



IN THIS ISSUE

Front Page:

A Message from Billy

Teamwork Makes
All Things Possible

Page Two:

A Message from Billy

Teamwork Makes
All Things Possible

Harper Companies Lay
Groundwork for the Future

Page Three:

Strategic Planning and People
Are Making a Difference
at Metro

New Assistance Program for
Harper Employees

Page Four:

Harper Industries
Ranks 36th in National
Concrete Producers Poll

People on the Move



Please contact
Harper Industries, Inc
at 270-442-2753
OR VISIT WWW.HARPER1.COM
for more information.

A Message from Billy



A team is not just a group of individuals who work at the same location or have the same logo on their business

card. A real team is made up of people who may be unequal in experience, talent, or education, but who are equal in their commitment to working together to achieve the goals and good of the organization, each other and their customers.

Effective teamwork is essential to the success of any business. As "no man is an island," the positive effects of productive teamwork can energize an entire organization, just as the negative effects of a lack

teamwork is attracting and keeping the right team members. No matter how hard a group of people try to work together and create an effective team, without the right people for the job, the team will inevitably fail. If we are going to be successful, we can no longer look at our organizations as departments, divisions, or branch offices. We must look at the bigger picture and resolve to work together in ways we may never have done before. We may even need to cooperate with the competition.

"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."
--Andrew Carnegie

of teamwork can cripple an organization. An essential ingredient to effective

(Cont'd page 2)

TEAMWORK Makes All Things Possible



In the sporting world, an oft repeated concept is no one player can win the game; it takes a total team effort of people

combining talents to achieve greater results. Such is the case at Harper Industries and within each of the operating companies.

A great example of people working together to achieve great things is the implementation of Viewpoint throughout the organization. Few people know the

enormity of designing and implementing a system like Viewpoint. The challenges of taking this on, in addition to fulfilling day-to-day duties, stretches those involved to a maximum. I am happy to report that three companies

have made the transition; Morse, Harper Construction and Vanguard are all utilizing Viewpoint. Harper Industries is scheduled to go live October 1. Frontier Materials is currently utilizing the HR module.

(Cont'd page 2)

MISSION POSSIBLE
Coming to a Site Near You...
WATCH FOR IT!

A Message from Billy *(Cont'd from page 1)*

Think of all the mergers and acquisitions in the past few years. Your number one competitor today could be your partner tomorrow.

Such teamwork doesn't happen by accident. It requires commitment and effort, a willingness to accept the uniqueness of others, and an appreciation of diversity. We build teams in our companies the same way we build relationships with our friends and coworkers. High-functioning teams establish us and our companies as reliable, internally and externally. We then project this image to our customers, vendors, competitors, and communities.

Building a real team gets real results, but it can't be done with slogans and directives. Start by respecting each person's individual contribution, showing appreciation, exciting them about their possibilities for achievement, and sharing with them that their group effort has the potential for real genius.

Good luck
Respectfully,
Billy Harper

Harper Companies LAY GROUNDWORK *For The Future* by Peter Van Nort

Harper Industries and its subsidiaries have now completed their strategic planning efforts for 2007. The plans developed in this effort will provide the basis for the companies to move forward over the next several years.

Beginning in the summer of 2006, the Leadership Group developed a Strategic Plan for HI. The HI Plan lays a path to take the organization to 2025. The HI Strategic Plan was approved by the Board of Directors at the December 2006 meeting and delivered to all the subsidiaries to develop or revise their strategic plans. The subsidiaries presented their individual strategic plans to the Leadership Group at their July meeting.

In developing the strategic plans each of the organizations created a view of the future and a vision of what they wanted their company to be like in that future. From that vision they created long term objectives which would facilitate achieving the vision. Each of the long term objectives were then assigned action items which set out the detail for accomplishing the long term objectives.

In doing their strategic planning, each organization focused on the difference between strategic planning and operational planning. These two planning processes have distinctly different thinking and planning processes. Strategic planning requires visionary and directional thinking. Operational planning requires short term, specific thinking.

Ask the leadership of your organization to share with you their vision for your company and how they anticipate achieving that vision. Each of us has a role in making our companys' vision a reality.

TEAMWORK Makes All Things Possible *(Cont'd from page 1)*

The sharing of ideas, information and lessons learned throughout this process has made our people, and hence, our company stronger.

Elsewhere in this newsletter, you can read Peter Van Nort's report on the company's strategic planning initiative. All operating companies have presented their vision of what their respective organizations will look like in the long term. We have visited with each company and have reviewed their operating plans, which are much more detailed in nature. The plans were presented to the Leadership Group in August. I understand that these plans also take a team to assemble. But I can also say, with certainty, that with a "collective buy-in" to these plans, Harper Industries as a whole will grow to be the company we all believe it has the potential to be.

There are so many positive things happening at Harper Industries today, many of which you will be hearing about in the near future. As a company, we have more major opportunities on the table than at any time in the organization's history...and that means opportunities for all Harper employees.

Please make note of the "Mission Possible" tease in this issue as well. You will be hearing more, and participating in this very important initiative. Mission Possible Is Coming Soon...

Watch For It!

Mike Donohoo



Strategic Planning and People Are Making a Difference at Metro



The team at Metro Ready Mix is excited to report that we are having one of our best years ever! A great deal of planning has gone into taking full advantage of a good construction market in Middle Tennessee. Over the years our team has become true believers of the strategic planning process. We have seen first hand the success that can be realized when you get a group of people together and allow them to plan their future and then execute the plans.

Metro Ready Mix's strategic planning process has grown and improved over

the years since first introduced into our companies years ago. Some of those early plans were difficult for us as we struggled to break out of our habit of looking at our one year operational business plans and began to look at a five year strategic plan. One thing we've learned at MRM is that if you don't plan for something to happen, it won't! I can remember a time before implementing strategic planning when we looked up from our yearly plan and saw aging concrete plants and a market that was growing faster than we were. By thinking futuristically, we are

now able to keep pace with a growing market by making good strategic moves in a timely manner. This ability has strengthened our company and firmly established it as a market leader with state of the art facilities and a winning team of dedicated people. It is an exciting time to be a part of the future growth plans of the Harper Industries Companies.

Metro Ready Mix's vision for the future, as outlined in our current strategic plan, is "Growing Together We Build a Better Future". Highlights of our plan for the future include: Our commitment

to safety will be paramount in all that we do; education and training programs will be provided to our team that will help our processes improve as we grow; we will continue to enhance our leadership position with products and services that benefit our brand, ultimately making it the irrefutable brand of choice as well as the employer of choice in the markets we serve. We will be a respected and active member of the communities we operate in as well as being one of the most desired companies to move into a community. Our plans include continuing to work diligently to provide strength and resources for growth while discovering opportunities in order to foster the entrepreneurial spirit that will insure our collective continued success.

New Assistance Program For Harper Employees

By: Ronda Hays

EAP is an acronym for Employee Assistance Program which provides immediate, professional assistance for personal, work-related, or emotional issues. The program deals with situations such as abuse, marital problems, family troubles, stress and domestic violence as well as health education and disease prevention.

To assist you in properly diagnosing and treating the cause of your symptoms, Harper Industries Inc is in the process of putting in place an Employee Assistance Program through our health insurance carrier, Humana. The program will be available to health insurance participants and their dependent on January 1, 2008.

If you are a health insurance participant, you or your dependents can call 1-866-440-6656 and a trained professional will assess your situation and help you clarify the problem or handle the immediate crisis. If necessary, they will assist you with referrals to appropriate resources and help you access the health benefit plan.

It doesn't have to be a crisis to plan a confidential call to a counselor. As a matter of fact, most people who contact the EAP are average people with common problems, so don't let the size of the issue keep you from seeking assistance. You or your dependents may call the Employee Assistance Program after January 1, 2008, 24 hours a day, 7 days a week for someone to talk with or for support during a time of need.

The program and the calls are strictly confidential and will under no circumstances reveal your name, the reason for the call or any information discussed.

Harper Industries

RANKS 36th

In National Concrete Producers Poll



The total revenues of Harper Industries' recently ranked 36th out of the top 100 concrete producers nationally in a poll completed by The Concrete Producer magazine.

The TCP100 are ranked according to total revenue, not just concrete sales. The publications' survey shows the wide spectrum of companies involved in the industry, whether ready-mix represents their entire business, or just a part. Producers are included by their parent company names.

Rank	Company
1.	Oldcastle Materials
2.	LaFarge North America
3.	Holcim North America
4.	Cemex
5.	Rinker Materials
36.	Harper Industries

People On The MOVE



dickDEMPSEY

Dick Dempsey has over 30 years of mining engineering and management experience. Prior to Harper Industries, Dick was employed by Drummond Company, Inc. where he was responsible for draglines, stripping dozers, road construction and maintenance, mine construction and dewatering, eight large excavation shovels, a fleet of CAT 793 trucks and a seven person engineering department

at a 25 million ton per year surface mining operation in Colombia, South America. Prior to that, he was responsible for the planning, development and operation of two mineral sand mines and two concentrators for Iluka Resources in Virginia. Other experience includes operations and engineering positions with Peabody Energy, Pyro Energy and Arch Minerals where he had responsibility for several surface and underground mines, processing facilities, rail and barge loading facilities, equipment repair and rebuild facilities, and a short-line railroad in the Illinois and Appalachian basins.

Dick holds a BS in Mining Engineering from the University of Missouri at Rolla. He and his wife Debra reside near Salem, Kentucky.



teddiBAILEY

Teddi Bailey joined the Harper Industries Team in July as Office Manager/Executive Assistant. For the past 10 years she was employed with International Catalyst Technology, Inc. in Calvert City, KY as Human Resource Representative and Assistant to the Plant Manager until the facility closed in May, 2007. Her experience includes HR, Payroll, Accounting, Purchasing and Logistics.

Teddi and her husband James Paul live in Lyon County and have two children, Matthew, 24 who lives in Murray, KY and Sara age 18, who will attend Murray State University in the fall.

Harper University/WKCTC

Course Schedule

October 2007 - April 2008

*All courses will be held at the Harper University classroom at 960 North H.C. Mathis Dr. unless noted otherwise.

- ~ All courses start at 8:00 am (yet subject to change)
- ~ A minimum of 8 participants is required or the class will be cancelled.
- ~ To register for a class, e-mail bmogan@harper1.com or call Bill at 270-442-2753 Ext.1716



- 10/18/2007 - Quality Improvement Tools
- 10/23/2007 - Advanced MS Word
- 11/7 - 11/8/2007 - The ABC's of Supervision
- 12/5/2007 - Effective Communication
- 12/13/2007 - Advanced MS Power Point
- 1/16/2008 - Interviewing & Hiring Skills for Managers
- 1/22 - 1/24/2008 - Basic Leadership Skills
- 2/6/2008 - Managing Change
- 2/13 - 2/14/2008 - Finance for Non-financial Managers
- 2/27/2008 - Conflict Resolution
- 3/12 - 3/13/2008 - Presentational Speaking Skills
- 4/10/2008 - Exceptional Customer Service
- 4/23/2008 - Coaching and Delegation Skills

Additional courses will be scheduled soon

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