

MANATT'S MIRROR

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Spring 1998

Reflections of Manatt's Inc. & Subsidiaries

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Brain Teaser!

Brad would like to challenge all employees to use the formulas in this puzzle to figure out how long a line of **1" concrete stone** would stretch. Anyone who comes up with an answer, please let me know. We'll make some comparisons and let you know in the next newsletter. The following was taken from the National Aggregates Association newsletter.

Question: Just for fun, a twin axle 20 ton load of our #67 gravel has just left the plant. If each piece of aggregate in the truck were laid end-to-end, how long would the line of aggregates stretch?

Answer: The answer will vary from aggregate to aggregate, but here's a way to make an educated guess. First, let's take a handful of the aggregate and line them up end-to-end. Now measure the length of the line and weight of the particles. In my case the length of the line was 22.5 inches and the aggregates weighed 98.5 grams.

Now change weight from grams to pounds, $98.5/453.59 = 0.217$. Next, divide 0.217 lbs. into the weight of the truckload of aggregates, $40,000/.217 = 184,331$. Now change the length of our line from inches to feet, $22.5/12 = 1.875$. Next multiply 184,331 by 1.875 feet, $184,331 \times 1.875 = 345,620$ to yield the length in feet. Finally, determine the length of the line of aggregates lined up end-to-end by changing from feet to miles, $345,620/5280$. In our case, the length of the truckload of #67 aggregates would be 65.45 miles long!

Subdrain/Sealcoat

by Dave Schinckel

Spring is slow in coming or maybe I'm in too big of a hurry for it to get here. It was hard to tell the change in the seasons this year. Winter was very mild with the gravel road that I live on being mud and pot holes all winter. Now that spring has arrived, so have the rains and it still is mud and pot holes. Oh well, I guess it's better to have it now than when we're on the road trying to get a full week of work in.

1998 is going to be a challenge to keep a full work load in front of the subdrain crew. The winter lettings have been down somewhat in volume for subdrain. Along with that, we have a competitor out there bidding work like there's no tomorrow. It seems we can always fill up before the year is over, but there are some anxious moments in my office right now. We may broaden our horizons and park the trenchers and complete a specialty project before the season is over.

With the spring weather washing snow and mud away, our cities and counties are assessing their sealcoat streets and roads. Requests for quotes are starting to pour in now, and it looks like a strong season for sealcoat.

On March 31st, we held our spring crew safety meeting, for both crews, in the meeting room at the Brooklyn office. It may seem that these meetings are redundant and boring. Nothing changes on the road. In a way that is true, but traffic flows continue to grow, equipment seems to be larger, and it seems everybody is in such a hurry.

We need to continue our safe practices and not get in to that repetitious feeling at work. Stay on your toes! Keep an eye out for yourself and your crew members. Let's make 1998 an accident free year.

MANATT'S MIRROR
Manatt's Inc.

Bev Vaverka, Editor
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Brooklyn, Iowa 52211

Subsidiaries:
 Wendling Quarries, Inc.
 DeWitt
 Illowa, Blue Grass
 Marquart Block, Waterloo,
 Grand Junction, Dubuque
 United Concrete, Waterloo
 Norris Asphalt, Ottumwa
 Moberly Stone
 L. L. Pelling, North Liberty

WENDLING QUARRIES, INC.

IT'S BOWLING TIME AGAIN!!!

by Jackie Behounek

Wendling Quarries held its 3rd Annual Bowling Outing on Saturday, February 14, at the Westdale Bowling Center in Cedar Rapids. We had 36 bowlers (or 9 teams) attempting to become the 1998 champions.

The defending 1996 & 1997 champion team of Kathy and Perry Keating and Jackie and Tony Behounek were finally dethroned this year by the team of Dick and Alice Carber and Ron and Joyce Paulsen. (Kathy works at the J Street office, Jackie at the Garrison scale-house, Dick is utility man out of the DeWitt shop, Ron is in parts at the DeWitt shop, and Joyce works in the DeWitt office).

The defending champions came in second place this year, and the team of Doug and Doreen Martin and John and Margaret Tuthill came in third. (Doug is preparing to join the sales team at the J Street office and John is in Quarry Development).

Men's high game and high series went to Ron Paulsen, with a high game of 247 and a series of 708 (240, 221, 247). Women's high game and high series went to Joyce Paulsen, with a high game of 203 and a series of 564 (203, 180, 181). Nice bowling!!

After bowling, lunch was served in the lounge and prizes and trophies were awarded. Everyone seemed to have a great time and there were enough prizes so that everyone received at least one.

I would like to thank everyone who helped make this 3rd Annual Bowling Tournament a great success, such as Cal Paul for being the spokesman this year, Cheryl Casel for soliciting our vendors for prizes, and Joyce Paulsen for putting the formula on computer to quickly and accurately figure the scores. Also, I would like to thank all my fellow employees for the many birthday wishes, cards, balloons and the delicious cake that I received Saturday to make my Valentine Birthday one of the best I've had.

Anyone with ideas or suggestions for next year's tournament, please feel

free to call me at the Garrison Quarry. I hope to see all of you at the next tournament.

((()))

Congratulations to Gravis Galloway on the birth of his son, Kaleb, on March 1. Travis is a stockpile driver for Russell's crushing crew.

((()))

THE STATION

Tucked away in our sub-conscious is an idyllic vision. We see ourselves on a long trip that spans the continent. We are traveling by train. Out the windows, we drink in the passing scene of cars on nearby highways, of children waving at a crossing, of cattle grazing on a distant hillside, of smoke pouring from a power plant, of row upon row of corn and wheat, of flatlands and valleys, of mountains and rolling hillsides, of city skylines and village halls.

But uppermost in our mind is the final destination. On a certain day, at a certain hour, we will pull into the station. Bands will be playing and flags waving. Once we get there, so many wonderful dreams will come true and the pieces of our lives will fit together like a completed jigsaw puzzle. How restlessly we pace the aisles, damning the minutes for loitering--waiting, waiting, waiting for the station.

"When we reach the station, that will be it!" we cry. "When I'm 18." "When I buy a new 450 SL Mercedes Benz!" "When I put the last kid through college." "When I have paid off the mortgage!" "When I get a promotion!" "When I reach the age of retirement, I shall live happily ever after!"

Sooner or later, we must realize, there is no station, no place to arrive at once and for all. The true joy of life is the trip. The station is only a dream. It constantly outdistances us.

"Relish the moment" is a good motto, especially when coupled with Psalm 118:24. "This is the day which the Lord hath made; we will rejoice

and be glad in it." It isn't the burdens of today that drive men mad. It is the regrets over yesterday and the fear of tomorrow. Regret and fear are twin thieves who rob us of today.

So stop pacing the aisles and counting the miles. Instead, climb more mountains, eat more ice cream, go barefoot more often, swim more rivers, watch more sunsets, laugh more, cry less. Life must be lived as we go along. The station will come soon enough.

Robert J. Hastings

NEW EMPLOYEE BENEFIT

We are very pleased to be able to announce a new employee benefit; an Employee Assistance Program (EAP) through Family Resources, Inc. Our EAP is a comprehensive service program, which focuses on maintaining and enhancing your personal well-being. The benefit is implemented by providing two components of service, education and counseling. The educational component provides various printed materials, payroll stuffers and newsletter articles to employees and their families. In addition, employees will have opportunities to attend educational workshops or training done by the EAP. The heart of the EAP, however, is the counseling component.

Under your new EAP benefit, you and your family are eligible for visits to a professionally trained counselor. The EAP will work with you and your family to help resolve any specific problems or concerns you may be experiencing. Some examples may include marriage counseling, divorce, grief, self-esteem or parenting. A 24-hour crisis line, which is serviced by the counseling team, is also available, should the need arise. The phone number is 319-359-9399 or 1-800-322-8375.

All of this is accomplished in a caring and confidential manner and no back-to-back Wendling Quarries appointment will be scheduled. The benefit begins on March 15, 1998, and

gives you and your household members four free visits per contract year. Employees located outside the Quad-City area will be referred to a provider in their local area. Services can be accessed by calling 319-359-8216 or 800-322-8375. If you have any questions about this benefit, please call Family Resources, and speak with Elmer Brunk, our EAP consultant (800-322-8375).

DIRECT DEPOSIT

Wendling Quarries is happy to announce that we can now offer direct deposit of your payroll check. We are able to automatically send your weekly pay to the bank or credit union of your choice by electronic transfer. Many of you have asked about direct deposit in the past. Now is your opportunity to take advantage of this service.

There are many advantages to direct deposit. One is convenience. You will no longer have to wait for your check to come in the mail, or rush to the bank to deposit your paycheck before the checks you have written clear your account. You will never have to worry about lost or stolen checks again, and if you are sick or on vacation, your money will still make it to the bank on time. Your net pay will be deposited into your account each Friday. You will receive your check stub in the mail which will tell you the amount of your pay and the taxes and deductions being taken out.

Most any financial institution will accept direct deposit. Many offer free checking or other benefits to their customers who use this service. Please check with your bank or credit union to find out what they may have to offer.

To enroll in direct deposit and enjoy its benefits, simply complete and sign an application, which can be obtained from the DeWitt office. Your direct deposit will start about a week after your application is received back. If you have any questions, please contact your financial institution, or Karen in the DeWitt office.

Wendling Quarries, Inc., will again be sponsoring 4 to 6 children for a great opportunity to attend a summer camp that will be packed full of **fun interesting things to do and is all paid by WQI.**

We are encouraging sons and daughters of employees to apply. The focus is on hands-on learning, safety, the free enterprise system, and having fun at summer camp.

Dates for the camp are:
5th & 6th graders July 12 - 18
7th & 8th graders July 19 - 25

There is a new location for the camp this year, Camp Hantesa. Camp Hantesa is located on the river bluffs in the Des Moines River Valley next to the Ledges State Park, south of Boone, Iowa.

The camp this year is being sponsored by Associated General Contractors of Iowa. The program mission is to provide career awareness for young persons - both boys and girls - to explore the construction industry as a potential career. The focus is on learning, creativity, career awareness, the importance of safety, and most of all having fun at summer camp.

Camp activities include construction job site visits (observation only), plant, mine &

quarry visits, hands-on construction projects at camp, along with **age appropriate** summer camp activities that include rappelling (15 & 30 foot tower), low ropes course, high ropes course, horseback riding, swimming, archery, riflery, drama, photography, camp crafts and more!!!

If you have an interest in attending, please address a letter to Tony Manatt as to why you would like to attend and what you feel you could benefit from such an experience.

Letters should be in the DeWitt office by April 30, 1998.

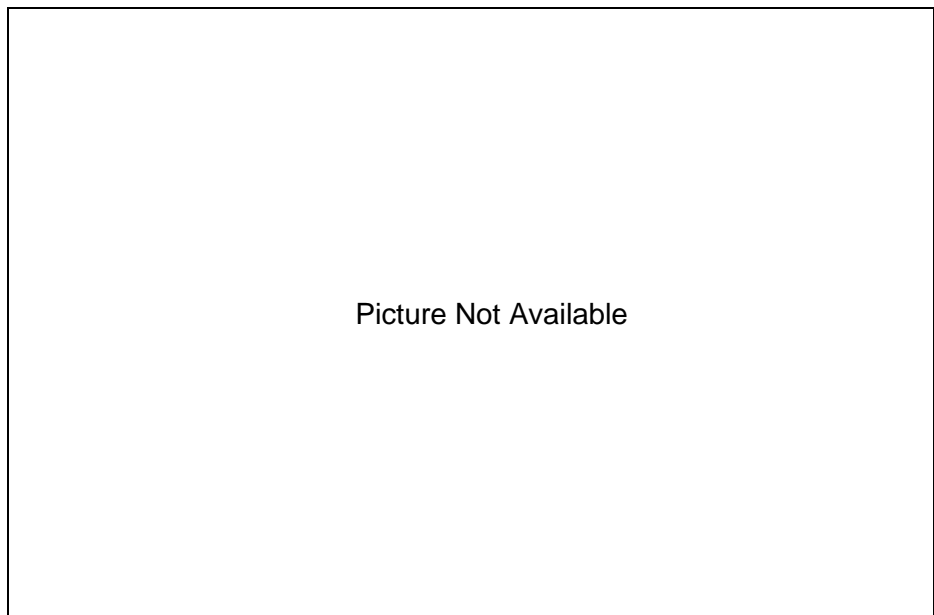
As a camp sponsor, Wendling Quarries, Inc., will be responsible for room, board, all activities, and bus transportation (for the week of the camp). Campers are expected to arrange for their own transportation to and from Camp Hantesa.

Please call Emily at the DeWitt office with any questions you may have.

WELLNESS UPDATE

by Nancy Ollinger

Thanks to all of you who participated in this year's wellness program. The only site that had major problems was the Brooklyn site!!!!



Five generations recently gathered for a photo. Aaron Fier (front) of Maquoketa, holds his daughter, Adrianna Fier, born Sept. 4. Family members are (back, from left) Amanda Larssen of Davenport, great-great-grandmother; Sally Fier, Charlotte, grandmother; and Naomi Ihrig, Maquoketa, great-grandmother.

Everywhere else went very smoothly. I believe that we will have all the "bugs" worked out for next year. Those of you who had to wait so long to get through will not have that problem next year.

At the present time, I do not have the results for the four \$25.00 incentives. We should have that information shortly.

I would like to give a special thanks to Roger Gerard and Sandy Bunnell, for all their help in getting everything set up and taken down. It was appreciated.

Also, thanks to all of you who helped at each site. You all did a great job.

Kellogg Man Wins at Cycle Shows

Randy Cooper of Kellogg finished first in the Mild Custom Street Class in the International Show Car/Bike Association at The World of Wheels Show January 30-February 1 at Veteran's Memorial Auditorium in Des Moines.

Cooper showed his 1991 Harley-Davidson FXSTE Softail Custom bike. He also finished second in the Evolution Stock Custom Class of the Fifth Annual Midwest Motorcycle Show and Swap, held in Sioux City, January 24-25.

Mr. Cooper placed first in the Street Custom Big Twin-stock Ridged Mount Class during the All-Harley Revue, held in conjunction with The World of Wheels Show.

Randy is a ready mix truck driver at Newton.

STORK CLUB

Congratulations to:

Mr. and Mrs. Wade Maxwell on the birth of their first child. Jessie Lynn was born March 30. Wade is in charge of the sign shop at Brooklyn and Grandpa Carmen is in the weld shop.

Harry Kilmer, Sr. has a new grandson, Kevin Cray, born to Dana and Trish Kilmer on March 31. Harry works in the sign shop at Brooklyn. Kevin's aunt, Diane Kilmer, is payroll clerk.

Mr. and Mrs. Dan Roudabush are the parents of a son, Aaron Craig, born February 5. Dan works in the wash bay at Brooklyn.



CONGRATULATIONS!!

to newly weds:

Gene and Nancy Manatt; Gene is Transportation Director.

Bryan and Jo Bearerstadt; Bryan is Farm Manager.

Billy and Mary Jo Fortner; Billy works for the PCC

Concrete division on Duane McDonald's crew.



HAVE FUN AT CAMP!!

C



Manatt's Inc. will again be sponsoring children for the construction careers camp. If you have children who are interested in attending this camp, please contact Don Woodard **as soon as possible**. Manatt's has set aside \$2,500. to be used for the camp. This will pay all or part of the fees, depending on the number of people who apply.

Read more about the camp, its location and some of the events provided, on page 3 of this newsletter.

PROMOTION

Brad has announced that Wade Maxwell will be taking over the management of the sign shop from Harry Kilmer. Harry has decided to take his retirement a little more seriously this year. You'll still see him on the job, he's just passing the "headaches" on to Wade!!

Annual Salsa Contest

J. C. Miller

All of you salsa cooks, don't forget that we will be having our annual salsa contest again this year. (Get those tomatoes and peppers planted!) We haven't worked on getting the judges yet, but we will have them by contest time.

Newton Asphalt Division

by Steve Illingworth

This year, the portable asphalt crew will start in Kossuth County. Their are seven locations on this project with about 79,000 tons of asphalt. Pottawattamie County will be done next and has over 90,000 tons. Following that will be Butler County with 32,600 tons of asphalt. Hardin County has work for the April letting which can be done out of the same plant site as Butler County. We hope to get more work for the portable crews and wish the work was closer for these people.

We made some changes in the commercial end of the asphalt division. Steve Ranfeld will be the foreman of the commercial crew and Dale McCammant will be in charge of the Newton and Malcom Asphalt plants. The work load for this crew starting out is looking very good. Better than I have ever seen it.

As I caught Bev heading out the door to the print shop, this is a quick overview, and I'll inform you more about our commercial crew next time.

The following article was provided by Manatt's Employee Assistance Program.

April is Alcohol Awareness Month!

Are you aware that...

— medically, alcohol is a depressant drug that slows brain and spinal cord activity?

— alcohol reaches the brain almost immediately and causes slowed reaction time, loss of concentration, poor judgment, and visual problems?

— you should wait one hour before driving if you have had more than one drink, two hours after three drinks, four hours after four drinks, six hours after five drinks, and 8 hours after 6 drinks?

— about half of all highway deaths, over 22,000 each year, are alcohol-related?

— about 1 in 10 drinkers becomes an alcoholic?

— taking depressant drugs when drinking is extremely dangerous—sometimes resulting in death?

— alcohol's effects wear off as alcohol is eliminated from blood over time; and well known "remedies" (including black coffee, exercise, cold showers, and fresh air) don't speed sobering.

A responsible drinker...

...may drink along with other activities, such as at celebrations, but they don't use alcohol for its own sake.

...avoid intoxication by drinking slowly, with food in the stomach, and by paying close attention to their reactions.

...never drinks and drives.

You might be a problem drinker...

...if you use alcohol to calm down when you're under pressure at work.

...if your family members think you drink too much.

...if you reward yourself with alcoholic beverages, telling yourself you deserve it.

...if you end up quarreling with family

or friends after having a drink or two.

...if you have hangovers.

... if you know you have to drive home soon, but have another drink anyway.

...if you drink alone and at regular times of the day, such as in the morning or after dinner.

...if you frequently use alcohol to loosen up and feel more at ease around other people.

...if you have ever injured yourself or others after drinking.

...if you ever drive while intoxicated.

...if you ever gulp drinks or sneak drinks.

...if you can't recall things that were said or done while drinking.

Alcohol can cause...

- gastrointestinal diseases.
- liver damage.
- cardiovascular disease.
- brain damage.
- fetal alcohol syndrome.
- malnutrition.
- accidents.
- depression and suicide.
- aggression and violence.

To protect ourselves and others from the dangers of alcoholism, we can...

...educate ourselves about consequences of alcohol abuse.

...understand and overcome codependent behaviors (self-destructive behaviors learned by people coexisting with an addicted person).

...support education programs that inform people, especially youth about the effects of alcohol.

...change attitudes about alcohol by not encouraging drunkenness. In other words, stop laughing at a staggering "comical" drunk, and enforce moderate drinking or, if you prefer, abstinence from alcohol in your home.

...support legislation that keeps the drunken driver off the roads, encourages prevention programs, provides opportunities for diverse types of treatment programs, and helps direct alcohol and other drug abusers

into appropriate treatment programs.

If you or someone you know has a problem with alcohol...

...take a step toward solutions. Don't wait for the problem to go away on its own. It rarely does.

...understand that asking for help is a sign of strength, not weakness.

...call your EAP to talk to a counselor who will listen objectively to your concerns and help you determine what you can do immediately to improve your situation.

We Need Your Help!

by Mike Manatt

With the start of the construction season, we are in need of a few good people. Steve Naderman, our portable plant manager, will be leaving for a new job in Louisiana. We wish him well. This creates a new opportunity for someone to step forward and become our portable plant manager. Please contact Denny Gallagher if you are interested.

We also have an endless list of needs, ie. PCC foreman, finishers, saw people, operators, box builders, truck drivers, mixer drivers, etc. If you are interested or know of someone who might be interested, please call Don Woodard. Thank you!

IN SYMPATHY

The Company expresses their sympathy to:

Todd Behounek in the recent death of his mother. Todd works on Bob Kalinay's trenching crew.

Kurtis Kelley in the death of his father. Kurt is a floboy driver out of Brooklyn

Trucking Department Update
by Gene Manatt

The annual Driver's Meeting was held on March 6, with a very good turnout of approximately 80 people. We had several people who failed to attend and three or four people were working. There were some very good presentations.

Everyone who attended this meeting received a nice Swiss Army knife with the Manatt logo on the handle. I have a few of these knives left over which may be purchased for \$30.00 each.

Manatt's have purchased several new vehicles, sold a few vehicles and moved others to different locations. The new vehicles include four dump trucks, two tractors, two "baby" floboys and six mixers.

We have quite a bit of asphalt to haul this year, but at this time, the wet batch hauling is pretty short. Hopefully, Mike's crew will come up with more work. Ready-mix is looking for a busy year, which should require some material trucks. As always, Tom has a lot of work in Ames.

John Beaderstadt has been giving training on the HM-126, Hazard Material Handling, that we are required to give. Hopefully, we will have everyone trained that will need it this year.

We are looking forward to everyone coming back soon. A few drivers have found employment at other locations, so we are looking for a few good drivers at this time. If you know of anyone looking for work, please have them contact Don Woodard at the Brooklyn office.

The following door prizes were awarded at the Driver's Meeting:
Gas Grill-Ron Larson-Ames
Shop Vac-Ray Jaennette-Brooklyn
Portable Air Tank-Jim Shutts-Brooklyn
Cooler-Bruce Loving-Brooklyn
Cooler-Dean Neitzel-Brooklyn
Socket Set-Don Talaska-Waterloo
Peanuts-Mark Collingwood-Brooklyn

Have A Safe

Season

by Dan Boyer

April is here already and everyone is itching to get back to work. We have been trying to get all employees refreshed on safety rules and policies. We still have some to go including newly hired drivers for ready mix.

I am reminded constantly about the importance of working safely. I recently gave a safety program for another company and had an opportunity to discuss some of the problems associated with high injury and property damage. The owner of the company told me he was concerned about whether he would be able to get insurance to cover his 100 drivers of ready mix trucks. He had no safety program, high worker's compensation costs, and a large number of accidents. He was afraid that he wouldn't even be able to continue insuring the company, not just because of high rates, but because no companies wanted his business. His losses were just too high. He has now started a safety program. Unfortunately, it may not be soon enough to save his business.

I heard recently, at a safety meeting in Newton, that Steve Armstrong is still with us because of a hard hat. Apparently, a large crescent wrench fell from above and glanced off of Steve's hard hat. Needless to say, had he not been wearing the hard hat he could have suffered severe injury or worse. Make sure you wear head protection if any overhead work is being done.

Safety boots are still available in both lace-up and pull-on styles. The cost is \$72.69 for the lace-up and \$69.00 for the pull-on. They are Wolverine brand and have a steel toe and insulated soles for electrical hazard protection. These boots retail for over \$125.00

I would like to remind all of you not to ride on equipment that is not designed to haul people. If it doesn't

have a seat for you or railings, it is not designed to carry additional people. If you ride in a pickup box, sit on the bed, not on the sides of the box. You risk serious head injury and possible roll-over by a tire if you bounce off of the side of the pickup and under a tire.

When hot weather gets here, remember to keep hydrated. Every year we have a number of employees who suffer from heat exhaustion which can rapidly lead to heat stroke. Drink plenty of water (even when you don't feel particularly thirsty). If you feel dizzy or nauseated, notify your supervisor and cool off.

Please keep in mind that backing and broken windshields continue to be our number 1 and 2 causes of losses. Power lines are both extremely dangerous to hit as well as expensive to replace. LOOK UP AND LIVE!

A very good suggestion was made at one of our safety meetings recently, when I asked what one thing could we do as a Company to reduce the number of injuries and accidents involving property damage. His response...look out for each other. Great advice. Be careful and be safe.

A Look At The Summer

by Mike Manatt

When and if the rain stops, I believe our construction season will be ready to begin. In fact, Curt and crew started April 6 in Ames and got one day in before the rain. Curt and crew have enough work in Ames to last until the first of August. He has three good sized projects: finish Airport Road, 13th Ave. (in front of Tom's office) and Stange Road.

Monte and Company have some underground work this year. He has about three to four weeks of underground on 13th Ave. in Ames, about two weeks in Pella and a subdivision in Newton.

Duane and crew will start in

Brooklyn and do the paving at the Industrial Park. Then down to Mahaska County to finish last year's project. He has about three weeks of work on the present phase and then a gap and then two to three weeks to finish. In late June, he will start the Otley paving job which is about 3½ miles of staged paving. Both PCC crews have work until the first of August and will also fit in some smaller projects such as Belle Plaine subdivision and Newton subdivision.

Pat and crew have been crushing for Tom in Ames for over a month. They are crushing Tom's riprap piles and should be done in three weeks. Then on to a small recycling job for Construct in Ames and then to a quarry up by Iowa Falls.

Big Kenny and crew are getting prepared to start a large dirt job at Junie's and Merlin's new truck plaza on Highway 21 and I-80. This should take about a month to move the dirt. There will also be a fair amount of paving to complete the project. Kenny also has some stripping at the Tama and Independence Sand pits.

We have a good start for the construction season, but it is kind of thin in late summer. The estimators have been working hard and I know Dave and Spoon (Jason Spooner) will get us more work.

Have a safe and productive construction season.

WELCOME BACK!!

NEWS FROM BRAD

I have four things I want to go over in this quarter's newsletter. Hopefully, one of my issues is of interest to at least some of you.

The first thing, I have to say is I absolutely hate flying on commercial jets. I think it has to do with the fact that as you get older you become more and more fatalistic. If I could avoid flying commercial, I would.

I just returned from Boston,

Massachusetts, where I was involved in round table discussions with fellow contractors around the country. The

meeting was organized by Liberty Mutual Insurance Company, our commercial insurance and worker's compensation carrier. I was asked to attend and I was the only contractor from Iowa. Seventeen people participated.

On my return flight from Boston to Chicago, at 9:15 AM on Good Friday, we took off down the runway. I thought I smelled something strange in the air. We took off over the water and were climbing less than a minute when the flight attendants began running forward to the cockpit. We were told immediately that we were turning back to the airport, at which time the plane began its turn back, engines were shut down very quietly and we began a rapid descent.

I really didn't give it much thought until I looked up into the cockpit and saw smoke in the air. At the same time, the flight attendant was running to the rear with absolute fear on her face. All flight attendants were grabbing for their red emergency procedures books and I swear to God, by the looks on their faces, I did not think we were going to make it back. Needless to say, I wanted to find the safest place on the plane. I put on my Manatt jacket in the event of a crash.

We did get back to the airport; stopped on the runway and fire trucks surrounded us. After a five minute inspection, we returned to the gate and waited for another airplane. I'm writing about this event three hours later, in the air on the way to Chicago. My heart is still pounding heavily and I can hardly lift my legs, they are so weak. In the future I will be very careful about the trips I really have to take by commercial airlines. I honestly felt like renting a car and driving home from Boston.

On another note more directly pertaining to business, I want to say something about marketing. Our group of companies, Manatt's, Wendling Inc. and Illowa are diversified. We are joined as one through ownership by

Manaco, Inc. Our focus has always been on construction, (exclusively

horizontal construction) or the manufacture and delivery of construction related materials. As we have purchased some operations, we have chosen to leave the existing names to help with local identity and we feel to help existing employees retain the pride they had in the companies they helped build. But, the fact remains that we really are one Company with a common purpose.

I make this point only to remind all of you that if you work for Manatt's Inc., we want you to sell Wendling Quarry stone and vice versa. It is vital that we make use of the markets we have and the geography in which we do business.

We plan to grow all of our business because we are one not in spite of the fact that we are one. Help us sell rock, ready mix, trucking, and construction services. We operate on margins that are way too small in a very risky business. We cannot afford to miss an opportunity to sell each and every service we can provide.

It's called marketing. Don't be afraid to sell something. Ask for the business. Be mad if you see your competitor where you think you should be. It's where your wages come from and it's everyone's responsibility to sell in your Company.

We would like your input on the newsletter. Tell Bev or myself what you would like to see. We enjoy providing it to you, but I must tell you, particularly managers and supervisors, that I am disappointed by the fact that you do not contribute articles. Tell us about a new machine you are operating, what it can do, or about one of the employees on your crew. They enjoy reading the newsletter, particularly when they are named.

I personally feel that unless we have this involvement from you, our newsletter will be a thing of the past. I'll make sure of it.

Finally, I want to let you know my thoughts for the coming year. With the exception of the work we

have in Ames and the strength of the economy driving the sale of ready mix concrete state wide, our construction work does not look that promising. Trenching work is down significantly, and really only because of one marginal competitor who has taken a vast majority of the work. Dave Schinckel and I don't believe she will get it done, but in the mean time, she has caused us great concern. We may need to place some of the subdrain operators and laborers on other crews in mid summer. If you need any special help, give Dave Schinckel a call.

The story with our Newton asphalt crew follows about the same story. Mathy Construction took all the big early jobs, other contractors got scared and moved around more at very cheap prices. We were low on a job in February in Shelby Co. that had 50,000 ton on it, but got rejected because it was over the engineer's budget. March 23, Donn Eide and Steve Illingworth went into the highway letting in Des Moines knowing we had to leave with a project to start on.

Well, we lowered the boom and got three projects with 209,000 tons.

The projects are in Kossuth Co. Butler Co., and Pottawattamie Co. All are much further from our home base than we would have liked and at much cheaper prices that we should be doing the work for. Those involved with these projects will need to make sure we work smart and get the jobs done with as little cost and as productive as possible. We're going to have to raise the bar this year to come away profitable.

That's all for now. Think safety first in all jobs you do.