

NEWSLETTER 2020



FROM THE DESK OF TOM STURGEON



We are in unprecedented times and COVID-19 is at the forefront of this country (and world). Back in March when COVID-19 was becoming a reality here in the US, we had no idea where we were headed and if we would survive. Tens of millions of people filed for unemployment and every day was a new challenge for us. Thankfully, our industry was considered essential and we were not shut down. Many businesses failed in this crisis but with a lot of changes, we continued on, as close to normal as we could be. As I am writing this article, COVID has rebounded again. A second wave is making things look bad and a long winter may be ahead. For our part, we need to continue to practice all the CDC recommendations on health, safety, and socially distancing. This is our new normal for now and until a vaccine becomes available (and 70% of the people receive it) I do not see us getting “back to normal.” We have no choice but to follow recommendations, or we will not survive as a company.

2021 could be a tough year in the construction industry. When the government shut down businesses and restricted travel into Maine, it hurt our economy tremendously, especially with the gas tax, which funds our MDOT work. Budgets are going to be cut substantially and available work to bid will be at a premium. We are already seeing ten or more bidders on projects which normally

require two or three. This means the only way we get a project is to get our costs down. We have no choice. I ask that everyone do whatever they can to make sure we can compete, by controlling our costs and increasing our efficiencies. It will require everyone to do their very best. Along with the changes in 2020, 2021 is going to continue to be a year of being creative and looking at every facet of the company to see where we can make adjustments to continue to get the work done and deliver the results our customers have come to expect.

Although somewhat negative, and a bit scary with the unknown, it needs to be said and on everyone’s minds so we can continue to push ourselves. Now on the positive side, I truly believe we have good hardworking people, who want to do things right, and can make a difference. If I didn’t believe that I wouldn’t be around. I am now going on my thirty-third year here (so over half my lifetime) and truly just want to make things as best I can for all of our employees and their families. We need to work hard (and smart), be safe, do things correctly the first time, and be responsible for our jobs. We absolutely can survive this world pandemic if we work together.

Cheers to a New Year and beating this pandemic.

Merry Christmas.

Tom Sturgeon, *President & CEO*



SAFETY UPDATE

It's been quite a year so far. Kudos to all for doing your part to follow the important COVID-19 pandemic guidelines by protecting yourself and others around you so we could remain on-the-job as an essential employer.

And thank you for welcoming Brad Sowerby and myself, your new safety team. My first impression still shines through—you care about each other and the business. This is truly a position of strength.



My second newbie impression is how inherently hazardous our work can be, in part, from being so self-reliant and interdependent across all areas of the business. This puts a premium on timely communication, training, planning, and preparation to stay safe and productive.

A proven method to avoid bad outcomes when doing hazardous work is to learn from our own experiences... the injuries, incidents/accidents and close calls that do occur. Throughout the year Brad and I have pestered you or your co-workers to gather facts around what happened, why, and what can be done differently. We've identified and tracked key findings, contributing factors, root causes, and corrective actions.

Through mid-October, here's where we stand:

72 EVENTS (1.7/WEEK)

- Forty incidents, twenty-six injuries, six accidents (over-the-road)
- Incidents/Accidents predominantly in Construction (44%) and Trucking (28%)
- Injuries predominantly in Paving, Crushing, Construction and Shop (six each)
- Top three injury type or cause: sprain-strain (seven), slip/trip/fall (six), struck-by (four)

Our frequency is high. Frequency leads to severity. Severity is bad. While we've avoided a serious, life-changing or business-changing event, it's not a good trend. High frequency also leads to higher insurance costs.

In review, I am pleased to say there isn't a lack of skill or knowledge of how to do the work safely. The root causes fall into two categories: 1) lack of focus, or taking chances in the moment, leading to unsafe work practice or driving; and, 2) lack of communication to clearly identify and avoid hazards.

Earlier in the year I promoted the idea of having risk avoidance discussion at start-up. This means having brief, pointed, meaningful conversations about what to watch out for that day, and taking action to avoid bad outcomes.

Risk avoidance conversations are still relevant. Please invest in this simple step each day. It only takes a minute or two. Go home in the same shape you arrived.

Brian Doe, *Safety Director*

Crooker will be producing a newsletter each year. If you have any employee announcements (births, marriages, etc.) you would like to share, please send them to jill@crooker.com

MISSION

To provide superior quality materials and construction services while maintaining the safety of all people, striving to exceed expectations, and minimizing environmental impacts.

VISION

We will sustain long-term growth through a strong work ethic, superior performance, and valued relationships.

VALUES

SAFETY: We always put safety of people first. The safety of ourselves and others overrides cost, speed, and other job-related concerns. We strive for zero harm to employees, to the public, and to the environment. We evaluate options and exercise prudent judgment before taking actions that may result in unnecessary risks.

ACCOUNTABILITY: We accept individual accountability and responsibility. We all make decisions and recognize that we are responsible for the outcome.

FIRST-RATE: Our goal is to be the best in the industry and provide the highest level of customer service. We promote innovation, teamwork, and employee development. We welcome the opportunity to learn and teach. We embrace change as part of growth.

ETHICAL: We are committed to the highest ethical standards in the industry. We achieve this through honesty, trust, and respect. Our word is our bond and our actions are the basis for our relationships.

CROOKER CONSTRUCTION 401(K) PROFIT SHARING PLAN

We have rolled out a loan option on our 401(k), so those interested may now take a loan on their 401(k) balance with an interest rate of prime plus 1%. There are many things to consider when taking a loan from your 401(k) and governmental guidelines that must be adhered to. Please inquire in the office if this is something you would like to do. This became effective on June 1, 2020.



The total salary deferred through the 21st of November to the 401(k) in 2020 is \$434,269, and the match is \$256,141. Just as a reminder, employees are allowed to roll over 401(k) accounts from previous employers into the Crooker plan.

Remember, you can log into your account online (www.myretirement.americanfunds.com) to see your quarterly statements and monitor your investments and performance. If you need further assistance, please stop by the office.

ONLINE EMPLOYEE CLOTHING STORE

Looking to purchase clothing with the company logo? Look no further! In 2018, Crooker partnered with Winter People Marketing (now owned by Geiger) and launched an online store for all employees. Employees are able to purchase individual items of their choice to be embroidered with the company logo!

To access the store, visit <https://crooker.brandingbygeiger.com/>. When selecting your item, you can add either the Crooker or Precast logo. Orders will be shipped directly to you or remain in the Freeport Winter People store for pick up.

For questions or additional item recommendations, please see Jill in the office. Happy shopping!



CONSTRUCTION UPDATE

To say the year 2020 has been a challenge within the industry would be an understatement, but as always Crooker has found a way to overcome the challenges and get the work done.

Heading into the 2020 construction season, we were faced with great uncertainty. We were in constant communication with clients and contractors to see how the virus was going to impact start dates, or even if the project would completely be cancelled. We had several large projects that were up in the air for a substantial period of time, but luckily for us, these projects still took shape, and the funding was secured.

This spring started with finishing the first phase of the L.L. Bean Corporate Office expansion project as well as a separate slope restoration contract. As we know, we have faced some challenges on this project, as we were working in a tight space with many obstacles. Our crews pushed through, making the necessary adjustments, leading us to continue onto Phase II of this project. This phase has consisted of parking lot reconstruction and additional outside rehabilitation, working towards the goal of another large phase (Phase III) of work for L.L. Bean. We appreciate our crew's abilities to adapt to the ever-changing environment to help maintain a strong relationship with a valued client.



Also starting this year were three major projects at the Brunswick Landing. The future Martin's Point Healthcare project kicked off with a large amount of site demo and earthwork, transitioning to utilities and building preparation.

Crooker pushed the schedule in all facets, which was very much appreciated by the general contractor. There will be a substantial amount of work remaining for 2021, including porous pavement, finishes, and off-site improvements. Also included in the Brunswick Landing development was a new Dunkin Donuts and Bar Harbor Bank and Trust. Working for Priority Group, we were able to have both buildings opened ahead of schedule, including all surface pavement and finishes. These were two tight sites, with contractors fighting for every square inch of space throughout the process.

We have continued our multi-year projects throughout this season as well. 2020 has seen a large push at the Morse High School project, completing many milestone tasks. Work has included finishing



the remaining building construction, storm drainage, bridge construction including MSE walls, two ball fields (including one turf), parking areas, landscaping, and finishes. Included in this contract was a large amount of work for off-site improvements along Congress Avenue, which could be considered a project of its own. The owner has been thrilled with the results of the new Morse High and we plan to have the remaining work completed by the end of the 2020 season.

Work has also been continuing at the Mt. Ararat High School, with the new school now open and operational for 2020. The focus this year at Mt. Ararat has been site finishes, as well as starting some of the work in Phase III. A new ball field has been

completed, as well as a large sidewalk with site lighting. Heading into late fall, Crooker will begin the slab and below grade demolition of the existing high school, making way for a new track and turf field to be completed in 2021.

We were able to pick up some additional work throughout the year, as well. Crooker completed a large sewer-storm drain separation project for the City of Bath, which included utility runs in six parts of the South End. This was challenging work, with much of the sewer rehabilitation through existing backyards and in very tight quarters. A substantial amount of ledge was encountered, but our crews did a great job migrating through the challenges to complete the work and satisfy the needs of the impacted homeowners.

Starting in the early summer, we also got started on a large facility expansion project at EJP in Gardiner. Work has consisted of moving over 30,000 CY of dirt, sitework to support building construction, and parking lots/slope construction. Most of the facility expansion project is expected to wrap up in late 2020, with surfacing paving in the spring. The success of this project has led to additional work at EJP throughout the winter, so we are thankful for a job well done by the Crooker Team.

Our crews have been steady throughout the year working on facility projects at Bath Iron Works as well. We started the year with the annual dredging and we haven't stopped throughout 2020. We have now completed over sixty-six time and material contracts for Bath Iron Works this year with a large push at the Harding's Facility. Work has included lots of utility repairs, miscellaneous demolition, parking lot maintenance and security repairs. We are hopeful for a strong 2021 at Bath Iron Works and we appreciate the effort put in to such a challenging work environment.

Heading into 2021, we are feeling optimistic, but cautious. We will be starting on some late fall work in 2020, which will transition into 2021. This includes the EJP Laydown Yard Expansion (five acres of parking lot construction), the Cedar Street Parking Facility in Brunswick (park and ride facility) and the Underwood Road Drainage Improvements in Falmouth (slope re-construction and drainage repair). As mentioned above, we will also be working on the new track and field facility for the Mt. Ararat High School. We are currently bidding lots of work for next year, trying to secure a strong backlog heading into 2021. We hope 2021 will be a safe, busy, and efficient year and we thank all our construction crews for their hard work and dedication.

Ian Messier, *Chief Engineer*



PAVING UPDATE

The year 2020 has come with its challenges, to say the least. Before production started this year, as we were hoping to start staffing up for a big year, we got our first taste of the effects of Covid-19. Instead of holding our annual job fair where we help to staff up and fill crews, we focused on alternative approaches to hiring. Unfortunately, hiring remained difficult throughout the year, never truly allowing us to be fully staffed.

While this may have hurt us at times, it also has had what we are hoping will be some long term benefits. This year, crew members stepped up and took on roles that they may have not had the chance to do in the past. We have trained new wheelmen, roller operators, rakers, and even paver operators. We are hoping that in the coming years these new roles will turn into veteran roles that will continue to allow us to grow.



The struggles of 2020 have not been all negative. As I write this letter, in early November, we have already eclipsed last year's total tonnage of 160,000 tons. In fact, 2020 was the first year since 2017 that we were able to have back-to-back months with over 30,000 tons of production (note that in 2017 we ran three production crews). Of the 160,000 tons, 120,000 tons of it was produced with RAP! That is 75%! To put that into perspective, last year was our biggest production year-to-date utilizing RAP, and we only produced 22,500 tons. Increasing our RAP production has been a huge cost savings for the company that we have not utilized in the past. This is a process that we hope to keep around from now on and hope to continue to work with the state to get a mix design approved to keep producing for all projects.



As far as projects go, 2020 seemed to be dominated by MDOT. Right out of the gate we started with milling and placement of PMRAP on Route 9. The project included 11,250 cubic yards of gravel, 27,000 tons of PMRAP, and 19,000 tons and was completed in five months. The twelve-mile-long project was completed on time and on budget, and was the first job we have completed for MDOT produced with RAP included in our mix. Along with Route 9, we also completed 44,200 tons of LCP, laid from the edge of Livermore Falls to the end of Bailey Island.

MDOT wasn't the only big client this year. We completed all of the surface on Durham's bond work, and overlays on five other roads for their yearly maintenance paving. The town of Topsham laid several thousand tons over twelve roads. We completed several large projects for the town of Brunswick, including overlaying the local roads adjacent to the new Kate Furbish school. We worked with the town of Yarmouth to complete the reconstruction of West Main Street, Hillside, and the local side streets.

Our best return client, once again, was the Crooker Construction Group. This year we completed the surface paving of parking lots and roadways at Mt. Ararat, completed all pavement at Morse High School, paved a new bank and Dunkin Donuts in Brunswick, continued paving the new LLBean Expansion project, multiple trenches, roadways, and miscellaneous patches. All in all, we have laid 18,000 tons for ourselves this year.



As we look to 2021, we are focused on building our backlog as much as possible. There is a lot of speculation about next year as far as project funding goes. With Covid-19 at the forefront of everyone's thoughts, we have seen a small decrease in funding at the local level. We have also been keeping an eye on state funding, and from what we are seeing and hearing, we do not expect to see a large decrease in funding of projects in our area. All in all, we are not expecting much change in the available work load for 2021.

In order to continue to be successful in the business, we all need to do our best to be as efficient as possible. Without efficiency, we cannot compete with our competitors in the public bid process, or any project negotiations. 2020 has shown us that we can do more with less. This year we have exceeded last year's total tonnage with far less help, and we have used less liquid and aggregate by adding RAP into our mix. With efficiency at the front of all of our minds, we can continue to raise the bar year after year. We are all hopeful that the labor market will turn around next year, and if we can continue to increase efficiency, there is no reason why 2021 cannot be our best year yet.

Brett Plossay, *Paving Manager*



OPERATIONS UPDATE

OPERATION 2020

It was another good year for plant production. The equipment and the personnel are one year older and although we had a few down times, for a 1972 plant we did fairly well. This season we saw an increase with RAP in our mixes trying to control costs. Communications improved and has helped even further with controlling costs and reducing trucks waiting. Bob loading and holding helps get a head start on the day's production.



We did experience a liquid spill this summer, but thanks to the group effort of Crooker and an outside vendor, we were able to get the tankers and containment areas cleaned up in a lot less time than we initially thought. Thank you to those who were involved. It was a messy job.

CRUSHING

Finishing the site work in Bath is a huge accomplishment. Our crews certainly moved a mountain with that project and ended up crushing well over half a million yards, which has been utilized for different materials throughout the region.

The portable 120 Jaw plant in the quarry got a major workout crushing some of the necessary material to complete our projects this season out of the Topsham operation. In addition to the portable 120, the Topsham crushing operation steadily produced a variety of materials used on our job sites for both paving and constructions projects.

With a continued focus on controlling costs, we are always looking at the operations process and trying to determine how we can produce the necessary materials with less waste to help be more competitive.

SHOP

Saying that the shop was busy all summer may be a bit of an understatement. Mechanics worked long and hard to keep up with breakdowns. Preventative maintenance is as important as ever and we ask for everyone's help. When running a truck or piece of equipment, please assist in getting the meter readings to the shop. While a full slip is required to understand how the machine is running, a quick picture or text of the meter would help tremendously. No meters translates to not knowing when services are due, which translates to more breakdowns.

QUARRIES

We started the season off hard but after some adjustments, things came around. Bedrock drilling moved to Alna, and we put Austin's drill in Pejepscot as the season went along. Happy to share that both quarries are keeping up with production needs.

As we move into winter months we are looking forward to giving the crusher systems and the plant their necessary preventative maintenance. Completing this maintenance will help things keep running next summer and help to avoid downtimes which are costly, and interrupt all schedules. We will continue to control costs in these tough times while leading the industry with our work.

Dick Morgan, *Operations Manager*



2020 has been quite the year! We started out slowly as many of our projects from 2019 were wrapping up. But our production shops stayed busy over the winter to build up inventory to prepare for spring. That strategy paid off as COVID hit in March, and a lot of project schedules (especially schools) were pushed up. Many contractors wanted all of their product on site as fast as possible in the event they were shut down by the state. We ended up having a busy spring. We had our normal summer lull, but that did not last for long this year. Fall has been especially busy, and we have a larger than normal backlog going into winter.



We tackled some interesting products this year. This is a custom sidewalk vault (one of three) with many different critical angles to match the existing sidewalk grade. The 8' x 4' hatch cast in along with bondouts for grates structure was very challenging due to tight spacing for hardware, rebar, and then some concrete!





Our 8' Manhole form has been quite busy this year. We set a 30 foot deep pump station in place at The Downs in Scarborough. The weight of these pieces vary from 15,000 – 18,000 lbs.

At the EJ Prescott Training Facility in Gardiner, we teamed up with Crooker and produced and installed a 5' x 10' vault and a 5' diameter custom manhole inside of their existing building. These structures will be used by EJP to train personnel on the internal functions of vaults to better serve their customers.

Since Mercy Hospital's expansion in Portland, the original wall we produced a few years ago had to come down. The older wall blocks were salvaged and re-installed, along with new blocks, to build an even larger wall on site. The match was a perfect fit!

We are currently on track to have one of the best years of overall revenue in our company's history. We just need the weather to cooperate for us to make that happen!

Once again, the Precast team has been very busy and safe this year and I want to thank each and every one of them for all of their hard work and dedication!

Branielle Bergeron,
General Manager



ENVIRONMENTAL UPDATE

In 2020 Crooker received variances to mine over ten acres in both our Sabattus and Windsor-Hubbard Pits. These variances from the Maine Department of Environmental Protection allow us to work larger areas at a time without having to reclaim pit faces to be within open footprint limits; leading to more available material. We are continuing to monitor wells, stormwater outlets and spill controls to preserve our facilities and expand material sources.

Employees are encouraged to maintain certifications such as erosion control management, and some recently completed a

hazardous material handling training. Thank you to everyone for keeping things clean... from sweeping to communicating equipment moves to turning in landfill slips to tracking inventories to quickly reporting spills and containing hazards properly. Your ideas and concerns are always welcomed. Keep on calling!

Shoshanna Starks, *Project Engineer*
& Ian Messier, *Chief Engineer*



EMPLOYEE RESOURCE ADVISOR BENEFIT

STRESS MANAGEMENT TIPS

Did you know Crooker offers the benefit of counseling, legal assistance, financial planning services, and more to all employees? No plan to enroll in and no premiums to pay! All full-time employees automatically have this benefit.

All calls are confidential and are direct between you and the Employee Resource Advisor.

COUNSELING BY PHONE, FACE-TO-FACE, OR AN ONLINE VIDEO CHAT

When you're feeling stressed, worried, or having a tough time, you may want someone to talk to. You and your household family members can call Resource Advisor anytime, 24/7, and talk with a licensed counselor by phone, in person, or using video chat.

You and your family members are eligible for up to three counselor visits for each issue or concern, at no cost to you. Counselors can help with:

- Stress
- Parenting
- Anxiety
- Depression
- Help finding child care
- Any issue that affects your well-being
- Help dealing with illness
- Relationship or family issues
- Elder care issues and resources

OTHER SERVICES YOU CAN COUNT ON FROM RESOURCE ADVISOR

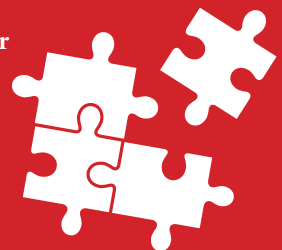
- **Financial planning** – One-on-one financial counseling with a certified professional financial planner. They can help with issues like retirement planning, saving for a child's education and more.
- **Legal services** – You can get a consultation with an attorney over the phone at no charge. If you want to meet with an attorney in person, the legal consultant can set up an appointment at a discounted fee.
- **Identity theft recovery and monitoring** – Fraud resolution specialists who can help if your identity is stolen. You can sign up for ID monitoring, get credit report reviews and place fraud alerts on credit reports.
- **Online tools to help with life's issues** – The website has tools to help with many of life's challenges, such as creating a will, parenting, aging, healthy living, household support, referrals, funeral planning and more.

SUPPORT WHEN YOU NEED IT!

Employee Resource Advisor is available 24 hours a day, 7 days a week.

1-888-209-7840

www.ResourceAdvisor.Anthem.com





CROOKER CONSTRUCTION INSTITUTE (CCI)

In October of 2019, the idea of starting an in-house training program for new employees started to take shape. A small committee was formed, and quickly moved forward to determine what we needed new hires to know before getting in the field, when was the most opportune time for training, who was going to teach, and where would be the best setting to learn. Utilizing employees from each major division in the company, we compiled all the basic knowledge and safety skills that would be required to set new employees up for success once on the job.

We worked diligently through the fall and winter to organize a class schedule and all the teaching aids we would need for the classes. We were working on the marketing plan to get student applicants when COVID-19 started to affect our daily lives. This threw a major curve ball into our plans of talking with graduating seniors at various high schools. Taking to social media, radio ads, and a banner on the office roof, we managed to get the word out. The tag line “Make Money, Not Debt” was created in the hopes of getting young adults to look at the construction and trades as a good alternative to college. Eight applicants joined our first CCI session.



Classes started in June and ran for three weeks ending July 10th. The students spent most of their days in the Precast Conference room. Using Power Points, videos, daily instructors, and special guest speakers allowed us to vary the content and keep students engaged.



With trips onto job sites and hands-on learning built into the program, the students quickly learned the ins and outs of the construction industry. A big thank you to Justin Johnson who was at the helm, leading and teaching students, as well as everyone involved in the program’s success. All the students worked hard and completed the three week course which included the OSHA 10 certification. After being exposed to all aspects of the company, their interests were varied. Each student was assigned to a division of their preference, with Precast, crushing, paving, construction, and the shop all being top choices.

We received great feedback from the students, the instructors, and guest speakers. We are looking forward to next year’s session, being able to continuously evolve the program to help improve the learning experience and train the next generation of TEAM CROOKER!



COMMUNITY INVOLVEMENT

The Crooker Construction Community Involvement Committee started meeting in November 2019. In order to help the company represent its employees in its continued goal of being a socially responsible company, the committee has been tasked with reviewing donation requests and making recommendations to management as well as finding volunteer opportunities for employees to participate in. The committee's mission statement is: *We strive as a company and as individuals to build successful partnerships to add value and bring positive and measurable change to our local communities.*

If this sounds like something that interests you, the community involvement committee is looking for new members. We meet monthly and discuss current requests and other ways in which the company can help the community around us. Please contact Samantha Morrell (samantha@crooker.com) for more information about joining our group.



Although we were able to do some volunteering this year (Camp Susan Curtis and Make-A-Wish), the logistics surrounding our world with

Covid19 made it difficult for employees to participate in many volunteer activities. The pandemic instead presented Crooker with more immediate needs within the community to act upon

with monetary donations. Crooker donated funds to two local food banks for them to purchase more food and be able to feed more of the struggling members of our community. Sandwiches and drinks from Crooker were brought to Midcoast Hospital to thank the many hospital employees who were in the thick of the pandemic. Crooker employees were given the opportunity to donate blood and still be paid for up to four hours while they donated to help with the blood shortage due to many people staying home. And, an auction for a load of delivered aggregate (with matching funds from Crooker) was held online to benefit the Tedford Shelter in Brunswick.

To show our support to Veterans on a local level, Crooker donated funds to be used to build the Veteran's Plaza on Maine Street in Brunswick.

Volunteering as a part of a Make-a-Wish wish was extremely rewarding for the Crooker employees who volunteered their Saturday. Crooker donated materials and employees donated their time to create a playground area for a four year old boy. Once word got around about people volunteering their time for such a great cause, there was a lot more interest from others in the company. The committee hopes to be able to provide more opportunities for small groups of employees to volunteer their time to help others in need.

Last Christmas we asked employees to help with a "giving tree" for a family whose home had just burned down. Boy, did the Crooker employees deliver! In 2020 we also continued our support to Camp Susan Curtis and Big Brothers Big Sisters as we have in the past.

OTHER ORGANIZATIONS SUPPORTED BY CROOKER IN 2020:

- Winter Kids Foundation
- Maine Maritime Museum
- University of Maine Foundation
- Gardiner Boosters
- Midcoast Hospital
- Mt. Ararat Hockey
- Mt. Ararat Class of 2021 Project Graduation
- Ararat Baseball
- Brunswick American Legion – for the Veteran’s Plaza
- Harpswell Heritage Land Trust
- American Legion Post 202 for Homeless Veterans

Thank you to all the employees involved on one level or another. Whether it was volunteering time, donating your own money, donating your blood, or purchasing items for a family in need through the giving tree, it is great to see the huge level of caring and generosity of Crooker employees.



INTERNS AT CROOKER

During the summer of 2020, we not only had six college interns working for us, but also seven high school students!

The high school students consisted of both current and recently graduated students who joined the company to be able to test out this industry before making college or career choices to see if this is an industry they want to pursue.

The six interns consisted of two returning interns; Cam Cox and Nate Sinibaldi, as well as four new interns; Lucas Bentley, Kyle Brennan, Kelsea Dwelley, and Colby Esty.

As returning interns for their third summer, both Cam and Nate spent the summer splitting their time in the office with the engineer staff, as well as in the field assisting crews and foremen. Cam focused on construction projects while Nate focused on asphalt projects. Both will be graduating this spring with a bachelor’s degree. Cam’s degree will be in Civil Engineering from Western New England University in Springfield, Massachusetts and Nate’s degree will be in Construction Engineering from University of Maine in Orono.

As first summer interns, Lucas, Kyle, Kelsea, and Colby worked in the field during their time at Crooker, their duties varied from general laboring, shadowing the on-site supervisor, learning the survey process, and understanding the daily requirements to bring a project to completion.

Lucas Bentley and Kelsea Dwelley are both in their sophomore year at the University of Maine in Orono. Both are working towards a bachelor’s degree in Civil Engineering.

Kyle Brennan and Colby Esty are both in their junior year at the University of Maine in Orono. Kyle is working towards a bachelor’s degree in Civil Engineering and Colby is working towards a bachelor’s degree in Construction Engineering Technology.

Throughout the season, both employees and supervisors passed along many positive comments about their experiences working with both the interns and the high school students. We were certainly sad to see their summer here come to an end. We wish them the best with their year at school and look forward to see them returning for future summers.



IN REMEMBRANCE OF CROOKER FAMILY

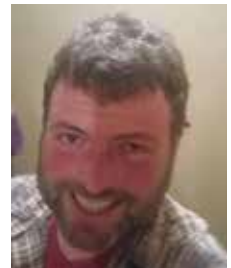
TIM LEEMAN – DECEMBER 2019

Tim spent his life in construction. Early on he worked for us before going to work for his father at Leeman and Sons, and then Bayside Construction, before returning home to Crooker Construction. Tim’s experience allowed him to not only operate equipment and drive truck but also facilitated his transition into being a foreman. In that position, he was able to work side by side with his son, Nate—just as he had done with his father. Family was very important to Tim. When not at work, Tim could be found on his Harley or out camping with friends and his extended family.



DANA SHULMAN – NOVEMBER 2020

Dana started working for us in the early 1990’s as a site laborer with his younger brother. His father was a long-time bulldozer/grader operator, and his grandfather was one of the owners of Granite Paving. Dana put his time in, and moved to one of the pipe crews, then operating heavy equipment. Dana had his father’s eye for grade, and his work ethic was second to none. First one on site in the morning, and last to shut down for the day. Not one for words, but you could crack a small sarcastic smile out of him if you said the right thing. Then it was back to work; no standing around chatting for him. Dana gave 150% every day.



SCOTT MERRIAM – AUGUST 2020

Scott was a paving foreman for us for over forty years and came to Crooker when Frank and Ted Crooker purchased Granite Paving. It is fair to say that Scott and his crews paved just about every road in the area at one time or another. Scott owned and operated his own automotive body repair shop to keep busy in the winter, and as he neared full retirement, he spent the last few years painting Crooker yellow with his grandson in our own paint shop.



JOHN BENNETT, JR. – NOVEMBER 2020

While John’s time with Crooker was short compared to others, he was family, and welcomed by all of us. John was a truck driver, moving product from the quarry/plant and pits to our jobs. By all accounts, he loved what he did, and passed doing what he loved to do. John followed NASCAR, and was a Kevin Harvick fan. He also enjoyed roller skating and bowling with his friends and family. It was his kind and welcoming heart that led him to learn a friend he offered his home to during a time of need would actually turn out to be his brother.



The one constant that keeps showcasing itself is *family*. The Crooker family is large, far reaching, and above all, always there for each other. Just these four snapshots of our family members that have passed tell us the importance and value of the extended family that we are. Rest in peace brothers; you will be missed.

RECRUITING THIS SEASON

What a year it has been with COVID impacting so many things. Recruiting is no different. This year started out strong with a handful of early hires but then was quickly thrown off course. We were forced to cancel our job fair, which in the past has brought us up to a dozen new hires to get the season going.



Following state regulations and distancing rules with so many unknowns and daily changes during the height of our recruiting activity was challenging. Thankfully we were able to pivot quickly and be creative with phone interviews, facetime video interviews, and interviews outside with a necessary distance between everyone. Recruiting this way was not our ideal but it became our new normal and in doing so we were able to hire forty-seven employees in 2020!

Many crews are still feeling the pain of being short-handed and we are continuing to look to add more hires with the right skills and experience to hit the ground running.

GYM MEMBERSHIP



The wellness committee is offering you the opportunity to continue or gain a healthier lifestyle.

The only catch is, you must put in the effort to make it happen.

WHAT

All Crooker and PCOM employees are eligible to exercise at New England Fitness, located in the Topsham Fair Mall, at NO COST to the employee.

HOW

- Let the person at the counter know you work for Crooker or PCOM and they will give you a key fob.
 - The fob will allow 24/7 access to the facility and is your way of checking into the facility.
- Because we want this opportunity to make a difference in your healthy lifestyle goals, you must work out at least ten times per month to qualify.
 - Upon arrival you must check in.
 - The wellness committee will get a printout to track the number of times attended.
 - If you do not attend the qualified number of visits, your fob will be deactivated.
- Fob will be re-activated after the qualifying visits are made in a following month.
- If you are already a member of NE Fitness, have them roll your membership into the Crooker/PCOM plan.
- If you have any questions or concerns, please see Brett Plossay or Patty LaChance.

WHERE

New England Fitness
49 Topsham Fair Mall Rd, Ste #25
Topsham, ME 04086
207-373-0907
newenglandfitness.net



HOLIDAY NOTICE

2021 HOLIDAYS AND SHUT DOWN DAYS

Friday, January 1st – New Year’s Day

Monday, May 31st – Memorial Day

Monday, July 5th – Independence Day

Monday, September 6th – Labor Day

Thursday, November 25th – Thanksgiving Day

Friday, November 26th – Shut down day, may use vacation

Friday, December 24th – Christmas

We hope you enjoy the time off with your family and friends!



YEARS OF SERVICE

50 + Years

Robert Emerson

40 - 49 Years

Blaine Atwood
 Ronald Bisson
 Richard Morgan
 Jeffrey Morrell
 Joseph Mulligan

30 - 39 Years

Robert Andrews, Jr.
 Raymond Bishop, Jr.
 Robert Cartwright
 Richard Gower, Sr.
 Stewart Huey
 Craig Kroot
 David Loeschner
 Larry Marshall
 Maurice Morgan
 Dennis Mosier
 Dale Spratt
 Thomas Sturgeon
 Tracy Thomas
 Andrew Yenco

20 - 29 Years

Paul Beers
 Branielle Bergeron
 Matthew Child
 Frederick Cressey
 Benjamin Demerchant
 Ian Elliott
 Matthew Grant
 Glenn Hall
 Joseph Hanna
 Dale Harvell
 Marc Laliberte
 Jeffery Lamoreau
 Dale Morgan
 David Phelan
 W Richard Powers, Jr.
 Sean Riley
 Craig Roberts
 John Rogers

Dean Staples
 Matthew Williams
 William Yearsley

10 - 19 Years

Brandon Beaulieu
 Sean Breton
 Robert Carver
 Kenneth Cochran, Jr.
 Michael Cormier
 William Crooker
 Justin Damon
 Adam Gilpatric
 Justin Goranson
 Garret Hamrick II
 Justin Johnson
 Jerald Leech
 Darrell Lewis
 Frederick Libby III
 David Lyons
 Larry Marshall, Jr.
 Kevin Mayberry
 Paul Morin
 Samantha Morrell
 Mathew Ouellette
 Aaron Pratt
 Anthony Russell
 Aaron Saylor
 Michael Schwab
 Bradley Sturgeon
 John Thibeault
 Russell Vannah
 William Wood

5 - 9 Years

Carlton Banton, Jr.
 Ian Bresnahan
 Nathaniel Gerrish, Sr.
 William Hamel
 Abraham Kane
 Ian Messier
 Ethan Moody
 Roger Marshall
 Eric O'Connor

Don Smith
 Arthur Williams

1 - 5 Years

Jacob Adams
 Ali Al-Baghdadi
 Richard Allen
 Malcolm Allen
 Derek Alves
 Keven Andrews
 Raymond Archer
 Theodore Aubut
 Adam Bard
 Jesse Bennett
 Kylee Bergeron
 Scott Bernier
 Shawn Bernier
 Zachary Bisson
 Zachery Blair
 Andrea Boynton
 Michael Bradley
 Keegan Brown
 Kemoy Burrell
 Derek Cameron
 Brett Candler
 Eric Candler
 Shannon Candler
 Thomas Chadwick
 Virginia Chaput
 Ethan Chase
 Kelli Conner
 Robert Costello
 Richard Coston
 Kenneth Christopher
 Kevin Chubbuck
 Wayne Chubbuck
 Gary Cunningham
 Austin Damon
 Brian Doe
 Lisa Eastman
 Owen Ehrhardt
 Douglas Fadden
 Roger Fortier, Jr.
 Adam Foster

Nancy Frost
 Barbara Gagne
 Jared Gagnon
 Amy Gillis
 Kris Goranson
 Jeffrey Gordon
 Bryan Goodwin
 Linda Gower
 Jacob Grandchamp
 Jeffery Grant
 Daniel Guimond
 Larry Hallowell
 Alexander Hanks
 Dawn Haywood
 Donald Hebert
 Daniel Hinkley
 Christopher Johnson
 Devery Johnson
 Daniel Jordan
 Terry Joyce
 Timothy Keizer
 Michael Knowlton
 Patty LaChance
 Courtney Littlefield
 Chad Logan
 Alex MacLaren
 Joseph Madore
 Patrick Masse
 Chadd Mayo
 Brian McLarrin
 Ethan Menard
 Michael Mercier
 Terry Merrill
 Remy Miller
 Christopher Moody
 Douglass Moore
 Robin Moore
 Joshua Murphy
 Sebra Nelson
 Doug Nichols
 Eric Nielsen
 Dominic Owen
 Dwayne Palmer, Jr.
 Kip Patten

Larry Paul
 Jason Pease
 Nicholas Pelletier
 Benjamin Peterson
 Matthew Pileggi
 Ian Pinette
 Brett Plossay
 Matthew Plummer
 Ryan Poitras
 Adrian Pomeroy
 Nicholas Pratt
 Justin Prather
 Gary Pulsifer
 Thomas Purinton
 Joseph Richards
 Jill Rivas
 Sara Rutigliano
 Alexander Sabo
 Greg Savona
 Nancy Schwab
 Clell Sigler
 Jonathan Simmons
 Rufus Smith
 Jeromy Soiett
 Brad Sowerby
 Shoshanna Starks
 Davidson Stevens
 Alex Stone
 Nathan Sweeney
 Daniel Taggart
 Bruce Thurman
 Joseph Toner
 Joel Toothaker
 Ryan Tremblay
 Kylee Turcotte
 James Vasoll
 Colin Viele
 Scott Wallace
 Paul Warman
 Vince Wells
 Woodrow Woods

Thank you for all of your hard work and dedication!



www.crooker.com



www.precastofmaine.com