

J MANATTS



MIRROR

SUMMER 2021

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***COVER – BROOKLYN TIRE SHOP TEAM**

As we power through the “dog days of summer” meaning some of the hottest part of the year, it is important for us to stay focused and at the top of our game! One of the three core values of Manatt’s is **Excellence**. The meaning behind that is we are **great on purpose**. This edition of the Mirror will focus on “owning our **excellence**” because everything counts, regardless of size or intent, it all has bottom line consequences. Choose excellence, in everything we do, and be **GREAT ON PURPOSE!**



FULLY RESTORED 1946 CHALLENGE TRUCK MIXER DASH!

BRIAN MANATT



FROM THE PRESIDENT

I first want to thank everyone who took the time to submit a response from my last Mirror article that also went out in The Mix. I have read each and every one of them, and I am working with other leaders on ways we can implement those suggestions to continue to improve.

Owning our **Excellence** is the theme of this edition of the Mirror. In the past year the leadership team has talked a lot about “chasing greatness” on our never-ending journey to **Excellence**. We believe we are good at operating this business, really good. However, we also know that there is always room to improve, which is why we call it chasing greatness. There is a relentless search for ideas, best practices and processes that can help us in this journey. Never forgetting that greatness is not easy, it is not for the chosen few, it is for those who choose.

By definition the path we have chosen is not the easy one. As President of Manatt's Inc., it comes with the responsibility and pressure to see this vision become a reality. There is no way for me to do this alone. The company's vision was created as a team and I continue to rely on that team and so many other leaders in the organization to make decisions that make our company successful, profitable and stay on the path to excellence.

I have a tendency to think of, or come across really big, bold ideas, get really excited about them, and want to see them implemented overnight. That obviously isn't realistic, so thankfully I have people that are willing to give me the feedback that I need! We have recently been exploring some new opportunities that could help our divisions communicate more effectively and help automate planning, scheduling and overall execution. I had to challenge myself and other leaders to take a step back and remember our why; why we need to explore new avenues to excellence, why we want and need to embrace change and why we have been chosen to lead the Manatt Family of Businesses. If we continue to do things the way we have always done, we are setting ourselves up for future failure.

We started the VBL journey four years ago, and since then, we have committed to the process. Part of that process is doing the work and staying true to our vision – sharing a unified commitment to excellence, continually resetting the standard all other construction materials companies aspire to be. Even as leaders of the organization, we need to remind ourselves of our commitment and the importance of being models.

Part of the initial VBL journey was setting our company Values – **FAMILY | EXCELLENCE | HUMAN POTENTIAL**.

In order to be successful and stay ahead in a challenging market, we need to share a faithful commitment to each other and our vision, unite as one, and take steps in leaving our legacy – **FAMILY**.

Within the Manatt's Family of Businesses, it is a requirement that you do more than expected, lead fearlessly, and be open to opportunity and innovation, because we are great on purpose – **EXCELLENCE**.

And the more we work on becoming the best version of ourselves, commit to continuous growth, and be a leader worth following, the more we all come together to do damn good things for ourselves and our organization – **HUMAN POTENTIAL**.

All of these things will continue to help us grow and are reasons why we continue to chase greatness. Everything matters, regardless of size or intent, so please continue to challenge your employees, your peers, and even your leaders. This is our journey... and it is the path to **Excellence**. Thank you for helping us get to our destination. **47**

NEWTON MILLING CREW ON HIGHWAY 150 NEAR URBANA

SUMMER 2021 / 3



ADAM MANATT



DOWN THE CHUTE

Hello, Manatt's Family! It has been an eventful 2021 thus far. This year feels a little different as we all work to figure out what normal is again. We have definitely seen that in our Ready Mix business as our projects have gotten smaller, but are plentiful and adding up to create another successful year.

Engagement Survey). Ensuring that people feel valued, heard and included is important to our shared values and purpose, especially **Family: sharing faithful commitment to each other and our vision.**

We are trying to do many things to better communicate and engage. We have virtual Town Hall meetings via Zoom a few

continuing to celebrate our people and our values. Trevor Martin, Assistant Ops Manager focusing on performance and training is taking the lead on producing and distributing the newsletter (with a strong assist in getting it set up from our Marketing dynamic duo of Lee and Miranda).

As a Ready Mix **Family**, we value **Safety over Production** as we seek to live our shared mission: **Safely doing everything we do better than anyone else.** That is why we start each week with a safety topic and a review of incidents from the past week. We can all learn from each other. Understanding what has happened across the division will help us all to think and talk about how to prevent the same things from happening to us or our teammate next to us. Included are questions and conversation starters to point out key trends or ideas.

Next, each week we review any lost loads that occurred. Lost loads are our best leading indicator of where future incidents are likely to occur. Lost loads almost always occur when we miss paying attention to the details—or when we don't keep up with our maintenance procedures—which are the most common causes of incidents of every type.

We are also sharing another great indicator of safe behaviors: data from our Lytx dash cams. This helps keep in the forefront the top triggers occurring during our mixer operation. (Right now the top triggers are: not coming to a complete stop (3-5 seconds), following too closely, and distracted by food/drink).

Remember, safety matters at Manatt's because **we are great on purpose**



THE "CHALLENGE" PTO BOX ON THE 46' MIXER

I am writing this in the midst of August—or "Pork Chop Month" as it is now becoming known. It is great to get out and see everyone across the company as we bring a little bit of the State Fair flavor to all of our Manatt's Family. It is also a great opportunity to connect with individual teammates around the company. While I don't get to see everyone, it is rewarding to get to see so many folks and get to know people a little bit better.

Focusing on Open and Honest Communication is one of our goals across the company and is one of our Ready Mix division wide business plan goals. We continue to hear that it is one of our greatest opportunities through the EES (Employee

times each year. We have The Mix, our weekly company wide newsletter to update everyone on important events, news, calendar, and new family members. Each Ready Mix Area (and Operations) has a weekly video call with all plant managers to ensure we are communicating within the Areas.

New this summer, we are trying a Ready Mix specific newsletter—Down the Chute—to try to generate additional conversation at the plant level. The simple, printable newsletter is intended to be data driven and further conversation amongst our team members about topics pertinent specifically to our Ready Mix team; starting each time with safety, and



(Excellence is never unsafe), we aspire to be our best selves (we can't hurt ourselves or others), and most importantly, because we love each other as a Family!

refine the newsletter, we will include additional production metrics, like our labor costs, and highlight specific production related topics. Examples might be idle time

newsletter is to share information and generate conversation. We get better by learning from each other. Open and honest communication isn't just about messaging from "Brooklyn." It's about talking to each other and including each other in what is happening all around us. This tool is intended to help with that process. In conjunction with the Area and Operations teams, I look forward to feedback on it as we continue to refine it!

We have a lot to be excited about this year, and we are doing well on the production side. We need to improve on our safety. The busiest part of the year is still ahead. Let's all make an extra effort to focus on what we are doing, slowing down, or even stopping, when we are unsure of something, and speaking out and up when we see someone around us in an unsafe situation. Together we can protect each other as we get the job done—Safely and better than anyone else!



READY MIX TEAM MEMBERS AT THE IRMCA MIXER DRIVER CHAMPIONSHIPS IN DES MOINES

CDPs WHO REPRESENTED MANATT'S – JAMES MAYES (METRO, JEFF MAHONEY – MARSHALLTOWN, PAUL HUFFMAN – WATERLOO

After the safety data, our focus shifts to celebrating our Ready Mix Family, welcoming new CDPs who have passed their final ride along and are cleared to deliver concrete on their own, celebrating work anniversaries of our team, highlighting achievements like safe operating practices or promotions, and sharing kudos from our customers. As a Family it is important to recognize and celebrate each other's successes! We also want to talk about and encourage conversation around the things we are doing right.

As we continue to

(not turning our trucks off) or data on water added on tickets (critical to protect us in the event of a problem with the concrete later!).

Each Down the Chute will end with a note from one of the leaders across Ready Mix, sharing individual thoughts or conversation topics.

Again, the idea for this



PELLA READY MIX WORKING ON A COUNTY BRIDGE POUR THIS SUMMER



BEHIND THE BUMPER

It's great to have 2020 behind us, and as I look at the 2021 year, it has been nice to get back to some normalcy. While we aren't out of the pandemic yet, we are continuing to see the light at the end of the tunnel. We were able to host the Manatt's Family of Businesses Adventureland Day this year after having to cancel in 2020. Close to 2,000 employees and their families attended and enjoyed a day at the amusement and water park. The weather was perfect and it's truly a humbling experience seeing everyone with their families enjoying the day. The companies represented were Manatts, Wending Quarries, LL Pelling, BMC, ASPRO, BARD, Valley environmental, and Cunningham-Reis. I look forward to seeing everyone next year!

SHOPS

Brandon Slaubaugh started in March of this year and has been a great addition to the team. He will be the Shops Manager, reporting to Brian

Schulz. Brandon oversees all of the Brooklyn shops directly with the end goal of assisting all shops under the Manatt's umbrella as we continue to **unite as one**.

EQUIPMENT

We continue to right size the fleet and have had great success in 2021. We are selling equipment that is either underutilized or not used at all, as well as replacing with new. The used market is strong, and we expect to sell north of \$1M in equipment and trucks in 2021. This allows us to get rid of older equipment and make way for the new and improved which helps productivity, uptime, and safety—being **great on purpose**.

As we look at CAPEX (new trucks and equipment) for 2022, we are already seeing difficulty in securing build dates. This will be an industry struggle as we look to next year. From pickups to class 8 trucks like mixers and dump trucks they are all experiencing high order volume and parts shortages, which is not a good combination. We will continue to monitor the situation and

make sure we have what we need to own our excellence for 2022!

TRUCKING

Trucking has a new addition to the lowboy fleet this year driven by Marc Olson: a brand-new model Western Star 49X. Our truck is one of the first built with the Cummins X15 605 hp/2050 torque monster, bolted to Eaton 18 speed, coupled to a Meritor 46K dual lockers with Airliner's 46k suspension! Buying a best-in-class truck to do the job and choosing **Excellence**.

Mike Novelli and the dispatch team continue to drive **Excellence** in the Trucking department. We are focused on reducing deadhead miles and increasing revenue, all while taking care of the businesses' changing needs. The team has utilized GEOTAB to bring the fleet up to 100% electronic DVIR (driver vehicle inspection report). This helps us be more efficient, use less paper, and keep the driver and vehicle safe. It will also help to improve communications with our shops. As the season comes to a close, remember to be safe and **enjoy the ride**.



MARC OLSON DELIVERS PORTABLE PLANT TO HIGHWAY 21 YARD

MARK CHIDLEY



LEADING THE WAY

As the person charged to be the model of our Values Based Leadership at Manatt's, I like that the theme for this edition is "Own our Excellence." I try to take every chance I get to reinforce what our values of Family, Excellence and Human Potential mean here.

We have defined **Excellence** at Manatt's as "**Being Great on Purpose.**" The behaviors we believe show Excellence are:

- **Do more than expected**
- **Hold yourself and others accountable**
- **Lead fearlessly**
- **Be open to opportunity**
- **Maintain an entrepreneurial spirit**

Achieving excellence isn't easy. It takes extra effort, and it can irritate others who aren't willing to go the extra mile with you. It is a choice, and it happens through all the little things we each do when no one else is watching. And to be truly excellent over time, you must do it most of the time and not just once a week. Being excellent is hard, but it is worth it, and it is what we aspire to be.

Over the past few months, Jamie Edelen and I reviewed Leadership 360-degree Feedback Reports with

over 50 folks across the company and it was interesting to see some consistent themes in how we see ourselves. As a company, we are a high credibility and customer focused organization. Credibility is defined as displaying the character and competence to be believable and worthy of trust. Customer focus means meeting commitments and



exceeding expectations for both our external and internal customers. I have seen a lot of both qualities across Manatt's and so I was not surprised.

The two areas we have the biggest room for improvement are inspiring and influencing others. We inspire when we motivate others to do

more than they ever believed possible. We influence others when we get them to do the things that need to get done because they want to do those tasks, not because they have to. One thing I have found very helpful with inspiring and influencing others is to explain the why. If we take a little more time to explain our vision and why we need to do certain things, we can inspire people to be more purpose driven and less task driven. I encourage all of us to define the outcomes we expect and then keep providing feedback on how folks are doing to get there.

It's already August and the season is over halfway complete. I'm working hard to get out to the field to meet more folks and I will keep doing that throughout the fall. The entire Human Resources team is committed to being engaged with all employees. Please provide us feedback on how we can serve you better. Until I get to tell you in person, thank you for what you do!



MIRANDA STRONG DELIVERS ICE CREAM ON A HOT DAY TO PCC CREW ON INTERSTATE 80



CONSTRUCTION

Hi, I am Graham Cuninghame and for those that do not know me, my family and I relocated from the big city of Durban, South Africa to the little town of Brooklyn, Iowa in 1999 to join the Manatt's family. I started as a project manager in our PCC division and had to learn very quickly to convert from the metric unit of measure to the English unit of measure.

We moved to Charles City in 2006 to help run Allied Manatts Group which consisted of aggregate production and sales,

division.

In June this year I accepted the position of Vice President of Construction. I am excited in my new role, not only to be back in the construction division where I first started, but to be working with so many experienced and competent leaders that can share so much. I understand I have huge shoes to fill, but I also know I am part of a great team and I am excited to see what the future holds for us.

My initial focus in construction is

ahead of us. One that comes to mind as a team is "Being Great on Purpose" and continuing to be the best we possibly can.

This alone is a tougher task than I ever thought. A key takeaway from Values Based Leadership for me is that "I always have a choice" and the choice I make, or action I take, has a positive or negative consequence. So, it really all starts with us as individuals and the first step is to force yourself to get comfortable breaking old, familiar patterns and learn to create new



PCC PAVING CREW FINISHING THE OFF RAMP ON I-80 IN GRINNELL EARLIER THIS SUMMER

PCC paving with two portable plants, as well as seven ready mix plants. That was until the asset exchange in 2016 when Manatt's expanded into the Quad City market. where Up until recently, I have been working as the East Area manager in our Ready-Mix Division.

I am grateful for the opportunity I had in Ready Mix to work with some awesome people. I also gained a new appreciation for the parts everyone plays across the whole

to support every division as best I can, while improving communication throughout the Manatt's Family of Businesses. I believe this is the most important productivity booster in any job. I will also make a commitment to be selective, bid the right jobs to be profitable, and play to our strengths, which I understand is easier said than done in a difficult and challenging market.

We have some difficult challenges

ones. It is a difficult rut to get out of, but a necessity if we want to continually seek ways to improve our process and the outcome of our actions.

Let's not forget about safety and quality, because that is the basis of moving us from a good to a great company and should be something we talk about every day. Have a great and safe remainder of 2021 season.



RISK & SAFETY

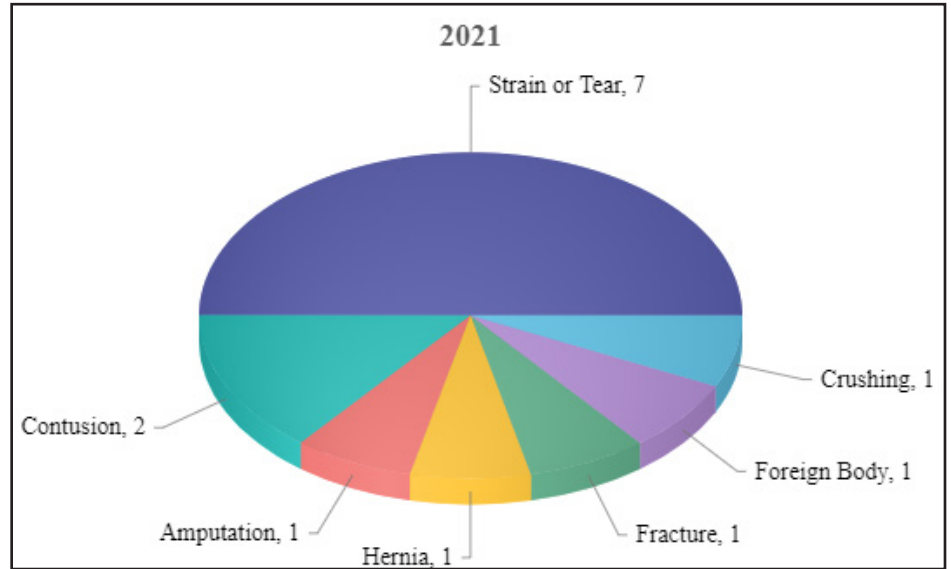
Our goal is to become a World Class Safety Organization. To accomplish this, every single employee will need to own the safety process. From the minute new employees complete orientation, they will hear how important safety is at Manatt's and how everyone is expected to work safely. Our fellow employees will continue to reinforce the importance of safety in the field as they begin their Manatt's journey. The fundamental belief is that all injuries and illnesses continues to grow. We must shift our mindset to this belief if we want to continue to improve.

We must continually raise our safety expectations and hold each other accountable every day. What we did in the past will not get us to where we want to be in the future. What can you do to improve our overall safety program at Manatt's?

We have been having great success in tracking all types of incidents on our new tracking system, Origami. Incidents can be

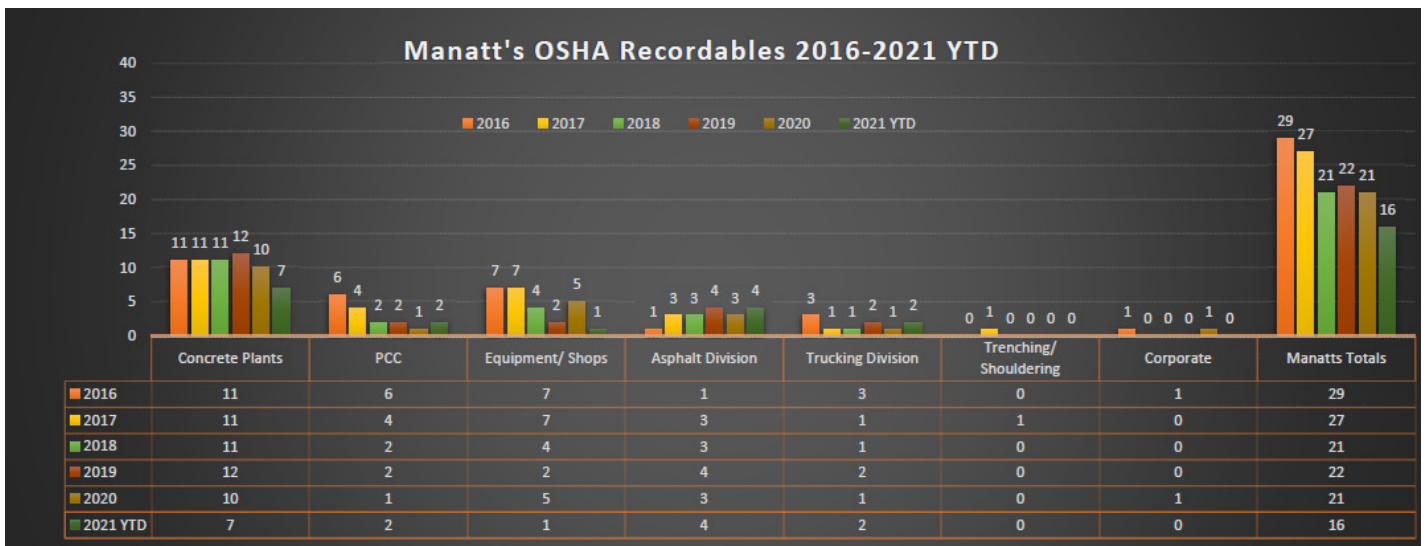
to all types of incidents and support accident investigations and getting to the root cause.

Our Safety Results are trending in the right direction. Through July 2021, we



Origami is being 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 number of

are well below last year's and our five-year average for number of recordable injuries as well as severity of injuries, as you can see in the graph below. We attribute this reduction to an overall team effort. We conducted



input directly via the App or via computer access. Once submitted, our Claims and Safety Departments are immediately notified and can quickly respond and ensure our employees have the proper medical care if necessary. Our Safety Team can also respond

incidents, OSHA recordables, lost loads, property damage and auto claims. We will also track leading indicators (measures activities that are completed prior to a loss to reduce the risk of an injury / incident) such as audits and inspections.

safety training this Spring and everyone has been focused on working safely this season. Keep up the great work!!

Think before you act and get home safely every day.

TRANSPORTATION & SHOPS

**CONTRIBUTIONS FROM:
BRIAN SCHULZ
MIKE NOVELLI**

JOSE GONZALES GAZCA READY TO GET LOADED UP IN HIS WESTERN STAR!

BRIAN SCHULZ



THE SHOP LIFE

I firmly believe that at the core of every human being is a set of values that can be seen in how we conduct our lives. Values are the DNA of what we do, how we act, the root of our convictions, and the things in life we stand for. To go further on the concept of values, many companies create value statements that are a means of communicating what their company stands for and what makes it tick.

I have no doubt that we all have heard and seen hundreds of times the values at Manatt's: **FAMILY - EXCELLENCE - HUMAN POTENTIAL**. Ever heard of these? I have, and I see them in the DNA of what our shop and equipment teams do every day here at Manatt's. This is what makes Manatt's such an amazing place to work! Let's clarify though, that living out individual or company values is not always easy, but know we know that it is worth it. Take the value of **FAMILY**. It is possible to convince oneself or one's team that if we have the value of **FAMILY** that I will get only what makes me feel good for my family at home and at work. Though this can be the case, living out the value of **FAMILY** also means there will be times when my work **FAMILY** loves me enough to hold me accountable to work safely in what I do, be efficient at the duty I have

been

assigned, bring a positive attitude to my work, and more.

Looking further into our values and how you can find them alive at Manatt's, let's think of the value of **EXCELLENCE** that exists in our shop teams and highlight a couple of them.

EXCELLENCE in the parts team. The Brooklyn parts team is a very close group that always looks out for each other and those that seek their assistance. Todd, Boat, Dena, Diane, Justin, John and James make up this team that has no problem going above and beyond to serve with **EXCELLENCE** and give it their

all to make sure customers have what they need. Rick Mumm recently retired after 13 years and he will certainly be missed. Invoices and work orders get entered with **EXCELLENCE** in mind day after day and week after week. If you add together all the years of service for the parts teams you will be counting well into the triple digits. This team has a vast knowledge of our equipment, our people, our locations and processes. All of this is living proof that the value of **EXCELLENCE** is imbedded in this team.

EXCELLENCE in the tire shop team.

The Manatt's tire

shop team, consisting of Coleman, Rick and Kelly, has made a big name for themselves within Manatt's and in our community. This team consistently receives positive feedback from internal and external customers on the service provided by the Manatt's tire shop



team. Spend a few minutes talking with any of these guys and you will very soon hear that **EXCELLENCE** is a high value to this team.

Recap: The values that define people and companies are the foundation for how we act and go about our days. The value of **EXCELLENCE** is shown in all of the little things that make up a process or operation, and all of our shop teams have **EXCELLENCE** built in at the core. This can be seen every day, not only in how our people act, but in what they do. A big thank you to the shop and equipment teams for being **EXCELLENT** in everything you do!



MIKE NOVELLI



THE 5th WHEEL

Manatt's has long been recognized as a family oriented, trustworthy, and honest company. Partnerships have been formed and business alliances started based on the values that Manatt's Inc. now recognizes as building blocks for today's company. Pride in workmanship and that special feeling of entrepreneurship permeate through every division at Manatt's. Our family of employees want to do the best job they possibly can every day on every task.

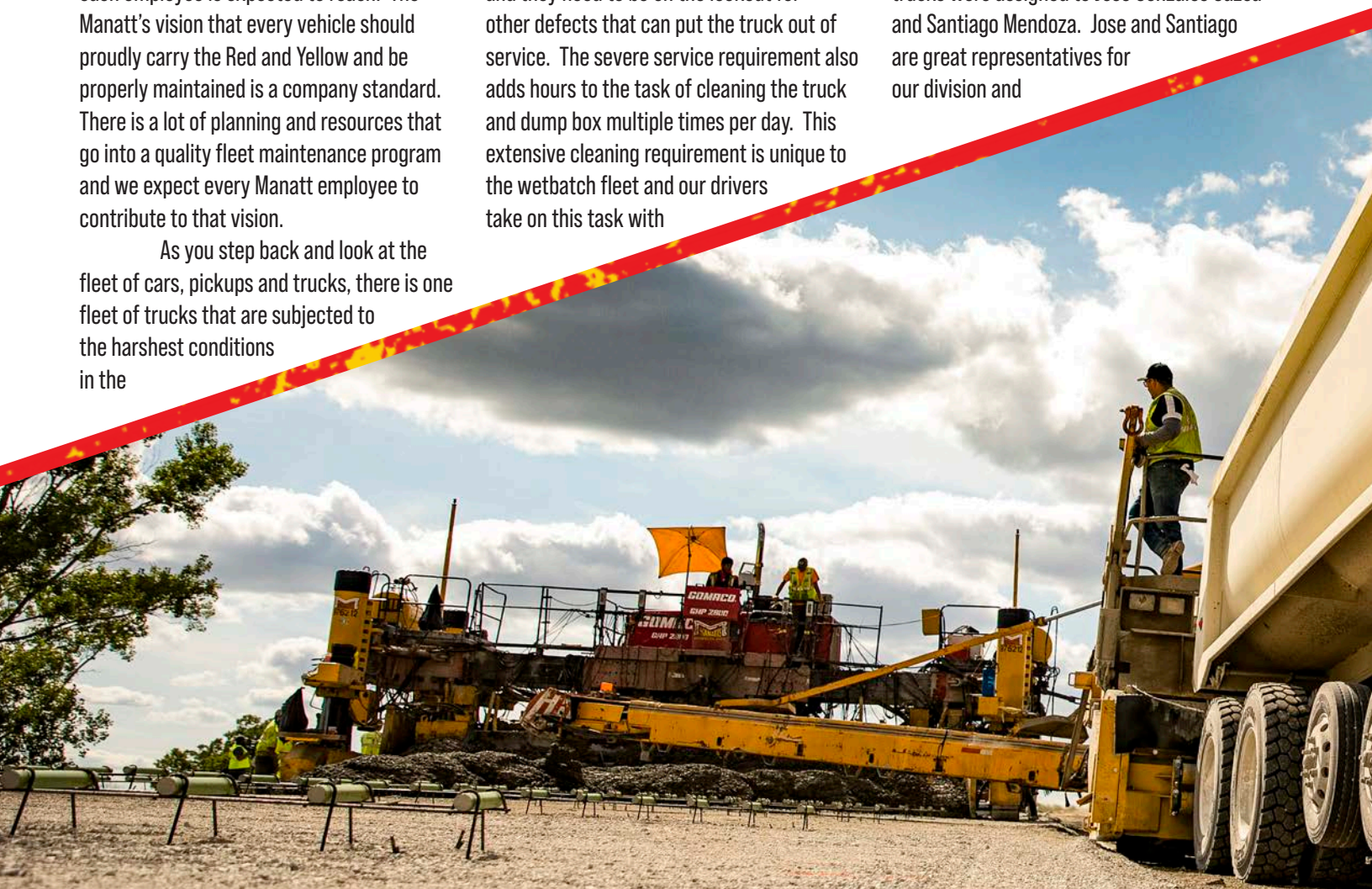
There's also another side of the Manatt's Family of Businesses that needs to be recognized. The pride in ownership that each employee is expected to reach. The Manatt's vision that every vehicle should proudly carry the Red and Yellow and be properly maintained is a company standard. There is a lot of planning and resources that go into a quality fleet maintenance program and we expect every Manatt employee to contribute to that vision.

As you step back and look at the fleet of cars, pickups and trucks, there is one fleet of trucks that are subjected to the harshest conditions in the

construction business. Our wetbatch fleet of dump trucks are regularly called upon to drive on rough haul roads for long hours and perform flawlessly. To accomplish these tasks, we rely on a group of drivers that are second to none. Our wetbatch drivers are led by Ed Ziegler and Reed Hiemstra. This fleet plays a pivotal role in the highway construction process and the drivers that safely operate these trucks are truly an asset to our company. The "on the job" maintenance on these trucks can be extensive. Drivers are expected to inspect the trucks daily for routine maintenance, and they need to be on the lookout for other defects that can put the truck out of service. The severe service requirement also adds hours to the task of cleaning the truck and dump box multiple times per day. This extensive cleaning requirement is unique to the wetbatch fleet and our drivers take on this task with

professionalism.

Now, you might think that a sound strategy for rough service duty might be to assign the oldest trucks in the fleet to that task. At Manatt's, we have a uniquely different approach to that problem. We believe that by providing our drivers with quality equipment they will respond with professionalism and commitment. In 2020, we purchased two brand new Western Star 4700 steel box dump trucks with two pusher axles. These two brand new units were added to the fleet to meet the demands of the business in 2020 and beyond. These trucks were assigned to Jose Gonzales Gazca and Santiago Mendoza. Jose and Santiago are great representatives for our division and



SANTIAGO MENDOZA AND HIS IMMACULATE WESTERN STAR

continuously show the drive and spirit that we all aspire to be. Often, they will be the last drivers in the parking lot for the night, wiping down the inside of the cab. The pride of ownership that Jose and Santiago show us daily is inspiring.

This year we got brand new dump trucks. These trucks will not be in rough service, but they will be used every day. With fresh paint and a new and clean interior they are quite impressive. You know that I had to go and look at the new trucks, climb inside and feel the “newness” for myself. While I was walking back to the office, I noticed the two, one-year-old wetbach trucks parked nearby. I stopped and looked at all four trucks to compare the differences. What I also noticed was how

clean the one-year-old trucks were. Aside from the obvious signs of use, they were remarkably clean. A quick glance inside the trucks also showed the pride of ownership that Jose and Santiago both have for their assigned equipment. I commented about the trucks to Jose the next time I saw him, and he shrugged and said, “You just spend a little time everyday wiping.” You could see the pride through the humility of a person that wants to strive to be the best that he can be. I tip my hat to the whole wetbatch team for great work in a tough environment.

Within this elite group of professional drivers, there are many stories of professionalism and pride. Our drivers are easily the class of the field in the industry and Jose and Santiago fit right in with the best. Thank you all for the hard work and extra effort you give every day. I am excited to finish this season strong, and to continue to **safely do everything we do, better than anyone else!**

47



READY MIX

CONTRIBUTIONS FROM:

DENNY GALLAGHER – BUB HURST
TREVOR MARTIN – STEVE NADERMAN
NICK RIPLEY – CHRIS MANATT
LARRY FORD – NICK GALLAGHER
JEFF UPAH – DUSTIN BRECKENRIDGE
DALE PIRKL



JOSE GONZALEZ SHOWS NEW HIRE JAYDEN WHITE WHAT IT TAKES TO BE A CDP ON A RIDE ALONG!

DENNY GALLACHER



INNOVATION

Hello all. I hope everyone is staying cool and safe. This time I want to observe how much a ready mix truck has changed since I was first around one. This thought came to mind when we took joint photos of a new Beck mixer and the 1946 International mixer we recently restored. There is such a striking difference that it's worth detailing.

Size is the first noteworthy item. Our new Beck Mixers can scale 11 ½ yds. The old 46 is a four yd capacity mixer that probably scales less, so we are hauling three times the payload with our newest trucks. More oversized loads mean bigger trucks. The old truck only has two axles,

from the old International, if you took your load more than ten miles, you wanted to take your lunch as you weren't coming back for a while. Today, you can load 11 ½ yds on a truck and go twenty miles in the same time it takes with your pickup.

Also, the old trucks had two engines vs. one today. One ran the truck, and the other ran the mixer. Redundant was good in those days, however. If the truck engine died, the mixer was still running, and the load could be saved. If the mixer engine died, the truck could be driven somewhere to get help!

mixers do not have chain drives; they are all hydraulic driven. So, now we deal with blown hydraulic lines vs. a derailed chain—both a big deal with a load of concrete on the truck.

More weight and higher speeds need better brakes. Our current trucks with air disc brakes are amazing how fast they can slow 80,000 lbs. Although our 47 does have air brakes, many of these old mixers had hydraulic brakes, and all were marginal at best for stopping. You had to raise your awareness

THE NEWEST AND THE OLDEST IN THE FLEET!



where the new ones have seven. The cab difference is impressive. The 46 is almost like a coffin compared to the spacious new Peterbilts. We carry close to 20 feet of chutes on our current trucks versus about ten back then, which is way better for our customers.

More weight needs more power to move. I have no idea how much horsepower the 46's little gas engine has, but it doesn't hold a candle to the 435 horsepower diesel engine the new Pete's have. Back in the day when I started with a truck not so different

Today's new diesel engines are light years ahead of the old gas engines emissions-wise. Pollution from these new trucks is almost nonexistent. That comes with a price, however. One curse of our new trucks is the maintenance and downtime involved in maintaining the emissions systems on current diesel engines.

Along with the little different engine to run the mixer, a big chain turned the drum. That chain was notorious for coming off the sprockets at the most inopportune time with a load on. It was a greasy, tough, high-pressure job to get it back on. Today's

and anticipate not being able to stop in those days.

We now run Allison automatic transmissions in our trucks. No more clutch pedal or double clutching for those of you who know what that is. We experimented with automatic transmissions back in the late '60s and early '70s, but the transmissions then weren't up to the task, and acceptance by drivers was not great. They wanted to shift gears. Today's Allison's are bulletproof, and CDPs demand the automatics; they make the day go so much better. So, no more shifting gears on two levers at the same time, one hand on each stick, and steering with your elbows and knees like those who drove the

old B Model Mack's remember!

Creature comforts for our CDPs abound in the new ones, too. Air conditioning wasn't even a consideration in the old days, and now these trucks will freeze you out! We have FM radios that were nonexistent then, redundant and more oversized mirrors, air ride seats, and air ride cabs. The power windows are a massive deal to CDPs, being able to roll down the passenger window without unbuckling and getting across the cab to crank down when necessary on the job. These new rigs are so quiet inside; it's incredible. Compared to driving the old truck with windows down, no A/C, shifting gears, topping hills at 20mph, these new trucks make the CDPs day much more manageable. We are also experimenting on these new trucks with automatic washdown systems that take a lot of the work out of rinsing down a mixer.

The safety features of new equipment are incredible. From backup cameras, lane departure warnings, radar collision avoidance, adaptive cruise control, blind-spot warnings, stability control, and LYTX systems not only help the CDPs day go better, but it also puts these trucks not even in the same safety conversation with a 1947 International. Smart Hatches has made a vast improvement in the quality of our mixes by us monitoring the air content. Standard slump gauges weren't a thing back when the 47 was around.

A lot has changed on a ready-mix truck over the years, but some things stay the same. You still turn the drum clockwise (looking at the back) to load and mix the material, counterclockwise to unload and send down the chute! The other stable input is an operator.

The 46 internationals and drivers back then were good for each other. With time, our trucks have advanced, and so have our CDPs. The best for the best! I am proud of both the Manatt Mixer Truck we have developed over time and the CDPs we continue to develop to operate them.



BOB HURST



OPERATIONS

TREVOR MARTIN



Hello, Manatt's family, I hope this edition of The Mirror finds you all happy, healthy, and safe! We have had a busy season in Ready Mix, and it looks like there is no sign of slowing down! All our regions are continuing to produce concrete and take care of their customers, while keeping our mission statement in the forefront, **Safely Doing Everything We Do Better Than Anyone Else.**

A great resource we now utilize in Ready Mix that helps us stay safe while on roads and jobsites is our Lytx dash cams system. As most of you know, we had the opportunity to pilot two systems last year, Lytx and Smart Drive. At the completion of the pilot, we all felt that Lytx really fit in well with some of the systems we are currently using in daily operations, Istrada and Geotab. This made our choice easy when we had to decide between the two systems. During the winter months, Kyle Lint led and his team of installers, Luke Baderstadt, Jeff Burkett, Justin Sheehan, Mike Sieler got busy preparing our trucks. These guys set up

working in. We went into the season planning for a May 3rd rollout to the Ready Mix family. This has been a big adjustment for our team, but these men and women have embraced it and are adjusting well to our new safe driving system. We had a group of leaders that consisted of Ready Mix, HR, Trucking,

the program, we expected to see an influx of triggered events as our CDPs became accustomed to operating with the cameras in/on their trucks. We were right and it took some time for our Lytx coaches to explain the triggers to our CDPs and for them to settle into the program. The coaching process

allows our coaches to work hand in hand with our CDPs to go over triggered events, learn from those events, resulting in safer performance by our Ready Mix Division. All in all, the implementation of the Lytx Drive-Cam system has gone very well, and we are seeing positive trends across the board (please see below).

The best part about this program is how it affects our people. Lytx was implemented for the simple purpose of keeping our family safe. Since the very beginning of the program, we have experienced

numerous events where the cameras have had our CDPs backs, keeping them in the clear during certain incidents. More importantly, the system helps our CDPs learn better operation habits, keeping them safer during operation.



and IT. This group spent hours discussing and planning on how we want this system to look for us here at Manatts. I greatly appreciate all their hard work and time during this process. Once we had our criteria picked out, we were able to present this to all our Ready Mix

EVENTS	READY MIX (180 MIXERS)	AMES	EAST	NORTH	METRO	SOUTH
JUNE	196	18	36	19	95	28
JULY	112	5	25	10	51	21
AUGUST (8/27)	76	3	10	12	19	32

roughly 180 units for us that allowed a front facing camera (road view) and operator view (driver view) in each truck. Thank for you the job well done by all involved. They got this project completed in a timely fashion and had a plan in place for all areas they were

family during the CDP spring meetings and our manager meetings.

Now here we are, four months into our Lytx Drive- Cam journey and we are seeing a positive trend within the last two to three months. At the beginning of

The Lytx Drive-Cam program defines how we should all strive to be. Safety over production, putting our people first always. We aren't where we want to be yet, but we have no doubt that through shared collaboration, the future looks bright.



EAST

Hello Everyone!

East Ready Mix hopes this finds you and your families doing well. This season has brought some exciting new changes to the East division. With the promotion of Graham Cuninghame, I accepted the position of East Ready Mix Area Manager.

I started with Manatt's in 1989. I worked with the PCC division managing the portable concrete plants and working with the paving division. In 2016, I accepted a position as Operations Manager for the East Ready Mix division under Graham Cuninghame. In 2021 with Graham's promotion, I accepted the role of East Ready Mix Area Manager. I know what it means when we say "The Manatt Way". I am excited to be in the new role and to see the East Ready Mix team continue to make a name for us in our area.

Next, Brian Slagel has accepted the position of lead Area Operations for all East locations. Brian has been with Manatt's for a little over five and a half years and brings over twenty-three years of experience in Ready Mix. Past positions have included driver/trainer, plant maintenance, dispatcher,

quality control, and customer service.

Finally, Dave DeWitt has accepted the position as the Maquoketa Plant Manager. Dave started his journey with Manatt's in

Moving forward, he sees Manatt's doing great things, because of the people we are surrounded by and creating opportunities for others to build their legacies.



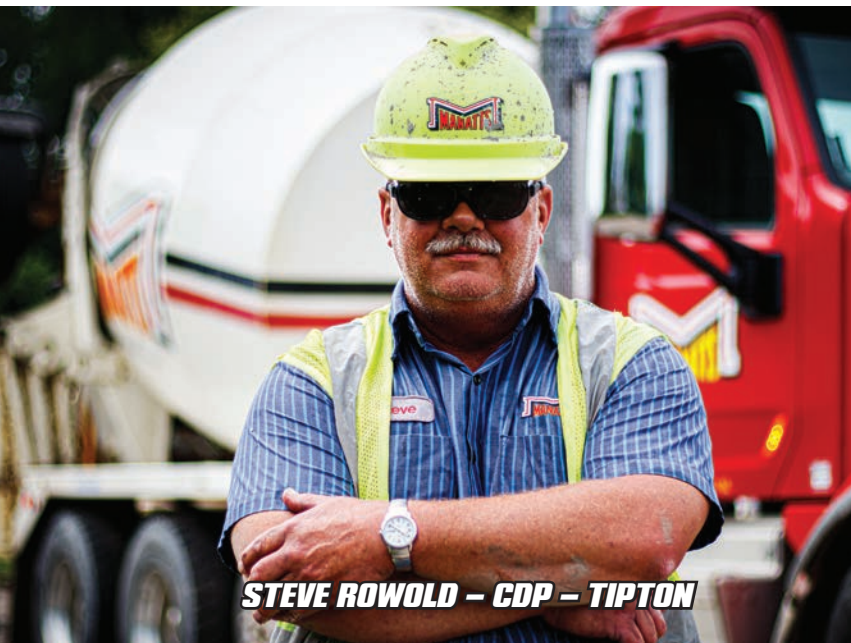
EAST READY MIX SUPPLIES CUNNINGHAM-REIS ON PROJECT IN TIPTON

March of 2016 as the first Customer Delivery Professional (CDP) new hire of the East Ready Mix. A year later he was selected as a CDP Elite trainer and upgraded to a new mixer. Dave considered it be an honor to have received a new truck after a short amount of time and took pride keeping his truck clean and keeping our customers as the primary

In looking at the remainder of the season, our largest project, Project Scrabble (Amazon), has finally started. We are looking forward to having our other divisions support us with CDPs and Quality Control staff.

We are finishing up a large amount of patching in Jackson County and a handful of bridge work in Cedar and Scott counties. Tipton has a WWTP, hog confinement, two box culverts, and will continue to work on the Tipton Street Improvements project and residential work. Maquoketa is finishing up some patching near Spragueville and will stay busy with the Platt St. reconstruction and residential work for the remainder of the season. DeWitt will finish the season strong with continued work at WellSpire, the Referral Center, and residential work. QC Metro will spend their season finishing up current contractor workload with a heavy focus on Project Scrabble.

Remember to **safely do everything you do better than anyone else!**



STEVE ROWOLD – CDP – TIPTON

focus for why we are here. Without the support of his family at home and his Manatt's family, Dave says he would not be where he is today. Outside of work, he likes family, camping, and fishing trips, as well as enjoying the outdoors.

NICK RIPLEY



METRO

Corndogs, unbearable heat, back to school shopping, long days at work can only mean one thing!

The construction season has started the very busy back half. Most importantly we must remember as the sense of urgency goes up this time of the year, we must stay diligent on safety so we can return home to our families each and every day! If we all make the choice to step up and **be great on purpose** and **have each other's backs**, I know we will end 2021 successfully, safely, and proud of what we accomplished!

METRO READY MIX - The metro started the season on the slow side. We were shorthanded and waiting on contractors to get things ready as they all came off a very productive, successful 2020. Like many businesses, it's been very difficult to find qualified people to hire compared to other years, as people are slow getting back to work. Instead of sitting and waiting we tried some new techniques to bring candidates in the door. I'm sure most of you heard a radio ad at least once. How couldn't you love "Live behind the Manatt's yellow bumper"? We also did some new advertising on digital and social media platforms. this proved to get a lot of attention for Manatt's and really helped fill seats behind the yellow bumper. I can say with 100% confidence the CDPs that have started this year are all doing an excellent job. It is also very apparent our CDPs are living up to Manatt's Core Values and representing Manatt's proudly each day!

METRO PAVING - So far it is looking like this relatively slow start to the year will finish very strong and busy for the paving crew. While the paving crew didn't struggle as much with filling boots on the crew, the worker shortage did still heavily impact them. Supply shortages, along with dirt and pipe contractors, are having a hard time getting

the projects ready for the pavers. Looking forward, we are very excited to get a big project started for the city of Altoona along with a project for Waukee schools. Projects like these are exciting for all parts of the **FAMILY**, because it reminds us how connected we are to the communities we live in and call

a good chance it was on Manatt's concrete. While you walked your dog down the sidewalk or trail in your neighborhood, it's a good chance your feet were walking on Manatt's concrete. This should make every employee of Manatt's proud! Without your hard work each day, the foundation of everything we



HARRISON RIPLEY IS ALL BUSINESS WITH HIS HOTDOGS AT MANATT'S ADVENTURELAND DAY!

home. Additionally, the communities also get to see firsthand the **human potential** from Manatt's employees that give their dedication to the job and SAFELY completing it, all while

rely on would not exist. It takes a team to make these projects happen and I am personally very excited to see the team that is developing here in the Metro. great things are



COREY PATTON - METRO DISPATCH

delivering a top-quality product!

When you ate that corndog or listened to your favorite band this year at the fair, you had a pretty good chance you were standing on Manatt's concrete. When you drove your child to the first day at school, it's

happening, and people are believing in themselves and understanding their potential. I challenge each of you to remain persistent with your goals, also keep up all the great work as we close out 2021!!!!

NORTH

We got off to a slower start in the North, however the last two months have been great. One of our goals for 2021, was to increase volume by 10%; through the end of July, we are up 14% so far. Like usual, the Waterloo plants are leading the way. Some of the larger projects they are working on are paving at the Waterloo airport, the Cedar Falls high school, and an elementary school in Waterloo. The Waterloo Airport with Cedar Valley Corp has been a unique project. At the start of the project we supplied the cement coated base. This was a first for me personally. We talked with many people to find the

season in Traer. He passed the volume total of 2020 two weeks ago! Grundy Center has had a manager change. AJ Douglas accepted the Marshalltown manager role. He has been in the North since he was hired and will be missed here. Jeremy Stueben accepted the Grundy Center plant manager role. Prior to accepting this role, he has been a metro batch professional in Waterloo for several years. Jeremy hit the ground running and is doing a great job in Grundy.

We recently had a retirement party for Dale Ott. Several stopped in at the Readlyn plant to thank Dale for his years of



NICK LAKE STANDS PROUDLY IN FRONT OF HIS TRUCK!



DALE OTT'S RETIREMENT PARTY!

THANK YOU DALE!

best way of doing this. It's great to have so many resources within our Manatt's Family. The base portion went very well. We are currently finishing up the mainline paving. Hats off to Mike Holt for managing the Airline plant during this large project. We have hired two new metro batch professionals in Waterloo, Steve Grey and Justin Damm. They both have been Waterloo based CDPs prior to being promoted to our Waterloo leadership team.

The rural plants have all picked up after really slow starts. Traer is the standout so far, with over double the volume of last year. Nick O'Halloran is having a great first

service. He has retired after 33 years of service. For most of the years he was a plant manager for Readlyn plant. Dale had a very good relationship with all the customers and the community. Dale will be missed.

Finish strong!



ELK RUN HEIGHTS REMODEL COMPLETE!

LARRY FORD



AMES

We are focusing a lot of attention on our CDP this year. We're not looking back, only forward, for ways to improve our efficiencies and using several methods to measure our success. Thru Lytx and Concrete Go programs we have been able to track our delivery habits to our customers. Earlier this year Ames RM developed a CDP efficiency guide that all the Ames employees had their voice heard on the input. The goal was to get each CDP doing the same job in a similar amount of time. Biggest focus point for us to be aware of was the "ticket to out the gate" time we were experiencing and the "time to wash a truck

truck camera program. Last winter, we had (as everyone else) cameras installed in each of our mixers for the 2021 construction. It seems to be constantly evolving as we have encountered many "trigger events" we could have never predicted in the beginning of this program. After the initial opening of Lytx, there was a barrage of coaching events to contend with. But as the program evolves, the CDPs have greatly reduced their "coachable events". There are three reports in Lytx that we specifically dwell on. They are "Group Report", "Behaviors Report" and "Coaches Report". Reviewing each of these reports regularly shows



FRESH DELIVERY OF MUD!



JERRY OLTMAN - CDP - AMES

down." I can pick several random days out of the month and get an average time with these topics being highlighted for each CDP. Results have been very positive.

Another program that Manatt's has introduced this year is the Lytx

Ames is trending in the correct direction. We're not perfect, but as busy of a year as we've had, I'm very proud of our CDPs and the job they do for us.

Recently I spoke with Denny and he was telling me about the Beck mixer we will be using in the Ames area. He told me about all the bells and whistles these trucks. We're trying those features to see if they are going to be beneficiary to our daily production. We are excited to start utilizing this truck and seeing how the "rubber meets the road." Let's finish the summer strong and stay safe, stay positive, and stay hydrated.



AMES TEAM WORKING TOGETHER AT NEW DEVELOPMENT



SOUTH

The South Division of Manatt Ready Mix has encountered some major personnel changes this season and I'd like to brag out these people for a bit. As most of you are aware, Chuck Flatberg has retired as the Vinton Plant Manager. Chuck has been a part of the Manatt Family since 1987 but has been in the Ready Mix Concrete Industry in Benton County since 1959. Chuck is a valued member of our team and his dedication to customer service is something that I have always admired. We talk about customer service frequently and at times it's two words that are often used without too much thought into what they really mean. Chuck Flatberg lived for his customers and would do anything for his customers. Sometimes even to the point of causing me frustration! Chuck truly understood what it meant to live in service to others.

Chuck had his customer's backs, and they knew it. In return they would do anything for Chuck, and he developed some outstanding partnerships in Vinton. I don't take it lightly when people decide to spend their career here and give a large portion of their life to Manatt's. Chuck did that and we are a better company because of it. Thank you, Chuck.

Taking over in Vinton is Tyler Hartz. Tyler was previously a CDP out of products and most recently a plant manager in Belle Plaine. Tyler is adjusting well to the larger market and I have heard positive feedback from our customers who were concerned with Chuck's retirement.

Filling the plant manager role in Belle Plaine is Matt McDonald. Matt has been a CDP running out of products and, most recently, our plant manager in Colfax. Matt is doing a great job in Belle Plaine and he

had to hit the ground running. Currently we have produced about 3x the concrete in Belle Plaine this year compared to average.

Taking over for Matt in Colfax is Todd Bowers. Todd was most recently a CDP in Newton and before that he was a CDP in Colfax. Todd brings an outgoing personality to the Colfax market. Colfax has not always been staffed over the last five years, so we are looking forward to Todd having a positive presence in town.

Darren Thompson, formerly the Grinnell and Walford plant manager,



is replacing Bub Hurst as the South Area Operations Manager. Darren is an outstanding teammate, and he brings a strong work ethic to this position. He is fitting in nicely in his new role and has been instrumental in getting all the individuals settled into their new Plant Manager roles.

Brad Ditzler is taking over for Darren in Grinnell. Brad was our plant manager in Marshalltown and prior to that he was a CDP at products. Brad was raised in Grinnell and has a strong understanding of how things operate in town, which will be a great benefit to him and the company.

AJ Douglas is our new plant manager in Marshalltown. AJ comes to Marshalltown from Grundy Center, where he was the plant manager. It's been great working with AJ and getting to understand some of his thoughts and ideas that he

brought with him from the North Ready-Mix division. We are happy to have him on the South team.

Zac Schott has moved into a permanent role as plant manager in Williamsburg. Zac was the interim manager while Trevor Martin was in the rotational safety position last season. Trevor has moved into the Operations Department and Zac is now filling the role as Williamsburg plant manager. With Zac's previous experience as a CDP, Blairstown Plant Manager, Walford Plant Manager, and interim manager at Williamsburg, the transition has been extremely smooth.

With Zac's departure from Walford, we have hired Cristian Neria as the new plant manager in Walford. Cristian previously was a CDP out of Products. Cristian has had a positive influence on our team since his arrival at Manatt's and I

look forward to watching him grow as a plant manager. We've had some great success in Walford, and I look forward to building more of a market share there.

Jeff Upah has accepted a Sales role in our South Area of the Ready Mix Division. Jeff will move smoothly into this role with his extensive history at Manatt's paired with a desire to openly communicate and build lasting relationships with people.

This spring brought us quite a bit of change, but everyone is settling in nicely. I'm proud of the team we have in the South and these interviews were extremely competitive. It was rewarding to have the opportunity to work with Ken during the process. Ken puts a lot of time and effort into his team, and I appreciate his passion and efforts.

We are **great on purpose**; We are the standard. 47



HOW FAR WE'VE COME

I obtained my CDL years ago when it was called a chauffeurs license. I borrowed the Belle Plaine mixer truck to take the driving portion of the testing. The manager at Belle Plaine at that time was Bob Kriz. He had an old Ford truck with an automatic transmission. Perfect for a young man to take his test in, not knowing much about driving a big truck and not having to contend with shifting, as I was nerved up enough about the whole procedure.

Bob and I made sure all the lights, turn signals, horn, etc. were in working condition. I drove the truck around the yard some and up and down the lane a few times. Simple enough. Bob took the mixer uptown to the drivers license station and I followed with his pickup. We got there and Bob jumped in his pickup and said, just bring the mixer back to the plant when you're done! Now the pressure was really on. Bob trusted that I would pass and I didn't want to let him down. I passed the driving test that day with little training on a truck; maybe a couple hours.

I was the loader operator at Tama at that time and wanted to have the chauffeurs license to have on my resume and I also wanted to expand my horizons and get experience on a mixer truck.

Without any experience on a mixer, other than washing the trucks out at the end of the day, the call came through on the CB from my Dad, Russ, who was the Tama manager at the time. He said "We're in a

bind. Can you take a load or two of concrete up town for us?" Hell yes I could! I hustled up to the ready mix plant and said, "which truck?" He said "you'll have to take Poopsie Kent's truck". "Poopsie's? Really Poopsie's?", I said. 'Yes' was the answer. Poopsie was a nickname for one of the drivers stationed at Tama. I guess I never did find out was his real name was, maybe Lavern? Anyway, he drove the oldest truck at Tama and I had no experience at all on it. Not one to back down from a challenge, I said ok, I'll get it backed in the plant.

I was loaded with 7yds, a full load in those days. I was sent up to the Dell Oil truckstop at Hwy 63 and 30 intersection, now Casey's. It was for a big contractor out of Des Moines,

shifting sequence time and time again. I don't know if the folks staring at me doing this could hear the grinding of the gears, as I was mentally trying to will the truck to let me find the next slot so I could get the truck rolling faster than 15 mph. I remember going up the hill by the middle Casey's and being afraid of missing a gear and rolling backwards, so I just left it in maybe 3rd gear and went up the hill at bicycle speed. I was humiliated by the time I got to the big pour at the truck stop.

Now to unload the truck. Not a big deal, right? I backed up to the A frame screed as I was directed. These guys were not happy: it was hot and there was a big gap between my load and the previous. I was thrown feet first into this fire to fill the gap

from a shortage of trucks being used on this big pour. I felt like I was the sacrificial lamb being thrown to the wolves, in an attempt to keep peace between them and Manatt's management. I unloaded a small amount



with an army of men paving the parking lot. I pulled out of the ready mix plant, shifting through a few gears before I lost track of where I was at in the sequence and had to stop the truck and start all over. This truck had two stick shifters. One was a 4 speed and the other a 5 speed. Without knowledge of how to shift the truck, it was like trying to solve a rubiks cube to keep the truck rolling. Can you imagine the possible combinations? Needless to say, I drove the truck that 3 miles through Tama, stopping to start over in the

and they said add ten gallon of water. This was my chance to explain to them I was just an equipment operator and didn't know how much water was ten gallon. I didn't want to add too much water for fear of ruining the load and being stoned to death by the already upset crew. The crew leader said we'll let you know when you have around ten gallon in it. He gave me a nod when to close the valve. Now how long should I let it mix? I looked towards the crew leader again and he finally shook his head and said get in the cab. We're



going to unload you as you pull ahead. Great.... I didn't know how to operate the mixer from the cab. I grabbed ahold of an unmarked lever in the cab, that came up through the floorboard. I pulled the lever back and the drum quit turning, I pulled a little more and the drum turned in reverse, ok I've got this! The signal man pointed forward so I put the truck in a forward gear and killed it. I started the truck back up and the truck jumped as I moved it forward. I started to unload again and was signaled again to move forward. The truck was having a terrible time moving forward each time I went to move. What am I doing wrong?? Shit, I forgot to release the parking brake, no wonder! I didn't know that it was ok to leave the drum turn as you pulled forward so I shut the drum off while I moved each time. I can remember after I pulled forward one of the times, I was signaled to start unloading again. I started the drum, watching in the mirrors as the drum turned. The signal man started shaking his head no, came up to the cab and said you're spinning the drum the wrong direction. What else could go wrong? Finally, the truck was empty and I limped it back to the plant, starting and stopping while trying to figure out the shifting sequence. I'm pretty sure that was the only load I took that day because I was mentally exhausted. I can remember!

I was in Grinnell at the plant the other day and I asked Mike McDonald if he remembered his first load. Mike started in a mixer before I did. Yep, without any training he was loaded for a bridge deck pour and told to follow a veteran driver and to do what he did.

Man, have we come a long ways! Before a Concrete Delivery Professional (CDP) can be hired, they must pass an agility test and a drug test. A background check is done on their driver's license as well. Then the individual rides with a trainer and learns how to operate all functions of a mixer truck. The trainer at some point lets the individual drive the truck and operate the mixer fully on their own. When the trainer is fully satisfied that the CDP is ready to operate safely on their own, they are released.

This is a far cry from where Mike and I started. Manatt's supplies us with all the tools needed to succeed in this line of work. CDPs are now thoroughly trained and given the latest in technology and tools.

One of the tools used in the trucks now is the Lytx camera systems. These systems help us to be better and safer drivers. This system records what is in front of the trucks during the course of the day. The system also keeps track of how the truck is driven. If the truck is driven in an unsafe way, outside of the parameters set forth by our company officials, the CDP is given coaching on how to correct the unsafe driving practice. If a CDP exceeds the parameters in a large way, they can face unpaid time away from their job. This system was installed to make sure our trucks are driven safely and the CDP goes home to their family each day. I personally know the Lytx system has made me a better driver. I had a bad habit of slowing down for stop signs without coming to a complete stop. Now I realize when I come to a complete stop, I am more thorough looking left and right for oncoming traffic or people. I'm also more aware of my speed and pay more attention to speed limit signs. I wasn't sure what to make of the cameras when they were first introduced. I heard some grumbling. The only footage that is looked at is when the truck is driven in an unsafe manner. Why wouldn't we want to know if we were putting ourselves and anyone else around us in danger. The Lytx system is a win-win for the company and CDPs.

DUSTIN BRECKENRIDGE



READY MIX SAFETY

I would like to start this article out by saying thank you to everyone for your hard work and dedication to Manatt's. Together, we can make safety the forefront of the company. There was a time where I felt like we were going backwards, but in the last two years, I feel it has been moving forward again. I feel like we have dug in to stay and the proof is in the people from the top down. More people are asking the hard questions: what I can do, or what can we do, to make things better and safer. Those questions have been asked by everyone here in the Manatt's family.

We truly want the same goal: to go home the same way we came in, and it starts with the little things like wearing our PPE. I feel we are pretty good at this. Where we can improve is letting other family members know what they need in areas that they are not used, or a friendly reminder to the one that was in a rush and forgot to put something on. I remember when we were doing the windmills, we were having a morning meeting and I was still new. Denny Gallagher was standing there talking about how we all needed to hold each other accountable, no matter how long we have been with the company. He asked one question: if I walked up here with no hard hat on would you say something? Most said no and only a few said yes. I will never forget how upset he got with the amount of no's. He simply put it, no matter your status in the company, we all need to hold one another accountable and say something.

One of the things I want to challenge everyone with is, before doing any task, ask yourself, "Is what I am about to do safe, and if not, what is unsafe, and what can I do to make it safer?" If we all slow down and take the time to do this, we would greatly reduce the incidents we have. It gets you to thinking about what you are getting ready to

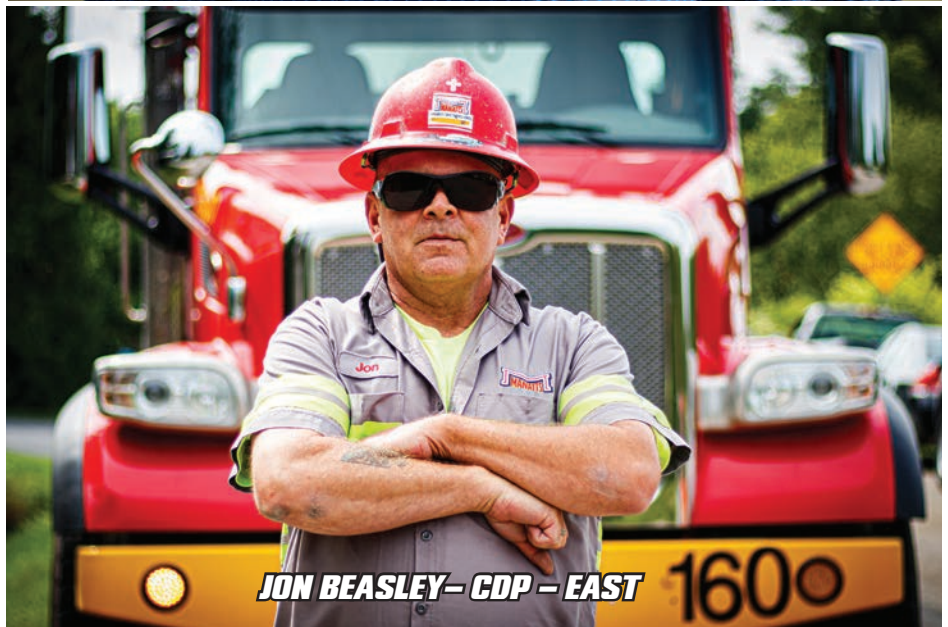
do and don't be afraid to ask questions even if you're unsure. There is no stupid question if you don't know, you don't know.

We all need to remember this, what may seem simple to us may not seem simple to someone else so share your

emerging. Some of the things that people are suggesting are awesome and to be frank, I never even thought of some of it. Once suggested, it made sense. My point is, just because I am the Safety Specialist, I can't think of it all. It takes all of us to keep



TODD BARTH – CDP – NORTH



JON BEASLEY – CDP – EAST

knowledge willingly. It may save someone from getting hurt or keep them from doing something unsafe. The culture shift that I am seeing is awesome and great things are

each other safe, so don't be afraid to bring suggestions to any of us on the safety team.



QUALITY CONTROL

Starting the year with not even one big spotlight project, we pulled a rabbit out of the hat. That project would be called Scrabble/Amazon located in Eldridge. The site takes up approximately 160 acres. Manatt's EAST RM got the outside work that consist of 32,000 cubic yards paving, 16,000 cu.yds foundations, and 5,000 cu.yds of misc. It's always exciting to me, and yes a little tense, when these projects get started. Seeing the progress and relationships built are priceless. Not only with the customers, but with the in house Manatt's family utilizing from every pool of CDPs from all areas, Maintenance, Operations, QC, Sales, Safety and Administration. When this article comes out, we should be about a month into the project.

EAST QC

Inspection for Maquoketa paving project Platt St. that is still in progress. Scrabble/Amazon project getting test batches approved before starting up. Now project is in full swing, keeping Jamie and Ashley busy with the day to day testing along with all other projects going.



JEFF TIMM – QUALITY CONTROL LEAD

NORTH QC

CPI for Waterloo Airport consisting of around 12,000 cubic yards. Also, lots of other misc. IDOT jobs.

SOUTH QC

Lots of bridge decks and misc. commercial jobs. Have pitched in to help Ames on a few bridge decks as well.

QC Team, as a whole, have casted a lot of cylinders tests to validate mixes and build data for strength history. We purchased a new moisture probe for checking aggregate for free water moisture. Found it a very useful tool that is more accurate than the older competitor's model and more efficient than the pych jar test.

On the QC team, we want to have the most knowledge when it comes to our product we are selling. We are always looking for classes or certifications to our **human potential** and keep us in the lead. Connor Jones and Jamie Boughner accepted the challenge of taking the National Ready Mix Concrete Association Concrete Technologist Level 2 & 3. To explain what a challenge these class certifications are 49 took the class and only 30 passed. Not only did these two take the challenge, but brought home passing scores and certifications to hang on the wall! So, congrats to them for owning excellence. Thank you, QC team for the great job you ALL do. I truly appreciate it!



CONNOR JONES – QUALITY CONTROL TECH

CONSTRUCTION SERVICES

CONTRIBUTIONS FROM:

JASON SPOONER

TIM TOMETICH

SCOTT JOHNSON

JARED MCGREW

MARY HERBERT



FELIPE G. FONSECA GRADING SUBBASE ON I-80

SUMMER 2021 / 27



NEWTON

First, thank you to all Newton asphalt and milling team members for the continuous effort in making this season safe and successful. PLEASE keep safety in the forefront as we push through the second half of the season. As the dog days of summer change into the cool days of fall don't let your mind wander away from **safely doing everything we do better than anyone else.**

As of the first of August, the asphalt crew had laid approximately 50,000 tons on 15 projects and has just over 100,000 tons yet to complete on seven projects. The biggest of these seven projects is on Hwy 150 in Benton and Buchanan Counties. Steve Illingworth is the project manager and Mike McDonald is the on-site superintendent. Both have been doing a fantastic job with this large and complex project. This 97,000-ton project spans 23 miles from North of Vinton to Hwy 20 in Independence. It is broken into two projects, one north and one south of Urbana. The north project is a mill and fill. Most of the milling has been completed. Brandon Henning and crew put the 12' milling drum on his machine and made quick work of that portion of the project. The asphalt crew and a milling crew is currently widening this project. The south project is a cold-in-place project. That has been completed and is ready for the overlay to be placed. The overlay should start the week of August 16th.

The other projects will require the crew to move out of Hwy 150 multiple times to complete. These projects include night work on Interstate 80 near the Kellogg and Hwy 14 interchanges; paved shoulder on Hwy 30 west of Toledo; Reed Street in Grinnell; shoulder widening and driveways on Hwy 6 in Grinnell near the ready mix plant; and paving at Franklin Stadium in Marshalltown. It is going to take great weather and coordination to safely complete all this work yet this year.

The milling crews have been busy

as well. The mills have been on 87 different projects, some multiple times, in four states so far this season. During the first week of August, eight of the divisions nine milling machines were in operation. Of the eight machines, the Interstate 80/380 project had

farm is being installed. The solar farm will produce 125% of our annual electrical needs. The additional 25% will be sold to Alliant Energy. The work is not yet complete, but the solar farm is in. Stop by and check it out next time you're in the area.



ALEX CONRAD FILLS A PCI TRUCK ON I-80 NEAR TIFFIN

three Wirtgen 250i milling machines removing pavement on it. These machines safely removed over 30,000 tons of asphalt in just

Thank you to Steve Anderson, Aaron Bowen, and Tim Wall for keeping the equipment and trucks maintained and in top



NEWTON'S ASPHALT CREW ON HIGHWAY 150 NEAR URBANA

over two days. This required a large number of trucks and excellent coordination between the milling crews. Great job to all involved on this project.

Exciting changes are happening at the Newton office and shop: a 110 KW solar

running order. This can be a tall task at times, but all you do is appreciated. Please keep working safely while living the company values: **Family, Excellence** and **Human Potential.**

TIM TOMETICH



PCC & PROJECTS

One of our core values at Manatt's is **Excellence**, but what does it mean to be excellent? Our definition is defined as:

We are great on purpose:

- Do more than expected
- Hold yourself and others accountable
- Lead fearlessly
- Be open to opportunity
- Maintain an entrepreneurial spirit

I recently read an article I came across on excellence and what it means for organizations. This article was titled "The 10 A's of Personal Excellence", by Dr. Victor SL Tan. At Manatt's, we believe we will win with our people. To achieve people excellence, the article stated that organizations need to focus on the growth and development of individuals. The 10 A's of personal excellence stated by Dr. Tan were these:

- **Awareness** – Learn, improve, and grow by uncovering one's blind spots
- **Attitude** – Too often there are capable

experience

- **Aim** – Know the importance of planning and plotting the right strategies.
- **Adaptability** – Charles Darwin said "It is not the strongest or the most intelligent who

use all these "A's" of personal excellence in some fashion. Everything counts in our jobs, regardless of how small the task is. It takes a team effort, and the future of this company's bottom line relies on being excellent.

VICTOR MIRAZ JR.



will survive, but those who can best adapt to change."

- **Affability** – Being pleasant and having a friendly disposition. This is not only a reflection on yourself, but the company too.
- **Accountability** – Take ownership in your own actions, don't play the blame game.
- **Achievement** – Any individual who continuously produces results does not have to worry about what others think of them.
- **Appreciation** – A good exercise would be to list three things you appreciate about your work and then list things you can do in return to show your appreciation.

Our PCC Paving/Projects division has had a busy year. Our workload is down slightly from last year, but last year was one of our best. We feel we have a lot of work to get done before the end of the year. We have had an up and down year so far, but mostly looking up. We still have work to do on multiple projects to finish out the year:

- Johnson County I-80/380 Interchange
- Finish Mahaska County Overlay
- Delaware County Overlay
- City of Brooklyn, West Des Moines Street
- City of Grinnell, 8th Ave. Reconstruction
- Poweshiek County I-80 in Grinnell
- Poweshiek County Overlay in Hartwick
- Warren County I-35 Paving
- Crushing crews will be in Grinnell, Brooklyn, Eastern Iowa, Newton, and Ames to wrap up the year.
- Grinding will be working all over the state with their big projects being on I-80/380 and the I-74 Bridge in the Quad Cities.

On one more note, our safety incidents have been down this year and we hope to continue down this path to have a great safety season! Stay safe and healthy!



PEDRO VALDEZ

individuals that are prevented from greater achievements because of their attitudes.

- **Action** – Actions speak louder than words and there can be no excellence without action
- **Ability** – Be willing to be open to the opportunity to learn more and gain more

Learning to be excellent in the workplaces is very similar to any team sport. I have coached many youth teams over the years, and I continue to grow as a coach. I take accountability for my mistakes and learn from them. I hold the team accountable and

SCOTT JOHNSON



AMES

It's the dog days of summer now and we are certainly starting to feel the heat. The weather has been conducive to our work schedule, aside from some high temps as of late. We've been productive so far this year but will need the weather to cooperate in order to end the season in the same positive way it began.

We've gotten back to normalcy here in Ames; or at least as close to it as we'll ever be again. Our morning meetings are easier to conduct with our leaders able to meet in the same space. These communications in the morning have become increasingly more important this year, as we have had our crews spread out to the far corners of our service areas. We have had our typical commercial and city work within the Ames city limits, while trying to simultaneously balance jobs in Boone, Hamilton, and the city of Collins in eastern Story county. In the last few weeks alone, Matt Skyberg's paving crew has knocked out over 30,000 tons of mainline paving on county jobs. While this in itself is a sizeable attainment, they were still making

it back to Ames and its surrounding areas at the end of each week to button up the small jobs prior to students moving back to town and schools starting up. While

they are often the face of the company to the public using the roadways, the crews in the field are not the only reason for the success. Our lab, shop, plant, and yard crews work tirelessly behind the scenes to provide the foundation for the crews to safely do everything we do better than anyone else. It's this alliance amongst everyone in the division that has allowed us to be a success.

We are still seeing the constraints that the state of Iowa's low unemployment rate has produced. Countless times already this year we have shown up to a job site before sunrise, only to learn we've only got half the flaggers we had reserved for the day. We are fortunate enough now to have other crews that we can bring in at the drop of a hat to provide the support needed to keep the project moving. While flagging may seem a dismal part of the project, it is still pivotal. It's critical that we all understand that it takes an entire team in sync - from flagger to foreman - to attain the **excellence** we have come to expect here at Manatt's.

Flagging companies and temp agencies aren't the only ones who are still trying to reassemble a workforce.

While we have our dump truck driver positions filled here in Ames, we are always in need of

extra help on our mainline paving jobs. When our traditional pillars in rented trucks were unable to support us, we turned to the Brooklyn trucking division. We understand that it is in our best interest to utilize our intracompany resources anytime we can. Tim



GUILLERMO ZUNIGA (R) REFERRED JUAN ZUNIGA (L) AND RECEIVED \$450 CASH!

Morrison has been accommodating in getting us the subsidy we need to get through the big jobs. We are proud to be able to collaborate across divisions and unite as one to accomplish the goals we set for ourselves.

The implementation of the employee referral program has produced some quality candidates for us here in Ames already. We just had our first \$450 check given out a couple weeks ago and will have more to distribute in the upcoming weeks. While most of our hiring comes from referrals anyway, we are hoping this small incentive will further encourage our people to bring in the quality contacts they have to join our **family** here at Manatt's.

JARED MCGREW



CUNNINGHAM-REIS

As I am writing this, we are just coming off a couple very hot weeks. Our crews are looking forward to a break from the mid 90-degree temps and high humidity. Our Guthrie County job is in a valley surrounded by trees. Talk about an oven during these high temp days!

Many of you know who I am, but many of you don't so Lee thought I should give myself a little introduction. My name is Jared McGrew, I am from Chelsea, Iowa and my wife, Kristee, and I have two beautiful girls, Kaycee and Mylee. I am a third generation Manatt's employee, and I started my career with Manatt's in 2008. My grandfather, Russ Upah, and my uncles, Brent and Jeff Upah, are what drove my interest in working at Manatt's. My grandpa retired after a lifetime of working for Manatt's and Wendling Quarries. Jeff and Brent are both 35+ year employees. My brother, Reece, also came aboard after me and is currently part of the PCC division. It seems like growing up that all family events with the Upah clan involved many conversations about the happenings at Manatt's. As a little kid I used to take weekend trips with my Grandpa to the Tama Plant and ride around in the loader, climb in and out of each mixer and dump truck just thinking that was the greatest thing in the world.

I started for Manatt's in 2008, working summers and part time while going to college at Kirkwood in Cedar Rapids and then again while at Iowa State pursuing a Civil Engineering degree. I spent many summers working for my Uncle Jeff at the Tama Plant, where I ran end loader, drove ready mix truck and dump truck, worked on the sand plant, ran the dredge and did some wrenching and welding work. I learned a ton about Manatt's and work ethic during that time. I also spent time working on the road on a dirt crew in the

PCC division and learned all about construction life on the road. Upon graduation, I continued to work at Manatt's as a Foreman for one of the dirt crews in the PCC division and then moved to a Project Managers role from there. I've seen a lot, been a part of a lot and learned

peers and mentors. Without them my career at Manatt's wouldn't be possible. We've got a full workload at Cunningham-Reis to finish out the year. Steve and Randy's crews finished up a 30'x30' Continuous Concrete Slab bridge in Johnson county



WORKING TOGETHER TO GET THE JOB DONE!

a lot about the different entities of Manatt's. There has never been a dull moment. This past summer a new opportunity came up for me. At the beginning of July, I transferred over to Cunningham-Reis where I am working along side Roger and Mary gearing up for Roger's retirement at the end of the year. In the short time I've been here, I've gotten to meet and know all the great employees Roger and Mary have working with them and have gained a newfound appreciation for bridge construction. I'm looking forward to my time here and carrying the Cunningham-Reis legacy on for years to come.

I want to give a big thanks to all my

mid-July. This project had a few setbacks throughout the project, but these crews hammered through them. We brought all three crews together at the end of June to pour the deck. Everyone worked well together, and the pour went smooth. Also, kudos to Manatt's Tipton Ready-Mix plant and Jeff Timm for making the delivery side of the pour go without issue! Due to some of the setbacks in the project, we were running out of working days after the deck was poured. We were fortunate enough to be able to get some additional labor help from Joel Clayton and his crew. This allowed us to strip the bridge, pour the open rails and bridge

GREG AND BRIAN MANATT VISITING JOBSITES AND HANDING OUT COOLERS TO TEAM MEMBERS!



Our biggest struggle continues to be getting all three crews fully staffed. Right now, they are all running pretty lean and it has been a huge asset to get the outside help from the other divisions. While we are surviving on the day-to-day tasks, it is crucial to know that on the bigger days we can fall back to our construction

approaches in short order. Many thanks to those guys for the help!

Upon completion of Johnson County, Steve and his crew moved to Audubon County to start a 120' x 30' CCS bridge replacement. Randy's crew then moved to Guthrie County to start a 130' x 30' CCS bridge replacement. These two jobs will keep these crews busy until sometime in October.

James and his guys have spent the last couple months working in Wayne County on a 160'x30' bridge deck overlay project on Highway 2. This project is staged to keep traffic running on one lane. We just completed the WB lane and are starting on the EB lane next week. Prepping for a bridge deck overlay requires a lot of man hours jackhammering old concrete on the bridge and making other various repairs before the overlay can be poured. James and the guys have done a great job keeping this project progressing. We poured the WB overlay on August 3rd and that pour again required all three crews to

participate along with some outside help. Don Meeks and his guys were able to come down for the morning and help pour. Can't thank those guys enough!

We've got a few other projects to finish out the 2021 season. We've got a Guthrie County deck overlay, some patch work on another bridge in Guthrie County, some repair work in Page County and an 80'x24' CCS replacement in Monroe County that will trickle into the spring of 2022. We are currently working through the lettings to fill up next year's season. There is a strong forecast for Bridge Work in 2022 so we are hopeful to pick up some good work for the coming season.

family within Manatts to get the help we need from people to equipment. Having said that, our guys are doing a great job stepping up trying to fill the void of the labor shortage. Some things to remember while finishing out the remainder of the year are to continue to have each other's back. Keep safety at the forefront and watch out for one another. We are a family and uniting together we will succeed.

On a final note, if anyone has friends or family members looking for a career change send them our way!! Effort and hard work construct the bridge that connects your dreams to reality.



WORKING WITH EAST READY MIX ON PROJECT NEAR TIPTON

MARY HERBERT



CUNNINGHAM-REIS

The construction season is in full swing and 2021 has proven to be a challenge so far! Not only are we fighting extreme temperatures, but this season it's been more difficult than ever to find employees. We have seen an unprecedented low number of applicants. Whether it's due to the carry-over of Covid19 benefits, early retirements or just a lack of population ready and willing to work bridge construction, this year has compelled us to pursue every avenue to generate applicants. We are utilizing a multitude of ways to encourage applicants to join the bridge division of Manatt's family business.

In late spring, we tested a marketing campaign targeting areas where we regularly have construction projects. In addition to the company Employee Referral Program that Manatt's rolled out this spring, Cunningham-Reis, along with the East Ready Mix Division, are running a referral contest. Simply give us the name of a referral interested in working for us and have your name entered in a drawing for some fantastic prizes. It's that easy!

We've had "Now Hiring" truck magnets made in hope of catching someone's eye. We are also utilizing yard signs along chosen routes near our

current bridge projects, advertising our laborer openings and encouraging people to apply.

And finally, we created a referral card. We gave several cards to our current employees. With this card, employees have all the information at their fingertips when speaking with friends, family or anyone they know who may be interested in working with us. The referral card lists positions available at Cunningham-Reis as well as contact information. The back of the card has a QR code that can be scanned and will guide the referral directly to the website job posting of interest. From there it's easy to apply.

We are hopeful that through these efforts we can encourage applicants to join the Cunningham-Reis family and continue to build a quality, engaged workforce to maintain the longevity of which we are so proud.

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ALL HANDS ON DECK FOR BRIDGE OVERLAY IN WAYNE COUNTY

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LEAVE A



LEGACY



EMPOWERMENT SERVICES



CONTRIBUTIONS FROM:
JAMIE EDELEN
SUE ESTHER
BRIAN DAVIS
LEE SCHROEDER
ERIC HODINA
PENNEY NEUZIL

PORTABLE PLANT ON HIGHWAY 21 YARD

The HR team takes pride in providing resources and guidance to our leaders and employees to support their operations. Every employee of Manatt's is our customer and whether it is a small need or a large one, they are all important to us.

Aside from the normal day to day functions we have, the team has been busy with several larger projects that will finish up before year end. One of the projects is continued progress on the Manatt's Family of Businesses (MFB) Handbook. The HR representatives from the MFB came together at LL Pelling in June to discuss our policies and identify any variances that we currently had. And, we continue to work with each other and MFB leadership to reach our goal of MFB alignment to one handbook for all the companies by the end of 2021. Our team is also starting to think ahead about Fall Meetings. With the COVID-19 Delta Variant currently on the rise there is some uncertainty about how the meetings will happen this year. We are going to lean into anything that arises and make sure our employees have all the information they need to wrap up this construction season.

The renewal for the 2022 Benefits Portfolio is also being worked on. Our goal is to have this completed by September 1st so that we can have updated information ready to communicate this fall. Full-time, year-round employees will have their open enrollment window for benefits from November 1st to December 15th to make changes that will take effect on January 1st, 2022. Full-Time, seasonal employees will have their 30-day open enrollment window for benefits beginning when they return to work full time for the

2022 construction season.

Another area of focus has been spent on recruiting. And although employees aren't returning to jobs as fast as we'd like, it hasn't stopped us from inventing new ways to recruit.

Both Cunningham-Reis and the East Ready Mix division are currently holding their first ever pop-up contests in August. Anyone who submits an employee referral is entered into a drawing for a Smoker or Yeti cooler. This is similar to the contest Nick Ripley created in the Metro earlier this year. We're at the

beginning stages of this contest and hopeful for a great outcome! Thanks to Nick for the great idea!

Our new referral program seems to be getting a lot of attention! As you'll recall, in early March we implemented our new employee referral program where current employees who refer a new employee can earn \$450! Since the rollout, 60% of our new hires have come from employee referrals, followed by 28% from job postings, and 12% all other efforts. Thank you to all our employees who continue to think of us. The



JEREMY JOHNSON (L) RECEIVES A \$900 CHECK FROM JASON SPOONER FOR REFERRING TWO NEW TEAM MEMBERS TO THE NEWTON ASPHALT CREW!

first of many \$450 bonuses were paid to the following individuals after their referrals reached their hours in July:

- Isaias Gonzalez Tafolla referred Lucio Gutierrez Tafolla, both out of Newton Asphalt
- Jeremy Johnson referred Mike Magie and Cody Dudley, all out of Newton Asphalt
- Guillermo Zuniga Hernandez referred Juan Zuniga, both out of Ames Asphalt
- Rudy Navarro referred Bryce Davis, both out of the Trucking Division
- Abe Raygoza referred Ezequiel Olivares, both out of the Metro Division
- Jordan Clayton referred Josh Good, both out of the Trucking Division

In the past few months, we've visited DMACC's Transportation Institute in Ankeny to recruit drivers, Hawkeye Community College to recruit heavy equipment operators, and in September we'll attend both the ISU and UNI Career fairs. We also hope to get back in front of senior students a few times this year to present future employment opportunities.

Manatt's State of Iowa Registered Apprenticeship program is going very well. In addition to adding a Welding Apprenticeship Program in July, we hired an additional mechanic apprentice, Hunter Green in the Metro and a welding apprentice, Ryan Hopwood, in Brooklyn. With the 2021 grant money, we purchased



\$13,441 in tools for Ben Drummer, Joshua Smith, and Hunter Green in addition to crediting \$9,035 to the Brooklyn and Metro shops for time spent training. The 2022 grant money will go toward both Fall and Spring tuition for these individuals and of course more tools.

As we write this article, we've scheduled two "End Your Unemployment Day" events at Iowa Works in both Marshalltown and Davenport. These are strategically held on Mondays when individuals on unemployment typically file for weekly benefits. Adela and Sue will be at the front door handing out grilled hotdogs and cold sodas to engage with candidates. We look forward to seeing great results from these two events.

As we push into the Fall, the HR team will focus on being more visible and available to you. Don't hesitate to provide us with feedback on how we can continually improve. While we've been out in past years, many of you have shared with us that this time of year is often the most challenging; the days are hot and feel longer. But many of you also said that what motivates you through this challenging time is the people you work beside and seeing what you've accomplished together. Everyone contributing to something bigger and working toward excellence together. Thank you for all your contributions so far this year and let's continue to have a safe construction season.





AIM FOR WOW!

It is hard to believe that we are through summer and coming into the fall months. We have had a busy year in Marketing with our focus and goal of highlighting our people, projects, and performance! We sure have a lot to talk about!

The small marketing team of myself and Miranda Strong have a lot of output when it comes to all the tasks we try to complete in a given week, month, and season. We talk a lot about the content we put together; whether that be a photo, video, flyer, communication, and how high quality it has to be! There are three responses to a piece of content. Yes, no, and WOW! We aim for the WOW!

Wow is in the details, the forethought, the creativeness, the delivery. Now, do we get the “Wow Factor” every time? Honestly, no. But we own that; there is always room for improvement. However, Miranda and I hold each other accountable to put out the best content we can to improve communication, to show Manatt’s brand in the best light, and to try things no other construction company in Iowa is really doing! This summer we have focused on a number of projects. Communication and getting information to our team members is always number one. We have sent out over 42 weekly newsletters of “The Mix” through email and text message thus far. Ready Mix has their own specific weekly printed newsletter, “Down The Chute”, that we help format and distribute. We have also helped out Wendling Quarries develop their “Wendling Wall” newsletter to go digital, like we do with “The Mix”. On top of that, this edition of The Mirror is the second of three. I hope you are seeing an increase in the amount of information that is being shared at Manatt’s, I think it would be hard to find another company like us

sharing the quantity, quality, and frequency of information shared on a weekly basis.

We have really taken things a step further, digitally, this summer. With the challenge of finding more talent for the company and labor shortages being a statewide issue, we had to find ways to separate ourselves and get noticed. Outside of some of the more normal channels we have used in the past, such as print media and radio, we really upped our efforts on social media and digital marketing campaigning. In the United States, on average, people spend 2 hours and 24 minutes online a day! So, we made a conscious decision to go where they are! We can serve an “ad” to people based off a laundry list of profiles; age, location, interests, job history. The list is extensive. So, when you see an ad on your Facebook or a favorite website you frequent, you are being targeted in hopes you click the link to buy from them! We are doing the same with recruiting efforts, digitally. We were able to serve 191,881 ads this summer. The goal is to have a good Click Through Rate or CTR. Industry Standard is 0.35%; we have a CTR of 6.47% on our campaigns. That means we’re able to distinguish ourselves from the “Now Hiring” pack and get our name out there. I could talk about this all day! It takes time and energy, but there will be pay off in the end and we have seen it already.

2021 has also been great in terms of being able to have companywide events again! We were thrilled to have the MFB Adventureland outing. We had over 1900 team members with their friends and family in attendance for the event... a true blessing after not having the corporate retreat, Christmas party, or Adventureland last year!

As we go through the dog days of summer and wrap up the season through late fall, it is easy to get into auto pilot mode and coast through to the end. But the best never settle; they own their excellence; not matter how big or small the task. **Excellence** means we are **great on purpose**. Don’t settle; own your **excellence**, and go for the **WOW!**



INFORMATION TECHNOLOGY

When it comes to changes in IT, they can be viewed in many ways. For quite a few people, they can be viewed as headaches but, in this everchanging world we live in, those headaches are necessary for us to keep up with the competition. The construction industry as a whole is behind the curve in the technology realm and IT affects things we do daily more than a person thinks. So, if we want to keep from being left in the dust, we need to be open to making changes.

As an IT department, we have made quite a few changes in the past couple of years that have moved us in the right direction and we've also had some significant fails. I would like to take a moment to celebrate the wins and assure you all that we are making adjustments to avoid further fails. As most of you are aware, we had a cyber-security incident in July of 2020 (just one more reason to hate that year). It took several days for us to recover all of the systems that were affected during that incident. Since then, we have implemented a disaster recovery set up in Newton which allows all our data that's housed on the servers to be backed up daily and replicated off-site. What that means to you is we would be able to recover in hours instead of days if we ever had a need to.

We have also implemented tools that monitor our network for potentially malicious activity. These tools are making it much easier to keep those threats out of our network. This means if anything were to happen, we would be able to shut that threat down without it causing the major issues we had a year ago. This does not

mean that we are watching everything you do (we don't have that much time or interest) but what it does mean is that we are working at keeping our network safe.

We've installed redundant internet services and SD WAN at most of our locations as well. The thought process behind that is if both lines coming into the plant are not cut, the plant should not lose connectivity. If one service goes down, the SD WAN equipment fails over to the secondary connection without downtime. This also allows us to eliminate several hot spots which are extremely costly. Another benefit of SD WAN is it connects all our locations, so that we can have file sharing across the company without issue.

We are also implementing a VoIP phone system. Most of our current phone systems are drastically outdated and we are unable to get parts to fix them as they fail. Which as time goes on, this would become even more of an issue if we didn't make a change to the phone systems. The VoIP project is just in the beginning phases but should be well on its way to completion by the end of 2021. Most of these things don't drastically affect the day-to-day processes, but it goes a long way to ensuring that we have minimal downtime, and with everything we do, from mixers to internet if a machine is down it's not making us money. I know that some changes that are being implemented may cause some anxiety or questions. So, please feel free to reach out to the IT staff and we'll be happy to answer any questions you may have.

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SAFETY

In the short few months since I started, I have seen great improvements in our plants as they start focusing on being compliant and having a proactive approach to having a safer work environment. The safety teams have been conducting audits and pointing out areas that the plants need attention. This can be something as simple as a decal on an electrical panel to replacing a rotten wood floor. The feedback we have been receiving is great. Employees are asking safety related questions and giving their inputs on how we can make their plants safer.

I need to give a shout out to Steve Beck and Dale Frascht and their crews! They have done an awesome job at building platforms, machine guarding, ladder gates and so much more! I have noticed the plant managers and employees taking a personal initiative to improve each of their facilities. Whether it is a motivational poster or putting

new paint on the building, the sites are looking terrific.

Everything counts, regardless of size or intent, it has bottom line consequences – choose **excellence!**

These comments could not be any truer after an incident on one of our jobsites last week. There was a four car incident that resulted from a rear-end crash that caused a chain reaction near a flagger station. Mike McDonald and Josh Sadler's crew did an awesome job setting up their traffic control. The state requires a certain start/end times on projects that require flaggers and pilot cars. Traffic signs must be placed at a certain measurement per the traffic control plan. If any of these rules are not followed, we could get a penalty or be liable of an accident. The crew did an awesome job and had everything placed accordingly. Bottom line consequences..... Do things right and choose **excellence!**

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WENDLING QUARRIES



CONTRIBUTIONS FROM:

ROB MANATT

KALEB DIRICO

LUKE MOUBRY

STEVE BOHLKEN

DAVE CLARK

MORGAN SCHULER

MATT HARING

TODD MILLER



THE WORD

Every November since 2017, we have administered an Employee Engagement Survey (EES). Each year, we have learned a little bit more about how to use the data from the survey and we continue to get better at organizing our EES Action Plan. The action plan is generally focused on what the survey results refer to as “Opportunities”. These are the areas of the survey where we received our lowest scores. While it would be great to spend all day talking about our “Strengths” (the areas where we had our highest scores), the executive and leadership teams at Wendling Quarries acknowledge that we as leaders need to continue to get better at serving our people.

The list of our Top 10 Strengths from the 2020 survey is shown below. I am very proud of these numbers. Our strengths highlight our collective commitment to safety, quality, and customer service. They also reflect our strong track record of retaining employees for the long haul and the pride that so many of us feel about being a part of this great company.

The list of our Top 10 Opportunities from 2020 is also shown below. While I am

not proud of these numbers, I am very proud of our response to them. After three years of experimentation, I believe we have developed a world-class EES response process. When I look down this list of opportunities, I can confidently say that we are taking concrete action on every single one and systematically eliminating our weaknesses. Here is a summary of what we have been working on in 2021 to address each of our opportunities from the EES:

-I believe my pay is fair considering the pay of people doing similar work in other companies.

In order to address this feedback, the Manatt Family of Businesses (MFB) has hired an independent consulting firm called Gallagher to conduct a compensation study. The study looks at how compensation compares between our sister companies and also how it compares to the rest of our industry and geographic area. In turn, we used our 2021 wage increases to help align with the other MFB companies and the local market. In addition, the HR teams across the MFB are working with Gallagher to place each of our positions (clerks, specialists,

managers, crew members, etc.) into a pay band that is backed by compensation data relevant to our industry and geographic area. In other words, we will tie our Wendling pay grades to the best available local data. This is a monumental effort, which is being broken into multiple phases. The first phase includes non-field staff and should be completed during Fall 2021. The second phase will include field staff and will be completed in the first half of 2022. Updates and changes will be communicated as appropriate through the Wendling Wall and direct mail.

-There is a clear link between my performance and my compensation.

In the past, wages were largely determined by position and longevity. While these two criteria will continue to be important in setting pay rates, the pay bands that we are establishing will also help us to move to performance-based pay. This is not something we wanted to do too quickly, as we want to make sure that we can accurately measure performance before we start. In 2021, we implemented performance reviews for all employees, which will be conducted twice each year. Our first round was completed in July and we are currently reviewing them to look for opportunities to improve our ability to assess performance. Once we have pay bands and performance management processes in place, we intend to use these performance reviews to help inform annual wage increases. My goal is to have this system working by May 2023.

-Poor performance is addressed effectively in the company.

Performance reviews are also intended to address this issue. Furthermore, we have implemented performance management plans that include measurable goals to assess the performance of our managers and make sure that all of us are living up to our core value of Excellence. Continued poor performance should not be accepted because

STRENGTHS

	Item	Valid N	% Fav	% Neu	% Unfav	Distribution
71.	My work area is safe.	209	94	4	2	
2.	I have enough authority to do my job well.	210	88	7	5	
48.	Conditions in my job allow me to be about as productive as I can be.	208	84	11	5	
13.	I understand the results expected of me in my job.	210	95	5	0	
1.	I have the resources I need to do my job effectively.	210	85	8	7	
38.	The company provides high quality products and services.	206	87	11	2	
5.	The company is customer focused (always seeking to understand and meet customer needs).	205	84	13	3	
43.	I feel proud to work for the company.	208	83	13	4	
59.	I have a good understanding of my work group's goals and objectives.	208	87	11	2	
49.	Given your choice, how long would you plan to continue working for the company?	182	72	15	13	

it does not live up to our accountability standards or the high expectations we have for the future of this company.

-In the company, decisions are generally made at the lowest level appropriate.

oAll of our managers have now attended training sessions on “Delegation and Empowerment”. This training is intended to help get decision-making authority to the right levels. In turn, this will benefit

industry leaders. Nonetheless, we are always striving to improve our benefits offerings and this year we are focused on Paid Time Off. Leaders across the MFB have been working together on a new and improved PTO policy, which we plan to finalize by October for implementation in 2022. As PTO is often used for vacations, I see this as one more way that we are living our core value of Family.

-My job leaves adequate time to take

is working to develop a Wendling Training Academy. The result of this project will revolutionize the way we train and educate our employees. Our goal is to begin a phased launch of the academy in December of 2021, with an initial offering of five core courses. This work speaks to our core value of Human Potential, to which we are 100% committed.

-I receive clear and regular feedback on how well I do my work.

oAgain, we hope that performance reviews help to address this feedback. In addition, 46 employees (mostly managers) attended training on “Praise and Recognition” in our July Values Based Leadership training session. It seems simple, but there is a whole science behind the purpose and methodology of letting people know when they have done a great job. We have also continued to emphasize our “Wendling Way” program, which is intended to publicly recognize and reward those employees who exemplify our core values of Family, Excellence, and Human Potential.

-The company is effectively organized and structured.

oI will admit that the response to this feedback is happening mostly in the background and may not be obvious to everyone. At the management level, we are working systematically to get the right people in the right seats and have chosen to bring in talented people from the outside where

OPPORTUNITIES

	Item	Valid N	% Fav	% Neu	% Unfav	Distribution
31.	I believe my pay is fair considering the pay of people doing similar work in other companies.	199	33	28	40	
22.	There is a clear link between my performance and my compensation.	206	39	32	30	
64.	Poor performance is addressed effectively in the company.	200	39	30	32	
51.	In the company, decisions are generally made at the lowest level appropriate.	201	31	42	27	
23.	The company is open and honest in communications with employees.	204	50	29	22	
33.	The company provides employee benefits that meet my needs.	206	70	16	14	
10.	My job leaves adequate time to take advantage of job-related training opportunities.	206	55	24	21	
6.	I receive clear and regular feedback on how well I do my work.	208	58	24	19	
45.	The company is effectively organized and structured.	209	55	31	15	
7.	I have opportunities to achieve my career goals at the company.	206	62	25	13	

employee development. Whether managers are using these tools will be assessed through 360 feedback and performance management plans.

-The company is open and honest in communications with employees.

oIn April, I sent out a letter to the entire company discussing our desire to develop a feedback-rich culture. We are working hard to earn your trust through open communications including that letter, this article, and also by sharing more information through the Wendling Wall and social media pages (“Like” us on Facebook and “Follow” us on Instagram!). We have also established a dedicated communications team.

-The company provides employee benefits that meet my needs.

oHonestly, I am surprised by this feedback because our overall benefits package is very competitive and, in some cases, among

advantage of job-related training opportunities.


oBack in January, we began reaching out to all employees with a survey about training desires. The results of that survey have led to several initiatives intended to provide job-related training. One pilot program has been underway for a couple of months now - computer-based training for our shop technicians, which we have offered during regular work hours. We intend to evaluate the success of this program, adjust as necessary, and hope to expand it to other areas of the company in the future. We are also working with ESCO to develop an electrical safety training program. Finally, in one of the most ambitious projects of the year, a team of people led by John Ahlberg

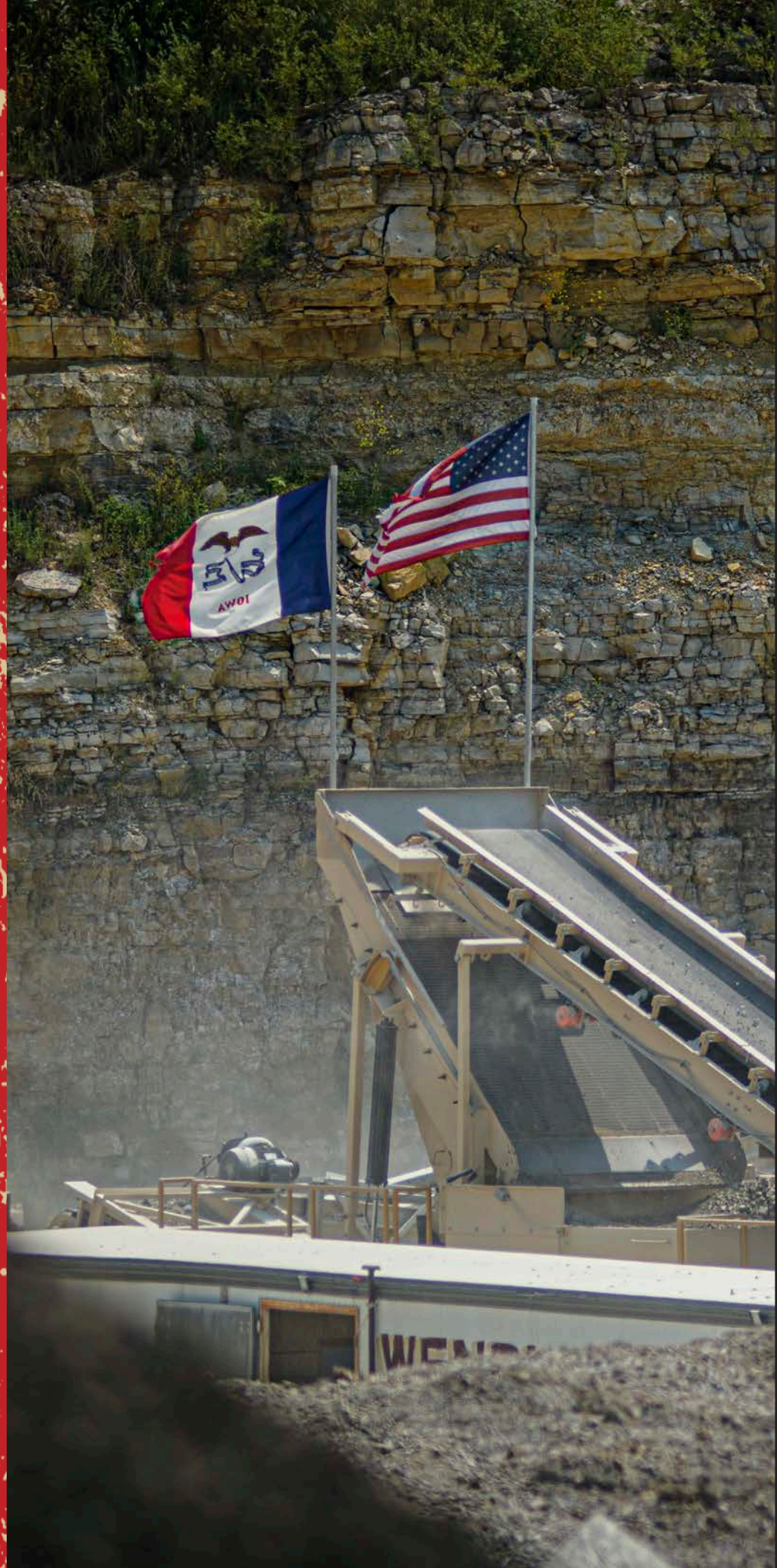


necessary. We are also working at the crew level to add staff so we can provide cross-training without damaging productivity and keep the safety of all team members first and foremost at all times.

-I have opportunities to achieve my career goals at the company.

oThe Career Mapping and Succession Planning Team has been working hard to address this feedback. We are in the final stages of establishing a formal succession program for 12 critical management roles and have also created radically transparent development paths and standards of excellence that provide clarity about how employees can move through the ranks at Wendling. The details of this work will be released in the next few weeks and we are beyond excited to implement these game-changing programs!

The above summary highlights some of the best work we are doing to address feedback received through the Employee Engagement Survey, but it doesn't even begin to cover all of it. We have held face-to-face meetings with many groups of employees to try and get more clarity regarding the feedback they gave in the survey. The leadership team has built their purpose around igniting the potential of our workforce by focusing on engagement and enablement. Individual managers have performance goals that specifically link their leadership to the engagement level of their team. I could go on and on about the depth and variety of ways that the engagement survey has changed our conversations at the management level. Slowly, but surely, we are becoming a feedback-rich, people-focused organization where our daily decisions are guided by our steadfast commitment to Family, Excellence, and Human Potential. Thank you so much to everyone who continues to participate in the survey – together, we are truly revolutionizing the way we work. 



KALEB DIRICO



THE 90 DAY REFLECTION

It's hard to believe ninety days have come and gone. In early May, my first day started with learning the basics of Wendling through the onboarding process. Now I have met hundreds of people, worked at many sites, and had the privilege to live in the Wendling Culture. As I reflect on the past three months, my mind goes directly to our Values, which are **Family**, **Excellence**, and **Human Potential**. Upon arrival, I learned these three

in the baggage. That was my first glimpse of the **family** value in action. It's easy to say we are a **family**, but it is another thing to see it in a genuine, real way. The family moment I experienced didn't stop on day one. I saw my work **family extending grace, having each other's back**, and **having fun** throughout the company.

Excellence: For my onboarding process, many of you know I worked at many

and it was moving day. The crew sweated gallons while disassembling their plant and hosing it off for transport. The teamwork and perseverance that day was a clear example of going the extra mile to keep our business on track for success. It was a tough day, but one I will always remember.

Human Potential: In late May, I had the opportunity to work with Woody's crew, Department 430. I spent the majority of the

week understanding the duties of a plant man, Kevin Kunde. That week I was educated on how very important that role is and I saw Kevin serving his crew every day. He was always thinking many steps ahead to make sure his crew worked safe, smart, and efficient. He exemplified **living in service to others**, and drove me to think of how I can do the same in my new role.

My reflection is filled with many experiences, too many to mention in this article. They all




HOW IT STARTED TO HOW ITS GOING!

words right away, but in my first three months, I had the opportunity to live it. Below are examples where the rubber met the road.

Family: When I first arrived in the state of Iowa, within hours I was visited by my Wendling Family to help me unpack a U-Haul into my rental house. That person was Ande Miller. I barely got the door open to the trailer and Ande's helpful hands were there with a cooler on that hot summer day, ready to lug

of the sites in order to learn our people and business, along with paying my respect to our hard-working crews by being in their shoes for a day or two. A part of excellence is **doing more than expected**. I saw that exemplified the day I worked with Crew 484, the West Dredge Crew. That day I had the pleasure to work with Tony Deleon, Cesar Gonzalez, and Rob Kucera. I'm pretty sure that day was the hottest day on record for the state of Iowa,

were very impactful for me and will guide my leadership for years to come here at Wendling. **On August 1st, 2021, I traded in my green hard hat for my new color, but I will carry with me my green hard hat experiences for the rest of my career, leading with our values in the forefront.** Thanks to everyone that spent the time to teach me the Wendling Way. 



WQI EQUIPMENT

Change... Its what's for dinner.

Funny, isn't it? How those time-tested slogans for something can stick with you through thick and thin? Your favorite song you haven't heard for ten years, yet can sing along the next time it comes on. For so many, that's your happy place. The good old days. The normal...

This summer has been somewhat run of the mill regarding repairs. Try to keep everyone cool in the cab. Replace the hose that finally gave up. Weld it up and grind it down. Do what needs done when it needs done, period. On the other hand, support operations here at WQI have seen many changes. We have had changes in policy, leadership, markets, parts acquisition, and the list goes on. It's ironic. So much of the same, yet so much change? That's right. Today we have got to learn to manage both. While doing those same old air conditioning repairs, we are now asking our shop techs to do computer-based refresher training on that very topic. Wait, stop turning wrenches and jump on the computer? That's right. Now all departments are having safety meetings daily to talk about near misses and open each other's eyes to hazards. Don't forget, put the valuable VBL training we have had into practice. That's definitely a new way of going through the day.

Before we go on, I would like to give thanks to those that have been around making those wheels turn. They know who they are. I'd also like to shout out to the new members

of the team that are driving our ship forward. Mike Hazen (DeWitt shop), Dwayne Simmacher (Robins Parts), and Tessa Laughlin (DeWitt Grounds). I'm very proud to be a part of the team.

Now, to head down the road we started on a bit ago... all this reminds me

day. If I didn't do that, I would surely walk out of the house the next day without my wallet or phone. When you change the tires on a truck you do the same steps every time, just to make sure it's good to go, right? Whether you are running a roller, excavator, or sweeping a floor you have a "method to the madness".

Some time-honored series of steps that just work the best for you. These are all things we have learned in the past that help us stay efficient.

It can also be not so good. I've attached two pictures to this little story. One of them is of a wheel loader that dates in the 60's. Pride and joy from a different year. Very simple, just picks things up and puts them where you want. Hard to operate, easy to have an accident with. At that time, I'll bet it was a savior. The other is a 944k Pit loader we currently feed one of our crushing plants with. It would be one of most state-of-the-art machines we have. This machine will talk to you through a computer a thousand miles away. It is



powered by a generator and electric motors and has a "go pedal" instead of a throttle pedal. What a difference right? These are the things that propel us into the future. If we didn't strive to develop new processes and technologies, we would never know where we could be. We could be using a pickaxe and shovel to chip pieces of rock off a boulder and moving it around with a mule. Almost daily we enjoy the fruits from those who pushed the status quo.

of Newton's 1st law. That whole object at rest stays at rest thing. I believe people are somewhat like this. I sure am. Wake up every day at the same time. Go to bed at the same time. Matter of fact, when I empty my pockets at the end of the day everything goes in the same place. That way it all goes back in my pockets the next day. It is comfortable, easy. Like it or not, most of us are creatures of habit, thus, we are "at rest" in our ways. That can be a good thing... back to me emptying my pockets in the same place every

This same concept can be seen

across the many industries that span the world. It's HUGE progress that always seems to speed up. At the same time, many folks are looking to pump the breaks. They get fed up with change. Sometimes I find myself thinking "okay, I'm ready for some normal". Here's the thing... I believe we can do both. We can be both creatures of habit and embrace change. Heck, I believe we can be part of the change and still be "normal". When you're part of that change, it becomes a part of you. You get to steer it. It's you at the helm.

Think of this... what if the person who thought up the air operated impact wrench said, "Boy, I like tightening these bolts by hand"? What if the people who

developed the many different advancements in loaders over the years thought "Well, this is good enough"? We all know life wouldn't be so easy. The alternative is being the one who says, "There's got to be a better way.". How about "I'm sure we could simplify this"? Again, I believe we can do both. You can have **EXCELLENCE** without being perfect. You can realize **HUMAN POTENTIAL** while still enjoying that same old song. If you're nervous or worried about change, don't worry. You have your **FAMILY**, both at home and at work, to back you up.

The next time you find yourself facing change (especially one you might not like), don't think of it as adversity. Try to think of it as opportunity. Think of it as your next chance

to shine. Your next chance to do better than the last, no matter what that may be. A chance to make it yours.

Now, back to Mr. Newton and his law. It says an object at rest stays at rest and an object in motion stays in motion with the same speed and in the same direction unless acted upon by an unbalanced force. The great thing about us being human, and living in this great country, is we get to choose our path. You can be an object at rest, an object in motion, or the driving force that makes things happen. The choice is yours.

ENJOY THE RIDE, BE OPEN TO OPPORTUNITY, AND BELIEVE IN YOURSELF.

Tomorrow is ours. Be safe out there folks!!



STEVE BOHLKEN

OPERATIONAL EXCELLENCE

This summer has been going awesome! The Manatt's Newton Asphalt Division has been successful in several bid lettings that have positively impacted production demands in a few of our rural locations. In the production world, our metrics are driven by Tons Per Hour Produced. It's the world we live in, it's how we are wired! We pride ourselves on safe, high-productive operations with internal goals set at producing "in spec products" at 5 to 6 thousand tons per crew per day. Producing a high-quality asphalt product somewhat changes that

mindset. The asphalt mix design now is the driving force. These mix designs can be very complex and it truly takes the asphalt producer and the aggregate producer to be on the same page and totally understand each other's challenges while creating the optimum mix design. I am not the one to explain the asphalt side of the equation, but what I do know is that the tolerances set by the mix design can be tight and not always the easiest or most efficient for aggregate producers to make. Here is

where I bring in Operational **Excellence!**

It all starts with communicating with the superintendents. We have to explain the WHY and the importance of our production plan to the whole organization. Discuss the different products, the different equipment needed and then create the effective game plan on how to make it happen. Asphalt mix designs love washed products. This isn't always

PRODUCING HIGH QUALITY ASPHALT STONE AT JABEN'S QUARRY!

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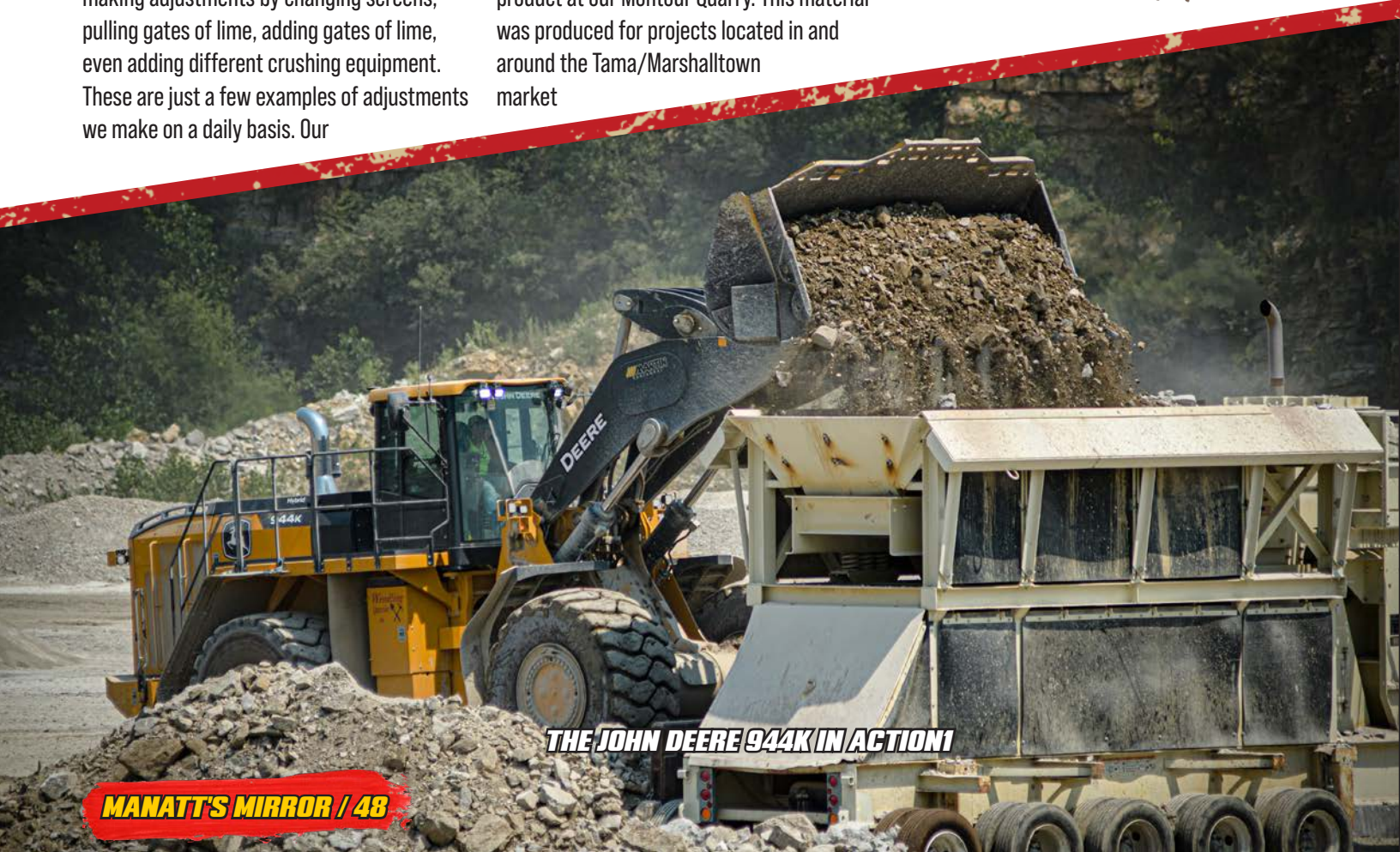
feasible for portable crushing operations located in rural locations. While we do have two stationary plants that produce Asphalt Stone, they are both backed up by stationary wash plants. CR South and Moscow Quarries both have asphalt plants on site which create economic advantages for both asphalt producers sitting there. This year on the portable side, we have been producing dry screened asphalt products at several locations. The material we are producing has to be clean enough so that we do not have to follow their production up with a portable wash plant. Hence the **Excellence** on quality control awareness. We always keep safety and quality control top of mind while producing any product, but the dry screened quality of asphalt stone takes this to another level. Reducing the fines in the finished product consistently is challenging. We are trying to dry screen out 100 to 200 mesh material (baby powder) with working conditions constantly changing. Our superintendents are working closely with quality control to gain knowledge of what the product is doing. When needed we are making adjustments by changing screens, pulling gates of lime, adding gates of lime, even adding different crushing equipment. These are just a few examples of adjustments we make on a daily basis. Our

desire for **Excellence** is why we accept the challenge of making these dry screened products. Our ability to think out of the box and look at different production methods will keep us out in front of our competition. We are also excited about the possibility of making dry screened commercial concrete stone in areas where the geology allows and by doing this it will hopefully provide an economic advantage for our family of companies. We have had four of our six portable crews produce dry screened asphalt products this summer. Howard Fruehling's Portable Crushing Department 420 is currently producing 1/2" to dust and a 1/2" dry screened chip at our Jabens Quarry. Travis Galloway's Portable Crushing Department 415 has produced 5/8" dry screened asphalt stone, 1/2" dry screened chips and 1/2" to dust asphalt stone at our Hertzberg Quarry. Both Howard and Travis have produced material for the Manatt's asphalt project on Highway 150 from Vinton to Independence.

Bill Cohenour's Portable Crushing Department 437 has produced 1/2" dry screened chip, 1/2" to dust and a 5/8" clean product at our Montour Quarry. This material was produced for projects located in and around the Tama/Marshalltown market

area. Shawn Skladzien, Jayson Wood, Brian Paup and Gene Ehlers all produce asphalt products on an annual basis. They are backed up by wash plants but they still focus on quality and consistency to meet the desired gradations. All of our superintendents and Quality Control Technicians take pride in knowing that the decisions they make on an hourly basis affect the success of the asphalt division and their ability to meet or exceed specifications required by the appropriate agency. We are all in this together.

I just want to say thanks to everyone! To Manatt's Asphalt Division: thank you for your business! To Manatt's Ready Mix Division: thank you for your business! All the mix design and quality control personnel, thank you for your patience!! To all the superintendents, THANK YOU! for getting the big picture. Our best asset is US and our ability to create synergies within our family of businesses. We have the smartest people in the room: lets collaborate and develop a plan to crush our competition. It is absolutely ok to WIN and it is a Hell of a lot more fun than losing!! Thanks for reading!



THE JOHN DEERE 944K IN ACTION!

DAVE CLARK



WQI DRILLING DEPT.

What do we think of when we hear the term “**Excellence**”? Great teams, maybe? Do you think of the men, the women, and the MWDs (military working dogs) of our armed forces that have selflessly protected our freedoms?

Or do you think of that sports team that kept you on the edge of your seat, and entertained you over and over again? We could go on and on. You may also think of individuals when you think of **excellence**; such as Chris Kyle (American Sniper), Cairo (military working dog), Michael Jordan (Bulls), Terry Bradshaw (Steelers), or Dale Jarrett (#88 Ford). Again, we could go on and on. What do they all have in common? It’s excellence in their chosen field. Commitment. Hours and hours of training and practice. Most importantly, they all had a team – big or small. Great teams always find a way to accomplish their goals.

About a year ago, the drilling department had the opportunity to service a new customer in the McGregor, Iowa area. This

customer is a small family owned operation, with just one location that sits just North of the famous “Spook Cave”. They have always hired a custom crushing company out of Wisconsin to make their products. The custom crushers also took care of the drilling as part of the crushing package. However,

the gap. Together with the WQI moving department, we were able to mobilize our drill and begin drilling quickly enough to meet their needs. Before we got very far, COVID-19 threw a wrench in our plans and we had to ask another member of the drilling team to fill in. He did so with no questions asked and

was happy to help out his team. After the switch was made, the drilling was completed in a timely manner and the customer was happy with the service.

We haven’t been back since, but nonetheless stayed in contact with the customer, hoping that opportunity would knock again. Finally, about a week ago, the customer called to say that they had purchased the crushing plant from the custom crushing company they had been using. Instead of hiring the old drilling company back, they wanted us to know

that they were (and I quote) “So impressed with Wendling’s quality and customer service” that they wanted our team to come back and drill for them again. If that doesn’t show our values in action, I don’t know what does.

Great Teams are successful and our WQI drilling team is Excellent.

Thanks to everyone that makes this possible!



SCOTTY MCPHERSON DRILLING IN SUB ZERO TEMPERATURES!

when they were ready to start last year’s crushing set, the drilling company they have always used was not able to make it. Hence, our opportunity arrived! The WQI drilling department got the call to help fill




JAMIE RUNDLE MAKES HOLES AT JABEN’S QUARRY!

MORGAN SCHULER



WQI COMMUNICATIONS

Hopefully by now you've all seen and read our new digital version of the Wendling Wall newsletter that launched on August 19th. If not, what are you waiting for? Go check it out! Plain and simple, our story matters. Our story sets us apart and makes us unique! We want to shine a spotlight on all of the people that make Wendling great and the incredible work we all do. Never before have we been able to share and deliver that information in a high-quality format, but that's all changing. On that last point, change is inevitable and happening... the vibe is contagious. By telling our story, hopefully we can continue to hire more people to fill needed positions, build a stronger culture and trust, develop a better understanding of our operations, and in the end be more profitable. We're choosing to be Excellent on purpose because it's not just written on our walls, it's the goal we're all striving for. Fires me up! We're pushing ourselves to be better, to put people first, and nurture leadership. Everyone should always be treated well

and feel empowered to lead. No matter your title or position, we can all be leaders to step up and solve any problem we're facing. Open and honest communication, respect and recognition are big projects being worked on right now, which the new Wendling Wall initiative was part of. Huge shout out to the Wendling Communications Team - Jessie Jacobi, Julie Nigh, Kim Cahill, Rita Crist, and Robin Koranda and Manatt's Marketing Director, Lee Schroeder, for your efforts to make the Wendling Wall Excellent! Your contributions and commitment are very much appreciated. Our newsletter is by us, for us. With that in mind, let us know what you want to see featured or submit pictures and stories to wendingwall@wendingquarries.com. If you aren't receiving the Wendling Wall and want to be added to the distribution list, send us a note to that email address with your email and cell phone number. Finally, follow - like - and - subscribe to Wendling's social channels: Instagram, Facebook, and YouTube. Stay safe, LFG! 

MATT HARING




INFORMATION TECHNOLOGY

Late last year WQI expanded our IT team, consisting of Robin Koranda and myself with the addition of Brad Stahler. Brad has already played a crucial part in the Wendling Quarries plan to expand our technological reach in 2021 and beyond. Here are a few words from Brad:

"Hello Manatt's family. My name is Brad Stahler. I started with Wendling Quarries in December 2020 at the DeWitt office. I would like to thank everyone for being so welcoming, helpful, and treating me like part of your family. After only a brief time here, I can honestly say that this is a very special organization, and I am excited that I can be a part of it. Previously, I was employed with Shared Med IT where I operated as an IT Specialist/Consultant, gaining expertise in network administration and cloud computing. I currently hold a CCP (Cloud Practitioner) for the AWS platform (Amazon Web Services) and am working on getting an SA Certification (Solutions Architect). My goal is to work with Matt Haring and Robin Koranda to ensure IT issues are resolved in a timely manner and to make sure our network/systems are working efficiently as we transition to more cloud-based applications. I spend most of my free time with my son, Bradley (6), playing games, going to the park, cooking, and going on scooter/bike rides. If you have any questions, please feel free to reach out to me. Thanks again for the warm welcome." -Brad Stahler

After a hectic 2020 (between Covid and the Derecho), we are moving full steam ahead on numerous projects to be completed in 2021, such as:

1. Full MDM (Mobile Device Management) rollout for all data enabled mobile devices in the company. This provides us with the ability to access phones/tablets remotely to assist users with minimal downtime.
2. Company cell phone migration for DeWitt Office employees to achieve better coverage and experience.
3. DeWitt Office fiber upgrade to 1GBPS to prepare for future cloud software and solutions.
4. Security awareness training and enhanced policies deployment.
5. Quarry ticketing software migration from JWS to Fastweigh, a cloud solution with customer facing accessibility to retrieve tickets/quotes.
6. Migration from locally hosted Exchange to Office 365.

As the technology space continues to grow by leaps and bounds almost daily, we are striving to be on the front line of these advances. My personal vision is for Wendling Quarries to become the leader in technology in Eastern Iowa. We have quite a few challenges due to our physical location, and the network infrastructure associated with it. However, with the team we have in place at Wendling Quarries, the sky is the limit, and I'm proud to be a part of the journey! 

TODD MILLER



WQI SALES

It is mid-summer in Iowa and that leads to project activity in full speed. The pace has been great, as we are also seeing a number of projects starting to bid for next year also. It is an exciting time to work with our customers supplying their aggregate needs!

This summer has brought projects in which we are supplying Manatts Ready Mix and Eastern Iowa Asphalt with materials. In addition, we have also supplied aggregates to several projects with both the Manatts PCC Paving and the Asphalt Paving divisions.

With the large amount of project activity we are experiencing, the Sales Department has the opportunity to talk with our customers frequently. It is amazing to hear, almost daily, how much customers enjoy doing business with Wendling Quarries. This is a perfect example of **EXCELLENCE!**

We pride ourselves on a total service experience provided to our customers. When they share that type of feedback with us, it is a true testament to every person in the company striving for **EXCELLENCE**. Comments such as “Thanks for the quick delivery”, “I’d rather do business with you even though you are a little further” or “thanks for responding to our needs beyond the business hours”, that shows each and every employee is contributing to the overall customer experience. The Sales Department may hear the comments initially, but it is important to share, as we all contribute to making an excellent opportunity for our customers daily. As always, thank you for continuing to have a customer focus. Have fun, work hard, and be safe!



WQI ANNOUNCEMENTS

MIRACLES

BRENNA MARLEEN DAUGHTER OF GENE AND COURTNEY EHLERS BORN JUNE 22
LEO MARVIN, SON OF ANDE AND SAMANTHA MILLER BORN AUGUST 3
ZACHARY GRANDSON OF ROGER AND SHERRI TRENKAMP BORN AUGUST 3
HAILIE DAUGHTER OF BRANDON AND MICHAELA KEMP BORN JULY 23

CONGRATULATIONS

MARION CAMPBELL RETIREMENT AFTER 26 YEARS

SYMPATHY

TERRY HAHN LOSS OF SISTER-IN-LAW
MICHAEL GROVES LOSS OF GRANDMOTHER
MATTHEW GROVES LOSS OF GRANDMOTHER
KELCEY SMITH LOSS OF FATHER
ADAM EBENSBERGER LOSS OF GRANDFATHER
HAROLD PETERSON LOSS OF SISTER-IN-LAW
KAITLYN ROBINSON LOSS OF GRANDPARENT
ADAM GUDENKAUF LOSS OFF GRANDPARENT
KIMBERLY CAHILL LOSS OF GRANDPARENTS
FAMILY OF DYLAN DVORAK

We are d

LIFTING CHAINS

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BRIAN MANATT



DEL PRESIDENTE

Primero quiero agradecer a todos los que se tomaron el tiempo para enviar una respuesta de mi último artículo de la revista Mirror que también salió en The Mix (La Mezcla). He leído todos y cada uno de ellos, y estoy trabajando con otros líderes en formas en que podemos implementar esas sugerencias para continuar mejorando.

Ser dueño de nuestra **excelencia** es el tema del artículo de la revista Mirror de este mes. En el último año, el equipo de liderazgo ha hablado mucho sobre "perseguir la grandeza" en nuestro interminable viaje hacia la **excelencia**.
Creemos

que somos buenos en la operación de este negocio, realmente buenos. Sin embargo, también sabemos que siempre hay espacio para mejorar, por lo que lo llamamos perseguir la grandeza. Hay una búsqueda incesante de ideas, mejores prácticas y procesos que puedan ayudarnos en este viaje. Sin olvidar nunca que la grandeza no es fácil, no es para unos pocos elegidos, es para los que eligen.

Por definición, el camino que hemos elegido no es el fácil. Como presidente de Manatt's Inc., viene con la responsabilidad y la presión de ver esta visión convertirse en una realidad. No hay manera de que yo haga esto solo. La visión de la compañía fue creada como un equipo y sigo confiando en ese equipo y en tantos otros líderes de la organización para tomar decisiones que hagan que nuestra empresa sea exitosa,

rentable y se mantenga en el camino hacia la excelencia.

Tengo la tendencia de pensar o encontrarme con ideas realmente grandes y audaces, entusiasma mucho con ellas y quiero verlas implementadas de la noche a la mañana. ¡Eso obviamente no es realista, así que afortunadamente tengo personas que están dispuestas a darme la retroalimentación que necesito! Recientemente hemos estado explorando algunas nuevas oportunidades que podrían ayudar a nuestras divisiones a comunicarse de manera más efectiva y ayudar a automatizar la planificación, la programación y la ejecución general. Tuve que desafiarme a mí mismo y a otros líderes a dar un paso atrás y recordar nuestro por qué; por qué necesitamos explorar nuevas vías hacia la excelencia, por qué queremos y necesitamos abrazar el cambio y por qué hemos sido elegidos para liderar la Familia de las Empresas Manatt. Si continuamos haciendo las cosas como siempre lo hemos hecho, nos estamos preparando para el fracaso en el futuro.

Comenzamos el viaje VBL hace





TOMAS RUBIOS

4 años, y desde entonces, nos hemos comprometido con el proceso. Parte de ese proceso es hacer el trabajo y mantenernos fieles a nuestra visión: compartir un compromiso unificado con la excelencia,



FELIPE G. FONSECA

modelos. Parte del viaje de VBL inicialmente, fue establecer los valores de nuestra empresa: **FAMILIA | EXCELENCIA | POTENCIAL HUMANO.**



JORGE ESTABON

Y cuanto más trabajamos para convertirnos en la mejor versión de nosotros mismos, comprometernos con el crecimiento continuo y ser un líder que valga la pena seguir, más nos unimos todos para hacer

FAMILIA EXCELENCIA POTENCIAL HUMANO

restablecer continuamente el estándar que todas las demás empresas de materiales de construcción aspiran a ser. Incluso como líderes de la organización, necesitamos recordarnos a nosotros mismos nuestro compromiso y la importancia de ser

Con el fin de tener éxito y mantenerse a la vanguardia en un mercado desafiante, tenemos que compartir un compromiso fiel con los demás y nuestra visión, unirnos como uno solo, y tomar medidas para dejar nuestro legado - **FAMILIA.**

Dentro de la Familia de Negocios de Manatt, es un requisito que haga más de lo esperado, lidere sin miedo y esté abierto a la oportunidad y la innovación, porque somos excelentes a propósito: **EXCELENCIA.**

malditas cosas buenas para nosotros y nuestra organización: **POTENCIAL HUMANO.**

Todas estas cosas continuarán alentándonos a crecer y son razones por las que continuamos persiguiendo la grandeza. Todo importa independientemente del tamaño o la intención, así que por favor continúe desafiando a sus empleados, sus compañeros e incluso sus líderes. Este es nuestro viaje... y es el camino hacia la **excelencia.** Gracias por ayudarnos a llegar a nuestro destino. **47**



PCC Y PROYECTOS

Uno de nuestros valores fundamentales en Manatt's es la **excelencia**, pero ¿qué significa ser excelente? Nuestra definición se define como:

Somos geniales a propósito:

- Haz más de lo esperado
- Responsabilizarse a sí mismo y a los demás
- Lidera sin miedo
- Estar abierto a las oportunidades
- Mantener un espíritu emprendedor

Hace poco leí un artículo que encontré sobre la excelencia y lo que significa para las organizaciones. Este artículo fue titulado "Las 10 A de la Excelencia Personal", por el Dr. Victor SL Tan. En Manatt's, creemos que ganaremos con nuestra gente. Para lograr la excelencia de las personas, el artículo afirma que las organizaciones necesitan centrarse en el crecimiento y desarrollo de los individuos. Las 10 A de excelencia personal declaradas por el Dr. Tan fueron estas:

- Conciencia – Aprende, mejora y crece, descubriendo los puntos ciegos.
- Actitud – Con demasiada frecuencia hay individuos capaces a los que se les impide mayores logros debido a sus actitudes.
- Acción – Las acciones hablan más que las palabras y no puede haber excelencia sin acción.
- Habilidad – Estar dispuesto a estar abierto a la oportunidad de aprender más habilidades y ganar más experiencia.
- Objetivo – Conocer la importancia de planificar y trazar las estrategias correctas.
- Adaptabilidad –

Charles Darwin dijo: "No son los más fuertes de los demás inteligentes los que sobrevivirán, sino los que mejor puedan adaptarse al cambio.

- Afabilidad – Ser agradable y tener una disposición amistosa. Esto no solo es una reflexión sobre ti mismo, sino también sobre la empresa
- Responsabilidad – asuma la responsabilidad de sus propias acciones no juego de la culpa.
- Logro – Un individuo que produce continuamente resultados no tiene que preocuparse de lo que otros piensen de él.
- Apreciación: un buen ejercicio sería enumerar 3 cosas que aprecia de su trabajo y luego enumerar las cosas que puede hacer a cambio para mostrar su aprecio.

Aprender a ser excelente en los lugares de trabajo es muy similar a cualquier deporte de equipo. He entrenado a muchos equipos juveniles a lo largo de los años, y continúo creciendo como entrenador. Tomo la responsabilidad de mis errores y aprendo de ellos. Hago que el equipo sea responsable y uso todas estas "A" de excelencia personal de alguna manera. Todo cuenta en nuestros trabajos, independientemente de lo pequeña que sea la tarea. Se necesita un esfuerzo de equipo, y el futuro de los resultados de esta empresa se basa en ser excelente.

Nuestra división de Pavimentación / Proyectos de PCC ha tenido un año ocupado. Nuestra carga de trabajo ha disminuido

ligeramente con el año pasado, pero el año pasado fue uno de los mejores. Sentimos que tenemos mucho trabajo por hacer antes de fin de año. Hemos tenido un año de altibajos hasta ahora, pero sobre todo mirando hacia arriba. Todavía tenemos trabajo por hacer en múltiples proyectos para terminar el año:

- Intercambio en el Condado Johnson 180/380
- Terminar el recubrimiento en el Condado Mahaska
- Recubrimiento en el Condado Delaware
- La calle West Des Moines en la Ciudad de Brooklyn
- Reconstrucción de la calle 8 en la Ciudad de Grinnell
- Condado Poweshiek I-80 en Grinnell
- Recubrimiento en el Condado Poweshiek en Hartwick
- Pavimentación en el I-35 Condado de Warren
- La cuadrilla de Aplastamiento (Crushing) estará en Grinnell, Brooklyn, Este de Iowa, Newton, y Ames para concluir el año.
- La cuadrilla de Molino (Grinding) estará trabajando por todo el estado con sus proyectos en el I-80/380 y el Puente I-74 en Quad Cities.

¡En una nota más, nuestros incidentes de seguridad han sido de este año y esperamos continuar por este camino para tener una gran temporada de seguridad! ¡Manténgase seguro y saludable!



LEAVING THEIR LEGACY

**TEAM MEMBERS WHO HAVE RETIRED
APRIL THROUGH AUGUST 2021**

FRANK MCDONALD – TANKER DRIVER – 39 YEARS

CHUCK FLATBERG – PLANT MANAGER – 34 YEARS

DALE OTT – PLANT MANAGER – 33 YEARS

LARRY ALLEN – GDP, METRO – 23 YEARS

LEROY WILLIE – LOWBOY DRIVER – 21 YEARS

ROBERT KNOWLTON – BELLY DUMP DRIVER – 15 YEARS

RICK MUMM – PARTS ASSOCIATE – 13 YEARS

DWAINE ELLIOTT – DUMP TRUCK DRIVER – 4 YEARS

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

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MANATT'S MIRROR – SUMMER 2021

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