

Subject: Urgent and Final Warning: Addressing Critical Performance Deficiencies, Breach of Trust, and Future Viability

Ken and Sammy,

This communication serves as a formal, direct, and final address of your severe and ongoing performance deficiencies, a profound breach of trust, and a clear outlining of my extreme disappointment. The viability of this business and my willingness to tolerate your current or any kind of misconduct are at their absolute limit.

I have consistently ensured the availability of 40 hours of work per week for each of you. The decision regarding how, or indeed whether, to utilize this allocated time for essential operational tasks was yours. Your consistent failure to do so is not a reflection on my management but a direct consequence of your choices. Furthermore, considerable time was invested in creating a comprehensive Employee Handbook detailing rules, regulations, and clear expectations. I also formalized our working relationship with an Employee Contract. Both documents, along with customer contract templates and estimate worksheets designed to streamline our operations, have been met with apparent indifference and a lack of adherence. My decision to trust you with managing your own time has, regrettably, proven to be a significant misjudgment.

It has been unequivocally clear for the entirety of the winter and spring seasons that critical equipment required immediate and sustained attention. This includes, but is not limited to, the truck, the sealing machine, crack machines, and blowers. The continued disrepair of these assets is a direct result of your prolonged inaction and negligence. It is abundantly clear that neither of you is taking this job, nor myself, with the requisite seriousness. Attributing this situation to anyone but yourselves is unacceptable.

Punctuality and the diligent execution of assigned work are fundamental responsibilities. I will not accept further excuses for your consistent tardiness or failure to complete necessary tasks.

Sammy, my disappointment in your specific case remains particularly acute. Significant effort was made to provide you with consistent work throughout the winter and spring. The return on this investment has been negligible, amounting to minor alterations such as tinted windows and relocated tool boxes in an attempt to recoup some of the money you have borrowed from me instead of working. Nearing a grand total of \$1000. The extended period you had possession of the Ton truck incurred substantial costs, and to now face what I perceive as disrespect and ingratitude is deeply concerning. I literally kept you up this winter and spring and had not once told you no when asked to borrow money. I always sent it in hopes that you are, you where at one point anyway, a man of your word. I have

heard and been assured of many promises that have yet come to manifest. You have literally bitten the hand that feed you during this past winter and spring.

I will no longer waste my time and energy speaking when no one listens hears me or pays attention. Im saying it once and that's it. That's all I have time for and can afford.

I have been explicit with both of you from the outset: sustained commitment would yield substantial long-term benefits. However, this business cannot undertake, let alone complete, profitable jobs while essential equipment remains non-operational. This neglect has persisted despite my repeated communications over an extended period regarding the necessity of these repairs for seasonal readiness. The expectation that I can single-handedly rectify these extensive issues, particularly in light of my declining health and other pressing personal and business priorities, is unrealistic and unsustainable. My intention was for you, Ken and Sammy, to focus on preparing this equipment so I could concentrate on the "back end" development vital for our growth—aspects of the business you have not seen and seemingly do not value.

Your failure to manage your core responsibilities—the "front end" of our operations—renders my efforts on strategic growth futile. The fault for uncompleted work and operational unpreparedness lies squarely with you. The pattern of unreliability, including failures to report for scheduled work without notification (no-call/no-show), belated notifications of absence, and consistent tardiness, is extensively documented and utterly unacceptable.

Be advised, I have previously informed you both on multiple occasions that cameras recording audio and video are operational here at the trailer and the shop. Furthermore, the radio in the red truck possesses similar recording capabilities, as well as a GPS backlog. A review of surveillance footage has unfortunately confirmed instances of deeply disrespectful commentary and behavior, which I can only categorize as a betrayal of loyalty and an act of backstabbing.

This is not merely a business issue; your actions have personal ramifications. The reason I am taking such an unequivocal stand is that your conduct is negatively impacting my family—my wife and three children, who experienced a diminished Christmas because I, once again, made sacrifices in an attempt to support you, only to receive this in return. This behavior also disregards offers of support to my wider family, such as my mother, and previous discussions about potential assistance. Sammy, your contribution to those wider family support efforts has been negligible, despite your presence and the opportunities provided.

I am establishing firm and non-negotiable boundaries. I cannot, and will not, tolerate individuals who undermine my efforts, operate with duplicity, or disrespect my personal and familial sphere. These boundaries will not be crossed by anyone—not Clayton, not my own mother, no one. My mental, emotional, and physical well-being will no longer be compromised by this situation.

Therefore, you are presented with a clear ultimatum:

If you choose to resign, do so immediately. Please leave any company keys on the table and depart the premises.

If you choose to stay, you will commence work immediately on the sealing machine. Your presence and commencement of this task when I next assess the situation will be taken as your unequivocal acceptance of these terms and conditions.

Any further instance of verbal bashing, insubordination, or failure to meet the standards outlined herein and in the documents I created will result in your immediate termination. This is your final warning. If I arrive and you have departed, I wish you the best of luck, and for the moment, will harbor no further ill will. I will take responsibility for my failures. I admit I have fail you along the way. Another reason for my decision to bring attention to the subject today. I have tried to be your friend not your boss / leader whatever title you wanna give it. So that's on me and I can accept that burden and failure. But I will try and learn from n MY mistakes. From some of the overheard shit talking I have also been a fool to really think of you as friends and think much more highly of either one of you than yall thought of me.

I have been more than fair, extraordinarily lenient, and have consciously chosen not to manage with overt aggression, believing mutual respect would prevail. That belief has been shattered. If you cannot demonstrate genuine respect for me and this business, your presence is no longer required or desired on this property or anywhere in my vicinity. I have provided significant earning opportunities, yet you have chosen not to fully capitalize on them, and then have the audacity to deflect blame.

I am finished explaining myself. My focus is now entirely on the decisive action required to protect my business and my family.

Consider this the absolute final communication on this matter before definitive action is taken.

Furthermore, should you require a reminder of the disrespectful communications that have transpired, I am prepared to provide a transcription of the recorded audio conversations as well the the text so maybe if you read what was said you may think differently about your

own character. While there may have been isolated instances of positive remarks, these have been rendered null and void by the pervasive disrespect and disloyalty you have demonstrated. Your words and actions are not a reflection upon me; they are a stark reflection of your own true character. Let me be unequivocally clear: while the disparaging remarks are objectionable, the fundamental reason for this ultimatum is your overall conduct and character, which have compelled me to decide that enough is enough.

And Ken, let there be no misunderstanding: I am fully aware of your intentions and attempts to exploit my resources, specifically including the use of a company crack machine, with the aim of establishing your own side business and eventually competing directly against me, using this company as a mere stepping stone. The Employee Handbooks and contracts, upon which I expended considerable time and energy, contain no less than two distinct sections explicitly addressing and prohibiting such scenarios By Virginia Law. Your failure to review, let alone adhere to, these documents is further evidence of your disregard. Answers to nearly every potential question or scenario, including this one, were meticulously detailed within that paperwork. Paperwork you agreed with , sstaing that you have read and agreed to the terms and conditions of employment. Sammy you haven't been working enough to even get the paper work. I have shown and informed as well as always trying to get feedback from you both.

Signed,

Business Owner, Nathan D Conner