

J MANATTS L



MIRROR

SPRING 2021

TABLE OF CONTENTS

FROM THE PRESIDENT – 3
BRIAN MANATT

DOWN THE CHUTE – 4
ADAM MANATT

COVER STORY: A LEGEND RETIRES – 6

RISK MANAGEMENT & SAFETY – 8
DARREN AUSTIN, CHIEF RISK OFFICER

INFORMATION TECHNOLOGY – 9
BRIDG MORELAND, CHIEF TECHNOLOGY OFFICER

FINANCE – 10
TIM DOUGLAS, CHIEF FINANCIAL OFFICER

VALUES BASED LEADERSHIP – 11
MARK CHIDLEY, CHIEF LEADERSHIP OFFICER

CONSTRUCTION SERVICES – 12
PCC & PROJECTS – 13
AMES – 14
EASTERN IOWA ASPHALT – 15
NEWTON ASPHALT & MILLING – 16
SUBDRAIN, SEALCOAT, STABILIZATION – 18
CUNNINGHAM-REIS – 20

READY MIX – 21
INNOVATION – 22
SOUTH – 24
METRO – 26
AMES – 27
EAST – 28
NORTH – 29
LYTX DRIVE CAMS – 31

TRANSPORTATION & SHOPS – 33
THE 5TH WHEEL – 34
THE SHOP LIFE – 36

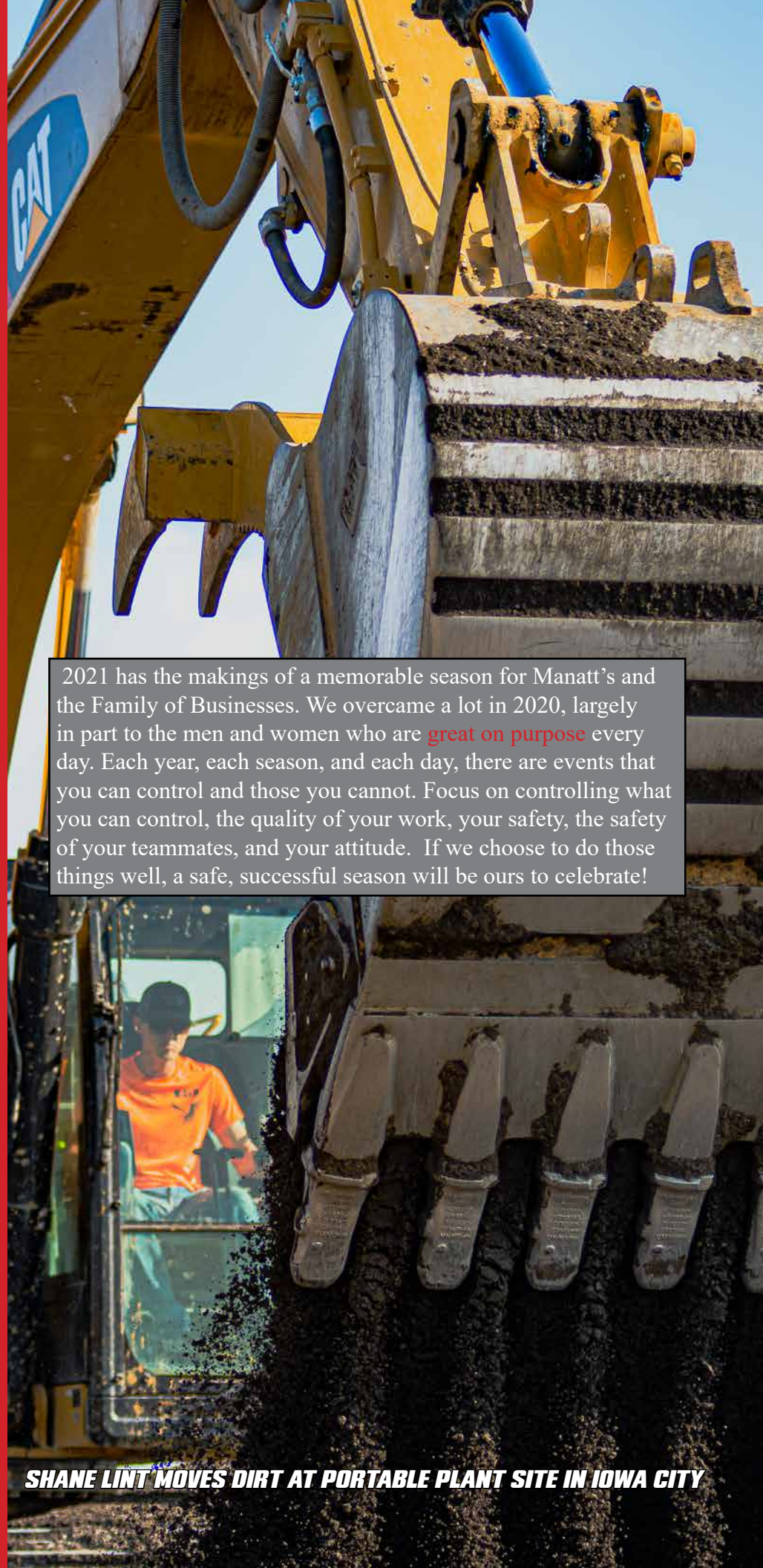
CENTER PHOTO – 38

EMPOWERMENT SERVICES – 40
BETTER TOGETHER – 41
INFORMATION TECHNOLOGY – 43
HEALTH & WELLBEING – 44
LEAVING THEIR LEGACY – 45

WENDLING QUARRIES – 46
OPERATIONS UPDATE – 47
OUR OFFICE JOURNEY – 49
BE HUMBLE & HUNGRY – 50
QUARRY DEVELOPMENT – 51
ENVIRONMENTAL – 52
WQI SALES – 53
SPECIALTY PRODUCTS – 54
EQUIPMENT – 56
WQI ANNOUNCEMENTS – 57

DEL PRESIDENTE – 58
PCC Y PROYECTOS – 59

***COVER – JIM BIM**



2021 has the makings of a memorable season for Manatt's and the Family of Businesses. We overcame a lot in 2020, largely in part to the men and women who are **great on purpose** every day. Each year, each season, and each day, there are events that you can control and those you cannot. Focus on controlling what you can control, the quality of your work, your safety, the safety of your teammates, and your attitude. If we choose to do those things well, a safe, successful season will be ours to celebrate!

SHANE LINT MOVES DIRT AT PORTABLE PLANT SITE IN IOWA CITY

FROM THE PRESIDENT

It has been over a decade since I first heard Simon Sinek's TED talk "Start with Why" and I have appreciated this concept ever since. Sinek argues that the "why", or the core belief of the business, is the reason it exists, is more important than "how" or "what" the company does to fulfill that core belief. He uses examples of inspirational leaders, like MLK and his "I Have a Dream" speech, not the "I have a plan" speech, and great companies, like Apple, that aim to challenge the status quo and think differently; they just happen to build computers. If you have not seen this video, I encourage you to take 20 minutes and YouTube it (Simon Sinek Start with Why).

At Manatt's, our mission is to **"Safely do everything we do better than anyone else"**. How we do it is through our core values of **Family**, **Excellence**, and **Human Potential**; we just happen to be a construction

company. This culture has been built over generations at this company. It started with the purchase of a Studebaker truck in 1947 and has continued to grow by setting our standards high and having excellent people work together with a common purpose, values, and vision.

However, I firmly believe that what got us here will not get us to where we are going. The world is changing and evolving at a rate faster than any time in history. We need to continue to preserve the core and innovate towards the future. We must challenge ourselves on the ways we can get better.

The start of a construction season is a great time to do that. As we kick off 2021, ask yourself, "How can we do this better?". Whether you have been here two weeks or 40 years, I am asking everyone to think of one idea that we can do better at Manatt's. It can be something very simple,

just think of something. Write it down, then share your idea. Share it with your peers, supervisor, or direct reports. Start the conversation; ask what others think; be open to the feedback; and be a leader of change!



BRIAN MANATT

I challenge you to take it a step further and submit your ideas via one of three ways:

- 1. Text (833) 575-1351**
- 2. Email marketing@manatts.com**
- 3. Look for a link in the upcoming newsletter, *The Mix***

We want to hear from you, and we cannot get better without open and honest communication that goes both ways. This sounds simple and it is. It also has the potential to be very powerful. If everyone shares one idea, that is 750 ideas across the company.

And, you don't have to stop at one! There is no limit to where improvement can be made. Challenge all the ways you, or we, could make this a better place to work, a safer place to be, or a process that can be more efficient. Let's be the company that knows "why" we exist. Think differently; be innovative; speak up; and let's continue to build an impressive legacy here at Manatt's.



DUSTY EMERSON GRINDING ON HIGHWAY 30 IN TAMA COUNTY

DOWN THE CHUTE



ADAM MANATT

Hello, Manatt's Family! It has been a busy winter at Manatt's, and this Spring

has been incredibly full of excitement around the Ready Mix Division. With a new system to help protect and grow our CDPs, new positions in our Operations team, and lots of training and planning for the year, we have a lot to look forward to this year.

First, however, I would like to take a minute to talk about safety. We know that safety at Manatt's matters because of our values—we care about our work family (**Family**); we strive in every action to be great on purpose (**Excellence**); and we want to be the best version of ourselves (**Human Potential**). We know that we work in a dangerous industry, with potential hazards around us at any given time, but that does not mean that we can or should be unsafe.

Safety is a choice. We must all **do more than expected**, and hold ourselves, our brothers, and our sisters around us accountable to "**SAFELY doing everything we do better than anyone else**". We can all be leaders worth following in slowing down and making sure we prioritize safety in everything we do. We are a family, and we all want our work family to make it home to their loved ones at the end of every day. As we go about our everyday lives, it is easy to lose sight that small things create significant changes. I am on an email list from a professional speaker and motivator named Peter Shankman. He lives in New York and sends out occasional messages. One recent message really

stuck with me. Shankman shared: There used to be a TV show on the Science Channel called 'Seconds from Disaster'. The tagline each week was, "disasters don't just happen. A series of critical events trigger them". A plane fell out of the sky two weeks ago because a mechanic overtightened one screw by half a turn 15 years ago. It's so very true in everyday life as well - good things don't just happen either. A series of events also trigger them.

Become brilliant at the small things, and the rest will fall into place without so much as a second thought. Another message from Shankman: "So I was at the gym this morning and bench pressed 3,750 pounds. Mind you; this was over the course of 30 reps. Considering the world record for a bench press is 885 pounds, it's pretty much a given that I didn't do it all at once. But over the course of three sets of ten reps a piece, I lifted 125 pounds each time, which ended up with 3,750 pounds in total. Now granted, it might be a little misleading to tell you my total work output from my three sets as one number, but the foundation is this: The little things you do add up quickly. Doing the little things over and over is the basis for any improvement you'll ever hope to have in your life.

Never underestimate the little things. This goes both ways, as well. "Oh, I'm only skipping one workout," or "I'll just have that one pizza" is fine in moderation. But when it starts to become a habit, you need to watch out".

METRO READY MIX WORKING ON DES MOINES RIVER LEVEE PROJECT



Our life is made up of all the little things we do daily. Make sure you're doing the right ones most of the time, and you'll be fine. Peter Shankman's advice is excellent for life in general, yet it is also specifically applicable to safety. Paying attention to the details and ensuring that we're getting the little things right most, if not all, of the time, is how we ensure we keep ourselves and those around us safe in every job we do. Choosing not to skip a step on a ladder, to use

three points of contact when climbing up or down, taking the time to put on PPE—gloves, glasses, a harness—before starting an activity, stopping and ensuring everyone is clear before connecting an attachment... all of these little choices result in significant outcomes: Safe, whole family members every job, every day.

A new tool that we are using to help raise awareness of our small, in-the-moment choices is the Lytx drive camera system. In Ready Mix, all of our mixers are now outfitted with forward and driver-facing cameras. This system "went live"



on May 1st. We decided to install this system to protect our CDPs from claims from the public and to further our aspiration to be the **best version of ourselves**. Awareness around following distance, full stops, and cornering speeds are some of the most common habits changing with this new tool. Our customers hold us to a higher standard, and we hold ourselves to a higher standard than others in the industry. Lytx is a tool to help us be the best out there and to protect us

when something does go wrong. We rolled the Lytx system out to all of our Plant Managers and CDPs across two modules at our Spring meetings.

Plant Managers attended two days of meetings (12 modules total), and CDPs attended one day of meetings (6 modules) at one of four opportunities spread across central and eastern Iowa. Thanks to the diligent work of our Manatt's team, we were able to use proper distancing and precautions to train over 200 people without a related case of COVID.

Thank you to everyone involved: the presenters, the participants, and the setup and planning teams, for your part in making these valuable training opportunities possible in person this year.

Finally, I would like to address the changes in Ready Mix Operations. Denny Gallagher is a living legend around here. In many ways, he *is* our Operations division, and indeed, he has shaped what Operations is at Manatt's. Denny has shared with me that he is "less than ten years from retirement". :) Knowing that we need a plan for life PDG (Post Denny Gallagher), we used this opportunity to think about what Operations

will need to be to ensure Manatt's Ready Mix can be as successful over the next 50 years as we have been over the last 50 years. Denny does a great job talking about the vision for Operations in his article, so I won't rehash that here. Other than to say the overall purpose of Operations is to be a unifying force across all Areas of Manatt's Ready Mix, providing vision and consistency to our Ready Mix Family.

We decided that we needed

at least two positions to help lead our Operations group (which also includes plant maintenance teams and Area Operations personnel) to support our Ready Mix Division. After an extensive and thoughtful process, I am pleased and excited to welcome Bub Hurst and Trevor Martin into their new roles. Bub will assume the Operations Manager's responsibilities, providing leadership in developing our Ready Mix Family through accountability to our shared purpose, vision, and values.

Bub will assume direct leadership of the maintenance teams and Area Operations personnel. He will also work to create alignment to appropriate Division-wide standards, policies, and practices. It's a big job, and Bub's passion and caring will make him successful in this role.

Trevor will be taking the lead in a role focused on performance, training, and systems. I'm sure everyone in Ready Mix would agree that we have more systems now than they ever thought existed (Command Batch, Concrete Go, iStrada, Lytx, Geotab...). We have all learned that it takes constant training to utilize all of the technology now available. As we are committed to Ready Mix, we are also committed to building our people to be the best version of themselves. Our CDP Elite training program has been successful and continues to evolve. One of Trevor's upcoming tasks will be to create a similar program for Plant Managers, ensuring clear expectations and repeatable training methods.

There is a lot to be excited about in Ready Mix this year (including the Bettendorf plant making concrete!). We have the people, equipment, and work to make this a successful year. It is up to us to have each other's back and make the little choices to ensure that we have a safe year and send all of our work family home in the same shape they came in— that is true success! Thank you for all you do, let's have a great, safe year!

A LEGEND RETIRES

BY GREG MANATT

It's hard to believe, but after 43 years, Jim Bim is retiring. Jim has always had a big presence around the office and in this company. He's really lived our Manatt's values of **Family**, **Excellence**, and **Human Potential**. Jim cares about everyone and their success here at Manatt's. He's a part of our family and has really treated this place like so! Jim wanted everyone to be successful and worked hard to find the right fit for them. He treated our vendors as partners, yet still held them accountable. Jim has made many friends in the industry over the years and I still enjoy hearing the stories from his past. He will be missed tremendously by vendors, competitors, and everyone that has ever worked with him.

Jim never missed the news at noon or lunch from the Brooklyn Grocery Store. You always knew where to find him during the lunch hour and undoubtedly he would always get at least one call that would interrupt him! I wish Jim the best and hope he makes time to come see us for lunch in the estimating room from time to time. You could write a book and fill it with all of the funny, impactful stories about Jim and his



BIM'S ICONIC POPPED COLLAR AND SMILE!

time here at Manatt's. The impact that you have made on this company and my family personally, cannot be quantified, and it will leave a lasting impression for years to come. As I said, I am not the only one who shares these thoughts. Here are some others you have impacted....

Contributed by Adam Manatt: Jim Bim is the embodiment of **Family** at Manatt's. I have known Jimmy virtually my entire life. In many ways, Jim is as much an uncle as he is a friend or a colleague.

I can think back and remember all the different houses around town that Jim and Sue lived in—I walked (or rode my bike) through their backyard on my way to school, stopping to sneak a few grapes off the vine of the house they built. I remember clearing

snow to ice skate—and determining that maybe pond hockey didn't need near as big an area cleared as we had thought when we started the project. What I can't think back and remember is a time when Jim wasn't a part of my life!

Jim has been a part of Manatt's for



(L-R) JIM BIM, LAURIE HALL, ADA SPOONER, & JOHN BEADERSTADT AT 1998 MANATT'S GOLF OUTING



PRE-POPED COLLAR DAYS :)



70TH BIRTHDAY CELEBRATION IN BROOKLYN

but I'll miss seeing him every day around the office (his is also the face I was most likely to see on a weekend).

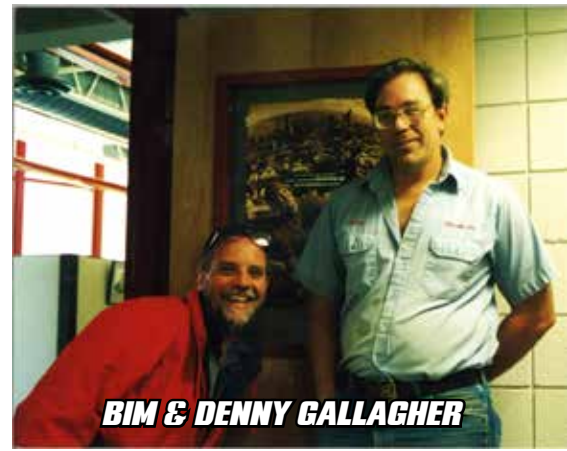
Contributed by JoAnn Manatt: I spent some time thinking back over the years. Mike met you first, but I vividly remember him taking me to your Des Moines house to meet you and Sue. I remember when we had arrived at your house, your two little girls (Amy & Emily) came racing down the stairs to see who was visiting the house. Mike was very excited to have you join the Manatt's team and come to Brooklyn. He hoped that

over 40 years. In that time, he has done many things—the most important by far are the relationships he built and maintained both within Manatt's and across our industry. Jim may be better known than some of us who have the name Manatt!

I will miss Jim roaming the halls here every day. Jim is a special hall monitor, who has a knack for knowing when to be loud and teasing, and when to take you by the shoulder and offer quiet advice or assistance. Even though he's retiring, I know Jim will still have my back if I need him,

Sue and I would become friends. As it turned out, Jim, you were a great fit for Manatt's, and we all became close friends! We have had memorable trips to Mexico and Las Vegas, and I won't soon forget our first spa massage and the barrels of laughs that ensued. So many memories!

I will let someone else describe how you and Mike would deal with salesmen and buying equipment over the years. We all know how frugal Mike was, and you dealt with that year after year! There are so



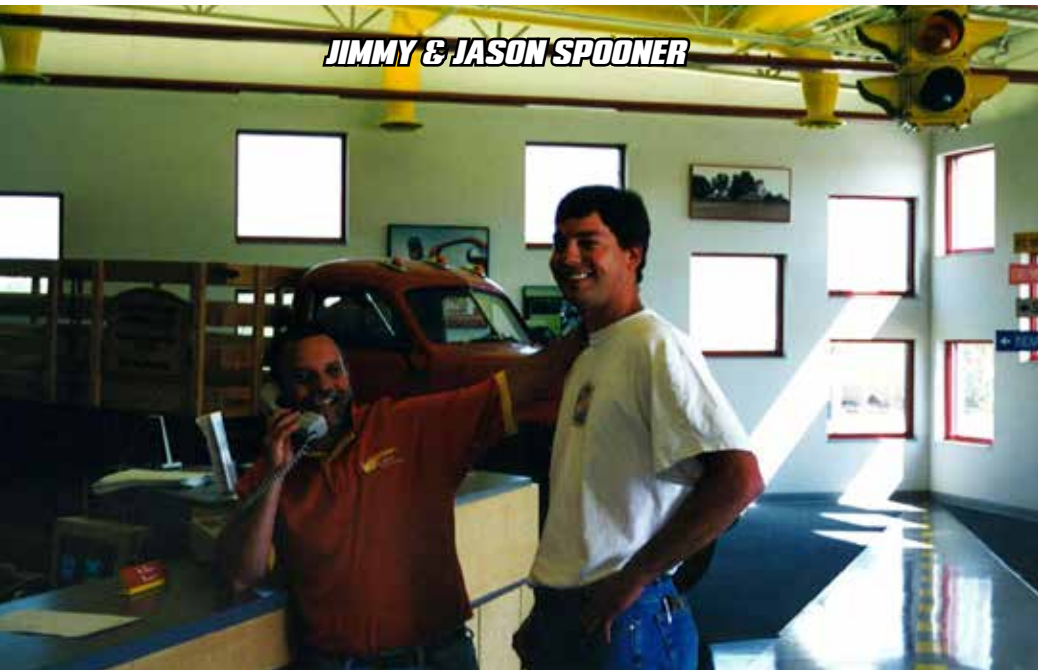
BIM & DENNY GALLAGHER

many great stories to tell!

Your impact to Brooklyn cannot be overstated. Especially, saving the high school swimming pool. The pool's days were numbers, but after adding some sound baffles and a few upgrades, the Brooklyn Aquatic Club was born, and the pool was back in use! Thank you for all your years as a coach!

Your contributions to Manatt's and Brooklyn are very appreciated. Throughout your years at Manatt's, you have been more than a co-worker, but rather a friend to many. Congratulations on your retirement!

Jim, you've earned a long and happy retirement. Best wishes to you and Sue, and the rest of your family for the time you have given us! Thank you for the legacy you have built here at Manatt's. We won't forget you; you will ALWAYS be a part of our Family! (your lunch spot will be open any time you want to stop back in).



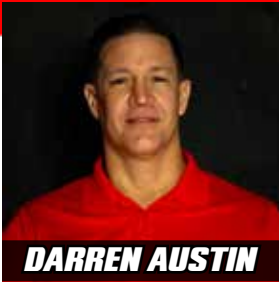
JIMMY & JASON SPOONER



THANK YOU, JIM BIM!

SPRING 2021 / 7

RISK MANAGEMENT & SAFETY



DARREN AUSTIN

As we roll into the 2021 season, focusing on safety is everyone's number one

priority. We're excited to have a full safety team with Penney Neuzil as our new Safety Director, Dustin Breckenridge as our new Ready Mix Safety Specialist, Tyler Foubert as our Construction and Shops/Equipment Safety Specialist, and Clay Prior part-time. We look forward to supporting all operations and driving safety improvement and excellence.

Ashley Krebill and Nancy Ollinger continue supporting operations by managing all Bonding and Claims. We have been able to make great improvements in our processes to eliminate paperwork and streamline the bonding process.



PENNEY NEUZIL

We have been focused on safety training for all employees with emphasis on Fall Protection, Confined Space Entry, and Lockout/Tagout this year. These risks have led to some of our most serious injuries and we must strive to eliminate future incidents from occurring. Each of us plays a critical role in improving our safety performance. No matter how big or



DUSTIN BRECKENRIDGE

how small your task, take a minute to think about how to safely complete the work and don't become complacent with repetitive work. Think before you act and don't be afraid to offer assistance to fellow employees whenever possible. New Hire Safety Orientation is being revamped by our team to provide the necessary training for new members of the Manatt's Family to ensure a safe start to their career.

We continue working on a new data tracking tool called Origami. This will be used for reporting incidents and tracking our lagging indicators (measures injury frequency, injury severity, and cost of injuries that the company has already experienced) such as the number of incidents, recordables, and lost loads. We will also track leading indicators (measures activities that are completed before 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 efforts.

The vision for the safety department continues to evolve. 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

These pillars of safety will help guide our journey to become a world-class safety organization. Our Safety Team will be more involved in coaching Supervisors on investigating incidents to determine root cause and install corrective actions to prevent recurrence. Another area of focus



ASHLEY KREBILL & NANCY OLLINGER

will be on the top losses in each department to reduce/eliminate risk. The fundamental belief that all injuries and illnesses can be prevented will start to take shape as we strive for excellence in safety.

Employees are Manatt's most valuable resource, with safety as the top value. Safety Requires Teamwork, Be Part of Our Team! Have a safe season!

INFORMATION TECHNOLOGY

Technology is like a living organism that never stops growing in its development. While we work to provide certainty in the services we deliver, we also live in a constant state of ambiguity when it comes to managing positive change for the business. Whether it be cybersecurity, desktop support, integrating new

numbers quicker, and provide more flexible communication for all of our employees. Along with redundant internet, we worked to install the last two years, this system will allow our operations to stay up and working even through other setbacks that would have previously taken us down.

as training moments to make everyone better.



BRIDG MORELAND

DATA TO LEADERS:

We live in a time where data is more valuable than gold. It makes up the identity of our business as much as the people that work here at Manatt's. With the right data, leaders can find answers to many of the unknowns we face, as well as make informed predictions about the future. One of the focuses of IT is getting leaders good data in a timely fashion so that it can be acted upon. When we can eliminate some of the gray areas and guesswork, the uncontrollable shrinks and we are all better off.

We will never be able to control the uncontrollable, but we can continue reducing the impact that it has on our business by finding more and more ways to mitigate it. I hope everyone has a safe and productive year!

47



PCC DIRT CREW BUILDING RAMPS IN IOWA CITY

technology, or assessing what will be disruptive in our future, all of it is our attempt at gaining a little more control over an uncontrollable world. It can sometimes be easy to lose focus on that, and wonder 'why?'. But looking at the projects IT is working to land this year, that theme of getting just a little more control is prevalent throughout. Here are three of the highlights:

PHONE SYSTEMS: One of IT's major projects this year is to upgrade our phone system over to something called Voice over IP (VoIP), which is just a fancy way of saying our phones will run through the Internet instead of old copper lines. This will let us organize, add lines, find and dial

also allow our drivers to be better protected from false claims. These cameras take real experiences that happen to one driver and use them

LTYX DRIVE

CAM: Another major project for IT is the adoption of a fleet camera system from Lytx for the Ready Mix division. This camera system will not only allow us to help coach our drivers for improved safety habits, but will



SOUTH READY MIX WORKING WITH DEAN SNYDER CONSTRUCTION ON NEW FAREWAY STORE IN MARSHALLTOWN!

FINANCE



TIM DOUGLAS

The Finance support division is working with IT to implement a new ERP

solution for Manatt's as we move to Viewpoint One. This programming is cloud-based and will allow for increased visibility into our financial records once fully installed. The new system includes several new applications, like job management software, real time dashboards, etc., that we believe will allow for more timely management decisions.

Brandie Flathers has assumed a new role as Director of Special Projects and has accepted the challenge of leading this implementation. One of the biggest obstacles to moving forward is the vast amount of data that has been retained since the initial installation



BRANDIE FLATHERS, DIRECTOR OF SPECIAL PROJECTS

of the Viewpoint software many years ago. The sheer physical storage space as well as the cost of maintaining this information is unsustainable. In the first phase of the implementation project, Brandie and her team will be meeting with the various individual

data stakeholders to determine what data is necessary and should be retained and what data will be purged from the existing system. We ask that these individual stakeholders seriously consider what data they really need.

A written data retention policy will be an important outcome from these meetings and will serve as the template for the future management of information. We hope to complete the data purge by late July and then move forward with the installation of Viewpoint One. We will strive to create as little disruption in the day to day operations of the company as possible. Once the software is installed, it will be followed by several weeks of testing by all involved parties to assure that the accuracy that you all expect from our financial information is maintained. It is our intent that the new system be in place and functional for the 2022 season.



WILLY HAMILTON FOCUSES ON THE TASK AT HAND!

VALUES BASED LEADERSHIP

It has been a very fast first five months for me here at Manatt's. I am still getting up to speed on our Values-Based Leadership programs while working closely with our excellent Human Resources team. Since the HR team provided a great article on this issue, I will focus on our VBL journey.



TYLER BUSCH
PORTABLE PLANT SUPERINTENDENT

An important reason why I chose to join this team is our values: **Family**, **Excellence**, and **Human Potential**. Sharing a faithful commitment to each other and our vision, being great on purpose, and aspiring to be the best version of ourselves means something to me. My core values of Family, Respect, Integrity, Excellence, and Gratitude are well-aligned with this organization and I want us all to



MIKE ONKEN
MECHANIC - WILLIAMSBURG

be successful by building from the foundation of our core values. My job is to live and lead by these values and to create the environment and conditions for everyone to actualize their own potential. That is the Values Based Leadership journey.

Hopefully everyone is aware of the more visible parts of VBL: Training Workshops, Business Plans, Performance Plans, Employee Engagement Surveys, and 360 Degree Feedback. You might not know that I am also involved in Leader Selection, Training and Development, Succession Planning, and Coaching and Mentoring. I continue to work closely with Mark Fernandes on all our VBL programs, including facilitating business leader meetings. In April, I started doing 360 feedback with folks in the end will have all 53 completed by early June. The feedback sessions have been a great introduction to many of the outstanding people at Manatts and I look forward to expanding the program over the next year.

One of my goals for 2021 is to get after our three areas of focus from last year's Employee Engagement Survey:

- 1. Provide clear and regular feedback on how well you do your work**
- 2. Provide recognition when you do a good job**
- 3. Be open and honest in communications with employees**

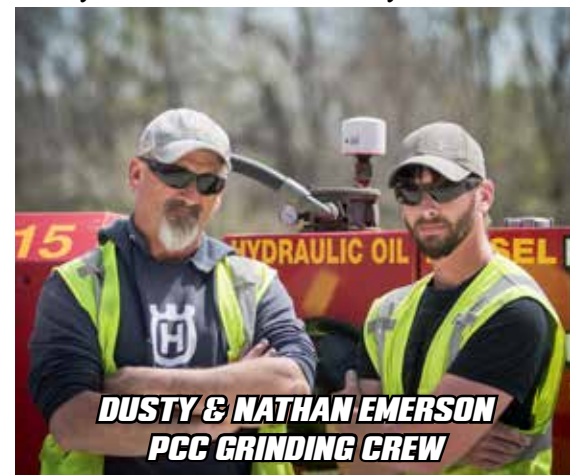
I will be working with leaders across the company on each of these emphasis items. I encourage you to provide feedback as well on how well we are doing on these goals.

Continuous improvement is a journey and not a destination, so we will always have

room to do better, but we need to make progress now. I plan to get out to as many locations and project sites as possible this summer, to hear directly from you. I want to know what you do



MARK CHIDLEY



DUSTY & NATHAN EMERSON
PCC GRINDING CREW

and how both the HR Team and I can support you. Until then, thank you for what you do!



PEDRO RODRIGUEZ PALMA
PCC PAVING FOREMAN

CONSTRUCTION SERVICES

CONTRIBUTIONS FROM:

TIM TOMETICH

DUANE HASSEBROCK

TODD POWERS

JASON SPOONER

DAVE SCHINCKEL

MARY HERBERT

TANNER DENNING



KOBY HULL'S MILLING CREW WITH NEW WIRTGEN 240i MILL AT THE WATERLOO AIRPORT

PCC & PROJECTS

Spring is finally here, and our crews are out in full force. This year has started a little later than the previous year, but the weather has been very good so far (knock on wood). As we kick this season off, we have been given a challenge: to live up to our mission. **“Safely do everything better than anyone else.”** This isn't just a slogan; it is a path to excellence. As

25 most dangerous jobs; we have a possible 11 out of 25!!! Inherently, construction is a dangerous profession, there is no doubting that. However, it can be so rewarding also. You can travel the state and be reminded of all the infrastructure this company has contributed to. However, all the pride in the work we do goes away if everyone doesn't make it home to their

is even a question that pops into your mind, “I probably shouldn't be doing this”, please stop and reevaluate the circumstances. We must value **safety over production**. This is hard to do, when mostly everyone that works here wants to “just get \$h!t done”. Work as if you were at the airport: “if you see something, say something!” when it comes to safety.



TIM TOMETICH

To update our PCC Division, we are finishing up a couple jobs from last year in Tama County and the Southeast Iowa Airport. We have also started working on the largest contract the Iowa DOT has solely funded in Johnson County, which is the I-80/380 Interchange project. Our dirt and crushing crews are working on Poweshiek County I-80 project in Grinnell. We aren't quite full for the year, but by mid summer, we hopefully are full! It's looking like a promising year. Please look out for each other and value safety over all else!



BROOKLYN PCC PAVING CREW ON I-380 NORTH OF CORALVILLE

we challenge ourselves to improve safety, I recently googled the most dangerous jobs in the United States. In the top 25 most dangerous jobs category, these stood out to me:

7. Delivery Drivers
13. Crane Operators
14. Construction Helpers
16. Highway Maintenance Workers
17. Cement Masons
18. Small engine Mechanics
19. Supervisors of Mechanics
20. Heavy vehicle Mechanics
23. Maintenance Workers
24. Construction Workers
25. Mining Machine Operators

Obviously, most of these have some impact in our line of work. We just don't have one in the top

immediate families. We want to be the best at everything we do, and it really needs to start with **having each other's backs** and looking out for everyone. Talk is cheap and they say actions

speaking louder than words. We need to come together and make sure everyone is doing their jobs safely. If there



PCC TEAM MEMBERS POUNDING STAKES ON FIRST DAY BACK!

AMES



DUANE HASSEBROCK

Here we are in the spring of 2021 and COVID-19 is still hanging around. Last spring, we were hoping it would be gone by fall. That didn't happen, but the vaccines are out this spring and we're hoping things are on their way to being back to normal. COVID is still a concern, but the country is moving forward. I think we are all ready for normal.

Enough about COVID! It's a new season and I'm excited about what this year has to bring. We have a very talented workforce in both our Construction/Asphalt and Ready Mix teams. Also, we have picked up some good work for the upcoming year.

The Ready Mix is having a great start to our season with the Verbio Plant. Verbio built eight storage tank pads at about 900 cy each. They started this project in February and teamed with the Metro-Ankeny plant to meet production requirements due to hot water usage. The pours went very well and the weather

cooperated. Things haven't let up: they have been very busy this spring and it looks like that will be true for the season.

These are a few bigger projects we have coming up:

- Verbio Plant
- Ames High School
- City of Ames Streets
- City of Nevada Streets
- New HyVee in Nevada

The construction and asphalt side also has had a good start to the season. We sold 20,000 tons of recycle to the Verbio site, in January, which is a great way to start the season. As the crews are just getting called back in April we are about 75% full, which is a good feeling! We are looking forward to another great season, as we have picked up some good projects for the year. These are some of the work we have lined up:

- Hamilton County
- Story County
- Boone County
- 5 City of Ames Projects
- 7 Sub-Divisions
- City of Story City

Through conversations with owners and managers last winter everyone was very concerned about the amount of work for this season. I'm happy to say that for the Ames Division it looks like a very good season ahead.



HELPING OUT THE IDOT

There is always a first for everything and we experienced that recently with the IDOT. The IDOT was paving one of their lots in Ames and getting mix from us and their paver broke down. They had seven loads of mix on-site, so Matt, Kelly, and Paul took a paver over to help finish the lot. They were very appreciative of the help. There's a first for everything. 47

AMES TEAM WORKING ON NEW SUBDIVISION, BIRCH MEADOWS



EASTERN IOWA ASPHALT

Greetings to all from the Eastern Iowa Asphalt Division (EIA)! Even though this winter was one of the harsher ones in the recent past, it seems to have flown by. It's May Day, and the frost is out of the ground and the smell of asphalt is in the air!

It seems like the winters keep getting busier and busier. While we weren't doing any actual work (i.e., paving), the work to prepare for a busy paving season certainly makes time go by fast. We focus on three main objectives during the winter months.

1. Bidding and securing work for the upcoming season.
2. Repairing, maintaining, and updating the equipment fleet.
3. Working on ourselves and the business (VBL Journey).

So far this spring, we have had a pretty successful bidding season. We have won some and lost some, but we were able to secure a good

amount of work to get all the crews back to work early. As usual, our workload consists of a mixed bag of county, city, and commercial contracts. Some of our larger projects consist of the City of Muscatine Overlay and Alley Program, City of Camanche Streets Program, Scott County Cold In Place (CIP), Clinton County CIP, Clinton County Full Depth Reclamation (FDR), Jackson County Interlayer, Jackson County Mill and Fill, various City of Clinton projects,

City of Bettendorf Middle Rd., City of Davenport 53rd St., and Camping World in Davenport. We are off to a good start, but we are still looking for more work to fill out the rest of the season.

The shops have been busy all winter preparing all the equipment for the busy season ahead. I am always inspired by the pride we take in our fleet to keep it operating reliably and looking great! It certainly makes a difference. This year we have put some substantial resources into the asphalt plant at Linwood. It is never

everyone to take one thought from our Employee Engagement Survey that they think we

need to improve on and make a mental note to carry with you in your day-to-day work. One simple task or attitude will move the needle for everyone. I'm sure the readers will agree with me that I am glad to put 2020 behind us. I am looking forward to a fresh start in 2021. This thought segues



TODD POWERS

me into the theme provided for our articles: "Control the controllable – How you can own your personal safety, quality of work, and attitude. Help team members realize that everything we do matters, no matter how big or how small." It is that simple, and that small. One good attitude at the start of a hard day can flip multiple others



EASTERN IOWA ASPHALT FACILITY IN CAMANCHE

fun to take over someone else's mess and convert it to the Manatt's way. Hats off to Seth Finnegan and various others who have owned this large task.

Winter is also a great time to work on ourselves a little bit, both at home and work. It is great to take a little time away and enjoy some family, vacation, and hobbies. We also spend some time reviewing our EES Scores, developing a plan for continuous improvement, and setting goals for the year ahead. I challenge

that started the day off on the wrong foot. One simple job well done, in turn, will make someone else's job easier or turn out better. One simple extra thought on safety could prevent a serious injury. From there, it's a giant snowball rolling down a hill. Every simple task, attitude, or contribution to the team keeps stacking up. Roll with the momentum and pay it forward. Let's all have a safe and successful 2021 season. And don't forget to have a little fun along the way!

NEWTON



JASON SPOONER

The Newton Asphalt & Milling Division would like to welcome everyone

back for a safe 2021 construction season. I'm sure we are all glad to have the miserable winter behind us and the green grass of spring in front of us.

The Milling Division is lining up another busy season. They started the season in February on the Interstate 80/380 interchange in Johnson County near Iowa City. This project has multiple years, mobilizations, and phases. It will be a great project to be a part of. As of the first week of April, all five crews were working and haven't slowed up yet. As I write this article, seven Manatt's milling machines were working on projects, which is impressive and a testament to the great team members in the Milling Division.



MILLING CREW ON I-380 NORTH OF IOWA CITY

James Maddocks has rejoined the Milling Division as the transportation manager. He will be leading the charge on the logistics, hours of service, and permitting of five lowboy tractor/trailers and eight milling machines. With as many projects as the crews are on, sometimes multiple per day, this is a

daunting task. We are happy to have James on the team, leading the charge.

The Asphalt Division also has a busy season lined up. The winter bidding season was very competitive and mostly unsuccessful for us until the March IDOT letting. We were the successful bidder on three projects in that letting: 16,000 tons in Marshall County on S-52 from State Center to E-29; 19,000 tons in Tama County on E-64 from Richland Creek to V-18; and 97,000 tons on Hwy 150 from Vinton to Independence in Benton/Buchanan Counties. This is also a large milling project. We are teaming up with Wendling Quarries, who is supplying the aggregates on all three of these projects, as well as providing the plant sites. Thank you for being a great partner on these.

Other projects on the books include; paved shoulders and cross-over pavement on I-80 in Jasper County; detour pavement on I-80 in Poweshiek County; Park Street and Reed Street in Grinnell; tennis courts for the South Tama County



JUAN VELASCO DIALS IN THE ASPHALT PAVER!

school district; Butler Street in Melbourne; the 6th Street Softball Complex parking lot in Marshalltown; Fore Season Drive/ Parkview Drive in Oakland Acres; and a parking lot for Newton Apartments.

Another exciting project on the books is supplying the Brooklyn PCC division with approximately 20,000 tons of recycled special backfill for their I-80 project in Poweshiek County, outside of Grinnell. This will come from the Beltline Recycle yard.

The following individuals spent the winter pouring over stacks of plans bidding work for the 2021 season: Steve Illingworth, Bob Morton, Bryan Wacha, and Joey Ortiz. Sally Slaven worked on mix designs before the lettings and Mike McDonald assisted as well. Thank you for your hard work!

The following individuals worked in the shop performing maintenance on the equipment based out of Newton: Tim Wall, Aaron Bowen, Steve Anderson, Mike



NEW PORTABLE ASPHALT PLANT SHACK BEING SET UP AT MONTOUR QUARRY

McDonald, James Maddocks, and Alex Conrad. Mike Maciel and Todd Bowers performed maintenance on mixers from multiple ready mix plant locations. The shop was extremely busy this winter and all these individuals did a fantastic job safely getting the equipment, trucks, and trailers ready for the season. Thank you!

**PLEASE HAVE A SAFE
2021 CONSTRUCTION
SEASON WHILE LIVING
THE COMPANY VALUES OF
FAMILY, EXCELLENCE, AND
HUMAN POTENTIAL!**



NEWTON ASPHALT CREW PAVES THE TENNIS COURTS AT SOUTH TAMA HIGH SCHOOL

SUBDRAIN, SEALCOAT & STABILIZATION



DAVE SCHINCKEL

So another construction season has started! I think we can say we are now past the COVID epidemic. State numbers of positivity have greatly declined. At the time of writing this article, about one third of all Iowans have been vaccinated. If you have not been vaccinated, please think about doing so. The more that are, will help speed up the removal of mask mandates and social distancing requirements. Of course, this up to your own personal choices, just like wearing a mask should be, as I personally feel. Ok! I'll get off the soapbox!

It was a slow start for us this spring. As I had mentioned it was a very tough bidding season for the Subdrain Division. We picked up a very small amount of work, compared to other seasons, in that area. The Sealcoat and Stabilization market is looking very strong for 2021. With this situation, we have decided to load up on that side of the house and utilize the subdrain as full-time support in this market. We still have a subdrain operation, but have decided to make use of our talent in an area we can be more profitable in for this season. Making this change was and is a very tough decision to do. To make it work, we had to downsize

the subdrain crew. This happened by a couple of crew members being willing to transfer to the PCC division. Three others were by retirement or health issues. This will be a work in process this season, to fine-tune our needs as we go. One of our subdrain competitors is doing the work with a crew size half of what we have been using over the last 40 years. This is our challenge to make adjustments and once again become the leader in that area.

Our season started with a cement stabilization project in Pammel State Park, southwest of

very far away and I really never knew of this park. It has some exposed rock formations similar to up around Cedar Rapids and a unique concrete river crossing that you drive thru the water. While down there they moved over to Carlisle for a short warehouse project at the new Summertime Potato facility, where they will make potato chips. From there they moved into Cedar Rapids for another cement stabilization project. After that, we will combine the crews to start some subdrain projects in Wright and Keokuk County. Things are starting to come together so, hopefully, we will

be steady with scheduled work all season. Our season for the sealcoating and stabilization looks very good!

I mentioned earlier about a retirement on the subdrain crew. After 37 years of dedicated service to Manatt's, Bob Kalinay decided to retire in April.

Trying to figure approximately how many feet of subdrain he has been a part of is astonishing. If you take our average footage installed each year it is well over 5,606 miles worth! That is like trenching across the State of Iowa 18 times!



BOB KALINAY RETIRES AFTER 37 YEARS!

Winterset. The project originally was not specified for stabilization. Once the construction started, the existing roadway quickly deteriorated under the heavy truck traffic. Each year I am amazed at what Iowa has to offer across the State. There are so many hidden treasures of parks and different geography in Iowa. Winterset isn't

If you figure the three summers I worked before I came on full-time, I've been here 36 years. I can remember meeting Bob when Les Ocheltree was the division head. I quickly found Bob to be very detailed oriented and very proud of what he did. He never changed in all those 37 years. He proudly put his name on everything he did. I am very thankful



NEW 2021 WIRTGEN WR240i RECLAIMER FOR STABILIZATION CREW

for his leadership and management skills over all those years. Enjoy your retirement, Bob! I know you well enough to know you will not be sitting still, so don't work too hard in retirement!

Another person hanging it up this spring from the subdrain crew is Todd Behounek. Todd has been on the subdrain crew for 36 years. Todd took care of our Traffic Control operations, filled several other duties,

and operated about any piece of equipment we stuck him on. He came in this spring and said he thought he had enough of life on the road and wanted to spend more time at home helping his wife and enjoying some other things in life. I can't blame him at all for wanting that! Best wishes for good health for you and your wife! Don Meeks has been on that crew for about the same amount of time and will be moving into Bob's

position. He and Jeremy will be working together on sharing the workload going forward.

Roger Bird is dealing with some health issues and was unable to return for our spring call back. Our prayers are with you as you take this battle on!

It is finally starting to warm up, so we hope to be getting some sealcoating started early as we have a large stabilization project in Page County that will take about six weeks to complete. It also has a new sealcoating process called Otta Seal. It will require a cover aggregate with a 3/4" stone size and very high rates of asphalt oil to be applied.

This is the third project in the State to use this type of material. If it fares well, a lot of the counties want to use this along with the IDOT, as it is supposed to greatly add to the life of the sealcoat. I will keep you posted on this project in the upcoming Mirrors! Remember what we discussed in our Spring kick-off meetings! Safety is truly your responsibility! Own it! I'll see you on down the road!

STABILIZATION CREW IN ACTION IN CEDAR RAPIDS THIS SPRING!



CUNNINGHAM-REIS

BY MARY HERBERT & TANNER DENNING

While 2020 had more than its share of challenges, Cunningham-Reis had one very important reason to celebrate; ZERO safety incidents. We commend our leaders and crews for getting through an unprecedented, incident-free year! Having set the bar high for 2021, we started the season off with safety in mind and held a day of CPR and First Aid training. Our teams strive to work safely every day but, with much of our work on secondary roads or in rural settings, we want all our team members trained to handle an emergency, should one arise.

On March 5th, we held our annual start-up meeting. The theme of this year's meeting was "Leadership at all Levels." We celebrated Manuel Cantu, a 27-year employee who is quiet, yet leads by example every day. We believe all our team members are leaders and we want each one to be accountable to themselves and each other and to control the controllable. From self-accountability, such as good attendance, or being a positive role model by giving their best each day on the job, each team member has control of their part. We also discussed how everyone has a part in controlling costs through working



MANUEL CANTU – CARPENTER FOR CUNNINGHAM-REIS

safely. From the simplest thing, such as being responsible and not wasteful with PPE, to **having each other's back** and working safely every day, everyone has an impact. Controlling even a small part contributes to the bigger picture. *(Contributed by Mary Herbert)*

With the 2021 construction season beginning to ramp up for many companies, we are proud to say our crews have been busy at work the past few months. We have successfully closed out a bridge replacement project outside of Stuart, Iowa, and are on track to complete three more

bridge replacement projects, as well as an overlay project this season. While our 2021 construction schedule is fairly booked up, we are staying eager to contract more work further into the season. While our niche for many years has been smaller slab bridges and overlay work, we hope the near future affords the opportunity to tackle more complex projects.

We are also pleased to announce our most recent hire, Randy Hamm, as a project supervisor with visions of taking Cunningham-Reis to new levels of growth and sustainability. With this most recent hire, we have made it a priority to build him a crew of leaders, performers, and task-driven individuals. With the proper resources in place, Cunningham-Reis is striving to attack bigger projects and enter a field of known individuals throughout the state of Iowa. While this transition begins to take place, this will not impact who we are and what Cunningham-Reis stands for. *(Contributed by Tanner Denning)*



ELJAH MAGNUSON OVERSEE CONCRETE ON UNION COUNTY PROJECT

READY MIX

CONTRIBUTIONS FROM:

DENNY GALLAGHER

KEN CLINE

NICK GALLAGHER

NICK RIPLEY

ADAM SMITH

NEAL SCHILLING

LARRY FORD

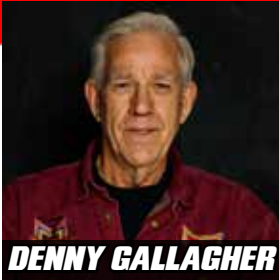
DUSTIN BRECKENRIDGE

TREVOR MARTIN



MARSHALLTOWN READY MIX POURING WITH THE BACKDROP OF THE MARSHALL COUNTY COURTHOUSE

INNOVATION



DENNY GALLAGHER

Hello Manatt family, it's good to start the construction season and get outside.

I, like many of you, am glad to get out of the meeting season. Although necessary and productive, they do wear on you! This time I thought I would do an article on two high profile jobs we are filling in Ready Mix. They would be Operations Manager and Assistant Operations Manager.

The charge of these two jobs is support roles for the Ready Mix Division to include our people, our equipment, and our processes, including collaboration in setting policies and direction for ready mix. These jobs are actually in different veins to accomplish this even though the titles seem to imply the same missions. I will elaborate on both by paraphrasing some of the communication we had with our Ready Mix folks in announcing these job searches. This communication was the result of a joint effort by many to put down on paper what was expected in these jobs.

First, joint expectations of both positions (and all Manatt's Ready Mix Operations roles).

Manatt's Ready Mix Operations Will:

Unify across all areas by communicating consistent standards and practices.

Continuously seek to improve and innovate.

Develop the human potential in each of us, building high performing individuals and teams.

Specific to the Ready Mix Operations Manager

Ready Mix Operations Manager will:

1.) Work out in front and behind the scenes to ensure the success of not only the Ready Mix Division but the entire company. They will collaborate to set policies and procedures that are uniform across all areas of the Ready Mix Division. This person will be a visible leader in our VBL journey and an advocate for personal development. They will constantly strive to be the company's, and division's, biggest cheerleader.

2.) Manage the Ready Mix Division's fleet and facilities, setting direction by networking and planning for the future, ensuring we are operating in and moving forward in a responsible manner, and appropriate resources are available and allocated across the division. The Operations Manager will be the primary liaison for other Manatt's divisions looking for input from Ready Mix regarding

maintenance, equipment, policies, or procedures. This position will have oversight of Ready Mix IT, including systems selection and maintenance, as well as performance and training across the division.

3.) Hold a high level leadership and accountability position that has direct access to and reports directly to the Division Manager/Vice President of Ready Mix. The ultimate charge is working with the Division Manager/Vice President of Ready Mix to set the direction and culture of Manatt's Ready Mix Division, while acting as a sounding board and collaborator with the Division Manager/Vice President. The operations Manger will speak for the Unified Division in place of the Division Manager as necessary.

Hold water in these nine buckets: Personal Journey, Values Based Leadership, Production, Corporate/Strategic, Performance and Training, Maintenance, Equipment, Technical



BUB HURST – READY MIX OPERATIONS MANAGER

Systems, and Collective Ambition.
Specific to the Assistant Operations Manager.

The Assistant Operations Manager will:

1.) In the area of performance and training, Be a driver of safety in Ready Mix and Manatt's in general. Expect and demand accountability and results. Participate in planning and presenting fall and winter/spring meetings. Create and maintain standards and training for appropriate onboarding of CDP's and plant managers. Lead the planning and execution of the Driver Championship Rodeo. Be an active leader of our CDP Elite training program, including committee membership, selection, program changes, rewards, and general accountability. Create and maintain development opportunities for all Ready Mix personnel to encourage continuous growth and being great on purpose.

2.) In the area of technology, give direction and feedback to Ready Mix IT staff on our current systems. Be a leader in researching, proposing, and developing new Ready Mix IT initiatives. Be an active participant in Ready Mix systems selection. Be the primary liaison with the Ready Mix IT business analyst and team. Understand the use and maintenance of batch and dispatch systems. Participate in training and development of these systems. Be a leader in creating alignment and standard policies and procedures around Ready Mix programs, including dispatch, batching, and drive cam systems. Provide leadership and direction around training and use of Ready Mix systems and programs.

So, lots of expectations with these two positions, yet also very varied duties. The Operations Manager position is more of leadership and planning, the Assistant is more geared toward training and personal development. In the past there was a direct linear connection to these jobs and duties, but they have morphed

due to the emphasis we are all putting on our people, focusing on their development and personal journeys.

We had a lot of very worthy candidates for these jobs. The hardest part of a process like this is the I'm sorry calls that outweigh the job offers calls. These were all internal candidates that are doing a great job for us, that's what makes every call but two, tough. I was truly impressed

can all feel confident the process was thorough, fair, and the best applicants were selected.

That said, I am excited to welcome and congratulate, Bub Hurst for Operations Manager and Trevor Martin for Assistant Operations Manager. Bub, Assistant Operations Manager for the South Area, and Trevor, Williamsburg Plant Manager, have been key team members of



with every candidate we interviewed and know each is a huge asset to Manatt's. In Ready Mix we are very conscious to give constructive feedback to all candidates when they interview for a position, whether they are successful or not. Hopefully that is appreciated by all as we put a lot of thought and effort into that feedback for their personal journey. This was intentionally a very rigorous interview process with several levels of interviews. It was the most in depth selection process I have been involved in and I am sure the candidates would agree. The successful candidates will have gone through at least 5 interviews each with 7 interviewers involved at various stages. It was not an easy process for them, but we

Ready Mix for some years, with both starting at entry level positions. They will do a great job in their new roles, putting into practice what they have learned.

I look forward to working with Bub and Trevor, helping them continue their personal journey and building the legacy of Manatts Ready Mix. I am very proud of both of them when I look back at the journey they have been on and how far they have come already. I am excited to see where they go with these positions! I would ask all of you who interact with Bub and Trevor at any level please help them grow into these roles. Please extend them some grace and patience, but also hold them accountable. I am sure they would expect no less!

SOUTH



KEN CLINE

As we get this Spring Issue of the Manatt's Mirror ready, I want to take the time to talk about one of the topics of our Spring kick-off meetings.

As we are all aware, Manatt's gives us the opportunity, each fall, to take a survey to let the leaders in the company know our feelings about our workplace. One item that we as a Ready Mix management team identified to work on was what appeared to us as a "disconnect" between the plant managers and the CDPs. This item was incorporated into the 2021 Ready Mix division business plan, as well as being in the business plans of each of the specific areas within the division.

A couple topics needing improvement that came up in discussion during the spring meetings were to include CDPs in what was going on for the day and giving more

feedback and recognition (good or bad). It's more than just needing a thank you or pat on the back, which should also be included. Individuals just really want to know how they are doing performance wise with the day to day expectations. Bottom line is each of us has the ability to impact someone's day, positively or negatively, every morning or really anytime throughout the day. So, let's take advantage of the opportunities that we are given and impact every interaction in a positive way.

Specifically written into our South business plan, one of the goals for the season is to have the Plant Managers submit to me, by the first of May, a written plan as to what they will be doing DIFFERENTLY, at their specific plant, to increase relevant



**NATHAN MERCHANT & ZAC SCHOTT
ACCEPT IRMCA SAFETY AWARD FOR
OUTSTANDING SAFETY RECORD AT
WALFORD PLANT**

communication that our CDP's are desiring. This includes the "one-man plants" as well because they will have people in and out of their plants throughout the season and impact these individuals, too. This will drive accountability to myself and the managers to purposefully act to increase the best interactions as possible each and every day.

All in, open and honest communication with clear and regular feedback are some major focal points we are looking to drive up the levels on. In doing that, it will continue to make us, and this company, better than we are right now. **FAMILY, EXCELLENCE, HUMAN POTENTIAL**, all our values rolled into one statement. Everyone stay safe out there!

**READY MIX SUPPLIES CONCRETE TO THE BAKER GROUP FOR NEW VINTON
GLOW-IN-DARK PATH, THE LARGEST OF ITS KIND IN THE US!**



READY MIX

Spring is here, trucks are moving, and we all hope that 2021 brings us profitable work with renewed normalcy. Across the country, it is not uncommon to hear those in the ready-mix industry talk about the 2021 season with a hint of gloom. We face many of the same challenges that all ready-mix producers are facing. The unpredictable economy, predictions of a smaller workload, advances in technology, unstable fly ash supply, finding and hiring the best CDPs, etc., are all in question.

We could sit here and think about some of those hurdles, and it would be easy to own a poor attitude. I prefer to dig in, put in the work, trust the process, and own a sense of optimism when thinking about 2021. Control the controllable. We can all choose each day how we want to show up and what type of attitude we want to have that day. It takes more effort to be positive than it does to be negative, but we live in an industry where hard work is rewarded. I challenge us all to focus on positives, put in the work, **be a leader worth following**, and to build

our people up. Don't stress about what we can't control. The positive energy and leadership we show the people we interact with is something we can control, and it is contagious. Manatt's is made up of intelligent, hardworking, good natured people. I strongly believe if we focus on the right things each day, we are going to have a successful and profitable 2021. Specifically in South Ready Mix, the outlook on the 2021 workload is positive as we've been able to secure a fair amount of work to get us started.

Some noteworthy projects:

- Elberon COOP – 3000 cubic yards
- Belle Plaine Ready Mix
- GenoSource Dairy – 2000 c/y
- Blairstown Ready Mix
- Unity Point Clinic – 5000 c/y
- Marshalltown Ready Mix
- Marshalltown Fareway – 3000 c/y
- Marshalltown Ready Mix
- Marshalltown Lofts – 1200 c/y
- Marshalltown Ready Mix
- LeGrand COOP – 1000 c/y
- Marshalltown Ready Mix
- Marshalltown Company Phase II
- 4000 c/y

Marshalltown Ready Mix
• 3rd Street Montezuma – 1000 c/y – Montezuma Ready Mix

- Oost Port Alley Reconstruction – 1100 c/y – Pella Ready Mix
- WesleyLife Hearthstone Campus Addition – 1200 c/y – Pella Ready Mix
- Vinton Glow in the Dark Trail – 1000 c/y – Vinton Ready Mix
- Oak Street Reconstruction – 2100 c/y – Williamsburg Ready Mix
- Belland Addition Paving – 1000 c/y – Williamsburg Ready Mix

There are several upcoming large projects that I am excited to share as commitments are made, but this workload is a strong start. One specific plant of note is Marshalltown with approximately 15,000 cubic yards already secured.

Control the controllable, be positive, build people up, and stay safe. If we focus on those things we will, without a doubt, be successful. 47



BIG TEAM EFFORT FOR THE WORK AT THE NEW FAREWAY STORE IN MARSHALLTOWN



METRO



NICK RIPLEY

The Metro's 2021 season has taken right off as expected, and we're excited to be back to

work and busy. The winter was slower than usual for the Metro and was well accepted after the very busy dry 2020. Additionally, most of our metro contractors were ahead of schedule and took advantage of the much-needed rest over the winter.

Over the winter period, the Metro did get an opportunity to work with Ames on a large project in Nevada. The project in Nevada was the Verbio ethanol plant, which we poured the hydrogen tank footings on.

A total of eight footings, with and approximately 900 cy on each footing has been poured, which had began in January. This project was a great example of the teamwork we can have between areas within the company. The project went very well from a delivery standpoint, working with multiple plants and the nice haul. But some of the side effects of this project were outstanding. While on-site, I noticed a lot of communication between CDPs, catching some of these conversations, I was very excited to hear the positive conversations about coaching, Lytx, family, new trucks, and past experiences. It was apparent that our CDPs throughout all of Manatt's certainly **have one another's back** while being **united** as a team. This was a great example of how, even though our CDPs' days rarely overlap, when they do, our work **Family** comes together without skipping a beat to tackle any project.

We look forward to more

projects between Ames and Ankeny that both locations can successfully work together again. A big thanks goes out to Dallas, Larry, and all the Ames division for allowing us to help!



The Metro has been busy building a team for the 2021 Season. We have tried some new approaches to recruiting and hiring, hoping to overcome the new hardships with finding employees in today's environment. Being top of mind and visible is always essential in our community. That's easier in small towns across Iowa, but how can

you get those same impressions in the big city? The "Build Our Future" event we had this spring had an exceptional moment when

Governor Kim Reynolds showed up to congratulate Manatt's two diesel mechanics in the apprenticeship program: Joshua Smith (Ankeny) and Ben Drummer (Brooklyn). The Metro has had some success at hiring events, and we're excited to keep going forward as we look to new ideas to find team members to join our family!

2021 is going to be a great success for the Metro division. Ready Mix has many projects on the books again, and all our customers expect to be busier than a typical year. Metro PCC crew is almost entirely staffed; we all are looking forward to watching the paving team excel this season with the numerous projects we have on the books. Part of a successful 2021 will be ensuring everyone shows up as their best self and with a **CONSTANT** mindset on **SAFETY**. The strength of the Metro team is reliant on each of us making sure we always watch each other's back to have a safe, successful season with our Manatt's Family. More important is making it home each day to our own waiting families. **THANK YOU VERY MUCH TO ALL EMPLOYEES IN THE METRO DIVISION. LET'S HAVE A SAFE AND FUN 2021 SEASON!**

47



JOSHUA SMITH, GOVERNOR KIM REYNOLDS, AND BEN DRUMMER AT BUILD MY FUTURE EVENT

AMES

I believe it was back in December when we started negotiations with Story Construction on the Verbio plant site, putting in eight more bases for these tank vessels to be used for the storing of methane gas. Remembering back to this failed plant, it was originally going to produce ethanol, using corn thatch and not the seed corn to make the fuel. The total product was going to be used in this production: when they were done using the stalks for the ethanol, then they would turn the mash into food for cattle so there was no waste. We originally worked with Fagan on this project and as it started, I had a discussion with Steve Gorvin, the superintendent, and he stated this was a theory in process, and everyone hoped it would work. As we look back, it did not work for whatever reason. I'm not sure what the reason was.

Now, fast forward several years, and the \$750,000,000 plant was sold to a German company (Verbio) for pennies on the dollar of \$225,000,000. Some of the design was changed, as I understand, and now the plant will manufacture and store methane gas and not the ethanol gas originally planned. I'm not sure what the fuel is they will be using but my hunch tells me it has something to do with corn. There were already eight storage vessels in place from the previous year. These were built by Woodruff Construction and concrete was supplied by CSI, another ready-mix plant located in Ames. Each

vessel foundation has approximately 900+ cy per base. That was approximately 7500 cy's to produce in our usually slow time. For this amount of yardage, it's not an issue, but this was going to be cold weather concrete and with the winter hanging around numerous things can go wrong. At the time of the pour, Story Construction wanted around 140 cy/hr, using two concrete pumps. I was confident we could not in the wintertime produce

temperature spec says you can span a range of 40 degrees to 70 degrees. The cooler end of the spectrum is better for this use. That we could do. As the first pour date came, we had 12 trucks in Ames, and I believe Curt had 14 trucks running out of Ankeny. We made sure all out-of-town trucks never passed Ankeny without getting loaded to come to Ames. We supplied on-site personnel to check loads and dispatch trucks out on the Verbio site to keep a smooth flow of trucks to the pumps. We started loading trucks at 6:30 a.m. and usually loaded the last load by 11:30 a.m. That pour and all the others well-exceeded expectations dealing with the weather, outside temperature, and



LARRY FORD



that many cy/hr. and keep two pumps fed at the same time. As the time grew closer, I asked Curt and Nick in Metro if they would be interested in a joint venture each pour. Without hesitation, I received a resounding "Yes". That took a ton of weight off our shoulders because this base we were going to pour was anywhere from 3' to 6' thick. By the IDOT standards this was considered mass concrete and we had some restrictions on heating the concrete which was a plus in our opinion, as we are limited on about 70-80 cy/hr to maintain concrete temperatures. The concrete

frozen stockpiles. Between the two plants, we were averaging close to 200 cy/hr, plus taking care of other work at the same time. Throughout the job, we received many complimentary remarks from Story Construction employees associated with the job. In fact, we just received another PO of 1000 cy from Story Construction for some additional work on that job site. Thanks to all the employees involved with this process as you have set the bar high and given our customer great service. Let's all have a great 2021 construction season and try and make safety a "lifestyle".

EAST



ADAM SMITH

Name a business (any business) you frequent that provides good customer service?

Got one? Now, how about one that provides great customer service? Finally, name one business that turns customer service into an outright experience? My answers to those questions are my local coffee shop, my favorite breakfast place, and Disney World. When my girls were three and seven, we made our first trip to visit the “Mouse.” From the moment we checked in, it was like entering a different world. It was one warm greeting after another; it was “How are



TIME FOR A BRIDGE DECK POUR!

you today Princesses?”; stickers were given and pictures were taken all over the parks by friendly cast members. It was truly an experience my family and I will never forget.

You are probably wondering where I am heading with this? Walt Disney Companies didn’t get to where they are today by providing good

or great service. They got there by providing an experience. They managed this experience by controlling the things they could control... how their people showed up every day by providing training and set “routines” to greet and take care of all their guests.

If Ready Mix is the standard bearer for **Family, Excellence** and **Human Potential**, how can we within Ready Mix continue to lead and provide the best possible experience for our customers? In talking with our Shop Manager, Brian Slagel, and his crew, we came up with several ways to ensure our customers receive the best possible experience by controlling what we can control through our equipment. Here they are:

- Pre & Post Trip Inspections – Prevents delays in deliveries and prevents lost loads from mechanical breakdown.
- Checking electronic tickets to make sure the load is at the correct slump and all other “add-ons” are included or on the truck (fiber, washout bags, etc).
- Are you fueled up at the end of the day?
- Be mindful and do a “check over” of your fellow CDP’s truck. Help check for dragging chute straps and water hoses, check for hydraulic leaks, broken lights, and damage to tires. **Have each other’s backs!**
- Whenever possible, greet your customer.
- Are your chutes ready?

- Communicate, communicate, communicate - hazards or changes on the job site
- Choose a positive attitude.



EAST TEAM MEMBERS PERFORM CPR TRAINING

While nearly all of these will go unnoticed by our customers, if each of us can help control the controllable, our customers should have an experience on every load.

East Ready Mix is looking to have an average season this year. We have managed to pick up several multi-year projects in the outlying plants, as well as work on seven different bridges and several thousand yards of patching. QC plants have picked up a new customer, who has 1600 yards on the books and is looking to clear 2500 by the end of the season.

If you read Manatt’s The Mix on April 7th, you will have seen some pictures of the newly opened Bettendorf plant. The unpaved front (east) side of the plant is scheduled to be completed soon, along with the new wash out pits. All of us in East Ready Mix can’t even begin to thank all of the many people who had a hand in making this dream a reality.

NORTH

We have had a slow start in the North. It seems our weather is always two to three weeks behind the South Area. The first week of May we had all the plants open and ready for the construction season. The plants that have been open this spring have been steady with work and with helping the other areas. We have been fortunate to hire five new CDPs so far in our Area.

The volume in the North was down last year, which can be expected after a huge year in 2019, in addition to the pandemic hurdles last year. We are looking at a 10-15% volume increase in 2021. Our largest project on the books so far is a project at the Waterloo airport. We will be supplying 3000 cy of cement-treated base and then 9000 cy of paving for Cedar Valley Corp from the Airline plant. This project will kick off in May. In addition to the airport, the Waterloo metro market has several other large projects, including a paving job a block from our Elk Run plant, shoulder paving on Highway 20 and a bridge from the Shaulis plant. The Downtown Waterloo plant is supplying a trail along Hwy 63, the Waterloo reconstruction project, and finishing an elementary school. The Waterloo plants are centrally dispatched by Hank Schares, who also coordinates all of the North trucks. The truck coordinator role (Hank) has really blossomed into a position that has helped our efficiencies throughout the North and enables us to help other Areas much more than in the past. The North rural market looks strong this year, as well as Waterloo. We have been successful in the majority of the IDOT projects we have quoted from our rural plants. The Traer plant

is finishing up two bridges from last year and has a large bridge this year as well. There are more projects on the horizon and we have a strong daily work market in Traer. Grundy Center has gotten off to a great start so far. We opened a little early because there was large bin work in Lincoln for AJ to cover. Grundy has a good daily workload and can help Marshalltown as well. Independence had a down year last year but is trending back to having a good to normal year. We

have a lot of patching on 20 and 150, as well as a fair amount of commercial work. Nick Lake and his crew in Oelwein are excited for their year. They have IDOT work, a large school addition, and a trail so far. The Readlyn plant has a large bridge project on the books and the Jesup plant has a street



CHRIS MANATT

NEW RED ROOF AND ACCENTS AT ELK RUN HEIGHTS PLANT



improvement project.

Dale Ott has decided to retire after 31 years of service. Dale started working in Oelwein in April 1988. Throughout his career here, Dale was a ready mix driver in Oelwein, plant manager in Denver (9 years), and plant manager in Readlyn for 21 years. Thanks, Dale, for your service and dedication to our team! Dale will continue to work part-time while he isn't enjoying his retirement, working on his house, or skinny dipping.

We have two new plant managers in the North this year. Bryce Allwood will step in at Readlyn and will manage Jesup as well. Bryce has been a CDP at Elk Run for a year. Bryce has two sisters and one brother and his Dad, Les, has worked for Manatt's for 15 years. His hobbies include video games, horror movies, golf, and pool. In Bryce's words..." I like to be part of the North leadership team because it gives me a new perspective on the behind-the-scenes of the company. I plan to continue to implement the core values of **Family**, **Excellence**, and **Human Potential** in my home and work life. Something unique about me that many don't



NEW WALL PHOTOS FOR THE OFFICE IN ELK RUN HEIGHTS!

know is I had hip surgery when I was seven, causing me to be in a half body cast for a year." Our other new manager is Nick O'Halloran, in Traer. Nick comes to us after being a CDP at Products for a year and a half. Nick learned how to batch at the Brooklyn plant and was able to fill in and assist other managers.

He has two daughters. He enjoys riding motorcycles, working on his house, shooting, and hanging out with his girlfriend and kids. In Nick's words... "Being a leader in the North is a big change for me, this is my first management position on the civilian side. I retired out of the National Guard after 15 years and was a Staff Sergeant there.

Family is very

important to me, both my personal and my work family." If you get a chance, please welcome Bryce and Nick to the management team.

Over the last year, the Elk Run office and plant have gone through a massive remodel. The office and plant have always been blue and gray with United Concrete signage. UC hasn't been around for quite some time. So, we decided it was time to put our true colors up, red and yellow with our Manatt's signage. The plant was painted, the blue is all gone, replaced with red and yellow. We have a massive Manatt's decal on the silos that is visible from Highway 20. The office was redone inside and out as well: painting, carpet, tile, countertops, etc. Taralyn Roberts, North Office Manager, helped greatly throughout the project, working with suppliers and scheduling. We incorporated our values, vision, and mission statement throughout the office, to remind each of us why we do what we do, why we are great on purpose. We hope to have an open house this summer. There are several pictures in this Mirror, though it looks much better in person. Please come visit us!

THE PLANT IS LOOKING SHARP WITH NEW DECALS!



LYTX DRIVE CAMS

BY DUSTIN BRECKENRIDGE, TREVOR MARTIN, & ADAM MANATT

Manatt's Ready Mix division has invested in a new tool to support and protect our Concrete Delivery Professionals. After completing installs over the winter, Lytx (pronounced "lit-icks") officially went live on May 1. The Lytx Driver Safety Program uses innovative, leading-edge technologies designed to improve safe driving skills and protect professional motor vehicle drivers. No matter how long we've been driving, we all have bad habits. We also all interact with others on the public roadways. Lytx is a way to improve our skills and protect us from other travelers.

The system uses event recorders, including forward and

Manatt's. In addition to video, the event recorder captures sound, speed, maneuvering data, lane departure, lane fitness, following distance, and road conditions. This data-driven focus and detailed analysis allow Manatt's to



advance the safety and efficiency of our Ready Mix people and fleet. (Please see the flow chart describing how the Lytx system works.)

protect a CDP from false claims in addition to helping improve driving habits. Manatt's will see a decrease in incidents and an increase in risk mitigation. While the cameras are what people often think of first, the program really works through coaching and positive reinforcement. Coaching is the heart of the Lytx program. Triggered events lead to a coaching conversation. It is imperative that we deliver all of our coaching messages in a professional manner that both enables and encourages our team. These coaching sessions are an avenue for conversations paving the way for continuous improvement of our Manatt's family of CDPs, ensuring that we are all engaged in promoting each person's **Human Potential**. Coaching helps us maintain the "**Safety over Production**" mindset by **having each others' backs**—constantly and consistently communicating on best practices in the field.

We have multiple coaches across the Ready Mix Areas. We would like to recognize these coaches for stepping up and being leaders worth following as we grow with this new Lytx tool. Our coaches are:

- Jeff Backoff (Ames)**
- A.J. Douglas (Grundy Center)**
- Mike Holt (Waterloo)**
- Hank Shares (Waterloo)**
- Cristian Neria (Products)**
- Matt McDonald (Colfax)**
- Rick Byrn (Williamsburg)**
- Brian Slagel (Bettendorf)**
- Brad West (Bettendorf)**
- Greg Lange (Bettendorf)**
- Brett Scheuerman (DSM Metro)**
- Joel Hopkins (DSM Metro)**
- Jason Bickford (DSM Metro)**



driver-facing cameras in all mixers, as well as on-board sensors to capture data and images, which are processed by artificial intelligence and reviewed by professional Lytx staff prior to being reported back to us at

The Lytx System enables and supports our CDPs in their daily routines. It provides a support system for our team, allowing each CDP's side to be represented when an incident occurs. This can

Prior to selecting Lytx, we ran a pilot to better understand the dashcam-based safety system. A primary benefit of this program is the ability to exonerate CDPs of any wrongdoing, which we saw in the pilot program. One of our CDPs was ticketed for going 55 in a school zone 25 mph zone, which would have been an automatic loss of license. However, because he had the Lytx camera, he was able to show a 45 and 25-speed limit sign side by side and no clear marking that he was entering a school zone. Manatt's was able to provide the video footage to the court in defense of our employee, and they changed the ticket to a 10 m.p.h. over the speed limit allowing the CDP to keep his license and his job.

Another nice thing that can be done with this camera system is that the driver has the ability to record footage manually, this could help in a lot of situations such as unsafe job sites, near-miss collisions, or accidents that happen in front of them that they were able to avoid but there would be a valuable video for law enforcement to use to understand what happened.



In keeping with having a positive reinforcement system, CDPs are able to achieve rewards for consistently safe driving behaviors. All CDPs have the opportunity to earn eight hours of PTO (paid time off) for every 275 consecutive operating hours without a recordable incident or Lytx coachable event. Additionally, the top ten performers each month, based on the Lytx rankings, will receive a prize. We are also working on an annual

reward for the top performers based on Lytx data.

Overall, feedback from the pilot and from the initial weeks of using Lytx has been positive. The top coachable events have been following distance and incomplete stops, both of which improve week over week. We have also had multiple CDPs state that they would never want to drive a ready mix truck ever again without a camera system in it!

47

LYTX IS A WAY TO IMPROVE OUR SKILLS AND PROTECT US FROM OTHER TRAVELERS



TRANSPORTATION & SHOPS

**CONTRIBUTIONS FROM:
BRIAN SCHULZ
MIKE NOVELLI**

THE 5TH WHEEL



MIKE NOVELLI

The 2021 season is now upon us. The turmoil of 2020 is now in the rearview

mirror and the roads are stretched out in front of us. The outlook of the 2021 season is still being formed, but so far, we are off to a good start. The crews are now in the field and we are getting a fast start on the season.

There have been some exciting changes in the Transportation division since last year. First, we have filled a key position in the dispatch office. Diana Houghton joined the team in March and has added a facet to the group that will be the key to meeting customer demands this season. She will be backing up the dispatch efforts this year and filling the gaps where needed. We are excited to have filled this position with a professional such as Diana.

We are also looking forward to the six new power units that are being added to the fleet. Over the past three seasons, we have been on a quest to right-size the fleet and



INSIDE THE CAB OF THE WESTERN STAR 49X

provide the equipment that will best meet the needs of our customers. We continuously evaluate our equipment mix to determine what type of truck will be best suited for the business. We look at payload and versatility and balance those attributes against the maintenance requirements of an aging fleet. Manatt's takes pride in all our equipment and maintaining

the high standards of mechanical soundness and outward appearance is important to our brand. At Manatt's, we have a strong desire to present an image of a quality company as we work to control costs. The evaluation process is a collaborative effort that involves the maintenance team as well as our internal customer base. We have a responsibility to the customers and employees to provide the right equipment and be fiscally responsible.

This year we will be replacing four tractors and two trucks. So far, we have taken delivery of three Mack Anthem tractors that are being used in Davenport and Brooklyn. These three units will be replacing other tractors that will be part of a six-truck swap aimed at retiring tractors with high mileage and diminished parts availability. Complicated strategies like this require the guidance and cooperation of

NEW MACK ANTHEM MAKES FIRST DELIVERY!





several departments and many man-hours to accomplish. The result will increase productivity and reduce costs for Manatts.

We will also be adding a lowboy tractor to the fleet and we are excited to be one of the first to purchase the new Western Star 49X. This is a new model for Western Star and we are excited about the addition to the fleet. This unit will be domiciled in Brooklyn and should be delivered in mid-May. We are also looking forward to the delivery of two Kenworth T880S Quints. These dump trucks will bring the total number of

quints in the Brooklyn fleet to eight. These units have proven to be the most versatile trucks we have, offering service to every construction crew we have.

Our commitment to the business will continue in 2021. We are focused on cost control and efficiency. With an aggressive goal in 2021 to cut our maintenance expense by \$100,000 year over year, we need this equipment refresh plan. This is no easy task, but we feel that the addition of the units described above will be the key to making that goal a reality.

The increased payload will

add to the efficiency of the fleet and the additional revenue will mean a more sustainable business model for Manatt's. Over the past three seasons, we have developed and practiced this strategy and turned over 23% of the fleet. We have raised our level of customer service while reducing costs and we are expecting that trend to continue in 2021.

A sincere thank you to all of our employees, and the various business units at Manatt's that have had a hand in helping us shape the future of the Transportation division.

47

KENWORTH T880 QUINT IN ACTION!



THE SHOP LIFE



BRIAN SCHULZ

It is springtime 2021, everyone! Its time to get our business back into full

force doing everything we do. This year's spring startups of the season are like many of those in the past and at the same time unique. First, to name some of the similar things occurring like many other years, we have new equipment going into service, struggles of equipment bugs from sitting all winter, needing to dust off winter's harsh chill in Iowa, and this past February was COLD! We have the family tensions of last-minute needs that get overlooked due to teams being pulled multiple directions every day and week to week. As we get into late May and early June things will settle down as we all get into the



BRENT UPAH AND TEAM PREP EQUIPMENT FOR THE SPRING!

groove. To name some differences this year, the world is crawling inch by inch out pandemic mode. Raw materials, like building products and steel, have tripled in cost! Tires and oils have had numerous price increases, and all of it can be very hard to get at times. Freight on parts and new equipment is experiencing major delays, and new equipment delivery times are anyone's guess at times. The weather this spring however has been very favorable for our Family of Businesses. The dry and warmer temps have helped get out of the gate very well, creating a lot of positive energy early in the season.

Though these things are, for the most part out of our control, there are many things The Manatt's Family of Businesses is putting huge amounts of energy into that we can control. One of these is safety! To have control of all team members going home to their families safe at the end of every day begins with the personal decisions we make when performing the tasks

we all do. The fact is, a very high percentage of incidents is related to some decision we make. The instant that I hit my hand with a hammer I very quickly realize I should have been paying more attention to how I was holding the chisel, or that I should have been using some device to hold the chisel and my hand would have been farther out of the danger zone. It is always amazing how quickly after something unfortunate occurs that we can look back in time a few seconds and wish that we could change it. The key to safety is looking ahead in time a few seconds and stopping what I or a co-worker is doing to prevent that now very painful hand from getting hit with the hammer. Thinking thoroughly through every step of every task is the best way to be safe!

Looking into the recent past of another successful season of winter shop, we went into this year's winter shop with a very detailed plan that has helped us all be more successful. Not being able to control the weather and

STEVE BULIAVAC DIALS IN PAVER



the market, the Manatt's Family of Businesses made a conscious decision to look at the factual data of hours each piece of equipment was used and the number of yards hauled by each Ready Mix truck in 2020 and base the winter shop plan off that. Our Milling division's spring start can change overnight with weather. The team put to task getting the mills through the shops much earlier in the winter, having them ready when needed. Our Ready Mix management teams looked hard at the yards hauled by all trucks and made decisions on what trucks to work on when and what trucks to set aside to get a better feel for the market and weather in the spring. We do concrete paving and our PCC and equipment shop leaders knew for a fact last fall that we would need our paving machines, belts placers, and trimmers no matter what. So, this equipment, too, was started on very early in the winter shop season. We worked with our Transportation



NEW CAT 980M LOADER WILL SERVICE THE AMES ASPHALT AND READY MIX PLANTS

division and they created a priority list of what they expected their needs to be as winter faded off and the shops teams reacted accordingly. All this to say we had a very successful winter shop season that got equipment

through the shops and was very fiscally responsible at the same time. A big thank you to all who helped make this a success!

I also want to highlight some of the new equipment hitting our fleet this spring. Our Ames division is taking delivery of a new Cat 980M wheel loader to feed our asphalt and concrete plants in Ames. We have already put into service three new Mack Anthem tractors to pull powder trailers delivering cement and fly ash to our concrete

plants. We have a new Western Star heavy haul tractor spec'd with a 605-horsepower high torque engine. This is a new style massive single rail frame that has a higher GVW rating than the double frames used in the past. This truck will be ahead of nearly 200,000 pounds at times and needs to be set up for safety and performance. We have two new Kenworth dump trucks expected to arrive the second week of May, two new Peterbilt mixers fitted with a new-to-Manatt's Beck Mixer System with highly specialized out of the box thinking design, a new Wirtgen 250 milling machine, a new Wirtgen 240 reclaimer, new skid steers, trailers, pickups, brooms, water trucks, and more! Manatt's is very conscious of buying the best equipment available to do all we do.

Most importantly, the work we do at Manatt's cannot be done without our employees! Every single task that we all do with our values of **FAMILY, EXCELLENCE, AND HUMAN POTENTIAL** in mind is what sets us apart from other organizations. Our people are the best and what we all do matters in the biggest way!

Work safe everyone, look out for each other, and give it your all as we go into the 2021 season!

RODNEY CHRISTY LETS THE SPARKS FLY!



SAFELY DOING EVERYTHING WE



BRYAN MORRISON & MARC OLSON HEAD OUT TO DELIVER A LOADER

DO BETTER THAN ANYONE ELSE



EMPOWERMENT SERVICES



CONTRIBUTIONS FROM:

JAMIE EDELEN

SUE ESTHER

BRIAN DAVIS

BRANDON FORD

COLLEEN JOHNSTON

BETTER TOGETHER

BY JAMIE EDELEN, SUE ESTHER, & BRIAN DAVIS

So much in life is out of our control. Weather, traffic, others' attitudes, kids throwing a fit because their sock is on crooked inside their shoe, just to name a few. The more we focus on what we cannot control, the more likely we are to feel emotions like fear, anxiety, anger, and disappointment. And, often we allow these emotions to influence what we do. However, once we realize what we can control and what we can't, we can use the uncontrollable moments as motivation and then channel it toward what we can control...our response.

From a recruiting standpoint, it continues to be a challenge to find talent. While we cannot specifically control the number of applicants who apply, we can control our efforts to get our job opportunities out there. This year, in addition to our normal recruiting efforts (LinkedIn, Indeed, Glassdoor, AGC, Workforce Development, and attending job fairs) we are using the challenge as motivation to try new things. This season we're working with Cumulus Media to create an integrated media campaign. By using their digital tools like geofencing, we can reach our audience based on geographic proximity of a location by capturing a cell phone's IMEI number, and then continue to engage those users with custom messaging. An additional tool

we are using is Display Advertising to target individuals contextually, using demographics, interests, location, and other relevant segments.

We also began hosting our own career fairs with Manatt's first-ever career fair held at the Michael J. Manatt Community Center in Brooklyn on March 17th. Many leaders from many divisions were present to support the recruiting process. And on April 20th, we hosted another career fair at the Iowa Events

the Iowa State Fairgrounds on April 14th. This was a HUGE success, to say the least! The event is designed to showcase Iowa's vast array of career opportunities in the construction industry. Attended by more than 2,700 students from 75 high schools, students had lots of hands-on learning experiences. Ben Drummer, Brooklyn Shops, and Joshua Smith, Metro Shops, were recognized by Governor Kim Reynolds for their participation in Manatt's Diesel Mechanic Registered

Apprenticeship Program which we started in 2019. A huge thank you to Curt Manatt in the Metro for lending us a new Ready Mix Truck and Skidsteer, and to Nick Ripley for showing the students a great time. We are looking forward to next year's event.

We are very excited to reach more high school students this year, too. While we couldn't control what happened last year with schools

shutting down, schools are opening back up and that means we'll be out in front of juniors and seniors, educating them on careers in heavy highway construction and bridge-building. We started with Prairie City Monroe Community School District on May 3rd, followed by South Tama High School on May 12th.

In early March, we implemented our new employee referral program where current employees who refer a new employee can earn \$450! Since the rollout, 50% of our new hires have come from employee referrals,



(L-R) NICK RIPLEY, JOSHUA SMITH, GOV. KIM REYNOLDS, BEN DRUMMER, SUE ESTHER, AND ADELEA FRAGOSO AT BUILD MY FUTURE EVENT AT IOWA STATE FAIRGROUNDS

Center in Des Moines. These events offered a great opportunity for our candidates to get in front of leaders, which led to quicker job offers. Thank you to Scott Johnson, Nick Ripley, Mike McDonald, Bub Hurst, Trevor Martin, Mike Novelli, Josh Sadler, Mary Herbert, Tanner Denning, Larry Ford, Corey Patton, Pat Jackson, and Ivan Castro Nova, who all dedicated their time and spent the day with Sue Esther and Adela Fragoso interviewing candidates.

Another event we participated in was Build My Future 2021 held at

followed by 30% from job postings, and 20% of all other efforts. Thank you to all our employees who have referred candidates to us. You are truly the best source in our recruiting efforts. Keep those referrals coming!

Another area of focus this year

the same universal guide of human resources policy standards as an employee at Wendling, Cunningham-Reis, Beneficial Technologies, LL Pelling, Norris Asphalt, Douds Stone, or any company that might join the family of businesses in the future.

We look forward to working together with the HR teams at each of the companies in the MFB, with direction from leadership, to build the redesigned handbook. Each of the companies is unique and has their own identity but it's amazing how similar each company is when it comes to our **standards of excellence**, which is what brought us all together to begin with.

In addition to our recruiting efforts and handbook project, the HR team is always working on employee relations, onboarding, orientation, benefits, training, and special projects. All to provide employees with tools and resources that help them be successful and continually improving the employee experience. And as life continues to get back to normal this year, the team will get out and visit our employees again; whether it be to bring cold drinks on a hot day, coffee and donuts, or just to see how we can help.

As we continue the 2021 season and the world around us continually changes, many things will happen that are beyond our control. The uncontrollables are merely distractions. Rather than get lost in the distractions, let's focus on what we can control: our effort, attitude and response. Let's make this a great year!



for the HR team is to work together with HR teams across the Manatt's Family of Businesses (MFB) to draft a new handbook. This handbook project will align all the companies with consistent policies and procedures. These standards of success will help ensure an employee at Manatt's has

This will be important in helping to ensure that as the Values-Based Leadership (VBL) journey and the performance management process continues to be implemented across the MFB, employee development, training, benefits, expectations, and accountability are consistent.



INFORMATION TECHNOLOGY

Mike Tyson once famously said, “Everyone has a plan until they get punched in the mouth”. I’ve found myself thinking a lot about that saying as we head into another construction season. I have had multiple experiences in the last year where I have felt my life was completely out of my control. I move from challenge to challenge, and I start noticing that I get a sort of tunnel vision. I stop taking care of myself,

I can DO something to make the situation or problem better.

I thought I had a plan for these times when everything was going wrong and none of it was in my control. I would shrug it off, accept it, have it be like water off a duck’s back. I would be happier, my family would find me more bearable, and I would be focused on the pieces I could control. But that brings me back to Mike Tyson: as soon as reality punched me

to act. What scares me a bit is that I can consciously recognize that a situation is beyond my control, and yet still emotionally react as if it ought to be something I can fix. I think this is unhealthy, and I see it reflected in several other people as well.



BRANDON FORD

So what to do about it? What can you do when you recognize that your emotional response to the uncontrollable is unhealthy and damaging? And your plan for dealing with it just flew out the window? Personally, I’m trying a few new things. When the uncontrollable hits and I feel those emotions boiling up, I try and redirect them towards something I can control. If that doesn’t work, I try to stay positive about the situation. And when all else fails and I find myself coming home frustrated and mad, I

go and hang out with my daughter and watch some Elmo to remind myself of what’s really important to me! Have a great and safe season everyone!

47



FRESH DELIVERY OF ASPHALT AT NEW HOUSING DEVELOPMENT

my temper gets shorter, and I’m more mentally checked out when I’m at home. The kicker is that what causes these reactions is almost universally something out of my control. When it’s something in my control, this doesn’t happen because I can act.

in the mouth, my plan went out the window and I fell back into the same old habits. Still trying to control the uncontrollable.

Now, I am not suggesting that I should just lie down and let the world roll over me. I have a responsibility

HEALTH & WELLBEING



COLLEEN JOHNSTON

Recently, I watched “7 Yards: The Chris Norton Story” on Netflix. In October 2010,

at age 18, Chris suffered a debilitating spinal cord injury during a Luther vs. Central college football game. Paralyzed with broken vertebrae, he was airlifted to the Mayo Clinic in Rochester, Minnesota, where he underwent surgery. Then began years of work to regain his mobility. In the middle of the night, Chris said to his dad, “The little things that I do extra are gonna make the difference between what I can and can’t do”.

Chris dedicated each day to doing additional therapy outside of what his doctors scheduled. His body could tolerate it because he was in shape from playing collegiate football. By committing to the small things, he was successful in the long run. When doctors gave him only a three percent chance of ever moving again, Chris was able to walk seven yards on his wedding day, seven years after his

injury.

We can’t predict our future—we have no idea when our next big life event will happen, whether it be tomorrow, next month, or next year. But we can prepare for it by strengthening our wellbeing.

a direction to where we’re headed. Managing the areas of wellbeing has a positive effect on resilience and our ability to handle change.

When we focus on what we can control, we learn to adapt and continue working towards our goals.



EARL KIMMEL – NEWTON MILLING

Feeling physically well improves our energy and longevity. Organizing our personal finances is crucial to alleviating stress levels. A strong sense of purpose gives us

Obstacles will happen, but we decide how to respond to them. We can choose to be positive or negative, to build on what we do have – our strengths and assets – or complain about what we don’t.

The only constant in our life is change. 2020 proved that to be true. But with change comes opportunity. An opportunity to change our lives. Chris has used his injury as a way to inspire and empower people to overcome their obstacles.

Many successes come from a single, tiny decision. But as that decision is repeated, we grow stronger and more resilient. Today, I encourage you to make one decision to strengthen your wellbeing. I’m here to help in any way I can!



AUSTIN SHEELEY – AMES

LEAVING THEIR LEGACY

TEAM MEMBERS WHO HAVE RETIRED JANUARY 2020 THROUGH APRIL 2021

JOHN MCKUSKER – CORPORATE INSURANCE ADMINISTRATOR – 47 YEARS

DEAN ROTH – MAINTENANCE – 44 YEAR

JIM BIM – EQUIPMENT MANAGER – 43 YEARS

BOB KALINAY – SUBDRAIN SUPERINTENDENT – 37 YEARS

JOE CROUSE – ASSISTANT RM PLANT MANAGER, GRINNELL – 32 YEARS

KERRY TRAVER – CEMENT TANKER DRIVER, WILLIAMSBURG – 30 YEARS

FRANCISCO ORDAZ – GENERAL LABORER, PCC – 29 YEARS

STEVE FLAGEL – CDP, MAQUOKETA – 9 YEARS

TOM FECHT – CEMENT TANKER DRIVER, QUAD CITIES – 5 YEARS

JERRY EAKINS – CEMENT TANKER DRIVER, ANKENY – 4 YEARS

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

47

WENDLING QUARRIES



CONTRIBUTIONS FROM:

TONY MANATT

ROB MANATT

JOHN AHLBERG

KALEB DIRIGO

DREW FREY

MORGAN SCHULER

TODD MILLER

SHELDON CONVERSE

LUKE MOUBRY

Another season jumped upon us right out of the bag. I haven't seen such a dry, mild April like this one in a long time. We will take it. Can't really do anything about the weather so when it's nice, we should take advantage of it. We over here at Wendling quarries are working extremely hard on our safety program. This is a continuous and constant effort that all of us should feel a part of. Every day, part of!! Let's do the things we have control of and help in those slightly out of our total control. Like conversations of safe ways to do something. Or, just brainstorming on something we currently do that can be improved upon the next time we start the task. Things like that will help us all go home safely. Your work family cares and needs us all to be safe out there. We need each other. I understand there are many articles on this issue so I will stay short and sweet. Let's have a great season and watch out for each other. Thank you all for the opportunity to work together, for each other. No better way to care.

TONY MANATT



OPERATIONS UPDATE

BY ROB MANATT

After putting a very interesting year behind us, 2021 has started in a fairly typical fashion. The brutal February cold set us back a few days, but we still managed to get several of our plants up and running in the first week of March. As of now, we are dredging, crushing, and washing in seven different counties across east-central Iowa and already have come and gone from a few others. As we go forward this season, please remember to always put safety first. Make smart decisions. Don't react in the moment – make a plan and respond. Despite all of the external forces that cause our emotions to spike, we have to keep our cool and focus on controlling what we can – namely, how we show up every day. When we are living in alignment with our core values, we take better care of ourselves and the people around us. To me, that's the basic principle that underpins a solid safety culture: caring enough to protect yourself and your work family.

Here's a little update about what's happening in operations at Wendling Quarries...

SAND & GRAVEL

The Sand and Gravel Division is in a period of transition. For one, Neil Shaul has officially retired, despite our attempts to talk him out of it! Neil started at WQI in 1994 and has been a huge part of the success of our portable dredging crew in the 26+ years that followed. His expertise will be missed for sure. On the flip side, Neil's departure makes room for new leaders to emerge and we are looking forward to seeing an all-new-for-2021 crew step up and take the helm of

department 485.

As if Neil's leaving was not enough, Tim Drewelow has also decided that 2021 will be his last year as the leader of WQI's sand and gravel operations. Luckily, we have been preparing for his retirement by training Rick Harger as Tim's right-hand man. Rick has accepted the job of Sand and Gravel Production Manager, which became official on May 10. Tim will be working alongside Rick throughout the year in a mentoring role to make sure he gets off on the right foot. Thankfully, the West portable crew (formerly Manatt's Sand and Gravel)

supply chain issues associated with the pandemic, but they should be pumping sand by mid-May.

CRUSHING & WASHING

As usual, there is a whole lot of crushing going on around here. All eight of our plants are up and going and most have had a good first couple of months. One of the biggest factors in our production schedule this year is putting up stone for several asphalt jobs that Manatt's Newton Division grabbed in the lettings. We are excited to be working with our own family of businesses on these important projects



NEW WASH PLANT CONVEYORS PUT TO WORK!

remains intact. Tony, Rob, and Cesar are up and running, doing some custom pumping for BMC Aggregates. Bill and Steve from the Vinton stationary plant are helping out with training new dredge operators and a few odds and ends projects while they wait for the Vinton plant to get brought online. Kaleb and Caulin are working hard at Blairs Ferry to get their dredge up and running after spending the winter building a new booster pump (with help from a few of the other guys). Startup at their location has been pushed back by

and look forward to exceeding their expectations in service and quality throughout the season.

Production numbers at the Moscow stationary plant have been slow to grow, but for a very good reason: we shut down for a couple of weeks at the beginning of April to install a brand-new secondary crusher! This is a major moment for Wendling Quarries, as the new 42x48 Lippman HSI replaces the very last hammer mill in our front-line fleet of crushing equipment. The change became absolutely necessary, as

finding wear parts for the hammer mill were getting more difficult and, even when parts were available, they were lacking in quality. Along with the crusher upgrade at Moscow, we have also reworked the wash plant so we no longer have to put our top-selling products in a truck as part of the production process. Conveyors now carry everything from the plant directly to the stockpile. Overall, the changes at Moscow have made this site significantly more efficient.

SHOPS & EQUIPMENT

Thanks to the tremendous growth WQI has been graced with over the years, the strain on our shops has continued to increase. Because of this, we have been making some changes to the way we do our winter repairs. This year, we focused on getting mission-critical equipment through the shops and put off repairs on lesser-used and non-essential equipment for field repairs throughout the season. We are hoping that by stringing out our repairs, we can lessen the need for speed during the winter and thereby increase the quality of our work during those crazy days between Christmas and March 1. We will monitor the effects of these changes throughout the year to determine if our plan is sound or if we need to adjust

for 2022. Thanks to everyone for your understanding and support!

DRILLING & BLASTING


Just like the sand and gravel division, the WQI drilling team has been hit with the retirement bug this year as Bob Holdgrafer decided to hang up his hard hat at the end of 2020. Bob was hired in 1990 with the purchase of Aggrecon and spent much of his career here in a rock drill. We wish him all the best in retirement as he focuses on his other love of farming!

In other drilling news, we took possession of a brand new down-the-hole crawler rig this spring. Our newest Sandvik Leopard DI550 replaces our oldest drill, which was a 1996 Ingersoll Rand DM30 platform



NEW CRUSHER DELIVERY AT MOSCOW!

rig. The DI550 will soon be outfitted with Carlson GPS equipment, which we will test out for a couple of months before making a long-term commitment. GPS drilling promises to provide the next level of blast hole quality and accuracy, in turn improving customer experience and the safety of blasting operations.

On the blasting side, we are just getting started on a project at our Cedar Rapids South Quarry. We will be working closely with our blasting contractor, Quick Supply, to study various aspects of the drilling and blasting process at this site. The goal here is to tweak our current drill and blast practices to optimize fragmentation and improve downstream efficiency at the crushing plant. We look forward to sharing more information about this project after we get to the implementation phase. 



AARON GOODRICH POSES NEXT TO NEW DRILL!

OUR OFFICE TEAM JOURNEY

BY JOHN AHLBERG

One of the great sayings that stuck in my mind long ago is that “Life is a Journey”. I believe that is true, whether it is in your personal life or your work life. The process many of us have been going through with Values-Based Leadership training has reminded me of that since I started working as part of the Manatt’s Family of Businesses at Wendling Quarries in DeWitt three years ago.

In my Mirror articles last year, I focused on the 2020 Journey – COVID-19 Pandemic and Derecho windstorm that we were all hit with; how we handled this adversity; how our administrative and office team faced these challenges head-on; and how we overcame many obstacles to be a support arm of Wendling. Well, I can honestly say the 2020 journey sure threw us some curveballs! Thinking more about this over the winter season, we decided we wanted to push forward in 2021 and be proactive as a group. How can we get better as a group supporting our work efforts? We decided one action was to begin

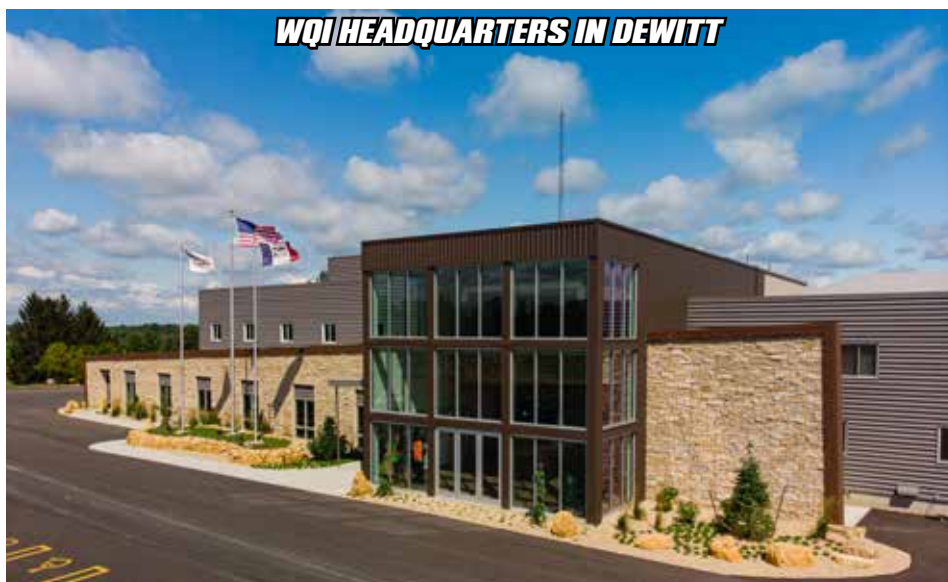


meeting monthly for one hour with the goals of improving the communication of projects people are working on, sharing ideas on department improvements, inspiring each other, sharing, and living our company values. The core group includes our finance, IT, HR, and administrative people.

With just two of the monthly sessions completed, I am feeling good that this was a smart decision. The first session was discussing

what our Mission was as a group and what motivates us. The second session was about “Technology and Change”. It was great to have some individual team members step up and share in front of their group the new technology projects (FastWeigh and WorkMax) being implemented at Wendling Quarries. Amber Nigh, Joyce Paulsen, Brad Stahler, Wendell Wuestenberg, and Matt Haring did a nice job leading these discussions and getting group feedback. Everyone’s opinion and comments are important. Next up for us as an Office support Team will be to have other leaders from Human Resources, Quarry Development, Safety, Field Depts., etc. address issues in front of us so we can better learn and understand what they have going and how this impacts us in the office. We can then react and think about how we can do better in supporting them and improving our processes.

Change is happening in our industry, we need to embrace it - Learn, Live, and Lead as part of the Journey!



BE HUMBLE & HUNGRY

BY KALEB DIRICO

In May of 2021, I embarked on a very exciting and fulfilling career path with Wendling Quarries. It was unknown to me at the time, but 12 years ago my relationship with the Manatt's Family of Businesses started in Ames IA, where I was working at Martin Marietta and knew Manatt's as our largest customer. That relationship has now cultivated into a career path that I could not be more certain about.

My family and I have relocated to DeWitt, Iowa from Richmond, Virginia. I have an Iowa-born wife, Mollie, a two-year-old son, Giles, and a baby on the way. They are equally excited about our new journey.

Mollie is an Iowa State graduate that I met 10 years ago in Ames. We have been married for four years, and she is very proud of her Midwest roots. She has been a true trooper as our career has moved us from Iowa to Nebraska to Virginia. Now, we circle back to her home state. Mollie was born and raised in Melcher-Dallas, Iowa, where a majority of her family resides.

Giles is a "fireball" two-year-old. He is highly active and loves to be outside and get dirty. He is starting to put sentences together and really shaping a unique personality I would say emulates his mother more than me. We look forward to seeing how he welcomes his new little brother or sister, who is due on Halloween. Giles was named after Giles County, Virginia. My Dad, Tony DiRico, was born and raised in Giles County. It is where we own 180 acres of family mountain hunting property, dating back many generations in

the Appalachian Mountains. After enjoying time with my wife and son, I love to hunt, metal fabricate, work out, follow college football, and listen to Eric Church.


Throughout my life, I have lived in seven states, claiming Giles County as my home base through those moves. I spent my childhood in West Virginia and Georgia and studied Mechanical Engineering at Clemson University in South Carolina. After college, I went to work for Martin



Marietta for 12 years, ranging from an Intern to an Area Production Manager. I have had the opportunity to work in open pits, undergrounds, limestone, and granite. My family lineage pulls from four generations of miners, so I say "mining is in the blood". I consistently think about my dad and grandparents, asking myself: "would they be proud of the way I am leading my company and, in some parts, the industry?". That is my "gut

check", for work and personal related decisions. And, I know they would all say, if I use my morals, ethics, respect, and candor from my upbringing, they would be proud. I have been truly fortunate to have great role models in my upbringing and my career and daily hold their contributions steady in hand.

As a new leader to Wendling Quarries, I am very honored to be a part of the Values-Based Leadership process. The process immediately developed a strong connection with who I am and how I lead. I have always taken my role as a leader, from foreman to area manager, with pride and much responsibility. I am eager to listen, learn, and develop ideas as a team for what is best for our people and business. As my career has matured over the years, I have learned to look at ideas, thoughts, and decisions regarding two categories: "Safety and Welfare of our People", and "Safety and Welfare of our Business". In my daily activities, I focus my efforts on serving both of those, while never compromising one over the other. I think this can expand to many categories of life and has been my guiding compass for many years. I am hopeful, these values can only add benefit to our teams and families.

In summary, I always try to keep a couple of quotes with me: "Be humble and hungry" and "Best is the standard", said by Dwayne Johnson and Dabo Swinney. I focus on a hunger for more knowledge and being the best is expected of me and my team. I look forward to getting to know my new family at Wendling Quarries. 

QUARRY DEVELOPMENT

BY DREW FREY

As the Cedar Rapids metropolitan area continues to grow and develop, there will always be a demand for high-quality aggregates.

Bowser Quarry, located just west of Springville, Iowa, has been and will continue to be a critical part of the infrastructure supply chain in and around the Cedar Rapids metropolitan area. The layout of Bowser Quarry features a north and south quarry that is joined by a 660-foot tunnel under Highway 151. The

two annexation and zoning processes, with the second annexation and zoning having just been completed in March 2021.

Leading up to the completion of the acquisition and zoning process, it was decided to start accessing our existing floor reserves. That decision was made by our mine planning team where we evaluated a wide variety of factors, including overburden/stripping ratios, overburden storage areas, haul distances, geology, sales

will take place over the next decade. Each phase will consist of a 30-foot vertical expansion and the installation of a dewatering sump, which is the beginning of the next phase. Phase one will end early in the 2023 production season with the merging of the previous 60-foot ledge to create one 90-foot ledge. Phase two and three will eventually merge into a 60-foot ledge. The result will be a 3-bench system that will supply high-quality asphalt stone and concrete stone to

QUARRY DEVELOPMENT FOR BOWSER QUARRY



the Cedar Rapids Metropolitan Area.

The years of work put into mine planning, including the aspects of acquiring land and zoning, is a perfect example of how the WQI team lives our purpose statement “building legacies through standards of excellence”. During my time in the Quarry Development Department, the commitment to leave the

south quarry was opened in 2000 and has supplied the bulk of the aggregate coming from the site. As of 2019, the north quarry has been depleted and now serves as a storage area for waste materials. Over the last six years, Wendling Quarries has been working on securing long-term reserves through three land acquisitions and

demand, production methods, etc. Before December 2019, the working ledges in the south quarry consisted of a 35-foot asphalt stone ledge and a 60-foot concrete stone ledge with road base products being produced from both ledges. That winter, WQI’s earth-moving crew began phase one of three for the 90-foot vertical expansion that

company’s reserves in a better place than they found it is obvious. The legacy they have built through years of work and relationship building will provide success to the next generation.

Today, we are pleased to know that Bowser Quarry has enough minable reserves to last generations!



ENVIRONMENTAL

BY MORGAN SCHULER

Lately, I've started carrying around our Mission Statement card. Do you know the one? It's about the size of a credit card, laminated, and has our WQI logo on it. It simply states our Purpose, Mission, Vision, and Strategy. It's double-sided with our company Values printed on the back. It used to live thumbtacked to the wall in my office, somewhere behind my computer next to a pheasant hunting preserve brochure. Not anymore. I personally use it as a reminder...a compass of sorts, to judge decision-making. Everyday decisions I make, you make, and even decisions the executive & ownership team make. Do the choices we make align with our Purpose, Mission, and Values? You're probably thinking of a number now, a percentage. I know I am. Is it 100% of the time? Maybe, maybe not. Reading our Mission: "**Safely doing everything we do better than anyone else**" and



MOBILE CRUSHING CREW READY TO START ANOTHER DAY!

our Values: "**Family, Excellence, & Human Potential**" invokes a sense of accountability and awareness to strive to be the best. That's the goal, right? Who doesn't want to be the best and safest at what we do?

Look at Nick Saban and the Alabama football team. A perennial powerhouse, the best. Their success didn't happen overnight. In Saban's words, it's a continual process chasing excellence. So how does that process happen? It's the emotional and physical development of each

individual person to become the most prepared, most accountable version of himself. So that the man or woman standing beside you might become the most prepared, most accountable version of themselves, and that man by man, individual by individual, the evolution toward personal excellence becomes a movement toward an unyielding standard of team and company excellence. Saban believes the greatest threat to sustained excellence is complacency. "When you're climbing a mountain, you look

up. You never look back. Complacency is something that everyone who has any level of success must challenge themselves to overcome. But it's just not the willingness to do it. It's why you're willing to do it. Because the why creates the passion for the what. And the passion creates the ability to sustain it." The greatest lead by example with a personal demand for excellence. If we all have reverence for each other and the appreciation for hard work, we'll never have to settle for "good enough." LFG!



SPRING MORNINGS AT WENDLING QUARRIES ARE TOUGH TO BEAT!

WQI SALES

BY TODD MILLER

A couple of years ago, I was sitting next to David Beachy from LL Pelling at the Manatt's retreat, and we got to talking about scale ticketing and invoicing. He mentioned to me a company called TACinsight and the cloud-based scale ticketing program they have developed, called Fastweigh. So I had to investigate. It was very impressive to me, so I got a team together to research and demo the product. Fastweigh Materials Management software is so much more than a scale ticketing program. This powerful program will take our pricing, quoting, dispatching, scale ticketing, invoicing, and reporting to the next level for us and our customers.

Some of the key features of the program include:


- E-ticketing compatible
- Customer access portal for scale tickets and invoices.
- Quoting history and analysis
- Simple integration with Viewpoint
- Powerful data analytics module
- Dispatching and proof-of-delivery
- Real-time inventory tracking

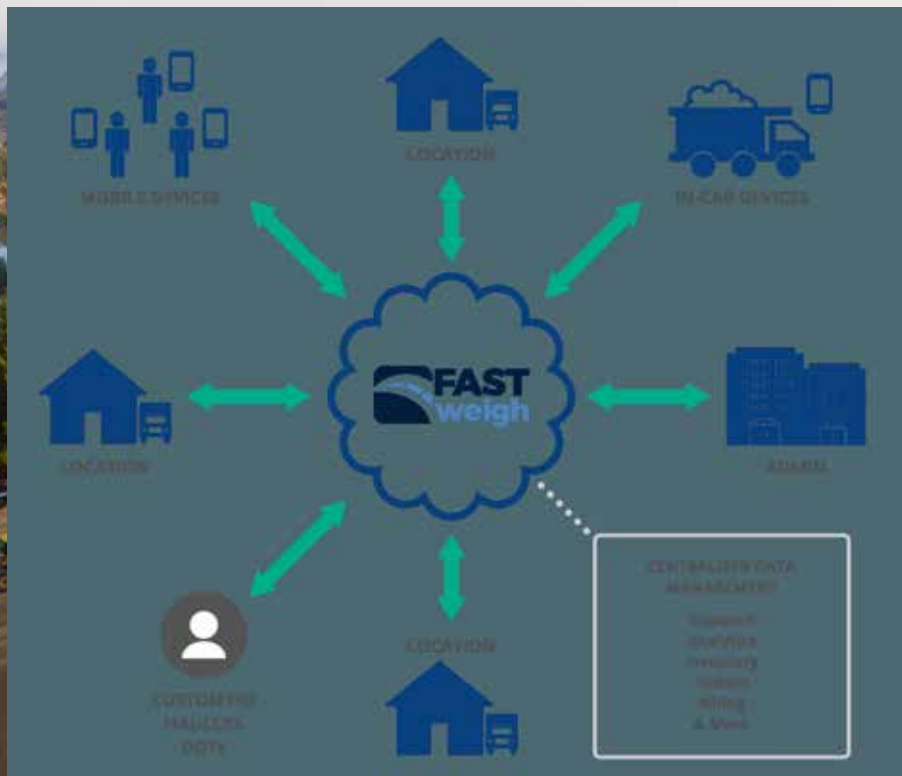
We are currently in the process of implementing the new program. Our team is working hard behind the scenes to get all the data into the



system so we can start scale ticketing in May.

A huge THANK YOU goes out to everyone who collaborated on this project.

Watch for more information as we get closer to rolling it out. 



SPECIALTY PRODUCTS

BY SHELDON CONVERSE

Most would agree it was another long Iowa winter. Of course, it goes without saying this past year included a little extra test to our sanity! But we made it! Spring is here! Days are growing longer, temperatures are rising, and the snow has faded to leave behind green grass. For the Manatt's Family of Businesses, this time of year means equipment that was serviced over the winter is revved back to life, and we begin executing all the work we have been preparing for in the months prior.

But, it can't be all work. Everyone needs to have some fun too! With the changing of the season, we find ourselves able to partake in other activities that a Midwest winter won't allow. A round of golf with friends, a trip to the ballpark, and don't forget trying to outdo your neighbors by having the fullest, greenest, best lawn in the neighborhood. Well, maybe that last one is just me. This year Wendling Quarries has a role in a few of those activities.

Roughly 18 months ago, leadership at Wendling Quarries was presented with an opportunity to purchase a company called Redline Golf and Sports Sand. For the past 20 years, Gary and Sharrelle Larson have owned and operated Redline near Muscatine, Iowa. Redline's specialty was the production and distribution of USGA golf sand and related products. I am sure most reading this have no idea what sand means to a golf course; I know I didn't. Of course, we quickly think of the "bunkers" filled with sand, and some even think of the divot mix used to repair damaged turf. I have news for you, there is way more sand being used in the golf and sports turf industry in general than most realize.

But, we will get to that.

It was decided that this acquisition would allow Wendling Quarries to diversify into different, unique market sectors. It was also decided that this business was going to have to operate differently and somewhat outside the normal structure of our typical quarry operations. So... the Specialty Product Division (SPD) at Wendling Quarries was created.

As manager of the SPD, I was asked to write something up for the Mirror to help others understand what our team is working on and the types of products and services we hope to provide. I must admit I haven't put "pen to paper" since college and doubt I can be compared to a fine wine. I wasn't very good at writing in college and doubt I have gotten better with age!



CEDAR RAPIDS COUNTRY CLUB TEE BOX REBUILD

The Redline customers and their retention through the transition of Redline to Wendling ownership is the SPD's main focus for 2021. As mentioned earlier, the Redline operation was based solely in the

Muscatine, Iowa area. We currently plan to continue to utilize our resources in Muscatine for distribution to our Illinois market, which includes a high percentage of Chicago area courses. The Chicago area is Redline's largest market and, with 400 courses in the region, it is vital to our success. We currently do business with more than half of those 400 courses. Along with Muscatine, we are in the process of converting an area of Wendling's Blairs Ferry Sandpit site into Redline's new production facility. Wendling's sand resources will be used to service our Iowa customers, a market we feel strongly we can grow due to the central distribution point our locations can offer that Redline couldn't. We are currently having a large hoop building erected at Blairs Ferry Sand that will house our dry and green sand, as well as our blending plant. That's right, you didn't read it wrong, I said green sand and blending plant. This is where it gets interesting! If you play golf and have used a green divot mix on a course in Iowa, then it came from Redline. To the best of my knowledge, no one else in the area produces green sand: it's a Redline exclusive.

How is the green sand made? With a blending plant of course! A big part of Redline's success is to offer courses custom blends to their liking. The new Wendling/Redline Blairs Ferry production location will consist of a converted 10-ton fertilizer blender and 12-ton weigh hopper which will be used to blend products in countless ways. One of these products is the process of taking dried USGA sand and blending it with a special green dye that Gary developed with the dye

manufacturer. The dye, when done properly, is engineered to hold its color for a few weeks until the native turf can regrow. Other club needs include the blending of sand with other products like peat, compost, fine topsoil, and any variety of grass seed the course requires. We make these blends and distribute them in bulk truckload, 1-ton “super totes”, or the occasional 50# bag. For example, the most common blend is 85% USGA sand with 15% peat, which is used for top dressing on fairways. The sand provides ideal oxygen availability in the root zone and allows water to get to the root while still allowing the water to drain rapidly so play can resume shortly after rain or watering. The peat acts like a sponge, absorbing the water and allowing the plant to access that water for a longer period of time. Most modern-day greens are made of 100% sand, while the fairways and tee boxes would be a blend of some sort.

I mentioned earlier that most reading this would have no idea the volume of sand an average well-funded course may go through in a year. Here’s an example: we have one course near Chicago that is a public course consisting of two 18-hole treks. They have purchased three belly belt trailers of sand every week the entire month of April for spring top dressing and they will double that in the fall. They also purchase numerous 1-ton totes of divot mix to get them through their golf season. This is just one course out of how many did I say were just in the Chicago area alone? That’s right, 400!

Back to our Blairs Ferry location and everything we have going on there. With the Redline portion, SPD team members will be dying sand, drying sand, screening sand, and blending products per the customer’s request. But Redline is not the only part of the SPD at Wendling Quarries. The concept is for the SPD to continue to look for new opportunities and products we can offer different market

sectors that still are an aggregate-based product at its core. The SPD will be working to continue to grow our footprint with landscape products in the area. One item that is in great demand is good topsoil. We currently offer processed topsoil in the Cedar Rapids area. Since we have experience in the blending arena and have great amounts of sand, we are also offering a soil/sand blend that is ideal for people looking to “level” their yard, something that is becoming very popular in residential communities...look it up on YouTube, the videos are countless. Since Redline and our topsoil sector will share a home at Blairs Ferry, there is great potential in the landscape business to offer amended soils at the retail and contractor level.

Wendling and the SPD are also looking at outside companies for products that make sense to include with our SPD offering. We recently signed an agreement to be a Diamond Pro distributor. Diamond Pro is a ball diamond conditioner based out of the southern United States. Many Major League ball fields you see on TV would have this type of product on their field. This is an easy fit since we are also working on an infield and warning track mix, plus most well-maintained ball fields also top-dress their turf with...you guessed it... USGA sand! We just completed the spring top dressing for the Cedar Rapids Kernals field and plan to do many more. Well-maintained football and soccer fields also require annual top dressing if they are keeping up with an effective maintenance schedule.

By this time, you’re probably asking yourself... “what is so special about USGA spec sand?”. It has to do with gradation and particle distribution of sand. Many years ago, the USGA (United States Golf Association) had scientists conduct studies to determine the best conditions to grow grass, while providing a stable, consistently smooth service to play the game. This

then crossed over into other sports and is now the standard when it comes to any sports turf service.

What makes Redline and the Larsons so special is that their business’s sole purpose was to provide USGA sand...they didn’t do anything else. The Larson’s top priority was their commitment to customer service, which includes quality control. Avoiding possibilities of cross-contamination in an entire truckload of sand is critical. The SPD has to be mindful of cleaning out buckets and truck boxes for every single load. One pebble on a green, getting caught up in a mower can cost thousands of dollars



of damage, not to mention the scrutiny the course superintendent would face from the members. The Wendling Specialty Products Division maintains the bar set by the Larsons. That’s what made their business so successful for so many years while competing with much larger companies. The Larsons did the little things that made the customer feel special, something I think all Manatt’s businesses can appreciate and see the value in.

I hope you found this brief description of the SPD informative. I encourage anyone interested in learning more to reach out to me directly.



EQUIPMENT

BY LUKE MOUBRY

Good day everyone. I hope this finds you well!

Today I thought I would take a moment to talk about some recent training we had for our support team. Altorfer Cat, Road Machinery and Supplies, and Martin Equipment provided free Telematics training to our team here at the main office in Dewitt. Our shop supervisors, lube tech, parts department, and equipment administrator all gained access to the telematics platforms for each of these manufacturers. These platforms have many functions. They range from simply reporting hours of use and fuel consumption to reporting diagnostic trouble codes and helping you fix the issues. With this training and some adjustments to the way we do business, our team is going to be able to communicate better with the machines in the field. We can now monitor machine health, as well as speed up response times to the field and allow repair staff to come more prepared.

These platforms are not new. They have been running in the background for a few years now. The significance is more about the rate of technology change. Every so often they roll out a new update. That new update will bring more information to the table (more of those bells and whistles we always talk about). There is, however, a large difference. You see, these improvements aren't the kind of bell or whistle that makes you feel good, like a heated seat. These are the kind that can help you save valuable time when a machine goes down. They can show you how much time your machine spends working, idling, and

traveling, and convert it to something easily readable and understandable. These are the kinds of tools that drive efficiency to a whole new level.

There is also a back office suite of functions that I'm not sure many of you know about. Most of these platforms offer links to machine-specific information. Things like your operator's manual, build codes, service manuals, and more. Using these functions helps us stay on target with accurate parts ordering and direct troubleshooting for the machine in

embrace this "newer" technology and use it to its full potential, we won't just stay on the cutting edge, we will be the cutting edge. Now we can tell if a machine is working too hard, or not hard enough. We can see if a tire is 10lbs too low (taking valuable life out of it). If your truck has a snuffle, the office might even know before you do. The machine can tell us if something is out of the ordinary. All of these are things that can keep us in the seat longer and out of the old spare equipment.

KOMATSU MyKomatsu

Dashboard | MYFLEET | PARTS | PLM | REPORTS | ALERTS | ADMINISTRATION | SMART CONSTRUCTION | LINKS

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Manufacturer	Model	Serial #	Unit #	Sold by Division	Location	Last Reported	Current Hours (H)	Engine Hours (H)	Mile (M)
Sold	Komatsu	WA453-C	AA1147	7131036	ROAD MACHINERY & SUPPLIES CO	WENDU QUARRI	5/19/2021	28,025.50	0:00
Sold	Komatsu	WA453-C	AA1148	7131430	ROAD MACHINERY & SUPPLIES CO	WENDU QUARRI	5/19/2021	2,304.30	0:00
Sold	Komatsu	WA453-C	05186	7131038	ROAD MACHINERY & SUPPLIES CO	WENDU QUARRI	5/19/2021	21,285.00	0:00
Sold	Komatsu	WA453-C	06273	7131916	ROAD MACHINERY & SUPPLIES CO	WENDU QUARRI	5/19/2021	6,723.80	0:00

KOMATSU TELEMATICS PLATFORM VIEW

question. Using the information also helps us communicate with vendors in the correct dialect. Another variable that many don't even pay attention to. In other words, every manufacturer has its special sauce. What one calls a wheel end the other calls a hub. One may call your bucket tilting linkage a bell crank and one a z-bar. Here's a shout-out to all of the parts and service folks that know the struggle! Anything that can help us out with that is a win.

Telematics will take us into the future in the fast lane. If we all

The machines we run today are operating on a different level. Just as I encourage our field support staff to utilize these tools through telematics, I encourage all operators to "know" their machine. When you get a new machine or operate something unfamiliar, take the time to read through the operator's manual. Every switch, button, and knob can do something for you. Something that could make those long or busy days just a bit less stressful. Good luck out there!!!



WQI ANNOUNCEMENTS

MIRACLES

- TUCKER ROBERT - SON OF ERIC AND ALLISON PETERSEN BORN DEC. 31.
- MARTIN THOMAS - GRANDSON OF TOM & LISA STURMS BORN JANUARY 17.
- SUMMER ANN - DAUGHTER OF ROB & KELLY MANATT BORN APRIL 10.

CONGRATULATIONS

- LEE JOHNSON RETIREMENT AFTER 34 YEARS.
- NEIL SHAULL RETIREMENT AFTER 27 YEARS.
- ROBERT HOLDGRAFER RETIREMENT AFTER 30 YEARS

SYMPATHY

- CAROL KLADIVO LOSS OF MOTHER
- BRETT STERNER LOSS OF MOTHER
- JOE BLICK LOSS OF GRANDMOTHER
- SHAWN PIERCE LOSS OF WIFE

DEL PRESIDENTE

BY BRIAN MANATT

Ha pasado más de una década desde que escuché por primera vez la charla TED de Simon Sinek "Comience con Por qué" y he apreciado este concepto desde entonces. Sinek argumenta que el "por qué" o la creencia central del negocio, la razón por la que existe, es más importante que "cómo" o "qué" hace la empresa para cumplir con esa creencia central. Utiliza ejemplos de líderes inspiradores como MLK y su discurso "Tengo un sueño", no el discurso "Tengo un plan" y grandes compañías como Apple que tienen como objetivo desafiar el statu quo y pensar diferente, simplemente construyen computadoras. Si no has visto este video, te animo a tomar 20 minutos y busca el video en YouTube (Simon Sinek Comience con Porqué).

En Manatt's nuestra misión es "hacer con seguridad todo lo que hacemos mejor que nadie" y cómo lo hacemos es a través de nuestros valores fundamentales de Familia, Excelencia y Potencial Humano, simplemente somos una empresa de construcción. Esta cultura se ha construido a lo largo de generaciones en esta empresa. Comenzó con la compra de un camión Studebaker en 1947 y ha seguido creciendo, estableciendo nuestros estándares altos y teniendo personas trabajan junto con propósito común, valores y visión.

Sin embargo, creo firmemente que lo que nos llevó aquí no nos llevará a donde vamos. El mundo está cambiando y evolucionando a un ritmo más rápido que en cualquier

otro momento de la historia. Tenemos que seguir preservando el núcleo e innovando hacia el futuro. Debemos desafiarnos a nosotros mismos en formas en que podemos mejorar.

El inicio de una temporada de construcción es un gran momento para hacerlo. Al comenzar 2021, pregúntate: "¿Cómo podemos hacerlo mejor?" Ya sea que tenga aquí dos semanas o 40 años, les



TWO CATIPILLARS HARD AT WORK!

pido a todos que piensen en una idea de que podemos hacerlo mejor en Manatt's. Puede ser algo muy simple, sólo piensa en algo. Escríbelo y comparte tu idea. Compártelo con sus compañeros, supervisor o informes directos. ¡Comienza la conversación, pregunta qué piensan los demás, ábrete a la retroalimentación y sé un líder de cambio!

También les reto a que lo den un paso más allá y envíen sus ideas de una de tres maneras:

1. Mensaje de texto (833) 575-1351
2. Correo Electrónico marketing@manatts.com
3. Busque un enlace en el próximo boletín informativo, The Mix

Queremos saber de usted, y no podemos mejorar sin una comunicación abierta y honesta que vaya en ambos sentidos. Esto suena simple y lo es. También tiene el potencial de ser muy poderoso. Si todo

el mundo comparte una idea, son 750 ideas en toda la empresa, y no tienes que parar en una. No hay límite a dónde se puede mejorar.

Desafia todas las formas en que tú o nosotros podríamos hacer de este un mejor lugar para trabajar, un lugar más seguro para ser, o un proceso que pueda ser más eficiente. Seamos la empresa que sepa "por qué" existimos. Piensen diferente, sean innovadores, hablen y continuemos construyendo un legado impresionante aquí en Manatt's.

PCC Y PROYECTOS

BY TIM TOMETICH

La primavera finalmente está aquí y nuestras tripulaciones están en plena fuerza. Este año ha comenzado un poco más tarde que el año anterior, pero hasta ahora, (tocando madera), el clima ha sido muy bueno. Al comenzar esta temporada, se nos ha dado un reto. "Hacer con Seguridad todo lo que hacemos mejor que nadie". Esto no es sólo un eslogan; es un camino hacia la excelencia. Este año hemos tenido el reto de mejorar nuestra seguridad. Recientemente busqué en Google los trabajos más peligrosos de los Estados Unidos. En la categoría de los 25 trabajos más peligrosos, estos me destacaron:

- 7. Conductores de Entrega
- 13. Operadores de Grúas
- 14. Ayudantes de Construcción
- 16. Trabajadores de Mantenimiento de Carreteras
- 17. Albañiles
- 18. Mecánica de Motores Pequeños
- 19. Supervisores de Mecánica
- 20. Mecánica de Vehículos Pesados
- 23. Trabajadores de Mantenimiento
- 24. Trabajadores de la construcción
- 25. Operadores de Maquinas Mineras

Obviamente, la mayoría de estos tienen algún impacto en nuestra línea de trabajo. ¡¡¡¡¡ Simplemente no tenemos 1 en los 25 trabajos más peligrosos, posiblemente tenemos 11 de 25!!! Inherentemente, la construcción es una profesión peligrosa, no hay duda de eso. Sin embargo, también puede ser tan gratificante. Usted puede viajar

por el estado y recordar toda la infraestructura que esta empresa ha construido también. Sin embargo, todo el orgullo por el trabajo que hacemos desaparece si todo el

aquí quieren "simplemente hacer todo ya! Trabajé como si estuviera en el aeropuerto, "si ves algo, ¡di algo!", cuando se trata de seguridad.

Para actualizar nuestra



ALEXIS CHAVARRIA – BROOKLYN PCC

mundo no va a llegar a casa con sus familias inmediatas. Queremos ser los mejores en todo lo que hacemos, y realmente tiene que empezar por cuidarse las espaldas unos a los otros y cuidarse a todos. Hablar es barato y dicen que las acciones hablan más fuerte que las palabras. Tenemos que unirnos y asegurarnos de que todos hagan su trabajo de forma segura. Si hay incluso una pregunta que viene en su mente "Probablemente no debería estar haciendo esto." Por favor, deténgase y reevalúe las circunstancias. Debemos valorar la seguridad sobre la producción. ¡Esto es difícil de hacer, cuando en su mayoría todos los que trabajan

División PCC, estamos terminando un par de trabajos del año pasado en el condado de Tama y el aeropuerto del sureste de Iowa. También hemos comenzado a trabajar en el contrato más grande que el DOT de Iowa ha financiado únicamente en el condado de Johnson, que es el proyecto de intercambio I-80/380. Nuestras cuadrillas de tierra y trituración están trabajando en el proyecto I-80 del condado de Poweshiek en Grinnell. No estamos muy llenos para el año, pero a mediados de verano, ¡esperamos estar llenos! Parece un año prometedor. ¡Por favor, cuídese el uno al otro y valore la seguridad sobre todo lo demás!

47



MANATT'S MIRROR – SPRING 2021

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