alley. Our traditional golden geese in Boone County, Story County, and the City of Ames have all said they plan on letting work as usual, without much interference, so we are hopeful that we'll have a good foundation of work to start the 2021 season with.

HWY 65 PROJECT ACHIEVED 97% SMOOTHNESS!



departments, and divisions – that led us to another successful year in Cyclone country.

By keeping our distance from each other this year, we unknowingly created a communication barrier between some of the people who normally had forced conversations every morning. There couldn't have been a more opportune time to start our Values Based Leadership amongst our foremen. It has been more critical this year that everyone be proactive in communicating daily production goals, safety information, and equipment coordination to each other ahead of time. By taking the Insights Assessment, we have learned how to communicate across crews more effectively and become better versions of ourselves. Our foremen are

Highway 65 project at one point or another. The hours were long and scheduling was tight, but by coming together our crews were able to put down one of the smoothest stretches of asphalt in the state this year. The pavement achieved a 97% smoothness factor and went on to win a QMA award from the APAI. We couldn't be more proud of how well our crews came together to complete the job ahead of schedule with such infallible work. Their performance on this job was proof of Manatt's commitment to our

professional and personal lives.

Our crews intertwined on several jobs this year as they always do - none of them more fusing than the Highway 65 project in Story/Jasper County. Every one of our crew members was on the



SUBDRAIN, SEALCOAT, STABILIZATION



DAVE SCHINCKEL

Another construction season is nearing its end. As I grow older, I am reminded of my parents saying “pretty soon you will see that the years seem to fly by.” This statement truly hits home, as it seems we were just kicking the season off. Maybe it’s our ever changing, fast paced world we now live in. For the year 2020, it seems that everyone will agree, it cannot end soon enough. With all the divisiveness in our political nation, biased media feed and COVID-19, I will truly be happy to get this year behind us. For the most part, COVID-19 stayed away from our division. We had one late season positive and it did not spread from there. I want to thank all of my crew leaders and crew members for being diligent in their daily duties to stay safe from this virus. Our crews are so short handed now that with even one person missing it practically shuts that crew down. From time to time, a crew member has to be away from the job to take care of business at home. I see the respect from each other when this

happens and you each step up to do the extra work needed to safely keep a project moving. That is truly family and makes me proud.

At the time of writing this article, we have a couple of days of subdrain to install on Highway 30 in Tama County and about two days of tile cleanouts to place at the Burlington Airport. This should have

and then mix it into the existing roadbed in preparation for the cement stabilization next year. This extended the season for them and they then joined with Don’s crew to finish out the season. Like in the years past, both of the crews traded work back and forth to keep the schedule rolling. I am so proud of what these guys and gal can accomplish throughout the year.



Don’s crew done for the year. Jeremy’s crew was able to lay several thousand tons of roadstone in Page County

Late this fall, both of these crews sent five to seven people to help with a bridge pour that Cunningham-Reis had near Fort Madison. They were short on crew members and we had some holes in our schedule that allowed us to help. This, too, shows the versatility of these crew members and their abilities. Built Better, Together!

Looking in the rearview mirror, we had a great season for both divisions. The short spurt of snow in October looked like it might end the year early, but luckily it was short lived and we had another solid 30 days of construction to get us to the finish line. Safety is, and always

SEALCOAT PROJECT IN FREMONT COUNTY



will be, the most important part of our daily routines. The Sealcoat and Stabilization Division had a banner year with zero incidents. Now, our Subdrain Division had one of our worst season in several years. Right at the start of our season we dedicated ourselves to being safe and safer than the year past. Most all of these incidents could have been avoided with proper planning and not being in a rush. Safety before production! Luckily there were no physical injuries from these incidents and equipment can be repaired. For those of you who had these incidents, take the time this winter and realize the impact it had not only on you but your fellow crew members. Nobody wants to be the person responsible for injuring another crew member. We will review and adjust for next year regarding safety. We cannot and will not accept this past performance. I know you are all capable of better performances and respecting the safety of those around you. Hopefully, the virus will subside by next spring to allow us to have some crew member training classes and not just training for Superintendents. It is time we all take ownership of Safety.

We are just starting to get into the large winter DOT Lettings and are optimistic to once again fill our construction season for 2021.



PAM ALLERT TRENCHING IN SUBDRAIN AT BURLINGTON AIRPORT

We had some fall AGC regional meetings and had favorable forecasts from the DOT on the work to be let for bidding. The Virus did impact the Road Use Tax income level, but not at a rate that will greatly affect the 2021 Construction Budget. Like the other divisions in the company, we are going into 2021 without any carry over work so we will need to pick up some work in each and every letting. It does make for some anxious moments, but we seem to always make

a season out of it! Enjoy your time off this winter and stay safe in everything you do. Take the time to enjoy your families at home during the upcoming Holidays. I am so proud to be a part of your construction family here at Manatt's! A sign of a great leader is someone who surrounds himself with great people. I truly have the best leaders and crew members! Happy Thanksgiving! Merry Christmas and have a Happy New Year!

CREW WORKING TOGETHER ON THE PAGE COUNTY PROJECT



EASTERN IOWA ASPHALT



TODD POWERS

Phew! It's the Wednesday before Thanksgiving, we made it! Generally, this is the

day that we shut down operations and can take a step back and relax. This is always a hectic time of the year. We are always scrambling to beat the weather and wrap up any projects left to be completed. It was a hard push to the end this year, but we completed all major projects and are putting most of the equipment to bed this week. We will have a couple of loose ends to finish up the week after Thanksgiving, but I think its safe to say the 2020 paving season is over.

I am looking especially forward to Thanksgiving this year. It is one of my favorite holidays. I think mostly because it marks the end of the construction season. Its great to spend a little time with Family after a hard construction season. This year was especially trying, for multiple reasons, but the Team held strong and we stuck together to get through anything that came our way. I just kept finding myself saying, its Covid-2020, what else could happen?? Turns out that was a bad outlook because things you

have never even heard of happened! (Derecho!!)

Our paving season definitely was not what I would call a typical year. At least, not what I was used to at Determann. We dove into some new markets this year and learned some new equipment, mainly the

slightly out of the Camanche plant but we started out strong and had work in front of us all the way until the end. It seemed like we never had a moment to slow down. I am hopeful this momentum will carry into the 2021 season. We are also fortunate enough to have a bit of work to carry over into

CAMANCHE ASPHALT CREW ON A COUNTY OVERLAY PROJECT



Linwood Asphalt Plant purchased from McCarthy. I think everyone throughout the Manatt's organization should appreciate the equipment and investment the organization makes to keep our equipment looking great and operating at a high level. If you don't, be part of an acquisition and I'm sure it will change your mind! The new markets brought on some challenges; learning our expanded market, having some added competition, learning our new customers, and all the things associated with operating a little outside of our normal comfort zone.

We started the year off a little slower than I would have liked in the Muscatine and Quad City markets. After some hard work at the bidding table, work started coming in and we had a busy second half of the season. Our overall tons were down

the spring of 2021. This will hopefully give us a good start.

Change was the theme of my last article: it's never easy. I'm proud of the crews and their resilience in a year like 2020. I don't think there is a hurdle we can't cross! I hope that everyone takes a little time over the holidays to spend some time with family and friends. If the year of "Covid-2020" (that's what I call it, the year everyone wants to erase and start over!) has taught me anything, it's relax and be thankful for what we have.

Last, but certainly not least, we had a safe 2020 construction season. Thank you to all the workers looking out for themselves and one another to keep us **Safely Doing Everything We Do Better Than Anyone Else**. Happy Holidays!

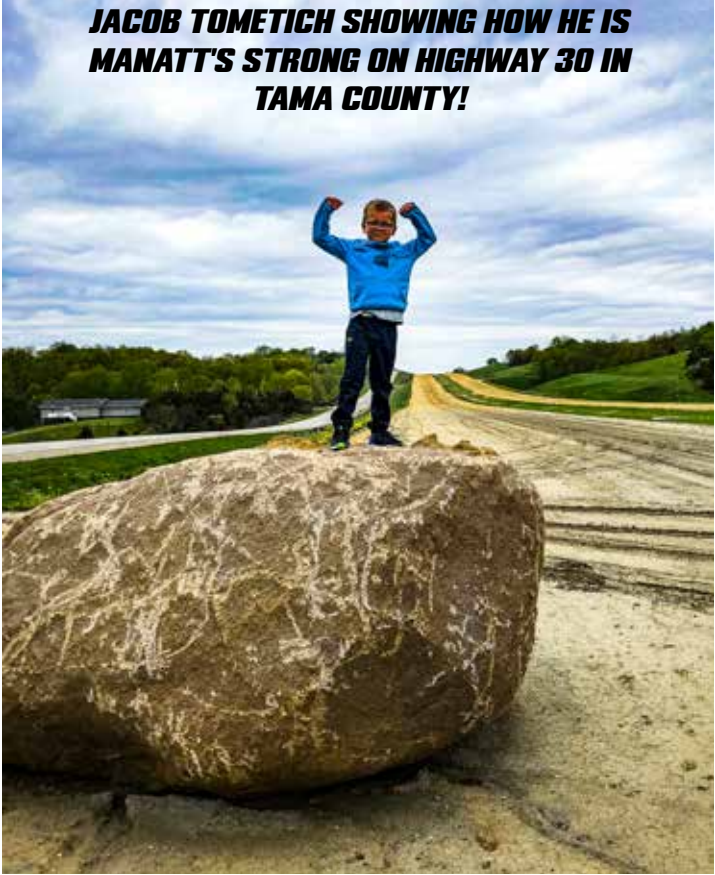
SUNRISE AT THE CAMANCHE PLANT!



PCC & PROJECTS

What an extraordinary year! As I write this article, we are in the process of laying off both paving crews this week, before Thanksgiving. We typically like to be done with our paving work by this time of year, but it doesn't always seem to work out that way. Typically, this time of year, you are battling inclement weather, low overnight temperatures, shorter

JACOB TOMETICH SHOWING HOW HE IS MANATT'S STRONG ON HIGHWAY 30 IN TAMA COUNTY!



days, and a tired crew. For us to end our paving year with a couple of 50 to 70-degree days, it feels like we deserve it!

It has been one of our more challenging years, but if you look back on all we have accomplished, it has been a successful year. Not only have we had challenges with the derecho and the pandemic, we have

struggled with numerous unforeseen equipment breakdowns. We are thankful we made it through this year, and it is all attributed to our people. We have tremendous support from other Manatt's divisions as well as the family of businesses. From trucking to the shops, everyone stepped up and made this year successful. We certainly accomplished a lot of our

goals but fell a little short on others this year. We want to be **great on purpose** and we are very close. Sometimes the journey can take some steps back in some areas and steps forward in other areas. There is no doubt about it, this industry is hard, extremely hard, especially concrete paving. If you step back and look at what all goes into a day of mainline paving, it can be overwhelming. One little problem can really mess up a good day and on the other hand, so many things must come together to have a good day. Luckily, we have people that take

pride in what they do and **have each other's back**. Everyone should be proud in all the work we have accomplished this year. From our crushing crews, to plant crews, subgrade crews, dirt crews, grinding crews and quality control, everyone made this year one we will not soon forget.

As for next year, we are cautiously optimistic. We will have some work to finish on Hwy 30 in Tama County and we just picked up some concrete paving on I-35 South of Des Moines. We also picked up a big project in Johnson County recently, but more to come on that! To add to that pessimism, most of our competitors will not have any carry over work either. Therefore, we will be hard at it this winter trying to land some work for the upcoming season. There is work out there, we just need to land it.

Please have a great holiday season and stay safe. Hopefully we aren't dealing with the same challenges at this time next year!



TIM TOMETICH

BLUE SKIES AT THE PORTABLE IN AMES



BURLINGTON AIRPORT



JARED MCGREW

We started off the 2020 construction season on March 16th at the Southeast Iowa

Regional Airport in Burlington. This was the earliest I can remember starting a project in the spring, but it had a very tight schedule, so we needed to get a jump on it. Little did we know that the day we would start the project the COVID pandemic would take hold and change our way of life. That Monday night eating dinner at Buffalo Wild Wings turned into the last night we would be allowed to dine in a restaurant for several months. So, now after putting in a full workday, our only option was to head back to the hotel and order delivery. From there was the uncertainty if our project would get shut down or if we would be allowed to continue work. Bottles of hand

sanitizer and bleach, along with boxes of rags, were delivered to the job and put in every piece of equipment to utilize in between operator changes. Then came the masks and social distancing. It was a change for all of us, but everyone did their part. The project itself was complex... including three phases with a total

and replace with a new 6,100' x 100' runway along with the taxiway connectors.

Due to busts in the design, multiple plan revisions with typical section changes, and several change orders those quantities and the contract period were altered.

Upon starting the grading after the old runway pavement was removed, it was found that the soils on-site were extremely wet, and we had to meet a very strict specification on moisture and density for our embankment. After many days of trying to dry down and recompact the existing subgrade, with no success, we had to call in Jeremy Rucker to lime-treat the entire subgrade to create a "construction platform" that we could build our embankment on.

After that it was taking up to fourteen days to dry down one lift to hit the moisture/density requirement. This created a large set back in the project schedule. Once grading was

-
- PROJECT SCOPE**
- 170,000 CY OF EARTH WORK
 - NEW STORM SEWER
 - 33,000 TONS OF HMA REMOVAL
 - 71,000 TONS OF PCC REMOVAL
(40,000 TONS WAS RECYCLED)
 - 86,500 SY & 21,000 CY OF NEW PCC
 - 92,000 SY OF LIME-STABILIZATION
 - 17,000 LF OF SUBDRAIN
 - 61,369 SY OF GROVING
 - 117,000 LF OF COMPRESSION SEAL
 - NEW HIGH INTENSITY LED LIGHTING
 - PAVEMENT MARKING
-

of 229 calendar days to complete the project. The project was to remove the current 6,700' x 150' runway

ON FINAL APPROACH OF THE LAST OF THE WORK AT BURLINGTON AIRPORT





'PERMISSION TO BUZZ THE BOOM?'

complete it took several of our crews working in the same area simultaneously to make up some ground and get the job ready to pave. It was amazing

to see what could be done once the job was handed over to Manatts. Once the paving was complete, we turned the job back over to the sub-contractors to respread topsoil, seed, place sod, install the new lighting, and paint

the new pavement markings. In mid-October we were finally ready to call the Milling crew back down to start removals on the second phase. A



OVERVIEW OF BURLINGTON AIRPORT PROJECT



BRETT STRONG (L) AND JARED MCGREW (M) DISCUSSING PROJECT IN BURLINGTON

A couple weeks with temperatures in the 60's and 70's in November were a godsend for getting the concrete work done in the second phase. We brought both paving crews down to take advantage of the window we had. As we now approach Thanksgiving, our subcontractors still have some electrical work to get in and pavement markings to put down before we can wrap this phase up. It is looking like

we will be completing the final phase, which consists of minimal concrete work, pavement markings and some electrical work, in the spring. We also have some carry over change order work for next year that requires an FAA inspector to be on-site. Due to COVID-19 this year they wouldn't send an inspector out to the job.

While there were many setbacks out of our control and having to perform many operations unconventionally, everyone **had each other's backs** and got the work done! It is the Manatt way to go above and beyond to hit the goal that was set, regardless of how we get there! I would like to send out a big thanks to all the Manatt's crews involved in making this project come together. They include: Brandon Henning's Milling crew, Tom Dvorak's Crushing Crew, Brett Strong's Dirt Crew, Jeremy Rucker's Stabilization Crew, Don Meek's Subdrain Crew, Kenny Alexander's Paving Crew, Roy Piper III's Paving Crew, Ian Bristow's Portable Plant Crew, Norm Taylor's Quality Control and Grinding Crews and the Trucking Division. Together, we all made this happen!

EMPLOYEE #90

BY NANCY OLLINGER

You know that you have worked here a LONG time, if your employee number is 90! John McKusker, employee number 90, started working for Manatt's, Inc. on October 1, 1973. Back then, there were about eight people working in the office. This included Junie Manatt, Merlin Manatt, Jack Gustafson and Les Ocheltree.

JOHN TAKING IN A COMPANY PICNIC



He started out bill collecting for Manatt's. He would go door to door to collect monies owed the company. (John, the enforcer!) Back in those days, he drove a green El Camino to work or a black Ford Ranchero! From that job he worked into doing insurance for the company. Merlin Manatt asked him to take over the corporate/personal insurance for the company and their families. He eventually assisted the sister companies with getting their insurance programs going. When the company started growing, he instituted the quoting process for Manatt's, allowing them to have competitive rates with

excellent coverage.

John says that one of his biggest phobias over the years, as the company growth exploded in several states, was to evaluate risk and maintain proper coverages. For acquisitions, he was charged with analyzing inventories, reviewing values, and establishing correct coverages to protect Manatt's assets.

The policies went from general coverage to coverages handling planes, pollution, natural disasters, computer hacking, and employment practices. Especially frustrating was establishing maritime coverage with the Port Authority in Houston, Texas.

John is a good one for stories and he can tell stories about this company that most of you working here now would not know. He shakes his head about a story back in the day when he suggested to Junie to get mortality insurance to cover his racehorse, Brooklyn Jet. Brooklyn Jet was a very fast horse and was doing very well. (In fact, Junie had offers from people



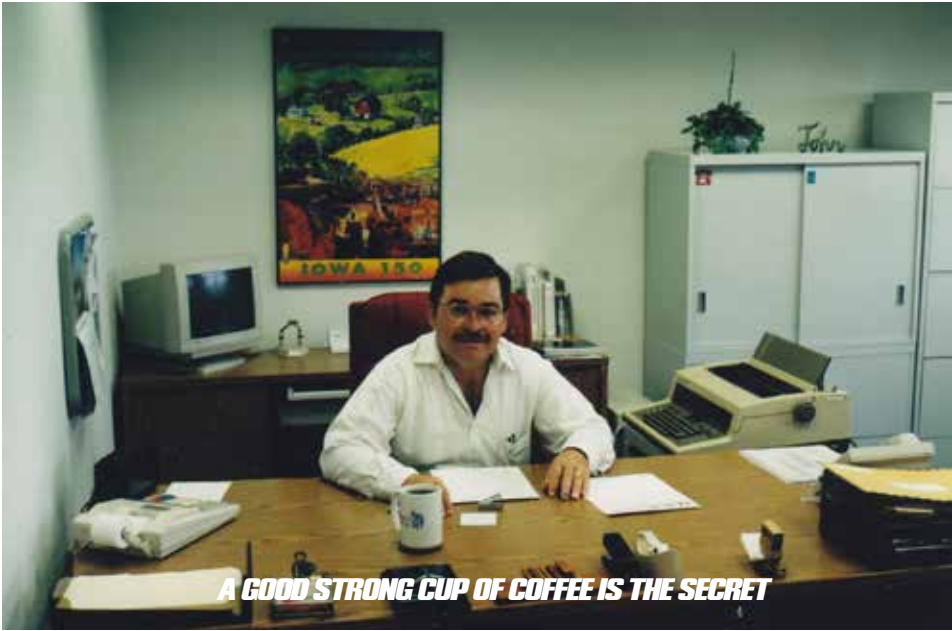
JOHN STARTED AT MANATT'S IN 1973

to purchase the horse.) Junie abruptly dismissed the idea and sent John on his way. A week later he came to John's office and asked, "Did we happen to buy that insurance to cover the racehorse?" Unfortunately, the horse got sick and then died.

John says that the more he learned about insurance, the more there was to learn. The biggest challenges were to anticipate and



(L-R) JOHN MANATT, FORD SINGBUSH, JOHN MCKUSKER, MIKE MANATT



Manatt's has been an ever-changing, challenging, and educational experience. "It's been a privilege to be part of an innovative and visionary company" he says.

Jack Gustafson says, "I worked with John from the day he was employed until I retired in 1997. He is a dedicated employee and a good friend. He will be missed by Manatt's."

John adds, "I'll miss everyone. This is my work family. We've had a lot of fun (and work) over the years."

John's tomorrows include his passion for farming, restoring a couple of collector cars, and he and Barb hope to enjoy some travel and adventure.

The best is yet to come!

As John says good-bye in 2020, it is like the "Lone Ranger" ending, "Who was that masked man?"

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identify new risks.

In the mid 1980's, after discussion with Merchants Bonding about starting their own surety bonding agency, Manatt's decided to set up a unique arrangement with an

in-house captive agent. McKusker and Associates was established to facilitate bonding needs for Manatt's and sister companies.

Having the opportunity to work with three generations of

THANK YOU JOHN FOR YOUR YEARS OF SERVICE AND DEDICATION TO MANATT'S INC! YOU WILL BE MISSED. ENJOY RETIREMENT!



READY MIX



**CONTRIBUTIONS FROM:
DENNY GALLAGHER
KEN CLINE
NICK GALLAGHER
NICK RIPLEY
ADAM SMITH
NEAL SCHILLING
LARRY FORD
DALE PIRKL**

SOUTH READY MIX AND PRODUCTS DELIVER 137 TRUCK LOADS SAFELY TO PRAIRE RIDGE DEVELOPMENT PROJECT IN PELLA FOR ALLIANCE CONSTRUCTION

INNOVATION

Hello all! With the season winding down, I hope you can all look back and say it was productive, profitable and safe! The theme for this Mirror is “Built Better, Together,” focusing on team members who went above and beyond. Lee asked me to focus on our drive camera demo and that’s a good point of emphasis, but it might take a while to get there. Bear with me.

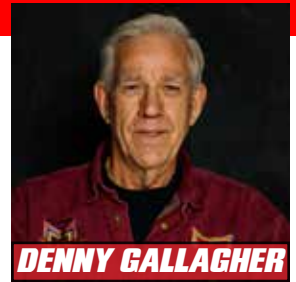
We had a good year in Ready Mix and a lot of that is due to our team. I couldn’t be prouder of all of them. I am sure others will get into Area Ready Mix details so I won’t get too specific, but have a lot of thoughts here.

We were down in volume this year but still very profitable. That doesn’t happen by just showing up. We earned it and, by we, I mean all! Not just Ready Mix personnel but all who interact with us. Trucking, Safety, Accounting, Environmental, IT, HR, Shops, Parts, everyone. Every year I feel the effort by our partners to help us succeed. Mike Novelli really has his team stepping up. I just don’t hear the concerns I used to about material delivery. The Safety team has been very responsive to our needs, especially when we had a major incident this summer. Accounting has been a true partner with us as we move to paperless tickets. Alex and Mona are always on the lookout for environmental issues. Bridg and his team are especially worthy of recognition as they work on some very technical, and potential, game changers, in how we conduct business.

Andy and his team really care about growing us as individuals and I appreciate that. As our fleet ages, the shops are doing a great job keeping us hauling concrete. Parts is the one support group that gets a 100 percent rating when we poll our folks. Good job to everyone who supports ready mix by being a team player with us!

To really concentrate on “Built, Better Together” I am going to focus on the Ready Mix team and how we have performed this year. We have changed how we dispatch our trucks

fact, we are finding we can do more with less trucks, but that’s a story for another Mirror! I know many managers were leery of this approach at the start, giving up local control over fleet activities, but I believe most have come to realize it’s beneficial to them. Those that haven’t, keep an open mind, its working! One side effect of



DENNY GALLAGHER



ANOTHER LOAD READY TO DELIVER OUT OF THE DELWEIN PLANT!

this year. We now have just a few folks that are responsible for dispatching our fleet daily instead of each plant doing their own networking for mixers daily. This one change is a major reason why we are as profitable with less yards. Its amazing the efficiencies we have gained by going to this model. In

our trucks being more productive is the CDP’s have less time to perform the auxiliary duties we expect them to perform at their home plants. This causes the managers to manage, network, and be accountable to get it all done. I appreciate the effort and concerns, guys! I know its different,



JARED MCCAIN AND JOSH BEADERSTADT RIGGED UP FOR SAFETY!

but that how we get ahead: doing things differently! A special shout out to Mike Steward, Hank Schares, and Steve Naderman who are making things happen with our fleet. It was a little stressful changing our methods but you guys have persevered and the results show we are Building Better, Together.

Another Ready Mix initiative this year was to start a rotating position filled by our future leaders for a year. Although attached to the safety department, this position's

primary intent is to focus on CDP development. Check rides, pretrip verification, training, accountability, etc. are the focus along with getting exposed to the safety culture at another level, thus making them a more rounded employee when they rotate back to Ready Mix. This year, with COVID-19 and Clay Prior's retirement, the position became a lot more than we were expecting. Trevor Martin has flourished in this job, he was absolutely the right guy at the right time for all the challenges

we have faced this year. Good job, Trevor for helping us get Build Better, Together! We are currently waiting to see how Darrin structures the Safety department under his guidance to see how this position fits into that structure. But, be assured, this position has proven valuable to us and will continue in some form. Thanks Trevor, you've set the bar high!

Moving on to CDP's and leading into the drive cams. I was reminiscing with Ken the other day, talking about the great group of drivers I was directly responsible for assembling 30+ years ago. I had some of the same things in play back then we are doing now. I hired for the potential, not driving ability. I had high expectations and vocalized them every day. I expected accountability to those expectations and was not bashful about moving on when that was not met. I let them take charge and feel empowered as they gained experience. We did a lot of portable work around the state and the country then and they were the best. They were young, partied hard and worked even harder. They "Enjoyed the Ride"! I am not bashful to say they were an elite team. Lots of those guys (and gals, Cindy!) have gone on to be a big part of this company in many areas.

As I compare that team to the one we have today, they are

READY MIX TRUCK 04 WITH THE EXTRA PUSHER AXLE HELPS OUT ON PROJECT IN PELLA



both elite to my notion. We hear every day from customers who deal with us because of our professional CDPs. There is one area where our current team shines above that one from long ago. Training! My team from long ago didn't get training; it wasn't important back then. Today we can't survive without training. Think of all the things we train on: safety, CDLs, pretrips, truck and mixer functions that are immensely more complicated today, customer relations, proper ways to perform plant maintenance, the VBL journey and personal improvement, and all the

team for this time! I am equally proud of both and the part they play in the Manatt's legacy.

Finally, getting to the Drive Cams. When we decided to investigate drive cams we were pretty sure of the benefits associated with them, that is well documented. Our big concern was CDP acceptance. How would they be received. When we started our trial, we asked 10 CDPs to participate with cameras in their trucks. I fully expected some to decline. Due to the previously mentioned professional attitude our CDPs have, not a one declined and they were all looking

Stability Control on our newer mixers. We have super high center of gravity vehicles that are heavily biased further to the left side due to rotating concrete. These systems picked up an inordinate amount of excessive g force in cornering. We had lots of coaching on this and drove the excessive cornering speed incidents way down. The CDPs didn't realize the situation they were in cornering but the truck and camera system did. This camera project has the potential to be one of the biggest changes in how we interact with our CDPs in years. I am sure there are some who are a little leery of



IT interactions we have in the trucks today. Gosh, I'm just getting started here. Also, the off the job training and responsibilities that our CDPs need today for work life balance also figures into this, too. It is such a dramatically different, more complicated world today. My elite team from years ago would not survive today without the training our CDPs receive. That is why today they are CDPs, Concrete Delivery Professionals! Notice, I earlier called my guys drivers because that's what they were, damned good drivers, and they were the right team for that time. Today our CDP's are equally damned good and the right

forward to it! What an impressive result: they all realized the intent was not to penalize or reprimand, but to protect them and truly make them better CDPs. We got some really great validation and feedback from this trial. Some CDPs in this trial do not want to drive a truck without a camera system anymore because they realize the personal improvement potential available. We also found out that what we considered our best drivers were not necessarily so and some of the ones we thought were risky were actually some of our safest. A real eye opener was the camera system's interaction with the Bendix Electronic

these cameras, but as I said earlier to managers, please keep an open mind. Its all for your benefit to help you get better and that's what the CDPs in the demo found happened!

Thank you to all the CDPs and coaches who participated in this trial. Also, Kyle Lint who was the leader of the trial and the implementation. Good job, Kyle, coaches and CDPs, couldn't have expected any more!

As I said pretty rambling to get to cameras but this how my mind was working! Thanks for everything you all do for Manatt's, its appreciated!

SOUTH



KEN CLINE

What a season! As I am writing this, the South Area has delivered over 23,000 cy of

concrete in the month of November and we still have 6 days to go! It appears that one of the South plants will also have a record single month, but we will have to wait those 6 days to confirm that! I know, we have had several 'bigger' months the last couple years, but those were during wind farm projects. We don't have any projects quite like that right now though; just a lot of mid-sized projects that have waited till late in the season to all go at once. I am so proud of what this team has accomplished this season with the work that we have had. The South Area Team continues to come together at every occasion to **have each others' backs** and get things done. Daily we have more CDPs and Managers putting on a few extra



LINED UP AND READY TO POUR IN OTTUMWA!

miles so they can run to one of the other plants to haul a load or two so projects can be completed before they may need to be back to their home plant to finish up deliveries for the day there. I believe as a team, we have

been able to get so much more done by everyone's commitment to sharing in the workload, wherever it may be. There has also been so much support from all the other areas too. Thank you to ALL across the whole RM division! This has all been accomplished through such unprecedented times too. Hopefully by the time you read this there has been some reprieve from this pandemic! As you are reading this newsletter, it is my personal Christmas wish that everyone will be able to make plans to be together with ALL of their family members and I hope that my wish will come true! If not, my hope is that you are able to make the most out of the holidays, be thankful for what we do have, take care of yourselves and the things you can. We will see you in 2021 with a renewed sense of building this team even better, together. May the spirit of Christmas touch each of you and may you all have a blessed New Year!

TIM FROST – CDP SOUTH (PELLA)



READY MIX

The weather is turning, and the trucks are starting to slow down. As I reflect on the 2020 season, I do so with a sense of accomplishment. From completing the entire season during a pandemic, the success of the wind energy project, to the completion of the multiple IRMCA Award



THE RED ROCK DAM PROJECT WINS TWO EXCELLENCE IN CONCRETE AWARDS

Winning Red Rock Dam project, the WILD final weeks to close out the season, and many winning days and projects in between, 2020 was quite a ride. One of the unique things about the construction industry is that every year is different and 2020 was certainly DIFFERENT. Every season has its wins, its losses, its challenges; and each season creates its own identity one day at a time. The one thing that is constant around here is that every season our TEAM comes together, perseveres, and wins. Winning isn't only measured in dollars, although it's high on the list. Winning at Manatt's is also measured in the growth of our people, the relationships we build, and the team we are

continuously working to develop. There was no better display of this than the 2020 season and, specifically for the South Ready Mix team, the last few weeks of the season. The CDPs, Plant Managers, Safety team, Office personnel, QC, Operations team, and Dispatch all worked together to

succeed through some of the busiest weeks I've seen in my 14 years here. During those crazy few weeks, I was notified by the IRMCA that Manatt's-Pella won multiple 2020 Excellence In Concrete Awards for the successful competition of the Hydroelectric Project at Red Rock Dam. It is a great honor for all those involved

to have the project recognized as one of the top projects in the State of Iowa and it was great to see the emotion and sense of accomplishment from Ott and his team when receiving

the plaques from the IRMCA. All this happening amid a soaring pandemic, shows me that we are strong and that we won during the 2020 season. There is a tradition of winning around here and that tradition lives on.

I am extremely proud of the South Ready Mix team and all of our supporting cast members for a successful 2020 season. We overcame obstacles that I hope we never have to clear again. Thank you all for the long days (and some nights), overcoming the always changing circumstances of the pandemic, for spending time away from your family during tough times, and for grinding each day even when it wasn't easy. There was nothing easy about the 2020 season, but we got to the finish line together, and we should all have a sense of pride. This year could be a lonely place and I hope we all found some happiness and peace from our workplace and our team



NICK GALLAGHER



TEAM MEMBERS POSE FOR AWARDS ON MANATT'S BEHALF

(L-R) BUB HURST, TIM FROST, OTT VAN DUSSELDORP, MIKE MACIEL, JEFF HANSEN, AND NICK GALLAGHER

METRO



NICK RIPLEY

Everyone is always looking for an answer to describe why we are forced

to go through very difficult challenges in life. When we finally make it through those difficult times and can look back and reflect on what was learned, often that can be the reward for prevailing in those difficult times!

Reflecting on this season, I can say that our strong employees here in the metro are truly the reason why we were able to ride this out. Every day our CDPs clocked in ready for the challenge, not knowing what the day's new demands would bring. Each job, our paving crew showed up short handed to work and managed to get the season's work completed on schedule and on time. Constantly adapting to the new environment and changes, all employees kept it all moving onward this year. It truly took a team.

You can't build a better team without everyone working together. Building that team happens throughout the year but also happens every day. Every day our CDPs are communicating to relay challenges at the jobs, hazards

When our Mechanics Jason Hanke, Will Dietter and Cesar Niola drive it doesn't go unnoticed. The help is very appreciated! In Dispatch, when Larry Davis obviously understands we are getting tight on trucks, he's



ANDERSON WAREHOUSE PROJECT COMPLETED WITH ABSOLUTE CONCRETE

on the roadways, and ensuring safety discipline. Often Team members must go above and beyond their daily job and jump into a truck to help with high demands.

always quick to volunteer his services to a mixer without complaint. That's building a better team! When Ivan Castro is out on the metro paving crew, and can see they could use another mixer on the job, he gets in his truck and heads to the plant for a load! This is how we keep building and become better each day because of employees like these! Thank you!

You can't talk about building if you don't mention paving! This year, like every year we asked a lot of our paving division! This season, The Metro Paving Division completed 26 projects with almost 200,000 SY. Some very impressive projects, like Amazon and James Pointe, pushed us into nights, weekends, and long demanding days. Our paving employees exemplify exactly what a strong team looks like! This year they have been shorthanded, with help being difficult to find, along with many



BOONEVILLE BRIDGE WITH CONCRETE FURNISHED BY MANATT'S

projects being on very tight schedules. Each individual had to step up and go above and beyond to make this year the success it was! We completed 2020 on time and ahead of schedule all while safely accomplishing these goals! Thanks to the paving crew for another great year. You met and exceeded all expectations!

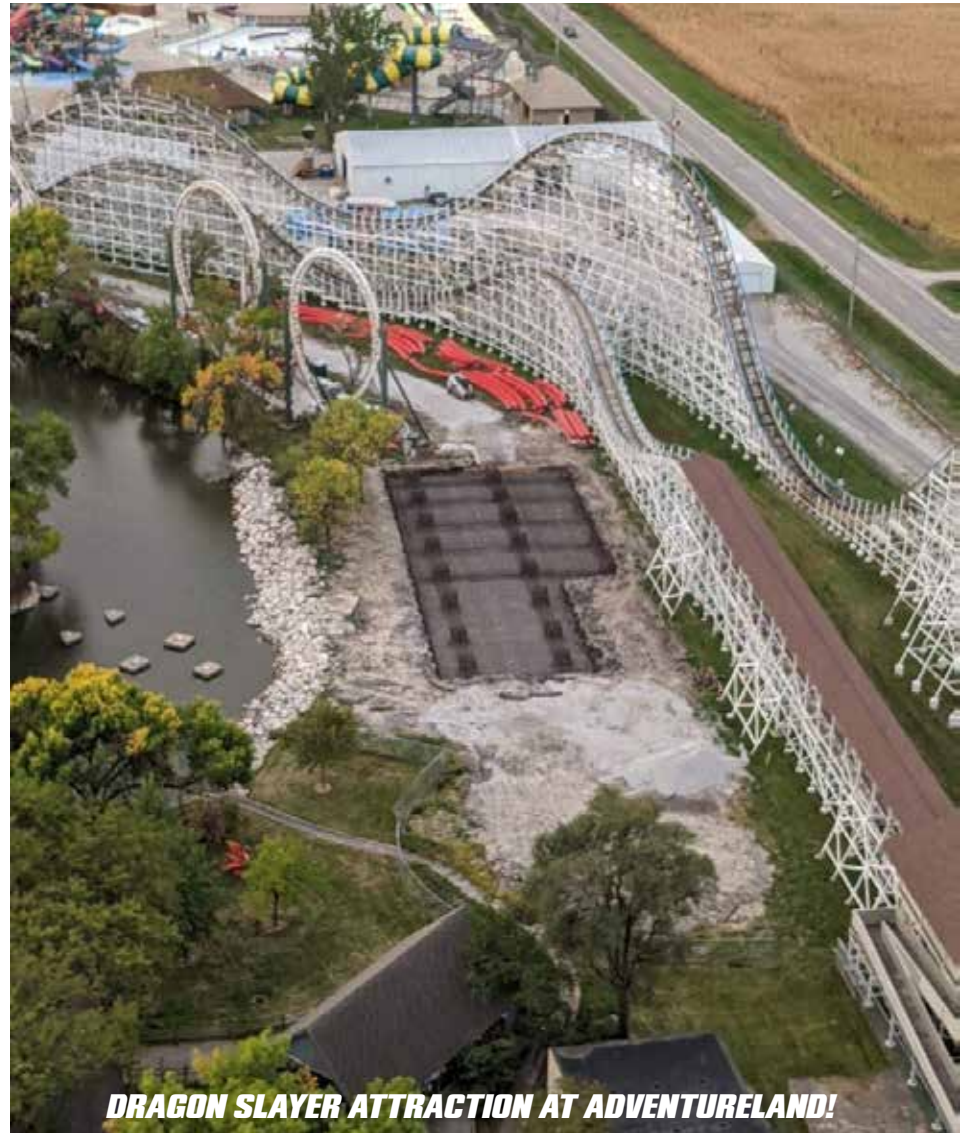
Ready Mix had a year filled with exciting projects they got to be part of! Our team love a challenge and just like you would expect in 2020, there big challenges to overcome!

The Iowa Interstate Railroad built a new bridge across the Racoon River in Booneville, Iowa. The river was diverted so our CDPs could drive into the riverbed to place the sixteen drilled shafts into to the riverbed. All shafts were 72” round and approximately 50’ deep and placed under water. Each shaft had a 10’ rock socket, along with being fully reinforced. Eight of the sixteen also had permanent casings on the hole. Most of this project was done in winter and below freezing temperatures. The Bridge was completed ahead of schedule and under budget! Thanks to A.M. Cohron & Son, Inc and DM2 LLC for letting us build this project with you! We made a great team!

Adventureland is adding the “Dragon Slayer” to their long list of great attractions! This ride will stand over 100’ tall and boast speeds of 38 mph, while spinning you every direction possible! KRW Construction LLC poured the massive footing for this project. The footing was just over 7,000 sqft, 2.5’ thick containing 610 CY of 5000psi concrete and over 75,000 lbs. of rebar. This project was specifically challenging for CDPs. We’ve all walked through the narrow paths in Adventureland Park. Now imagine driving a mixer down those paths. Thanks to the communication between the CDPs, KRW and our Safety Director, Pat Jackson, this project went great without any incidents!

The Anderson Warehouse project with Absolute Concrete in Altoona, Iowa consisted of two very large warehouses directly off the I-80 interstate. This project

every way and couldn’t have been done without the Altoona Plant Manager, Carey Courtney who passed from this life on Friday June 5, 2020 at 63 years of age. Thank you Carey!



has over a million square feet and 2700 cubic yards of concrete. The two buildings consisted of 537,000 square feet of storage space. The Anderson Warehouse also features the Second PrimX Slab in the state of Iowa and, at nearly 270,000 SF it is truly impressive. A slab this large typically has somewhere near 7 miles of sawcut joints. Anderson Building 2 has just 2,700 LF. The PrimX Composite system replaced the typical 6” SOG with #4 bar reinforcing with a 4” composite slab with steel reinforcement and special admixtures. This project is truly impressive in

The Reward? The Metro Division survived 2020 by building a closer team! We were all forced to social distance but in a way that brought us all closer together to pull us through this unforgettable year! We will all look back some day and remember the “pandemic” or “hurricanes in Iowa” and remember what we were doing during them. We showed up; put boots on the ground and built something you, we, family, friends and Manatt’s will be proud of in 2020! THANK YOU to all our essential employees that are part of the Manatt’s family!

EAST



ADAM SMITH

When the East Ready Mix Division became a reality in 2016, the long-term goal was

the complete replacement of the Bettendorf Plant. The plan: turn it into the flagship of the East! In a previous issue of the Manatt Mirror, the author wrote of the many challenges this objective faced. Priority number one was seeking initial approval from the city of Bettendorf's Planning and Zoning Commission as well as the challenges and delays caused by a box culvert that did not show up on any historical records. Our thanks go to the leadership team and staff making this all happen: The Manatts, Graham Cuninghame, Denny Gallagher, Steve Naderman, Steve Beck, Josh Slater, Jared McCain, Josh Beaderstadt and Tim Mangold. These are but a few of the individual people and the countless



OLD BETTENDORF PLANT

businesses that have had a hand in making this project a reality. Recently, our Quality Control Team spent three long days running trial batches and casting cylinders to verify the integrity of our Illinois DOT mix designs. In total, 18 mix designs were

tested, using three different types of aggregates and with/without the use of fly ash. This generated a total of 324 cylinders which had to be monitored in three different curing conditions and tracked by time so they could be broken and measured to determine if they complied with the Illinois DOT testing requirements. The bulk of these breaks were done within the first 24 hours, followed by another round in 48 hours. They did all of this in addition to their daily workload at the Eastern plants. Thank you Jamie Boughner, Ashley Vick, Nicole Spriet and Dale Pirkel for making this happen.

What are the common factors among these projects? First is **Family**. Without everyone "Coming Together as One", the plant construction would not be nearing completion and the materials testing would not have been completed in a timely manner. Second is **Teamwork**. Both projects required constant communication and "**Having each others' backs.**" Both projects are successful because they were "Built Better, Together."



CURRENT PROGRESS OF NEW PLANT

NORTH

2020....A lot has changed since the beginning, including the Elk Run office. Over the last several months, Elk Run has been rebranding from United Concrete to Manatts, Inc. The rebranding process has brought several changes, including a new paint

the plant to paint and have the Manatts logo applied. The process is starting to wrap up, with a few things left to do, including the new metal roof that will be done late winter/early spring. We look forward to having an open house when it is safe in the future.

must wear a mask. COVID has brought several challenges and changes, but that doesn't



mean the work stops, especially with several days of nice weather late in the year.

Speaking of safe, we are continuing to take precautions to keep our work family and environment safe and healthy with the rising numbers in COVID-19 cases. These precautions include having our building locked to visitors,

We ended the "season" with paving getting finished up with E&F Paving, Central States and Cunningham Construction. The Greenhill Villages project, approximately 3000 yards, finished early this month as well as one of two bridges being done in Tama County. Going into winter with layoffs starting to take place, our limited winter staff will be kept busy with the work continuing on Lowell Elementary and Friendship Village. Looking into the new year, early spring there are a few projects that will kick off including, The Waterloo Airport, a couple bridges including the second of two bridges in Tama County and another in Fayette.



scheme, new flooring throughout, new countertops and personalized décor that includes different plants and staff throughout the North. Throughout the rebranding process, Elk Run was able to stay open for the most part, only having a few days of shutting down

disinfecting throughout the day and having cleaning supplies, sanitizer and disposable masks out and available when needed. In addition to the precautions, it is also required that if you are not working alone and can't properly social distance, you

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VIEW OF THE HYW 63 BRIDGE PROJECT IN WATERLOO



AMES



LARRY FORD

Over the years as I would typically start writing about our year in review, as it usually related to the weather being too hot, too cold or too wet. Now it can be summed up in one word.....2020. I'm not going to dredge up old happenings, but it has been quite a trying year, both professionally and personally. Taking everything into consideration, we have been fortunate to be able to put in a good year of work with Ready Mix here in Ames & Huxley. To begin the year, I was able to fill much of my bench strength in dispatching and CDPs and then being able to retain all but one. This meant we were running 14 trucks.

Through the year we have had a steady stream of business with many of our local contractors. Eight percent of our yardage was from our top ten contractors this season, which shows you how important repeat business is to our industry. Several

of these contractors have been loyal to us for over 20+ years, plus we have several "freshman" contractors that we are trying to develop and grow them into a 20+ year customer. This is where I would like to thank all the Ames division personnel for how we all work together to get the job done, whether you're in a dump truck, mixer, crew truck or pickup. I'm always amazed how my CDPs and Dispatch work together, and do it in a positive manner, to give our customer the service they deserve. Many lasting friendships have been established between a CDP/dispatcher and a contractor by working together on almost a daily basis.

I also want to acknowledge how well our new Concrete Go program is working to help us become more efficient with our daily mixer use. Better utilizing our trucks lets us efficiently deliver the most mix in a day. Mike Stewart does a nice job in Brooklyn, helping us when needed and at times has even called us before we call him. I can't forget to thank Hank in Waterloo and Cory in Des Moines,



PHOTO TAKEN IN 1995 ON GRAND AVE IN AMES. WHO RECOGNIZES THESE TWO JOKESTERS?

who help at times when needed the most. All are greatly appreciated.

I am very optimistic for the 2021 construction season, as we have a nice carry-over for start-up in the spring, along with work we will be bidding in the coming months. One of the latest jobs is at the Verbio plant (the \$700,000,000 ethanol plant that never produced a gallon of ethanol). They're converting it to producing methane and not ethanol. I'm not sure how that is done but it's going to need 7,000-8,000 cy starting the end of January or first of February, so it doesn't matter. We do have some good winter work with Jensen Builders at ISU and several miscellaneous jobs with Caruth, Absolute & Lakeside Construction that will carry us in to the 2021 construction season.

With the coming holidays I hope everyone can count their blessings and find peace with all the crazy things that have happened this last year. 2021 is a new year, let's look to the future and not dwell on the past. Happy holidays to all and be safe.

MIRACLE FIELD PROJECT IN AMES



QUALITY CONTROL

What can I say but, “Wow, what a weird crazy year?” Starting the year off with a pandemic, derecho, and new team members in all three areas that needed trained and had to adapt to the new pandemic protocols. I could not be more satisfied on the outcome on how well they did for their first year!

JANESVILLE BRIDGE DECK POUR



When you look at the Ready Mix Division at Manatt’s, its one of our biggest teams. Inside of this team are many smaller teams such as each Ready-Mix Plant, QC, Sales, Maintenance, Operations, Safety and Administrations. I believe each team builds an environment to be the best they can be. Then when we all come together it creates the best version of Manatt’s values.

“BACK UP WHO IS GIVING 100% AND CALL OUT WHO ISN’T THIS IS WHAT YOU CAN DO FOR THE TEAM.”

I had the opportunity to go on a hunting trip with a buddy and meet up with Kirk Gibson (1988 Dodgers) and Pat Verbeek (Detroit Red Wings), among other friends in October at Williston, North Dakota. What a

humbling and great time. These guys had so much to offer in conversation and life experience. Of course, we discussed how to build a great athletic team, but we didn’t stop there. That led into how it’s the same strategies in business teams. A lot of what we discussed I see here at Manatt’s, which gives me pride. When I got back from North Dakota, it reminded me to look at the QC Team and where we are now, and I can honestly say we are at a good spot, but it didn’t happen by one person or overnight! Just to reflect on this year we had a

decent start and work trickled in over the summer. We had a decent run of IDOT and commercial work in all

areas, lots of bridge decks. These always take special attention on the QC side.

The fall rush did not come in September/October, like it usually does. Instead it all came at once at the end of October, up until Thanksgiving. That being said, I would like to extend a huge shout of thanks to EVERYONE in Ready Mix for busting it out at the end.

New for 2020 Ready Mix we had a Safety Specialist held by Trevor Martin. What a welcome that was. I really felt this was a great discussion for a position by our leaders and Trevor was the right fit for job. Well done!

In closing, I would like to thank the QC team for the growth and great year.

“Back up who is giving 100% and call out who isn’t this is what you can do for the team.”



QC WAS HEAVILY INVOLVED IN THE HWY 63 BRIDGE PROJECT WITH THE NORTH READY MIX TEAM IN WATERLOO

TRANSPORTATION & SHOPS



**CONTRIBUTIONS FROM:
BRIAN SCHULZ
MIKE NOVELLI**

THE SHOP LIFE

Hello Manatt's Family!
Wow! Can you believe we are wrapping up another season already? The temperatures are coming down, the days are getting shorter, and that means another year is coming to a close. That also means that many folks are looking back on the season and celebrating what our Family has accomplished in 2020. For me this was my first season with Manatt's, and I have been amazed at the work our people do! With Family being our highest value, everything we do is Built Better, Together! The work we do and the teams that are amazing, we would not be who we are without every one of us. From our Newton Milling teams milling roads all over Iowa and even in surrounding states, our Ready Mix CDPs, plant operators and managers, maintenance teams, billing teams, quality control teams, all working to ensure quality concrete is delivered to a host of locations and job types. PCC paving, asphalt paving and their plant teams revitalizing roads

and parking lots with new product and setting the bar on the highest quality work in the industry. How about our trucking teams getting all the materials and equipment needed to complete the work on a daily basis, truck and equipment shops, tire shop, weld shop, field mechanic and parts teams working around the clock at times to repair equipment as fast as possible? The list of our hardworking Family keeps going, we have Finance teams, Accounting teams, Safety teams, Human Resource teams, Benefits teams, Marketing teams, Grounds keeping teams, and management teams all showing up everyday, working together to build everything we do better than anyone else. I am impressed every day by what our people do and how we do it, and I am very thankful to be a part of the Manatt's Family.

As a highlight in this article I want to give an extra mention to our Maintenance and Parts teams. Our family of maintenance teams is

always ready to answer the call of keeping our equipment up and running. I know that throughout the season many of our people work seven days a week and our maintenance teams are there working as well. The work that Manatt's as a company does cannot be done without safe, reliable equipment. A truck, a loader, a crusher, a paver, a plant, even lawn mowers are needed every day to do what we do. When I think of BUILT BETTER, TOGETHER, I think of how hard our maintenance and parts teams work and we could not do everything we do with out these teams. Manatt's has the best people in the industry and it is our people that set us apart from all others. Thank You to all of our amazing people. Let's keep striving to **Safely Do Everything We Do Better Than Anyone Else.**



BRIAN SCHULZ

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IT IS LIKE A POT OF GOLD UNDER THE RAINBOW!



THE 5th WHEEL



MIKE NOVELLI

Wow, what a year! As I think back to January, I remember all the enthusiasm and anticipation for the year that was in front of us and was there for the taking. All we had to do was execute and Manatt's would have a successful year. I remember the first time I heard the words COVID 19 while I was listening to a radio broadcast in January, and the commentator called it a flu like illness that affected 108 people in China. I remember thinking why is that report of any importance to me? Little did I know that the flu like illness from the far corner of the world would have such a big impact on my work life and my personal life for years to come. By February we were talking about a pandemic, and by March, I heard the words "essential workers" for the first time. At the end of March, the Brooklyn campus was starting to feel the strains of a lockdown and the uncertainty that those words brought. We all started to think about loved ones and how to protect them and ourselves from whatever this was going to be. The workplace changed and the phrase "a new normal" started to be commonplace. The entire month of April was a scary time for us all, but we made it.

As April started to wind down the enthusiasm of a new construction season took over. I sat in my office and saw each crew member come in to grab the truck keys with smiles and excitement: we were going to go to work! We had protocols in place that inhibited normal routines and safety

MANATT'S MIRROR / 34

meetings, but excitement was in the air. I was fortunate to be in the office everyday and see the yard empty out like it does every year. We had masks, bleach water, six feet of space and we were ready to make roads. I was still wondering how we were going to pull off the season, but by May 2020, things were starting to look like we would get it done. Now we are at the end of the season and I am wondering how we really did what we did. The hard work of the Manatt's team, who sacrificed time with friends

91 dump trucks, 115 trailers, 220 mixers and 101 support trucks. The Brooklyn Transportation Department directs 80 of those units and manages our carrier partners. These 80 Brooklyn Dispatch Drivers traveled 2,849,291 miles and burned 650,000 gallons of diesel fuel this year. This dedicated group of drivers worked 113,664 hours and spent 1,150 nights on the road. The fleet moved 23,762 loads, which does not include hourly work, for a total of 619,075 tons of material this past season in support of



KURT KELLEY HAULS IN THE PAVER AT BURLINGTON

and family, got it done this year in a big way. I am in awe of the work that was accomplished by the entire team across all business this year. I believe that every business unit had different challenges and milestones that measure the year and I would like to callout just a few of those milestones from the Trucking Department. Manatt's Inc. must move material as part of the business. In order to accomplish that task, we need to be in part, a trucking company. We use our own trucks and a group of carrier partners to help us get the products delivered to the operations teams. As a company, Manatt's has 76 tractors,

the operations groups. I believe that the Manatt's Family of Businesses rose to the occasion this past year. The values of Family, Excellence and Human Potential delivered the kind of year we all knew was possible even in the midst of an uncertain and changing world. I am proud of the work our Transportation team was able to accomplish this year in support of the other business units and our role in a successful season. I wish everyone a happy holiday season and I look forward to the things we can accomplish next year and beyond.

EMPOWERMENT SERVICES



**CONTRIBUTIONS FROM:
DARREN AUSTIN
ANDY DAY
JAMIE EDELEN
BRANDON FORD
TYLER FOUBERT
TREVOR MARTIN
ALEX NIEBUHR
COLLEEN JOHNSTON
LEE SCHROEDER**

PROGRESS BEING MADE AT HIGHWAY 30 PROJECT IN STORY COUNTY THIS SUMMER!

RISK MANAGEMENT



DARREN AUSTIN

As we wind down and reflect, I think it is safe to say, “No one will ever forget 2020”. Whether it be COVID19, the derecho or the presidential election, 2020 was one for the ages. Our safety performance struggled to meet our expectations this year but we learned many lessons and are ready to attack 2021.

The Pandemic Response Team (PRT) was instrumental in guiding the organization through COVID-19 over the past 10 months. Thank you to all the team members for your hard work.

Risk Management plays a key role in how we can build and deliver what we do, safer and better. As we move into 2021, we look forward to engaging more of our team

in the process. Safety takes a team effort and every single person can make a positive impact each and every day. Employees are Manatt’s most valuable resource and safety is held as a top value. Priorities change but values remain constant.

We are working on a new data tracking tool called Origami. This will be used for tracking our lagging indicators (measures injury frequency, injury severity, and cost of injuries that a company has already experienced) such as number of incidents, recordables and lost loads. We will also track leading indicators (measures activities that are completed prior to a loss to reduce the risk of an injury / incident) such as audits, inspections and training. Origami will allow us to focus on where our losses occur and eliminate the root causes. We will be able to track the number of

incidents and costs down to the crew level which will help steer the Safety Team’s support.

There are many safety programs, policies and standards that exist that OSHA enforces every day. If we truly want to be a great company from a safety perspective, we must strive for exceeding the basic requirements and hold ourselves and our team to a higher expectation, to be “World Class”. The main drivers for safety excellence are:

- Ownership, Engagement and Accountability at all levels
- Consistent, Proactive Systems and Practices
- Effective Safety Organization Specialists
- Organizational and Capability Development, Training and Awareness
- Planning, Metrics and Continuous Improvement

The fundamental belief that all injuries and illnesses can be prevented will start to take shape as we strive for excellence in safety. Safety excellence is compatible with excellence in all other areas of our business. Safety starts with you and a series of small decisions to work safely. When we compound all of these small decisions, it can have a profound effect on the entire company.

As we move forward into 2021 Facing the Future, Together, think about how you can impact your safety and the safety of others. What can we each do every day to eliminate a hazard or injury? Are we taking short cuts and putting ourselves at risk? Do I know the safe way to complete my job?

FREMONT COUNTY SEALCOAT PROJECT



"WHAT WERE THEY THINKING?"

Ever ask yourself that question about why our leadership does some of the things they do? If you have, it's perfectly natural and a question you should ask all the time. If you haven't, maybe you will be moving forward. You see, it's not only acceptable, it's our responsibility as employees to understand the "why" behind decisions being made about our future at Manatt's. You're always encouraged to ask the hard questions of your leaders and if they don't have the answers, respectfully ask that they work hard to get them. Knowing what lies ahead for our company reinforces our commitment to the journey and lifts us all up in the face of adversity.

One decision that we've made for our family of businesses is to leverage the work of what we call the Empowerment team. It's a group of "shared services" aimed at making our experience and performance all that it can be. I'll take a few minutes here to explain the idea of a shared service and do my best to outline the "why" behind this groundbreaking decision.

The Empowerment team is made up of our Finance, IT, HR and Risk organizations. Each department is responsible for a clear set of responsibilities and services working to make our family of businesses stronger in our performance. Although I won't go into detail about what each department does, I'm sure you'll grasp the premise after reading on. These organizations are working under what is called a "Shared Service" model and it's important that you understand why we're utilizing it vs. another organizational model.

First, let's define a shared service model. Harvard Business Review describes an organization

that leverages this approach as "a collaborative strategy in which a subset of existing business functions are concentrated into a new, semiautonomous business unit... designed to promote efficiency and improve service." Simply said, we're centralizing all practices and processes in these areas so we can provide services cheaper, better, and faster. If we chose to decentralize them and have each division or company do their own HR or IT for example, then each division would need to fully staff each function, design their own processes and spend extra money fixing issues that otherwise could be done by a centralized, lesser expensive department. You'll see experts working within these departments at each of our companies but rest assured, we are working closer together than ever before. Another advantage is the idea of a common process for all. Under the premise of our "Family" value, we believe that doing things together will reap a better result than if we do things independently or separate. Done correctly, this approach will bring us

together as a **Family**, achieve **Excellence** and ultimately achieve our **Human Potential**.



ANDY DAY

So, where do we go from here? If you see something or someone doing things differently, stop and ask why. Maybe they are doing it better. Maybe they are doing it differently because they aren't up to speed on the Manatt way. The idea here is not to limit anyone from taking initiative or being creative when problem solving. We're simply looking for every opportunity to excel at what we do while coming together as one. Ask questions of your leader, seek to understand the "why" behind every decision and once you're informed, help others along the way. That's what being a family is all about...building it better, together.

Take care and enjoy the coming holiday season. I look forward to what lies ahead in 2021 and am grateful for each and every one of you.

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PEDRO RODRIGUEZ PALMA – PAVING FOREMAN

BETTER TOGETHER



JAMIE EDELEN

It comes as no surprise that finding good, reliable help is a challenge and has been the past few years. Then Covid-19 happens and 2020 looks completely different than 2019 in many ways, including recruiting. Recruiting events shut down, making it increasingly more difficult and when they did reopen, it was limited. However, much like the rest of the world, we adapted and pressed on.

Scheduled to host our first onsite recruiting event earlier this year, social distancing restrictions changed that. So, we adjusted and connected to people via skype, zoom and telephone. Through these new avenues, we spent 2020 actively recruiting and screening candidates for fit based on our company Values. Over time, what

we've learned is that employees whose values are aligned to their organization are more likely to stay, as well as engage deeper in the journey. In addition, utilizing the feedback you gave us from the Employee Engagement Survey, we continued to highlight why our employees work here: our benefit portfolio, the opportunity for challenging and interesting work, and the commitment from your team members to provide a high quality product. Every year since we began utilizing the survey, we've heard that, more than anything, we choose to work here at Manatt's because of the people we're surrounded by. We are **Family**, in and



ABE RAYGOZA – METRO PAVING FOREMAN

out of work. This approach allowed us to bring in new family members here to Manatt's.

We also implemented new recruiting techniques in 2020. Working with our Marketing Director, Lee Schroeder, we built recruiting videos that celebrate working here and have captured you in the field, showcasing who we are and what we do through a variety of outlets. In addition to that, our Recruiter, Susan Esther worked diligently to get apprenticeship programs up and running. We're excited that we currently have employees in programs for both Diesel Mechanics and Heavy Equipment Operators. These opportunities are available to anyone who wants to expand their knowledge and fully achieve their **Human Potential**. If you're interested, please reach out to Sue for more information.

In November, everyone was invited to participate in the Employee Engagement Survey. Much like recruiting, survey administration looked different this year, and it took a village to make it happen. Thank you to all of the team members across



JON PULS – PCC PROJECT MANAGER



JOEL ROBINSON – NEWTON ASPHALT PROJECT MANAGER

the Manatt Family of Businesses who came together and helped us ensure that we collected everyone's feedback. Thank you to all of our leaders for making it a priority.

Thank you to all of our employees across the companies for participating in it. Our input, honesty and comments about our experience working here, what works well and what doesn't, all leads to great data, which leads to great results. We are committed to utilizing these results

to make the changes we want to see within our company. And each year leaders are building goals into business plans and performance plans reflective of the feedback we've provided. Our voices are invaluable, and we influence how we operate. As we administered the survey this year, it was a great opportunity to meet with everyone and get verbal feedback on how we're showing up. Thank you to those who felt compelled to share it. Values based organizations make

decisions consistent with their Vision, Mission and Values whenever and wherever possible. We hear all too often that employees don't always see the connection. It is imperative that we as leaders make this a priority to further our own journey. And as we continue growing our Values Based Journey, this is a specific example where feedback will make us better. We encourage everyone to continue being candid and vocal about what and how we lead our company. Without that feedback, this journey won't be a success.

We all know 2020 wasn't an ideal year, and while it changed many things, what it couldn't change was the hard work, commitment, and dedication from everyone. Let's celebrate how we've overcome the obstacles together. Let's be grateful for the people that we work with, who despite everything, showed up every day and led us through a successful season together. Let's reflect on every challenge that we faced as an opportunity to learn and acknowledge that we've learned a lot together. Now more than ever, we are better together.

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JORGE SANCHEZ – PCC QUALITY CONTROL

NEW IT: THE ROAD SO FAR



BRANDON FORD

For some perspective, we all carry in our pockets computers a hundred thousand to a million times more powerful than the computers that landed astronauts on the moon. From streaming movies to online shopping, there is no question that today's world is looking increasingly different and increasingly digital. That same transformation is taking place across the business world as well, and it is growing faster with each passing year. Bearing all these facts in mind, about two years ago the leadership of Manatt's decided to start growing IT. The reasoning behind the leaders' decision was simple; since the world, and particularly our industry, is becoming increasingly digital and technologically

dependent, to be 'Better Than Anyone Else' we would also need to be better than anyone else when it came to using technology to our advantage. And that is essentially the mission and purpose of today's Manatt's IT: to leverage the complex and fast-growing world of technology in an efficient manner to ensure Manatt's is well positioned now and for the future.

All the projects undertaken by IT have been to provide value to the business and our customers. Projects like desktop virtualization and redundant internet at our facilities

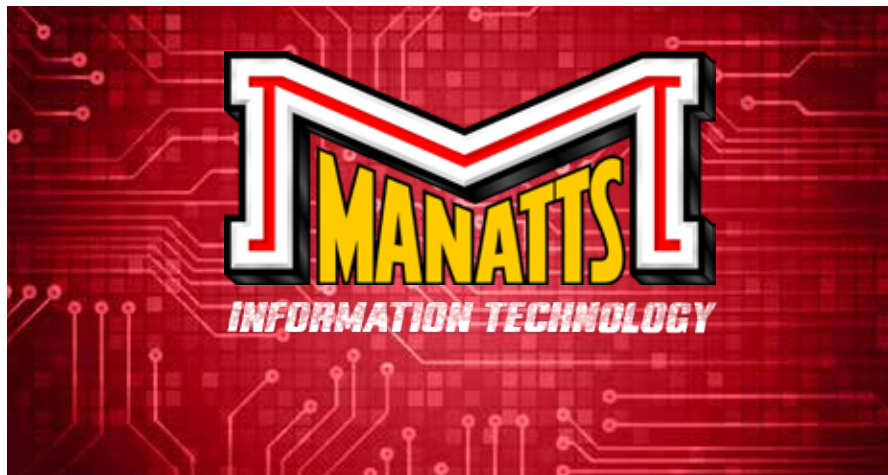
may seem wasteful in the moment, but then we have a pandemic where those systems become critical in keeping us operational. Disaster recovery, off-site backups, and increased security may seem pointless and a little irritating; but those very things allowed us to recover in four days from the type of cyber-attack that has crippled much larger businesses and governments for months. By investing in these capabilities, Manatt's was able to continue serving its customers, despite the many challenges of the year. There are many more projects in progress or coming in the future to help make our

the real-time reporting and recording of incidents, an application to better track how we use fuel on job sites, an application to better record and catalogue time for employees, among many more. These projects are all focused on simplifying the lives of our employees so that they can spend more time doing what they do best.

Finally, IT is focused on improving the flow and quality of information within the business. With the advance of technology, data and information have become worth their weight in gold these days. IT is providing better information to leaders faster, enabling them to make more informed decisions more quickly. Providing integration between all our various systems, dashboards to intuitively display that information, and using analytics to see hidden trends in our data are all ways that IT is helping the leaders see better data faster.

The new IT is still, well, new! Its journey

has only just started, and like with everything we do, it will never be over. There will always be something to improve upon, something to optimize, and room to be better. To put it simply, the purpose of the new IT is to keep our people doing what they do best, not worrying about how they do it. Whether it's making something faster, safer, or more efficient, the new IT is here to make everyone's life better one percent at a time.



business more safe, more adaptable to the crazy circumstances of the world, and more able to serve our customers no matter the circumstance.

These technological infrastructure projects are only a part of what the new IT is doing. The other half of IT is focused on taking what we do, making it faster, simpler, more accurate, and more streamlined. They have been hard at work designing applications and programs that focus on simplifying the lives of those using them. They have designed applications that allow for

SAFETY

2020 has been a year. Some will remember this year as a bad one or have a negative outlook on the year, but I believe its been good. Number one, I don't know about everyone, but I got to spend more time with family. Like most of us here at Manatt's, **Family** is very important. To me, I consider myself lucky to have a great work family and wonderful home family. The second thing I wanted to point out about 2020 was the people we have here at Manatt's. When things went off the deep end at the beginning of this pandemic, we had a great response by ownership, and all employees, to make sure that we were going to have a successful, safe year. We put time into making sure that we had what was needed to keep everyone safe. If anyone had questions or needed anything, we made sure to answer them and make sure that everyone had all the information needed.

When we look at the 2020 season, it started off rough for our Manatt Family of Businesses. But leaders, and other members of MFB came together to talk about problems and develop ideas to make sure that we could keep everyone safe. We had an understanding that no idea was

going to be overlooked and understood that if we see something, we shouldn't just say something about it but we should do something to ensure that we would **have each others' backs** and keep each other safe.

Safety isn't just a sticker on the wall or a saying on a truck. We take it very seriously at Manatts. Safety is about making the right decisions every day and making sure

you all work. It's always amazing to me that when things get tough for our employees, they get together and figure out how to get the job done. Going anywhere we have a crew, plant, or trucks I see the smiles on people's faces and the hard work



TYLER FOUBERT

going into making sure that we are a successful company.

I am thankful to be able to work for and with all employees. This company has a great commitment to making sure all are safe and accountable to each other and we want all to be able to go home every time in the

same shape or better. I acknowledge that all of you put in work every day and it isn't easy sometimes. But we get the job done the best we possibly can and that is the biggest thing we ask. That everyone does their part. I am thankful to all of you. Thank you for making this year another great year for me. I didn't only learn more but felt like I was better connected to all of you every time I went out to see you.



STEVE BULIAVAC OVERLOOKS PAVER ON HWY 30 IN STORY COUNTY

that we all work together to do things the right way. The one thing I am most proud of is the fact that whenever a mistake is made, we come together to ensure that it won't happen again and help build that employee that made the mistake back up. Working together isn't always the easiest, knowing that you don't have to only be accountable to yourself but those around you.

I have the unique opportunity to see all aspects of our company. The one constant I see is friendship and closeness with the groups in which

READY MIX SAFETY



TREVOR MARTIN

2020...what a year. It is my belief that many of us at the Manatt's Family Businesses will associate 2020 as a year full of hard knocks and adversity. This may very well be true, but what if we look at 2020 through a different lens? What if we look at 2020 through all of you? Through all the hard work, dedication, determination, perseverance, and commitment to each other that y'all

made so apparent? I mean, look at what we accomplished in 2020. We moved the earth, created new avenues of travel, helped take green energy to its next level of evolution. We did all of this with Manatt's core values of **Family, Excellence, and Human Potential** right beside us every step of the way. We built these things better than anyone else could because we are MFB. They didn't call anyone else to do the job, no they called us. They wanted the best, so they dialed our number. We are the companies and the family that everyone else wants to be. You are the reason that these projects were successful. It takes a team to win a championship, not just the star athlete. Each of you played a very important part in the success of this year's projects.

Let's take a moment and break this down:

1. If you drive a dump truck or a

cement tanker, you most likely haul agg/powder associated with paving or ready-mix projects, so hats off to you for safely getting us that much needed material for those jobs.

2. Do you drive a ready-mix truck? If so, thank you for getting that mud to the job safely, and for maintaining that standard of excellence you are known for.

3. Are you a member of the Quality Dept.? Thank you for making sure the tests get done that ensure we are delivering that exceptional product that MFB is known for.



4. Are you a member of the PCC division? Do you move earth, keep that dust down for us, or simply make sure that the project goes smoothly? If so, thank you for a job well done and for putting safety over production.

5. Do you lay down that asphalt? Thank you for standing all day on that hot highway and making new, smooth paths that we will be remembered for.

6. Do you build bridges? Thanks for staying safe however many feet you are hanging above sea level. Thank you for having each other's back day in and day out as you "bridge" new gaps.

7. Do you work in a quarry? Operate a loader? Thank you for having that head on a swivel at all times and loading up our haulers so that we can

create new paths and places all over. Aggregate inspector's thanks for making sure that we get that quality agg that we need to make those special mixes.

8. Are you a heavy hauler? Operate a low boy? Thank you for having the right permits, the right flags in place, to get us all those oversized loads that we need at a moment's notice.

9. Do you turn wrenches? Are you part of the maintenance team? Thank you for making sure that our facilities stay up and running and that our equipment sets the standard in our industry.

10. Empowerment Team: Thank you for your commitment to making sure bills get paid, we get paid, and the human element of MFB is taken care of.

11. Are you a member of the Safety Dept. Thank you for spreading the message, "Safety Over Production." Thank you for taking us a step further in making sure that "Safely doing everything we do, better than anyone else!" aren't just words on the wall.

12. Are you an owner? A member of upper management? Thank you for guiding us during times of adversity and times of greatness. Thank you for making the decisions that many of us would never want to make. Thank you for your sleepless nights and the mornings where five cups of coffee aren't remotely enough.

Family, thank you. From the bottom of my heart. Thank you. Y'all make me proud to be a part of this legacy. The above is proof that we are better together. We are stronger together. We are that championship team. Y'all, if you need any proof at how great we can be when we unite, well, 2020 should be all the proof you need.

ENVIRONMENTAL

As I am writing this, I am just days away from my one-year anniversary at Manatt's. So, it is only natural to want to look back at the year as a whole. For starters, I am incredibly thankful for all of our various division and area leaders, plants managers, and team members who have been integral to what I do here at Manatt's. Without your support and guidance, there is no way I would have learned or accomplished as much as I have this year.

2020 has been a year full of ups and downs, successes and triumphs, good and bad. I think we can all relate to experiencing new, dynamic challenges and having to overcome trials we never could

have imagined back in January. All of us have sacrificed something this year, both in our personal lives and professional lives, in order to push forward and continue on. I am thankful that I am able to work alongside individuals who are willing to give all they have to make Manatt's a safe and enjoyable place to work and grow. As my first year here comes to an end, I think of all the divisions of Manatt's and members of the MFB. There is so much talent and knowledge to go around and it is awesome seeing how everyone has worked together to complete projects with the odds stacked against us. I remember going through the values the day I was hired and "Family" really resonated with

me. Not every company strives to become a family. But in my short time here, I can tell we take this one seriously. Hard times are much easier to face with Family by your side.

As we near the end of 2020 I am hopeful, as are all of us, that 2021 will be a better year and that the burdens we face will be easier to bear. While there is a lot each of us can improve on from this year into next, there is always something to be thankful for and to take pride in.



ALEX NIEBUHR

47



PORTABLE PLANT IN AMES SUPPLYING HIGHWAY 30

HEALTH & WELLBEING



COLLEEN JOHNSTON

“Leaders are made, they are not born. They are made by hard effort, which is the price

which all of us must pay to achieve any goal that is worthwhile.” -Vince Lombardi

Like many others, I agree with Vince Lombardi—leadership is built

I believe people must be vulnerable and start with the groundwork of who they are. By diving into core values, personality traits, physical health, habits, and routines, we can strive to find harmony within ourselves. Homeostasis is the ability to maintain a relatively stable internal state despite changes in the world outside, and when our harmony is off, our internal state is on tilt—a tilt that will sway positive or negative depending on our

environment.

We can easily recognize when people are in the negative mind; they complain, they talk poorly of others and even talk badly about themselves. When they are in their positive mind, they are full of enthusiasm for life and so excited that they want everyone to know; they see possibility around every corner and may not be able to budget their time and money to accomplish the tasks they want to



PATRICA LONG – CDP METRO



BRANDON HENNING – MILLING FOREMAN

with hard effort. Effort that requires a deeper look into personal wellbeing. If the leader is not first prioritizing themselves, they will run out of energy to build their army. Leaders also need to focus on the journey, not just the destination.

Leadership books offer great advice on processing, analyzing, and applying leadership principles. If you search the web for “how to build leaders” you’ll find an abundance of qualities a leader should have. Great leaders are: efficient, courageous, inspiring, collaborative, problem solvers, etc. But I’m confident the best way to create the right environment for those around you is to be the best version of yourself.

I promote wellbeing because



**WILLIAM VASQUEZ
PAVING FINISHER – METRO**

accomplish because they are in a fairy tale reality. The neutral mind is the mind that will help you see the big picture when you go through the highs and lows of life. As we face a changing world each day, the best decisions are made from a neutral mind.

When we first have a strong foundation of wellbeing, we will find ourselves much more energized and better suited to lead organizations, engage in our work, and create workplace communities. Find what makes you tick, what makes you happy, your strengths, and your weaknesses—figure out who you are. Leaders are built—starting from the inside.

MARKETING

This time of year is one of my favorites, but it's not for what one might think. Sure, the holidays provide time to recharge, be with family, celebrate Christmas, sip some egg nog and ponder how fat Santa makes his way down the chimney. However, for me it's a great time to remember some of the most awesome, epic events in our Nation's history. On Christmas night, in 1776, George Washington and nearly 2,400 troops crossed the icy Delaware River at midnight for a surprise attack against the enemy! I mean what a Christmas story if I have ever heard one. At the time, we were losing the war. Supplies were low, winter had set in, and soldiers were losing hope. Washington knew he needed to turn the tide of the devastating trend they were on. Against the odds of the daring mission, we came out on top, delivering a devastating blow to the opposition. Many historians will go back to the Battle of Trenton as the turning point in the American Revolution. Now, I am not saying we are at war. Far from it. But 2020 has many similarities to the challenges that had to be overcome to succeed back then. They did it, they overcame the odds, and they won. I see us in the same light. But how did they do it? Did they just wish it to happen? No, they united as ONE, they came TOGETHER. We did the same thing. Even though you might not see it that way, we DID! No matter what 2020 has thrown at us, our people responded in the best way possible, and we did it TOGETHER!

Most people will look back on 2020 in years to come and think of it as the biggest "trash can fire of a year" ever. They are probably right, but I

will think of it as a pivotal year in the battle of being the best construction materials company in the business. Most companies tried to survive, but we thrived! We learned how to adapt to the challenges and overcome them!

I am thankful for the opportunity to be apart of this **Family** and help run the marketing efforts. Have have a lot of tailwind going into next year and we accomplish a lot, considering the circumstances. The goal of marketing is to improve our communications and increase our brand awareness. We took steps in the right direction to hit those goals.

As it relates to internal communication, we implemented the "Manatt's The Mix" newsletter that goes out through email weekly or bi-weekly. At the time of this article we have sent out 38 newsletters since the end of June. However, with almost 750 employees in the company, half of those do not have a company email address. We re-evaluated our plan and we have implemented text messaging, so we can reach our team members in the field more often, and with timely information. There have been 35 text message campaigns sent since mid July. So I hope that you have seen an increase in information sharing around the happenings going on at Manatt's this year! I am excited to see these platforms grow and improve our communication, company wide.

The other goal is to increase our brand awareness. This means helping people outside the company know who we are, what we do, and what we value! We want to celebrate the work we do in the communities we serve and help recruit the right people to come work with us. We are doing that through our social media channels

(Facebook, Instagram, and LinkedIn). We excited to share that we have

added 2,121 people to our audience in the last six months. We also put a large emphasis on video production to use on social media and internal communications. We produced 43 total multimedia videos (short and long) this year that had a total of 88,600 views or roughly an average 2,060 views per video. That data shows our audience, both internal and external, want more video content from us! A picture is worth a thousand words, does that mean a video is worth a million?

On top of that, we rolled out the much needed, updated website and online apparel store. The goal of this project was to make our website mobile friendly and update to content. Since launching this fall we have seen 2,673 new visitors to the site. 29% of them visit our "Join Our Family" page that has our job openings, because they want to come work here!

I am excited for what 2021 will bring. It might be more challenges and headwinds. I am not naive to that. However, I know we have the leadership and team members in place who know how to carry the Manatt's flag high, "grin and bear it" and come out on top. For that I am thankful, and I feel lucky to work for this company and capture the photos, videos, and stories of our people, in their element, doing their best work! Knowing that, it is hard to imagine a bad day in 2021!



2020 MILESTONE



KENNY ALEXANDER (L) JOEL CLAYTON (R)

45 YEARS

PAM BENISHEK

35 YEARS

**KENNY ALEXANDER
STEVE RANFELD
JEFF THOMPSON**

30 YEARS

**JOHN BEADERSTADT
LARRY FORD**

25 YEARS

**LUIS BUENRROSTRO
PEACHES BURMAHL
JOEL CLAYTON
STEVE LEDVINA
SUE MCCOY
RON PULS, JR
MARK SEAGO
JASON SPOONER**

20 YEARS

**LARRY DAVIS
DUSTY EMERSON
TODD KRIEGEL
NICK LAKE
MARC OLSEN
LEROY WILLE**



RON PULS JR. – 25 YEARS



MARC OLSEN – 20 YEARS

ANNIVERSARIES

15 YEARS

**ROB ARTHUR
TODD BARTH
JUSTIN BRIDGEWATER
JAMES EAKINS
JAMIE EDELEN
TIM FISHER
RICH GAVIGAN
BETH HANLON
BRIAN MANATT
JAMES MAYES
JOE MCGINNIS
JAMES NICHOLSON
RODOLFO PEREZ
MARTIN SANCHEZ VEL-
ASQUEZ
KEITH SCHNEIDER
CORY SEIBEL**



JAMIE EDELEN – 15 YEARS



BRETT HOUGHTON – 5 YEARS

10 YEARS

**TYLER BUSCH
GREG HANSEN
DOUG THOMPSON
TIM TOMETICH**

5 YEARS

**ROBERT GILES III
DAVID HARTZ
JUSTIN HERMAN
BRETT HOUGHTON
EDWARD JENSEN JR
BRAD JOHNSON
DEVON KNOLES**

5 YEARS

**DONOVAN ALLBEE
MARK AMBROSY
JEREMY BACKOFF
RONALD BEASTON
JUAN BECERRA
CHASE BLOETHE
AARON BOWEN
DUSTIN CABOSSART
RODNEY CHRISTY
RICHARD CLARKE II
BRIAN DAVIS
ANDY DAY
MONESHA DICKENS
WILLIAM DIETTER
COLMAN DITZLER
RONALD DRYER
NATHAN EMERSON
THOMAS WELDON
NATHAN LOERZEL
JOSHUA MADDISON
KELLY WOLF
FRANCISCO SANCHEZ
MICHAEL SIELER
JOHN SOLDWISCH
JAMES MICHAEL
CHARLIE KORNS
JORGE LEON ESTEBAN
MIGUEL ZAMORA
DALTON VEST
JOEY VOLKL
JULIE KELLEY
BRADLEY KLINE**

**THANK YOU ALL
TO YOUR YEARS
OF DEDICATION
AND LOYALTY TO
OUR MANATT'S
FAMILY!**

WELCOME TO THE FAMILY

NEW HIRES

- JOSH BEACGARD – DIRECTOR OF SOFTWARE ENGINEERING
- ISAAC BENNETT – MILLING MACHINE OPERATOR
- CHRISTOPHER BIRD – WATER TRUCK DRIVER – SEALCOAT
- CHASE BRIDDLE – MECHANIC – AMES
- JEFFERY CAKNER – LOADER OPERATOR – NEWTON
- DENZEL CARTER – CDP – METRO
- GERMAN PEREZ – LABORER – PCC
- MARK CHIDLEY – CHIEF LEADERSHIP OFFICER
- TIMOTHY COLBURN – DUMP TRUCK DRIVER – BROOKLYN
- PATRICK DIEDRICH – LOADER OPERATOR – EIA
- BENJAMIN DRUMMER – MECHANIC – BROOKLYN
- LOGAN DVORAK – LABORER – CRUSHING
- ABBY EBENSBERGER – OFFICE MANAGER – CAMANCHE
- FRANCISCO GARCIA – LABORER – AMES
- MARK GLEASON – CDP NORTH
- JACOB GREEN – LABORER – EIA
- MATTHEW HAGERTY – BELLY DUMP DRIVER – METRO
- VICTOR HAINES – DUMP TRUCK DRIVER – BROOKLYN
- ADAM HEGWOOD – SAW OPERATOR – METRO PCC
- PEDRO HERNANDEZ ALVAREZ – LABORER – AMES
- AUSTIN JONES – CDP AMES
- ART KAHN – LABORER – METRO
- JOEL KRUSE – MECHANIC – BLUE GRASS
- VAN LIAN – CDP METRO
- ALEJANDRO MONTES MELENDEZ – LABORER – PCC
- DOMINGO RUBIO PEREZ – LABORER – EIA
- JUSTIN SHEEHAN – CDP – PRODUCTS
- AUSTIN SHEELEY – LABORER – AMES
- CHARLES STOCKER – TANKER DRIVER – QUAD CITIES
- BRADLEY TONEY – LABORER – EIA
- MATTHEW WINTER – MECHANIC – DAVENPORT

NEW BLESSINGS



COOPER PAUL FLATHERS

BORN: NOVEMBER 6TH
7 POUNDS 13 OUNCES
20 1/4 INCHES LONG
PARENTS - BRANDIE & JEREMY FLATHERS



DEXTYN SHAWN DITZLER

BORN: OCTOBER 16TH
7 POUNDS 12 OUNCES
21 INCHES LONG
PARENTS - JORDYN & BRADLEY DITZLER



ARTHUR JOHN SCHROEDER

BORN: JULY 21ST
7 POUNDS 10 OUNCES
20 1/4 INCHES LONG
PARENTS - LEE & SARA SCHROEDER

WENDLING QUARRIES

A large yellow and black Deere wheel loader is shown in a quarry, carrying a massive bucket full of rocks. The background is a rugged, rocky cliff face. The loader has "Hybrid" and "DEERE" visible on its side.

CONTRIBUTIONS FROM:

TONY MANATT

ROB MANATT

JOHN AHLBERG

DREW FREY

DAVE CLARK

MORGAN SCHULER

TODD MILLER

STEVE BOHLKEN

MICHAEL BURKE

THE BEST DAY

BY TONY MANATT

I had one of the best days this summer. It was a lifetime, “Hell yea” moment. I headed to Montour quarry one morning this last year. My mission was to serve a hot lunch to our crushing crews and all the great folks making the Highway 30 project come to realization. That’s 150 pork loin sandwiches with the fixings. A grab and go lunch made just a little more interesting by the issues of COVID-19 and keeping everyone safe. The old fashioned, “come and get it” days are gone with the expressed urgency of, “how we get things done around here” coupled with not serving from a food line. Thanks, Todd, for helping line stuff up. All the men and women of Manatt’s and Wendling Quarries truly appreciated the token of thanks. Even some private truckers enjoyed a good meal.

Well, the day started early when I saw one of our crushing



HOWARD FRUEHLING AND STEVE BOHLKEN AT MONTOUR

foreman and asked about his wife. She ended up in the Iowa City University Hospital for months during this project. Very sick girl. Howard hardly missed whole days at work during this time. Very exceptional family to have gotten thru such a tough summer. I just wanted him to know whatever support he needed, the team could surround him to make the

time available to get through this difficult time they were going though. His wife is home and recovering every day just a little at a time. Tia, “You go girl!”

Then off to the scale house to thank Carol for her service. We all installed

a second scale to handle the increased traffic load. We used that second scale very little and only on a couple situations during the whole project. Way to go, Carol! Thanks for diggin’ in.

Then it was off to the Crushing crews. We had two crews working side by side. Bill Cohenour, who is the Superintendent for the second crew that helped out with the tonnage needed out of Montour quarry, was fixing the crew’s skid steer when this picture of Steve Bohlken and Howard Fruehling was taken by me up on the ledge. Watching these plants perform side by side was a very proud moment for me and the impressive tonnage being delivered couldn’t be matched by anyone I know in the business. Cooperation and collaboration between both crews was impressive all summer long. Thanks, guys. From there, I visited the wash plant. Very impressive operation straight from the crushing



TWO CRUSHING CREWS AT MONTOUR QUARRY!

plant into the wash plant. No handling in between. Very impressive with the modernization of our stacking conveyors.

Kim was handling our quality control and I remember asking her this last winter if she would considering living somewhere in Tama and if that would help her long days ahead. She declined and just kept her little pickup just a trucking. Just seeing the material trucks come in like clockwork was impressive. No time to waste!

Todd Miller and I had about 75 lunches to be delivered and I couldn't wait to get out on the grade. First stop that Craig Kalinay lead us on was the plant site. After a welcome from a great guy handling quality control (name escapes me) telling me things have been going great and how we could solve today's issues, I thanked him for his diligence. As I looked over the shoulder of Tyler Busch, I watched his skill set play out keeping batch trucks under that impressive plant. All running like clockwork. The powder trucks were in and out like clock work. I could appreciate the work that goes into keeping all these in's and out's timed, like they needed to be. The plant site yard looked good and was running smoothly. Very impressive. After



JOHNATHAN CRUISE – CRUSHING

dropping off plenty of roasted pork loin sandwiches with the fixings it was on to the paving crew. What a team. A guy named Roy Piper III or "Triple" (I knew his dad) quality people, along with some of the best field mechanics I have ever witnessed. I could not believe how smooth the whole process was going from start to finish.

Just think of all the processes going on just at that project alone. How many lives and families go into building a new road. As road that is helping the economies of our state, and saving lives along the

way. The feeling of pride and the accomplishments of so many families going into that project were making the hair on the back of my neck stand up. I thought, "Dad, Junie, and Clair would have been proud to know what has been accomplished over the years." I know how proud I am to be a part of such a work family. Not a contractor for many states away could accomplish what I had witnessed that day. A very impressive day.

Merry Christmas to all of you and let's have a great and safe 2021. God bless us all and this great country we live in. 🛠️



HAUL TRUCK BRINGING UP ROCK TO CRUSH AT CEDAR RAPIDS SOUTH

NEW TO THE FAMILY

BY ROB MANATT

I am happy to announce that on November 25, 2020, Wendling Quarries, Inc., purchased the assets of Redline Golf & Sports Sand. It has been over a year since Redline's founders, Gary and Sharrelle Larson, reached out to us about the possibility of working together. We are grateful that they have entrusted us to carry on their legacy. The relationship between Redline and Wendling goes back to the late 80's when Tony Manatt moved to the Muscatine area where Gary was a contractor at the time. Since then, we have kept similar company with strong ties in the roadbuilding industry in Muscatine and Louisa Counties. Ultimately, a conversation between Tom Sturms (WQI's salesman in that area) and Gary led to a meeting last Fall at the Muscatine Recycle Yard between Gary Larson, Steve Bohlken, and me. It was there that we hashed out some ideas about how we could work together to benefit both parties. In the time since, we have established mutual trust and respect, developed a business relationship, and even had some fun along the way.


Redline Golf & Sports Sand

began operations in 1994. Since then, they have become known regionally as the premier supplier of USGA sand in Eastern Iowa and Northern Illinois. Redline's operations are housed in Muscatine, Letts, and Columbus Junction. Their primary customers are golf courses, where they sell bulk USGA sand as well as special dyed and blended sands. They also provide materials to athletic complexes, schools, and other sports venues. Gary and Sharrelle have built a proud brand over the years, dedicating themselves to high quality products and personalized service. They were at a point in life where they were ready to shed the daily stresses of running a company. Their desire to hand the business off to someone who would dedicate the same effort to service and quality was paramount. We are committed to fulfilling Gary and Sharrelle's wish to see the Redline brand continue to grow and thrive throughout the Midwest.

Gary and Sharrelle will be working very closely with us on a consulting basis for the next year and we are looking forward to having

their continued support. In addition, Redline has had several employees over the years and two of them will be joining us at WQI – welcome aboard, Kelly and Arturo! Thank you for giving us a chance to be a part of your careers.

Now that it is part of WQI, Redline will be tucked into our newly-formed Specialty Products Division, which is headed up by Sheldon Converse. Sheldon brings great management experience and an inspiring **entrepreneurial spirit** to this endeavor. In addition to Redline Golf & Sports Sand, the Specialty Products Division includes our landscape products yards and shredded topsoil business in the Cedar Rapids metro area.

The process of purchasing Redline was a major effort that took a lot of coordination and hard work from many people. I would like to especially thank John Ahlberg, Steve Bohlken, Luke Moubry, Tony Manatt, Ande Miller, and Sheldon Converse for their contributions. 



(L-R) GARY LARSON, TONY MANATT, SHARRELLE LARSON, SHELDON CONVERSE, ROB MANATT, STEVE BOHLKEN, JOHN AHLBERG

CHALLENGES & SUCCESSES

BY JOHN AHLBERG

So, as we enter into the Winter season, time to think a moment and reflect. My article earlier in the year talked about COVID-19, and how the office team here at Wendling Quarries, adapted and overcame adversity to continue operating, getting data processed for all the departments, and produce timely monthly reports. Just a reminder, back in March 2020 we sent 80% of our administrative staff to work remotely from home. This lasted in many cases till mid-June, before we brought everyone back into the office.


Well...as these things go, who could have expected the virus to last so long and cause such turmoil in Iowa with high positivity and infection rates in Iowa, spiking up in late September till now? Due to the spike we sent many on our team here in DeWitt to work at home again. They say a vaccine is in sight; let's hope it gets to all of us soon! For now, we are conducting business under the "new normal" being as careful as we can with everyone's health. Masks are required in our offices, unless working



in your own personal space.

Another unforeseen catastrophic event happened on August 10, 2020. I bet most all of us had never heard the term "derecho" before! Well, that epic thunderstorm ran right across Iowa, and down the mid-section of Wendling Quarries territory. NOAA has estimated the damage from this storm to be \$7.5B; one for the record books. This single storm knocked out power lines, cell towers, internet fiber lines, destroyed buildings, ruined crops, and caused equipment damage all over the place. For Wendling Quarries, we claimed heavy damage at our Blairsferry Sand Pit and dredge location, our Beneficial Technologies production facilities near Shafton, and about two dozen sites in between. Servers located in Robins and DeWitt were knocked offline for a period

of time. We learned to live without Internet for almost three weeks post event in DeWitt. Believe me, that was disruptive at the office, but we made things work for our customers at our Quarries and Sand Pit locations to keep business up and as normal as possible. Wendling and Manatt's IT departments teamed up to get us back up running with Internet and cell service (thanks Matt and Bridg!). A big thank you to all the team members who helped identify and assess well over two dozen insurance claims, including the safety, construction, finance, IT, property management, and production departments. Special thank you to Sue Schutte for working to process all our claims to a satisfactory result. I am sure we will still find some smaller derecho related items over the next several months. Check out the pictures included with this article, showing event damage.

With this very eventful year in mind, I am thankful for another year working with the team members of Wendling Quarries and Manatt's Family of Businesses. We kept our cool working together to resolve what could not be expected, and worked to overcome adversity. Looking forward to Smooth Sailing in 2021! 



PLOWER QUARRY

BY DREW FREY

On August 10th, eastern Iowa was hit with a storm system called a derecho. The Cedar Rapids area was hit particularly hard, where the storm was equivalent to a category 4 hurricane, with estimated winds as high as 140 mph. When the storm had passed, everyone began assessing the damage this unexpected storm had caused. There was massive damage to homes, businesses, property, electrical grids, and telecommunications infrastructure. With the cleanup beginning immediately after the storm had passed, it was soon realized that the amount of tree debris would be overwhelming.

After the storm, city collection areas began taking tree debris; however, these yards have limited storage space. A location needed to be found where the processed debris could be stored. Wendling Quarries was approached about storing shredded and chipped tree debris. At face value, this seemed like a project that would be outside the typical business of Wendling Quarries; however, we do a similar process at our Gooselake Quarry in Jackson County, where we import and store fly

ash from ADM, so there was a level of confidence that we could succeed at this project. With most of the material coming from the Cedar Rapids area and without having anticipated quantities, we identified the site that would be best suited to handle the material. Plower Quarry is located east of Central City and began producing aggregate products in the 1950s. Plower Quarry was acquired from Alpha Crushed Stone by Wendling Quarries and came into the Manatt Family of Businesses in 1987 with the purchase of Wendling Quarries.

The process of acquiring approval moved quickly and became the primary focus for several of us here at WQI; so with the help of the Iowa Department of Natural Resources and Iowa Department of Agriculture and Land Stewardship, our site was reviewed and approved as an ideal site. Once approved, the trucking department quickly mobilized our equipment, and the earth moving crew began prepping the site within 48 hours. Material started being delivered the next day in 70-90-yard loads and was being placed with a D6 dozer in 4-foot lifts. As each lift was placed,

the trucks drive onto the previous, which helped compact the material. The compaction was important for two reasons: first, it helped reduce the overall volume, and second, it reduced air flow within the material to prevent spontaneous combustion. The imported material will be used for reclamation of the site. Once all the material is placed, the area will be graded and covered with 4 feet of overburden.

To date, we have taken more than 100,000 cubic yards of material with more scheduled to be imported. This is an exciting project and I want to thank everyone for all the effort they have contributed to this project. Associated Core Values and Actions:

- Family: Unite as One
- Excellence: Maintain an Entrepreneurial Spirit & Open to Opportunity
- Human Potential: Believe in Yourself & Commit to Continuous Growth

Thank you to all of our associated departments of Health, Safety, and Environmental, Earth Moving, Sales, Quarry Development!



PLOWER QUARRY



THE FEW, THE PROUD: THE WQI DRILLING DEPT.

BY DAVE CLARK

This is a team of very dedicated individuals who travel great lengths to provide the best blast hole drilling service available. WQI drillers cover a large area, not only in the great state of Iowa, but also Illinois, Missouri, Nebraska, Minnesota and Wisconsin. Along with a diverse line of drill rigs from Atlas Copco and Sandvik, and hole sizes ranging in diameter from 3" up to 5.75" and depths up to 150 ft., the drilling team is able to provide a quality service for the needs of its customer base. More than 65% of the total feet drilled by the team are done for outside customers.

I would like to recognize each of the team members (and years of service) that have helped build and grow the drilling dept. and the team members that will take the dept. to the next level and continue to grow it, and grow with it.

Bob Holdgrafer, 31 years
Randy Rowan, 31 years
Jamie Rundle, 15 years
Scotty McPherson, 9 years
Aaron Goodrich, 6 years
Liam Glawe, 1 year
Jeff Klinkenberg, 1 year
Travis Helmricks, 1 year
Josh Shafer, 1 year
Brice Erenberger, 1 year
Dave Clark, 16 years

A big thank you to the drilling team for a safe and successful 2020 season. Also, thanks to everyone in WQI and the Manatt's Family of Business that help support the WQI drilling dept.

Have a safe and happy holiday season.



ENVIRONMENTAL

BY MORGAN SCHULER

What does teamwork mean to you? I think it's a combination of simple, yet often overlooked, building blocks for a winning formula: trust, accountability, integrity, persistence, patience, humility, and work ethic. Pave the foundation for success with those ideas to Build Better, Together. As a team, I'm proud to say we successfully opened the Tama Sandpit expansion property in 2020, which will provide needed sand and gravel resources to that market area for years to come. Overburden stripping is underway and we'll be pumping sand from this area in 2021. It wasn't easy; environmental rules and regulations are real and here to stay in our business operations. Form a game plan, be agile enough to compromise, have the patience to stay the course, and have each other's back to get the job done! Also at Tama Sandpit, we're well on our way to opening the Manatt's Iowa Valley

Wetland Mitigation Bank. This is such a meaningful project to many! Wetlands are complex ecosystems that provide numerous benefits including valuable fish and wildlife habitat and water quality protection. Wetlands act as a giant sponge, removing and filtering unwanted nutrients and sediments. Environmental stewardship is so essential and reflects our company core values. Future property development will now, hopefully, be more cost effective with an expedited permitting process. It's safe to say Tama Sandpit will endure as a legacy site and cornerstone of our operations. Two more property expansions are on our horizon. I know working together as a team, we will successfully get these challenging projects across the finish line!

If you're around the DeWitt office or Behr Quarry scale house, you'll notice we've converted unused green space into beneficial prairie

pollinator habitat. The landscape should look beautiful next spring and summer. Special thanks to Clinton County Conservation and Adam Ebensberger! 2020 has certainly been wild, y'all. Be inclusive, lean into your teammate's strengths, and be open to other's ideas because "the answer is always in the room!" Thank you to the ownership and management teams at Wendling and Manatt's, Environmental and Quarry Development departments, and Jeff Upah and his team at Tama. Together, as a team, we can accomplish anything. Finally, give Wendling a follow on Facebook and Instagram. We want to tell our story and give everyone who makes Wendling so great the credit they deserve. If you have a photo or story to share, shoot me an email or slide into our DM's! Passion first, the rest will follow. Happy holidays, stay safe, LFG!



PCI STRIPPING OVERBURDEN TO EXPOSE SAND RESERVES AT AT TAMA SAND PIT!



HYW 30 PROJECT

BY TODD MILLER, STEVE BOHLKEN, & DREW FREY

As many of you have probably seen over the last several years, there has been a lot of construction activity east of Tama. It all started many years ago with the desire to make U.S. 30 four lanes across the state of Iowa. This particular phase that we have all been working on recently is the stretch of road from Tama to Highway 21. This project bid on December 17, 2019 and consists of nearly 12 miles of new four lane concrete paving, granular subbase, longitudinal subdrain, and granular shouldering. Needless to say, all of that requires many, many tons of rock and sand. It also takes a collaborative effort from many people to produce those aggregates on time and in specification.

After the results of the letting, we had several meetings involving nearly every department at the company where we created plans as to how we would like the 2020 season at Montour Quarry to unfold. To name all the topics and details that were discussed in those meetings would be endless, but some include production methods, traffic patterns, washing capacity, loadout, and scale capacity.

The Wendling Quarries Earth Moving Department and Peterson Contractors, Inc. (PCI) were brought in to handle the earth moving needs for the 2020 season. The work done by Wendling Quarries focused on preparing the site for increased volume of production and customer traffic, washing needs, and production needs. PCI mainly concentrated on the removal of overburden, in which they uncovered over 15 acres of reserve! While working in winter weather conditions, PCI was still able to maintain a high production rate and



MONTOUR QUARRY

complete their portion of the project in just over 2 months.

When evaluating the overall tons and the timing of delivery of the materials being supplied out of Montour Quarry, it was determined that two crushing plants would be needed to meet the demand. The first crushing plant would primarily focus on producing the road base products, and the second would produce the concrete stone. The first plant utilized nearly 1,000 feet of conveyor to maximize its production. Shot rock was loaded into the primary crusher at the face then conveyed 700 feet to the screening plant. From there, the finished product was produced and transferred with additional conveyors into a stockpile. With the use of conveyors, the screening plant was able to stay in the same spot for seven months, which created additional production hours every week. With limited stockpile area for this larger than normal demand, the use of telestackers was implemented. This enabled us to store more material in a smaller footprint, as compared to using stockpile trucks. The second plant focused on the concrete stone and intermediate aggregate. This process required the use of two 40-ton articulated haul trucks to feed our stationary wash plant. With the use of



TONY MANATT & CRAIG KALINAY ON HYW 30

articulated trucks dumping directly into the wash plant, it allowed for an increased production capacity. With this increase in efficiency, it allowed us to keep up with normal ready mix demand, as well as the concrete stone tons needed to build this project.

To provide our customers with the service they have come to expect of Wendling Quarries, we installed a second scale and at certain times ran up to four loadout loaders. The first load of granular subbase was scaled at 6:30 a.m. April 28th, 2020, and our biggest day at Montour was September 22nd with over 13,000 tons scaled in one day! To help give a sense of the

scale of this project here are some of the quantities:

- Over 7,000 loads of Granular Subbase
- Over 4,000 loads of Concrete Aggregates
- Over 2,000 loads of Shoulder Stone
- Nearly 1,000 loads of Porous Backfill

With all the planning meetings taking place early in the season, the ongoing communication really helped this project be successful. This communication happened at all levels of the project from crew to crew, department to department, and company to company. The communication is ongoing and will continue in 2021 with future projects. To update the status of the Hwy 30 project, all mainline paving is complete, only intersections, turn lanes, and tie-in paving remains. All subdrain is installed, and granular shoulders should be completed this fall.

We cannot say enough about our people and our planning that allowed us to successfully supply this project. This project impacted nearly everyone across our company. It was not only the departments and personnel working at Montour Quarry this year, but all the departments, crews, shops, and personnel that were stretched further west to help cover the needs of our company. Thank you to all that had a part in our 2020 season.



DYNAMIC SET UP AT MONTOUR QUARRY!



QUALITY CONTROL

BY MICHAEL BURKE

Nobody was ready for what the year 2020 had in mind. The WQI Quality Control Team was no exception. With the year's schedule laid out in front of us, we could see that we had our work cut out for us. The daunting yet exciting Highway 30 job, projected at over half a million tons to come out of Montour Quarry. It was a big year for mix designing and testing for Manatt's new Eastern Iowa Paving Division. And lastly, the building and development of a QC team, with most members only having one year of experience under their belts. Unknowingly, this team would overcome adversity and accomplish more than what was expected of them.

The Quality Control Team consists of four technicians that control three geographic areas in Eastern Iowa. Kim Heber and Eric Petersen take care of the quarries surrounding the Cedar Rapids area, David Chaplin controls everything east of DeWitt, and Kyle Gottschalk takes everything in between. Sadly, we lost Mike Griffith at the beginning of the year. Mike was our newest

team member and was going to tackle the Montour project for us this year. Mike naturally fit into the team from day one and brought a presence of happiness with him wherever he went.

One of the big goals the team had this year was to be more efficient in our duties. This meant getting products in spec as soon as possible, not over-sampling, and

PILING IT HIGH AT CR SOUTH QUARRY!



After losing Mike, it was no surprise that the rest of the team wanted to dedicate this year to him by sticking with the remaining team members and doing more work with less people.

communicating with each other. The QC team has run over 3,000 gradations this year and was able to certify all products, while only running the necessary number of tests needed to do so. To be able and handle six portable plants, two stationary plants, four wash plants, and two hired crushing plants at a time was a huge accomplishment for such a small team. All while keeping in constant communication with the production superintendents and Iowa DOT on gradation results, plant changes, and product changes.

Aside from the quarry, we also worked closely with Manatt's Eastern Iowa Paving Division. Manatt's Asphalt had a couple county jobs and a bunch of commercial work this year out of their Camanche Plant.

TIME TO CRUSH IT!



THE WENDLING WAY!



Developing new mix designs, plant testing, and nuclear gauge testing were all duties the QC team performed. We love helping out our Manatt's family and strive every year to become more efficient in the asphalt world.

If you ask anyone what Quality Control does, they'll tell you "Shakes Rocks." However, Quality Control is more than just running gradations. It's checking stockpiles to make sure they're properly maintained. Learning the quarries and what products can and cannot be made from them. It's troubleshooting issues and discovering where they came from. Working with plant personnel and making sound decisions with them if changes need to be made. And lastly, it's understanding that it's our responsibility to make sure a quality product is being delivered to our customers.

Although no one expected a year like 2020, it was pretty awesome to see everyone come together as a team and also to grow as individuals. Watching everyone becoming more confident in their duties and taking pride in the quarries they look after. Lastly, and most importantly, we became a family. A family who wanted to succeed, overcame adversity, and at all times had each other's backs.

What aspect of your job do you enjoy the most?

Eric Petersen – "Working alongside my colleagues and having the family type relationship where **everyone has each other's backs**".

Biggest take-away from 2020.

Kim Heber – "Becoming a stronger

team and **Family** through all the adversity 2020 threw at us. Never losing hope and knowing we can handle anything that come our way".

Favorite memory this year:
David Chaplin – "Watching the selflessness of the team willing to put themselves in unfamiliar and uncomfortable situations in order to complete the departments goals and objectives".

How would you describe Quality Control this year?
Kyle Gottschalk – "Coming together as a team and helping each other out".

Favorite Quote for 2020:
Michael Burke – "Individuals Play the Game, But Teams Beat the Odds" -US Navy Seals



THE 944K IN ACTION AT ROBINS QUARRY



WELCOME TO THE FAMILY

ANDE MILLER



My name is Ande Miller and I started with Wendling Quarries, Inc. in September of 2020 at the DeWitt office as the Human Resources Manager. I am proud to be part of the Manatt's Family Business. My wife Samantha and I along with our three children, Austin (13), Emma (5) and Jaxon (2) reside in DeWitt. I graduated from Kaplan University with a degree in Business Management and a certificate in HR Management from Blackhawk College. I am currently pursuing my SPHR certification. Prior to joining Wendling Quarries I worked in Human Resources for several years at UPS and Arconic. My wife Samantha has a Master's degree from Upper Iowa in reading and is currently a 3rd grade teacher at Buchanan Elementary in Davenport. Austin is in 8th grade and enjoys basketball and being active at church. Emma is in kindergarten and enjoys swimming and dancing. Jaxon is 2 years old and enjoys playing in the pool and anything Toy Story related. I am truly blessed to have such a wonderful family. In my free time I enjoy family activities with the kids and also health & fitness. I am looking forward to learning the business, getting to know the great employees and providing strategic HR leadership for Wendling Quarries, Inc.

NEW HIRES

- Ethan Bates – Utility Operator 8/31/20
- Adam Johannsen – Haul Truck Driver – 10/19/20
- Michael Snapp – Shop Maintenance Technician – 8/25/20
- Sheldon Converse – Special Products Manager – 10/19/20
- Ande Miller – HR Manager – 9/14/20

MIRACLES

- Aasyn James Grandson of Robin and Bob Koranda born August 23.
- Grayson Thomas – son of Cody and Shelby Dusenberry born Oct 17
- Kaydence Miranda daughter of Katie and Austin Knake born Oct. 23. Kaydence is also the granddaughter of Travis and Jodi Galloway
- Lakin Nicole daughter of Steve and Emma Henry born October 26
- Lochlan Jay, grandson of Robin and Bob Koranda born November 23.

CONGRATULATIONS

- Wade and Laura Wilson married Oct. 24

SYMPATHY

- Randy Meade loss of Mother
- Bob Yilek loss of Father
- Jerry Maylone loss of Father
- Herb Miller loss of Father

DEL PRESIDENTE

BRIAN MANATT

Manatt's Inc siempre ha jugado el juego largo. Es intencional que hayamos tenido éxito durante más de 70 años. Hemos sido bendecidos con líderes visionarios y trabajadores que han sido grandes administradores de la organización y de su gente. Es de vital importancia que comprendamos lo que nos ha hecho tener éxito en el pasado y lo usemos para mantenernos en curso. También debemos tener cuidado de no honrar el pasado viviendo en él. Nuestro viaje de liderazgo basado en valores es la forma en que estamos equilibrando el pasado y el futuro en nuestra generación. Manteniéndose fieles a nuestros valores de Familia, Excelencia y Potencial Humano mantendremos la cultura que hace de este un gran lugar para trabajar y nos impulsa a restablecer continuamente nuestro estándar para ser los mejores. Trabajando en el negocio, ha habido muchos grandes cambios a medida que continuamos uniéndonos como uno y vivir los valores mientras que con seguridad hacemos todo lo que hacemos mejor que nadie más.

Al principio si nuestra temporada, Duane MacDonald fue nombrado como nuestro primer Vicepresidente de Construcción. Duane ha aceptado la asignación de ser el líder visionario de toda nuestra división de construcción. Tiene un plan de negocios para el equipo y supervisa los planes de negocio y la gestión del rendimiento. Duane ha sido un fantástico líder y operador y ahora está demostrando que no ha terminado de aprender y crecer asumiendo estos nuevos desafíos. También está haciendo un gran trabajo de tutoría y transferencia de gran parte de sus operaciones y conocimiento de la empresa. Una vez más, equilibrar la

experiencia pasada con la visión futura de nuestro negocio de construcción.

Otra primera vez para nuestra empresa, es la contratación de un Director de Riesgos. Darren Austin se unió a nosotros en julio de este año. Ha pasado la mayor parte de sus primeros meses conociendo a las personas, la cultura y los valores. También creó su plan de negocios con su visión de cómo nos convertimos en una organización de seguridad de clase mundial. También ha comenzado a trabajar en cómo gestionamos nuestro riesgo a través de seguros. John McKusker se retirará a finales de noviembre después de 48 temporadas con la compañía. Sin embargo, John me informó que no se retiraba; todavía iba a trabajar en su rancho. ¡Se le echará de menos, y le deseo a John lo mejor en la próxima parte de su viaje! La tercera primera posición es el puesto de Director de Liderazgo. Mark Chidley se unirá a nosotros a tiempo completo a principios de enero. A medida que continuamos por el viaje de VBL, tenemos más necesidades en el desarrollo de liderazgo y capacitación de las que un consultor externo puede proporcionar. Estamos buscando pasar gran parte de la carga de trabajo de Capitalismo 2.0 a casa. Como CLO, Mark Chidley también supervisará el departamento de RH. ¡Esperamos que este equipo seguirá impulsándonos en el viaje del VBL!

Estamos muy enfocados en unirnos como Uno como una familia de negocios. Una de las formas en que lo estamos haciendo es cambiando la forma en que lideramos los negocios. En lugar de varias reuniones individuales que son específicas de la empresa o división, creamos equipos para ayudarnos a liderar y establecer

los estándares para nuestra familia de negocios. Hemos pasado mucho tiempo con estos grupos definiendo su propósito específico, valores y visión para crear alineación para el equipo. También hemos estado trabajando duro revisando planes de negocios y finanzas. La comunicación abierta y honesta y la transparencia están en su punto más alto de todos los tiempos con estos equipos.

A medida que revisamos los negocios, nuestra antigua semana financiera se ha transformado en reuniones con los siguientes equipos: Los propietarios se reúnen incluyendo Tony Manatt, Adam Manatt, Brian Manatt y Greg Manatt.

A partir de ahí, nuestro Equipo de Liderazgo Ejecutivo se reúne que incluye Dan Roberts presidente de Norris /Douds, Brett Finnegan Presidente LL Pelling, Rob Manatt Vicepresidente de Operaciones en WQI y Tim Douglas CFO Manatt

El Equipo de Liderazgo de la Familia de Empresas manatt (MFBLT) se reúne e incluye; El director de tecnología de Bridg Moreland, Darren Austin Chief Risk Officer, Brian Schulz Director de Tiendas y Equipos, Mike Novelli Director de Transporte, Duane McDonald Vice President de Construction.

Estos equipos están comprometidos a hacernos las mejores organizaciones que podamos ser. La declaración de propósito para el MFBLT es: crear legados unificando la Familia Manatt de Negocios en torno a una fuerza laboral altamente comprometida y de alto rendimiento que está comprometida con nuestra visión, alineada con nuestros valores y haciendo cosas que nunca imaginaron posibles.

Este juego largo no es sólo de tres a cinco años en el camino, estamos tomando decisiones basadas en décadas. Estamos orgullosos de nuestra historia y continuaremos honrándola a través de nuestro viaje VBL. Llevar a una empresa que ha estado en el negocio de 73 años a más de 100 años requiere planificación, visión y liderazgo reflexivo. ¡La única manera de lograrlo es juntos y juntos tenemos esto!

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PCC Y PROYECTOS

TIM TOMETICH

¡Qué año tan extraordinario! Mientras escribo este artículo, estamos en el proceso de descansar a ambos equipos de pavimentación esta semana, una semana antes del Día de Acción de Gracias. Por lo general, nos gusta terminar con nuestro trabajo de pavimentación en esta época del año, pero no siempre parece funcionar de esa manera. Típicamente, en esta época del año, usted está luchando contra las inclemencias del tiempo, las bajas temperaturas durante la noche, los días más cortos y una tripulación cansada. Para que terminemos nuestro año de pavimentación con un par de días de 50 a 70 grados, ¡parece que nos lo merecemos!

Ha sido uno de nuestros años más desafiantes, pero si miras hacia atrás en todo lo que hemos logrado, ha sido un año exitoso. No sólo hemos tenido problemas con el derecho y la pandemia, hemos luchado con numerosas averías imprevistas de los equipos. Estamos agradecidos de haberlo logrado a lo largo de este año, y todo se atribuye a nuestra gente. Tenemos un tremendo apoyo de otras divisiones de Manatts, así como de la familia de negocios. Desde el transporte en camiones

hasta las tiendas, todos dieron un paso adelante y hicieron que este año tuviera éxito. Ciertamente logramos muchos de nuestros objetivos, pero nos quedamos un poco cortos en otros



este año. Queremos ser grandes a propósito y estamos muy unidos. A veces, el viaje puede dar algunos pasos hacia atrás en algunas áreas y pasos hacia adelante en otras áreas. No hay duda de ello, esta industria es dura, extremadamente dura, especialmente pavimentación de hormigón. Si retrocedes y miras lo que todo entra en un día de pavimentación de línea principal, puede ser abrumador. Un pequeño problema realmente puede arruinar un buen día y por otro lado, muchas cosas deben unirse para tener un buen día. Por suerte, tenemos gente que se enorgullece de lo que

hacen y se apoya el uno al otro. Todos deben de estar orgullosos de todo el trabajo que hemos realizado este año. Desde nuestras tripulaciones de trituración, equipos de planta, equipos de subgrado, equipos de tierra, equipos de molienda y control de calidad, todos hicieron este año uno que no olvidaremos pronto.

En cuanto al año que viene, somos cautelosamente optimistas. Tendremos trabajo para terminar en la carretera 30 en el condado de Tama y acabamos de recoger un poco de pavimentación de concreto en la I-35 sur de Des Moines. Aparte

de esos dos proyectos, no tenemos nada en los libros para el próximo año. Para añadir a ese pesimismo, la mayoría de nuestros competidores tampoco tendrán ningún trabajo. Por lo tanto, vamos a trabajar duro este invierno tratando de conseguir algo de trabajo para la próxima temporada. Hay trabajo ahí fuera, sólo necesitamos aterrizarlo.

Por favor, tenga una gran temporada de vacaciones y manténgase seguro. ¡Esperemos que no estemos lidiando con los mismos desafíos en este momento el próximo año!

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MANATT'S MIRROR - WINTER 2020

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