

# NEWSLETTER 2022

## FROM THE DESK OF TOM STURGEON



With 2022 ending, we are about to enter our 88<sup>th</sup> year of construction in Mid-coast Maine. Having this type of longevity in today's world is quite an accomplishment and certainly our employees are the reason why. Although we have recently been through a pandemic, supply chain issues, political turmoil, housing shortage, fuel/oil prices and rampant inflation that does not seem to come down, we are still thriving and will continue to because of our employees!

The buzz word of today is recession. We are either already in a recession (I believe so) or about to be in one. We have been through at least three other recessions (1990-91, 2001, 2007-09), since I have been working here, but this one is different, or at least feels like it is. I remember back in those recessions, there was little to no work and so we cut back on everything including workforce. Unemployment was very high. Right now, and into the next year, unemployment is extremely low and there seems to be plenty of work in our industry, for now and the future. That's good news for us for sure. Other industries will not be as lucky. So, while we will all still deal with inflation, high mortgage rates, supply issues and lack of workers, I do believe we will survive this recession better than most and maybe even find some more employees from other industries.

Although at times, we did struggle with many of the issues above, overall, we have not only survived but excelled in several areas.

Through hardwork, commitment, and our skilled teams we were able to accomplish so much in 2022. Just to name a few, we completed the Waterville project (with getting full bonus on paving surface), continued with Edward Little, Brunswick Apartments, and LL Bean projects, PCOM has had a huge year, we completed several MDOT projects as well as Town paving, the largest BIW workload ever continues, and many others. Of course, all the projects we complete could not happen without the great support and work done by the pits/quarries, crushing, plant, shop (and all the staff), welding shop, tool room, tire room, accounting/payroll, and all the staff!

We recently had a MDEP stormwater inspection in Topsham and it came out great with them saying it's the best site they ever inspected. Great job by everyone involved!

So, my thoughts for this coming year are that we will continue to have plenty of work, and we will be in great shape. I am very thankful that we have a core group of very good hard-working employees that will lead us into the future. Our employees are the best around and by helping each other, coaching and supporting new hires, and coming to work every day with an attitude of its going to be a great day and how can we work together to get it done, 2023 will be an enjoyable and productive year. Best wishes for the holiday season and next year.

Cheers,  
Tom Sturgeon, *President & CEO*



## SAFETY UPDATE

How do we raise the bar in safety? It starts with examining our own experience. Since Jan 1<sup>st</sup> we've had 7 reportable injuries (OSHA, MSHA). We had 8 for all of 2021, on par with the year prior. Since Jan 1<sup>st</sup> we've had 78 incidents compared to 86 at the same time last year. Again, tracking with the year prior.

We haven't regressed, but injuries suck, accidents are expensive and insurance rates are climbing.

As you know, all injuries and incidents are investigated and assessed for root cause. Here's where we stand so far this year:

- Risk Taking (23)
- Loss of Focus (15)
- Crap Luck (14)
- Safety Negligence (11)
- N.A./Crooker not at Fault (7)
- Operator Error (work method or equipment ops) (5)
- Equipment Failure (3)

Our work is hazardous. You know it. We generally work safe. You know it. (And thank you!) Sometimes we take chances. Sometimes our focus is off-task. You know it. You've done it, or have seen it. We've done it.

Risk taking and safety negligence (44 % of total) are the most preventable. It's all about attitude. The risk is not worth the 'reward', even if no one gets hurt. Loss of production,

equipment damage, reputational damage. These alone make for a frustrating day for everyone. Loss of focus and operator error are both in the category of critical errors (26% of total). These are a little more challenging, but still preventable.

There's not much separating a close call from a bad scene. It can be as small as a fraction of an inch or a split second. An unplanned action. An unexpected movement or event.

Think about that brief moment immediately after you almost crashed, almost wrecked yourself (or someone else), but didn't. Or maybe you did. What's the 'one thing' you would do different? What's the 'one thing' you swear you will do (or not do) if you could do it all over again. Chances are it's not the first time the opportunity to affect that 'one thing' has presented itself to you. It wouldn't be for me. Is there a pattern? There is for me.

Are you a gambler? Are we gambling? Are you prone to distraction? Forgetful of the dangers of the task? Bad habits? Changing habits? How can we remove the chance for bad outcomes? What will it take to have consistently good safety habits?

Ever slip-trip and fall ending up with a nasty injury? Bet you are more sure-footed after. Ever tear a muscle/tendon/ligament or throw your back out from lifting something too heavy? Bet you ask for help or use better lift mechanics after. Let's raise the bar in safety. We need your help. Thank you!

Crooker Safety

# 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.

# 401(K) PROFIT SHARING PLAN

The company's 401k plan has seen a few enhancements over the past nine months. These changes highlight the company's commitment to continuously reviewing and improving the benefit to be even better for employees.



Employee's 401k accounts are still being held with American Funds. Between January 2022 and September 2022 employees contributed **\$470,651** of their salary and the company matched **\$237,861** into the 401(k) plan.

In addition to the individual matches, the company also contributed a total of **\$178,105** of profit-sharing funds into eligible employee accounts in September 2022.

## Financial Advisor

In December 2021 Crooker began a new partnership with DDMP Investment Advisors, LLC as the financial advisor. The DDMP team is excited to be working with our employees and is ready to help you reach your retirement goals. They are available to help you whenever and however it is convenient for you; by phone, by video, or in person once a quarter when they come onsite.

You can contact the DDMP team anytime to talk about your 401k account and financial retirement goals.

Rhonda Maloney, 610-858-9236, [Rhonda.maloney@raymondjames.com](mailto:Rhonda.maloney@raymondjames.com)

Celeste Rau, 717-803-2924, [Celeste.rau@raymondjames.com](mailto:Celeste.rau@raymondjames.com)

## Employee Eligibility

Beginning July 1, 2022 all employees are eligible to enroll and begin making pre-tax and Roth post-tax employee contributions on day 1 of employment!

## Employee Match

Beginning January 1, 2023 all enrolled employees will be eligible for the company match. The match for new hires will be subject to a 2-year vesting schedule.

The match amount is remaining the same at 100% of your first 3% of contributions and 50% of your next 2% of your contributions. To maximize the free money from the company into your 401k plan, if you contribute 5% of your pay into your 401k account, the company will deposit 4% into your 401k account on your behalf. For an employee who earns \$40,000/per year that equates to investing \$2,000 of your own money and receiving an additional \$1,600 deposited into your retirement account from the company in just one year.

If you are interested in enrolling or changing your contribution % please see Jill Rivas in the office.

Do you still have a 401(k) plan with a previous employer? Don't forget, employees are allowed to roll over 401(k) accounts from previous employers into the Crooker plan.

Curious how your account is doing? Employees are able to access their account online through American Funds at [americanfunds.retirementpartner.com](https://americanfunds.retirementpartner.com). You can view quarterly statements, make changes to your contribution amount, adjust your investments, monitor your performance, and more.



## CONSTRUCTION UPDATE

To summarize this construction season, 2022 has shown us the value of relationships. First off, I would like to personally thank our employees for getting us through this hard-fought year. Once again, we ran into material issues with lead times and availability, creating scheduling issues, but our biggest obstacle by far was working shorthanded on every level. Crew sizes were less than optimal, and constant shuffling had to occur to put out fires. You were all the reason we were able to keep going strong and complete our projects on time and on budget. Thank you!

The fruits of maintaining our long-term relationships with valued customers really showed in 2022 as well. We have had a record year at Bath Iron Works, with multiple large capital projects going on all at the same time. We started the year with the Pier III Rehabilitation, which took strategic planning and coordination to complete the work with tidal influences, sub-contractor coordination and a very tedious and labor-intensive scope of work. While this project was going, we also had to complete the Pier II utility upgrades, which had a very compressed schedule. This project had a strict deadline, which didn't move when the start date was delayed. During mid summer, we then started the North End Utilities Upgrades project. As can be imagined, this project has required constant change and re-design to install utilities around existing structures, pipelines and foundations that were unknown from the start. As we moved into late summer in fall, two more building projects are underway, the Kitting Building and the Trades/GFE Storage building. The projects have furthered our relationship with Bancroft Contracting, the general contractor and are a large part of the Bath Iron Works master plan. Along with these projects, we also had some scope associated with the new Pier II Aux Building with Zachau, which is in preparation for the new Trades Center located on Pier II in 2024. With all these capital projects and the many miscellaneous facility upgrade projects that we have completed, Crooker has been very busy this year at BIW.

2022 saw a banner year with one of our largest clients L.L. Bean as well. The corporate headquarters project with Zachau continued all of 2022, with the completion of the first two phases in early fall. The phase III parking lots and utilities got an early start and was full steam ahead all summer. The first parking area (Concord Lot), including porous pavement and finishes, had an early turnover date, so that was the focus from early in the year. Once complete, Crooker turned to demolition, mass earthwork and utilities to get started on the lot closest to the building (Taylor Lot), which will provide additional employee parking in the future. When done, this top of the line facility will be the hub for all corporate endeavors. On top of the large project, Crooker also completed multiple parking lot rehabilitation projects, a new multiuse parking area and other miscellaneous repairs, all directly negotiated with L.L. Bean.

Our largest contract to date, Edward Little High school, also has made great strides in 2022. We have seen the completion of the sitework associated with the new building wrap up (including foundations, backfill, underslab and grading), large storm drainage systems installed (including underground detention), water mains, sewer mains and electric lines installed, blasted and started earthwork for new fields, constructed large parking lots, graded steep slopes and continued general sitework. We have also been busy crushing blasted ledge on site, providing the site gravel and fill products for many of the structural components. Moving thru the winter of 2022 and the Spring of 2023, Crooker will focus on completing parking sections around the new school, installing additional utilities and drainage and moving to start the new sports fields construction. With limited staff through the summer, this project will be a push for late fall, winter and Spring.

2022 has also seen the completion of our northern most project, the Waterville Downtown Reconstruction. With a lot to accomplish ahead of us in 2022 and a contract

completion date in November, the push was on to get on site in very early spring to get the heavy earthwork, site demo and drainage done. With multiple crews on site, the focus early on was to get the majority of the roadway reconstruction, realignment, and paving on Main and Front streets to get ready for the large amount of subcontractor work. The site was busy all summer and fall with curb, hardscape, concrete, electrical, hand paving, structure adjustments, landscaping, and several of our own crews working all day. The work continued daily between massive amounts of traffic, pedestrians, open businesses, and daily utility conflicts. Crooker has made a name for ourselves in the Waterville community and we appreciate all the hard work put in this year to make our presence known north of Augusta!

On top of the large contracts mentioned, we also completed projects for other valued clients, such as Priority Real Estate Group. We jumped on the Jersey Mikes project early, allowing us to have much of the utility work and parking lot work done before foundations crew showed up. We also completed the Mechanics Savings Bank project and Vivid Cloud project in the Spring of 2022 for Priority with the final touchups and surface paving. Also completed in 2022 was thousands of feet of water main, including the Hawthorne Street project (Town of Brunswick/Brunswick Topsham Water District), the State Road Project in West Bath (Bath Water District) and the Pine Street

Sewer Project (Brunswick Sewer District). Both Bath and Pine Street were negotiated projects, with the utility companies asking Crooker to complete the work due to our expertise and skill set with the difficult installations.

With the large volume of work this year and limited resources, we also found ways to be strategic to be part of projects we couldn't fully support on our own. With the Liberty Commons project in Brunswick, we teamed up with RA Paradis out of Newport to help us with the earthwork. Crooker completed the utilities for the project, are managing the project and will also be grading and paving the project, with RA Paradis filling the gaps in between. This project involves a large import of earth material (over 40,000 CY), which we have supplied as well from our Topsham facility.

As you can see, it has been a very busy 2022 season. Heading into 2023, we already have picked up some new work including Green Street Rehabilitation in Bath (sewer, storm drain and roadway reconstruction), Katahdin Drive Brunswick (water, sewer, pump stations, roadway construction) and multiple private contracts. It appears our industry shows no current signs of slowing down, but we are trying to be strategic moving forward with what fits our resources and schedules. Once again, we appreciate everyone's commitment and willingness to pitch in to get the job done!

Crooker Construction Division



## PAVING UPDATE

It's early October and as we sit to write this newsletter, the days are getting shorter, mornings are colder, and the leaves are starting to change color. Fall is, for us, a good time to reflect. We believe 2022 was our year to adapt, use every asset as efficiently as possible, and utilize our employee's strengths in order to complete this year's workload. The last few years have been filled with challenges, and this year was no exception. Our ability as a Paving Division and a company to adapt to all that the last year has thrown at us is

what has kept us at the top of our game in the industry and continued to make us a successful company.

Staffing continued to be a challenge in 2022. Despite being able to hold a traditional job fair in the spring we were not able to reach a level of being fully staffed. Being understaffed meant never having enough employees to have a second production crew or even a small hand crew. This left us relying on subcontractors more than any other year. We



hired out nearly all our handwork to meet MDOT, town and contract deadlines. For other roadway and parking lot projects we utilized one or two key employees, when possible, to pair with subcontractors crews to complete smaller projects and meet our customer's timelines and expectations. Subcontractors included P&B Paving, Blackwater Paving, Roundy's Paving, and Country Fare.

As far as new communications and technologies this year, the biggest implementation was Viewpoint as our new time keeping and accounting platform. As you would expect with anything new, there is a learning curve for all involved. Once the learning curve has run its course the result will be better data on productivity, profit, and efficiency. To keep the lines of communication open we continued using Google Slides for project specific information and started using a paving communication group text. This allowed all paving, trucking, plant, and lab employees to be included with any updates to schedule and work with a single text. Adjustments for weather or equipment were all easily coordinated from a few texts, and everyone involved kept in the loop. Another addition this year was FleetWatcher, our electronic plant ticketing program. E-ticketing, in years to come, will be a new MDOT standard. We're getting a jump on the system to have it running like clockwork before it's a requirement. We have just started to scratch the surface in this program to be able to utilize all that it will be capable of recording. FleetWatcher will allow us and the MDOT to keep track of temps of each load for all to see, if loads are accepted or rejected and why, the amount taken to any job, type of mix, the time the truck was loaded, and who is hauling them are all available in real time. It's an exciting program that we are looking forward to using more of its capabilities in 2023.

Some of our highlights for the season included LL Bean porous pavement with over 600 tons placed in early summer and another 1,000 ton on tap late fall. We completed multiple parking lots and more work is waiting in 2023. MDOT Brunswick Topsham CPR was our biggest tonnage project of the year, placing 17,142.55

tons of 9.5mm with RAP covering 3.67 miles on Route 201 and 7.86 miles on Route 24 all in only 42 days. November marked the end of the two-year Waterville Downtown Reconstruction Project. As most of you know, there were several challenges for the paving crew on this project. One being the need to use a notched wedge to meet centerline joint densities, all while maintaining mat densities and providing an aesthetically pleasing product through several short pulls and lots of iron. At the end of the season the plant, crew, and lab all came through as gradations, mat densities, and centerline density results all came back passing with flying colors on this one. This project also required coordinating many subcontractors to get work prepped ahead of us and finished behind us to complete this project on time. We also continued work in Durham as well as taking care of many other towns, and private projects. The lab and plant both had their hands full juggling 3 liquids and several different mix types, between porous at LL Bean, 9.5mm with RAP for MDOT Brunswick, and Poly Modified for Waterville, it took a full team effort to consistently meet specs and temps. Thank you all for the hard work this season!

Next year- 2023 will be a busy year for the paving division. Focusing on our biggest customer, our own construction division, we have big tonnages to lay down at Edward Little High School, BIW, LL Bean, Liberty Commons, and many more. It's hard telling what next year will bring; pricing, supply chain, and the ability to staff our crews are sure to be factors. One thing we do know, we have plenty of work to do, and that's a good thing. If we focus our energy on what we can control, and keep our attitudes positive, we can keep moving forward together. As with every year, we faced challenges, and we pushed through as a team and got the job done. At the end of the day and at the end of another season, we are proud to say we work with all of you here at Crooker. Thank you for your effort this year it made all the difference.

Crooker Paving Division



## HELLO FROM THE LAB

Hello from the lab! It's been a few years since we've had the chance to write a piece for the newsletter. Since our last writing, we have hired Kris Goranson, who brings over 5 years of experience to the lab. He has played an intricate role in our materials and testing. Kris has allowed me to focus more time on the street with our laydown and field placement. In October, we hired Bill Romanoff to our team. Bill brings 30 years of laboratory experience with him from Florida and should be a welcomed addition to the QC department.

Entering this year, we had the Waterville downtown reconstruction project carrying over from 2021. Although the project got off to a rough start, I am happy to report that our 2022 season was a great improvement over the 2021 year. In 2022, we increased our field mat density as well as centerline joint density, bringing the surface course to full bonus.

Also, this year for MeDOT, we paved 23 lane miles from Topsham to Bowdoin, and Brunswick to Harpswell. This was a 17,000-ton project. There were 25 hot mix asphalt samples taken with pay attached to them, and every one of them passed. We ended this job with full pay.

Thank you to all involved with making this a successful paving year. From the plant crew, lay down personnel, trucking, QC department, and managerial staff, I appreciate all of you.

2022 was a very busy year for the lab. During the early winter months, we were tasked with having to re-design all our MeDOT mix designs. As Whitefield sand came to end, we were forced to add another sand source to our mix. With the addition of a new aggregate source, we are required to have the aggregate approved by MeDOT and have the mix go through a strict design and verification process.

So far this year, the lab has tested over 200 HMA samples, over 400 sand, stone, and gravel tests, as well as over 125 aggregate samples for PCOM. Being the paving inspector on our MeDOT jobs, I can honestly say there have been over a thousand nuclear density readings.

As this year winds to an end, I would again like to thank all who were involved in making this year profitable and successful.

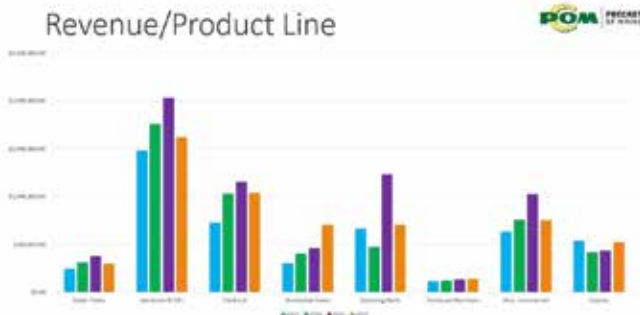


## PRECAST UPDATE

2022 continues to bring strong sales and push the limits of our production capacity. Like everyone, the labor shortage has posed challenges and caused stresses on efficiency, but we've persevered. Selling the products we make, rather than making what we sell, has been the key to success. Despite often getting requests to make custom products, we have tried to steer customers towards the products we can make using the forms we have. Despite not having a crystal ball, we've done a good job staying ahead of stock production and meeting the needs of our customer's quick demands.

Pricing of the materials we purchase to make our products has been volatile. It's been a task to stay ahead of the price increases our vendors are passing along to us. Fortunately, because demand is still so high, rolling these costs into our products has not slowed us down.

The following graph displays the breakdown of products sold by type. The 2022 bars represent revenue through September. We expect all product lines to exceed 2021 levels by year end.



Variety has been the spice of Precast life! While we make and sell a wide range of items, these “bread and butter” products continue to make up the majority of our sales:

### *Residential Products*

New homes continue to be built and replacement septic systems are common. Septic tanks, lift stations, distribution boxes and concrete chambers are in high demand. In years past, it was common to sell these products directly to homeowners. This year however, we have been forced to hold these products for our customers with established accounts to keep those who have been loyal to us over the years fulfilled on their projects.



### *Manholes and Catch Basins*

Round structures are integral to many projects. Drainage, sewer, pump stations – these all work with round structures. Whether it's a new sewer line replacement, subdivision or



site development project, our customers continue to rely on us to quickly and accurately produce a quality product. There's been a strong trend towards including our precast inverts in sewer and drain manholes. Also, it seems like bigger is better meaning more 6' and 8' diameter structures to cast along with boots for large pipes.

*Electrical and Utility Products*

Transformer pads, 38Y vaults, splices boxes have been staple products all year. We made several more CMP sidewalk vaults for development projects in Portland. These are detailed and require a lot of work but the results speak for themselves!



*Light Bases and Bollards*

To date, we've produced and sold nearly 700 light bases. Unique bolt patterns and conduit configurations make these a challenge to get right every time but our crew rarely misses! Precast bollards are a great way to save time and money on projects. Set them and forget them! Keeping them in stock has been tough as we've sold nearly \$400K YTD.

*Retaining Walls*

While Stone Strong has been a massive part of our business for several years now, our Stone Terra wall product has had a nice run this year. Possibly in part due to other competitor's products not being readily available, we have sold nearly twice the quantity of any other year. Stone Terra is a smaller, more economical and homeowner friendly retaining wall block. Production of RECO (Reinforced Earth Co.) MSE wall panels continues to help fill the gaps.

Our production and delivery team continues to work safely each and every day. Office staff provides the support and feeds the production machine to keep the concrete flowing and trucks with finished product moving down the road. It's truly been a team effort, and for that, we thank our entire staff. We're looking forward to another strong finish in 2022 and excited for the prospects of 2023!



## ENVIRONMENTAL UPDATE

Thank you everyone for helping us keep in compliance with DEP/ EPA. Because of your heads-up on concerns, spills, transport texts, etc.; we are able to maintain solid relationships with inspectors and permit approvers. This allows us to continue and expand our workloads.

A major achievement this year was the approval to expand our Alna quarry, a crucial source of aggregates for Crooker's future. Keep up the solid communication; together we can move mountains!

Crooker Environmental Coordinators



## WELLNESS UPDATE

### **It has been another busy year for the Wellness Committee!**

Based on feedback from employees we continued with the shares of fruits and vegetables from Tender Soles Farm through the fall and winter. We hope this delivery of fresh and locally grown food has given you and your family an introduction to new foods and the opportunity to add healthy and nutritional options to your food selection at home.

The 1st (and hopefully annual) pumpkin carving contest was a huge hit! We were able to purchase a pallet of pumpkins for employees and their family to decorate or carve for a chance to win their very own farm share. Check out all the great carvings on our Facebook page. Congratulations to employee Cam Cox for the winning carving!

The gym membership program and onsite yoga classes continue to be strong. All employees are eligible to work out at New England Fitness, in the Topsham Fair Mall at NO cost to the employee. Employees are eligible to be reimbursed up to \$20 a month for the membership fee if they would like to workout at a different gym facility. The yoga sessions are free to attend and happen once a week at the Precast office.

Our goal as a committee is to offer options and opportunities to all employees to learn about and add healthy eating habits and activities to everyday life. The better you feel the more you can enjoy your time with family, friends, and co-workers.

If you have any questions on any of the programs or have any healthy habits or tips you would like to share, please contact any of the wellness committee members:

- Brian Doe
- Adam Foster
- Amy Gillis
- Richard Gower
- Craig Kroot
- Patty LaChance
- Brett Plossay
- Jill Rivas
- Rufus Smith
- Shoshanna Starks

The wellness committee wishes you and your families good health and peace of mind!



## EMPLOYEE RESOURCE ADVISOR BENEFIT

### EMPLOYEE ASSISTANCE PROGRAM

**1-888-209-7840**

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

### SUPPORT WHEN YOU NEED IT! HERE ARE SOME 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](http://www.ResourceAdvisor.Anthem.com)





## COMMUNITY INVOLVEMENT

The Crooker Construction Community Involvement Committee is now in its fourth year. It was started 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.*

The Community Involvement Committee is looking for new members. We meet quarterly and discuss current requests and other ways in which the company can help the community around us. Please contact Amy Gillis ([amy@crooker.com](mailto:amy@crooker.com)) for more information about joining our group. We Participated in a Touch -A Truck event for Mid Coast Maine Community Action and Paddled for Pine Tree Camp in Solon. We donated to Project Graduations, supported Cal Ripken Baseball, Mid Coast Literacy, Oasis Free Clinics, The Winslow Community Cupboard, Taste of Waterville, Spectrum Generations, and had several employees participate in a golf scramble to help support the teachers at Dike Newell School in Bath after a devastating arson at the school; Crooker was also the Band sponsor for that event.

We are continuing our "giving tree" tradition, and in 2022 we will team up with the Maine Children's Home Christmas Program in Waterville to help make Christmas a little brighter for some families in need. We also held a Food Drive in the month of November to benefit the Midcoast Hunger Prevention Program, which serves 6 counties.

We continued our annual support for Camp Susan Curtis, Big Brothers Big Sisters, The United Way, Make-a-Wish Foundation, and added support for the University of Maine Engineering College.

### OTHER ORGANIZATIONS SUPPORTED BY CROOKER IN 2022:

- Eagle Scout 9/11 Memorial Rehabilitation Project
- Maine Maritime Museum
- MTA Project GROW- Garden classroom space
- Gardiner Sports Boosters
- Ararat Baseball
- Maine Shriner Lobster Bowl Classic

Thank you to all employees involved on one level or another. Whether it was volunteering time, donating your own money, donating to the food drive, 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.



## FINANCE OFFICE

### **Exciting news from the Accounting/Finance office:**

In September of this year, we made a strategic move to switch our ERP system for a much more robust system called Viewpoint Vista. Vista provides us the means to better track our cost of production and equipment, allowing important decisions to be made regarding customer pricing and equipment longevity.

What does this mean for you as an employee? Viewpoint is also hosting our new employee payroll portal.

This portal not only allows you to enter your time but perform various tasks, such as view submitted time, view paylips (starting with 9-23 paydate), and view W-2s (starting in 2022). While you are there, you can also update contact information, W-4 information, and direct deposit information. Note: if you cannot submit your signed document(s) with request for change(s) you will need to bring it to HR instead of using the portal.

We encourage you to log into the site and look around.

### **Link for the site:**

<https://crookerconstructionllc-hff.viewpointforcloud.com>

The first time you log in, you will need to enter your employee number, the last 4 digits of your social security number, and click ENROLL.

Once you log in you will be asked to create your password.

The next time you log into the site you will enter your employee number, password and click SIGN IN.

If you need assistance or have questions, reach out to our Controller, Deanna Niemeyer at 207-837-6705 or our Payroll Administrator, Katelyn LaChance at 207-837-6708.

# EMPLOYEE SPOTLIGHT – KELLY CONNER



Kelli started with us in 2019. Now on her fourth season, she is glad that she came to work for us and enjoys contributing to the construction and completion of our projects.

Kelli is originally from Groton, Ct and moved around the east coast with her family (as part of her father's Navy Deployments). Her favorite place growing up was NAS Brunswick. The self-described "Navy Brat" left Brunswick for Jacksonville (another Navy Town) just before High School and stayed there for nearly fifteen years before returning to her favorite place - Brunswick, Maine with her partner and stepdaughter. On her off time, Kelli enjoys spending time with her family in Boothbay Harbor. She loves pasta and listening to oldies music (not "the new stuff").

Kelli started work in the parts department. In 2020, she transitioned to working in the field (at our then Phase 1 LL Bean Corporate Expansion) and has remained on this long-term project ever since. Kelli really enjoys seeing the various steps/phases of construction and how they relate to the finished product. She has been involved in all aspects of the work from demolition of floors and foundations to the groundwork that occurs below the floor slab, and all the exterior utility/earthwork operations that

create the parking lots and outdoor areas.

At the LL Bean project, Kelli was assigned to Glenn Hall's crew as a site worker. She learned to operate small equipment (bobcats/mini excavators and small loaders) and perform many stages of the work.

Kelli is currently working with Matt Williams and is learning how to calculate grades, perform layout and read plans. Willing and eager to learn, she is starting to learn the ropes of being a supervisor.

Kelli's positive attitude makes the workday enjoyable for not only her, but those around her.

Being positive allows for an atmosphere that promotes efficient exchange of knowledge and fosters communication with the members of the team, even when doing one of her least favorite duties - such as unrolling and installing liners in a stormwater detention system, because positive, effective communication makes for quick work that you only have to do once.

Kelli looks forward to becoming a crew leader with completing future projects, all the while being surrounded by the like-minded people that continue the legacy of Crooker Construction.



## REMEMBERING TERRY JOYCE

Crooker has suffered a great loss this year due to the death of our loyal employee Terry Joyce. He was one of our very hardworking and trustworthy employees. Terry came to work for Crooker in 2003. He mostly drove truck 819 for the paving crews. Before working at Crooker Terry proudly served in the U. S Navy, stationed at the Brunswick Navy Base from 1968 to 1973. He worked at Brunswick Naval Base as a crane operator.

# HIRING IN 2022



To date this year, we have hired 48 employees! Out of those 48 new hires, 10 were employee referrals. We still have a shortage of employees, but we are continuing to work hard on hiring in the hope to help make a difference next year.

From 2018 to 2021 we averaged over 600 applications a year. In 2022 we only received about 350 applicants, and of those most have never been in the construction industry before. We had a large percentage of applicants apply that came from retail. For the applicants that were hired and came on board, our crews did an excellent job in training the new employees who did not have the experience. Thank you for helping with the transition for those new hires to make them feel part of the team!

This year we were fortunate enough to start having job fairs back in person. We held two in-house job fairs, one in Topsham and one in Waterville. In Topsham 13 attended and we hired 10. In Waterville 9 attended and we hired 7. This season we attended 14 additional job fairs and recruiting events. We plan on attending 8 more by the end of the year.

Unfortunately, in 2022 we did not have enough applicants to be able to host the Crooker Construction Institute (CCI). This school year, we have already coordinated with many different schools and vocational schools to talk to the students about CCI. With the hope, that we can get more applicants and host CCI in 2023.

In hopes of reaching more candidates and showing others how great Crooker and Precast are we plan to kick off the hiring season in 2023 with an in-house career fair at our office in the spring. Also, next spring we have already signed up for 6 high school jobs fairs and have plans to sign up for more as dates are announced.

## EMPLOYEE REFERRAL BONUS PROGRAM

The Company would like to encourage and recognize current employees for finding and referring qualified candidates to the Company. As a thank you, all full-time employees are eligible for up to \$1500 for each new hire he/she refers to the company.

### Payments are processed in two installments:

1. A \$1000 payment will be paid to the referring employee if the new hire is actively employed at the end of their 2nd month.
2. An additional \$500 payment will be paid to the referring employee if the new hire is actively employed on April 1st of their 2nd season.

**There is no limit** – the more new hires you refer the more payments you will receive!

# 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



# YEARS OF SERVICE

## 50 + Years

Frederick Cressey  
Robert Emerson  
Joseph Mulligan

## 40 - 49 Years

Blaine Atwood  
Raymond Bishop, Jr.  
Ronald Bisson  
Robert Cartwright  
Richard Gower Sr  
Richard Morgan  
Dennis Mosier

## 30 - 39 Years

Glenn Hall  
Joseph Hanna  
Stewart Huey  
Craig Kroot  
Marc Laliberte  
Jeffrey Lamoreau  
Larry Marshall, Sr.  
Maurice Morgan  
Dale Spratt  
Thomas Sturgeon  
Tracy Thomas  
William Yearsley  
Andrew Yenco

## 20 - 29 Years

Paul Beers  
Branielle Bergeron  
Matthew Child  
William Crooker  
Benjamin Demerchant  
Adam Gilpatric  
Matthew Grant  
Dale Harvell

Dale Morgan  
David Phelan  
W Richard Powers, Jr.  
Craig Roberts  
John Rogers  
Anthony Russell  
Matthew Williams  
William Wood

## 10 - 19 Years

Brandon Beaulieu  
Ian Bresnahan  
Sean Breton  
Kenneth Cochran, Jr  
Justin Damon  
Justin Goranson  
Garret Hamrick II  
Justin Johnson  
Abraham Kane  
Jerald Leech  
Darrell Lewis  
Frederick Libby III  
Larry Marshall, Jr  
Kevin Mayberry  
Ian Messier  
Ethan Moody  
Eric O'Connor  
Mathew Ouellette  
Aaron Pratt  
Aaron Saylor  
Michael Schwab  
Don Smith  
Bradley Sturgeon  
John Thibeault

## 5 - 9 Years

Jacob Adams  
Derek Alves

Jesse Bennett  
Scott Bernier  
Michael Bradley  
Derek Cameron  
Shannon Candler  
Cameron Cox  
Douglas Fadden  
Roger Fortier, Jr.  
Adam Foster  
Nancy Frost  
Jared Gagnon  
Amy Gillis  
Jeffrey Gordon  
William Hamel  
Daniel Jordan  
Michael Knowlton  
Patty LaChance  
Joseph Madore  
Roger Marshall  
Chad Mayo  
Ethan Menard  
Michael Mercier  
Douglass Moore  
Joshua Murphy  
Dwayne Palmer, Jr.  
Jason Pease  
Benjamin Peterson  
Brett Plossay  
Adrian Pomeroy  
Justin Prather  
Jill Rivas  
Clell Sigler  
Rufus Smith  
Jeromy Soiett  
Shoshanna Starks  
Alex Stone  
Joseph Toner  
Joel Toothaker

Kyle Turcotte  
James Vasoll  
Scott Wallace  
Paul Warman  
Arthur Williams  
Woodrow Woods

## 2 - 4 Years

Keven Andrews  
Stewart Benner  
Kasey Bergeron  
Kaylee Bergeron  
Austin Bingham  
Zachery Blair  
Travis Bright  
Quentin Brooks  
Andrew Bunnell  
Zachary Canning  
Thomas Chadwick  
Kelli Conner  
Richard Coston  
Austin Damon  
Brian Doe  
Alison Donovan  
Kris Goranson  
Jeffrey Grant  
Michael Hall  
Cody Holman  
Katelyn LaChance  
Trevor Lamoreau  
Alex MacLaren  
Brian McLarrin  
Terry Merrill  
Kyle Murray  
Kip Patten  
Matthew Plummer  
Jeremy Porter  
Gary Pulsifer

Joseph Richards  
Davidson Stevens  
Nathan Sweeney  
Bruce Thurman  
Kyle Tourtelotte  
Spencer Wright  
Robert Zemia

## Hired in 2022

Greg Athenn  
Troy Billings  
Devin Black  
William Boutte  
Mathieu Cutler  
Melissa Fitzgerald  
David Hagar  
Benjamin Hinkley  
Marianne Ireland  
Devery Johnson  
Sara MacKenzie  
Kody Manning  
Bruce Mattison  
Timothy Morin  
Michael Moyer  
Deanna Niemeyer  
Tristan Olyphant  
Larry Paul  
Justin Poulin  
Wayne Randall  
Eric Reynolds  
William Romanoff  
Jon Rosebush  
Shane Stewart  
Danita Storey  
Ronald Wilson

*Thank you for all of your hard work and dedication!*

## 2023 HOLIDAYS AND SHUT DOWN DAYS

Monday, January 2nd – New Year's Day  
Monday, February 20th – President's Day  
Monday, May 29th – Memorial Day  
Monday, July 3rd – Shutdown Day (may use vacation or EPL)  
Tuesday, July 4th – Independence Day

Monday, September 4th – Labor Day  
Thursday, November 23rd – Thanksgiving Day  
Friday, November 24th – Day After Thanksgiving  
Monday, December 25th – Christmas Day

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



[www.crooker.com](http://www.crooker.com)



[www.precastofmaine.com](http://www.precastofmaine.com)