



*Always providing quality service to the construction industry*

*P.O. Box 340  
Cloquet, MN 55720  
Phone (218) 384-4266  
Fax (218) 384-4110*

*505 West 37th Street  
Hibbing, MN 55746  
Phone (218) 262-3406  
Fax (218) 262-5348*

*2400 Myers Road  
Albert Lea, MN 56007  
Phone (507) 373-1960  
Fax (507) 373-6360*

*Visit us on the web at  
[www.ulland.com](http://www.ulland.com)*

**NEWSLETTER**

## Safety is a choice

*Michael Welch, President*

I hope everyone had a good holiday season.

This time of the year finds the shops very busy, the estimating departments finalizing the previous years' work and the office staffs finishing 2004 work and preparing for the 2005 season. Although all of this work is important, we as a company must stay focused on our business as it relates to safety. As I drove around to the different projects in 2004, I observed good safety practices and I observed poor safety practices. We as employees of this company generally do not hear about the good safety practices which occur everyday of the workweek. I would like to say thank you to all of those unnamed individuals that add safety to projects and make performing our jobs easier. These individuals are the people I want to be associated with and work along side of. For the small group of people that choose to use poor safety practices, I hope and pray that the day never comes that you

cause any harm to your coworkers or yourselves.

Although Ulland Brothers had a good safety record for 2004, I believe our safety program regressed somewhat in 2004. David Debevec does a wonderful job with our safety program but Dave is only one person. Everyone at Ulland Brothers has a vested interest in safety. We are all part of the safety program that ensures everyone will go home safely at night. Some of our competitors choose safety as something they have to do; I choose safety as something I want to do.

If any employee has concerns or comments relating to safety, please contact your supervisor. If your concerns are not satisfied, contact Dave or myself.

The 2005 construction season looks positive and I hope to see everyone out on the projects being safe.



### 2005 Safety Days Schedule

**2005 AGC Safety Day  
at the DECC  
Tuesday, February 8**

**Ulland Brothers, Inc.  
Safety Days 2005**

**Ulland Brothers, Inc.  
Safety Days 2005**

**2005 AGC Safety Day  
at the Minneapolis  
Convention Center  
Thursday, March 3**

**North  
Hibbing Elks Lodge  
Monday, March 14  
Tuesday, March 15  
Wednesday, March 16**

**South  
Albert Lea Elks Lodge  
Monday, February 28  
Tuesday, March 1  
Wednesday, March 2**

From Michael Welch	1
Safety Messages	2
Company Updates	3
News Bits	4

## What about Safety?

*Dave Debevec, Safety Director/HR*

For many years safety professionals have been aware that 80-90% of workplace accidents are triggered by unsafe behaviors. Controlling unsafe acts is one of the keys to successful accident prevention, but many organizations are frustrated by their inability to control them, even those with low accident rates.

By adopting 'safety behavior' as the unit of measurement, organizations can use proven management techniques to bring about significant and long-lasting improvements in their safety culture. This entails adopting a collaborative, problem-solving approach involving both management and employees to identify critical sets of safe and unsafe behaviors.

### Benefits:

#### *Organizational*

- Improved levels of safety performance;
- Reductions in accident rates;
- Significant reductions in accident costs;
- Improvements in cooperation, involvement and communications between management and the workforce;
- Improvements in an organization's Safety Climate;
- Ongoing improvements to Safety Management Systems.

#### *Person*

- Enhanced 'ownership' of safety by the workforce;
- Improvements in safety behavior and attitudes towards safety;
- Enhanced acceptance of responsibility for safety;
- Improved understanding of the safe behavior and accidents relationship.

What does this all mean to all of us at Ulland Brothers? We have a lot of work to do as a team. Unsafe behaviors can't go unnoticed and undisciplined. Alternatively, those who show responsibility, commitment and effort toward safety must be recognized and rewarded.

## Personal Protection Equipment Saves Lives

There are many ways that miners can be protected from hazards in the mining workplace. However, none can be more effective than the use of personal protective equipment (PPE). Use of equipment such as seatbelts, hard hats, protective gloves and safety harnesses should be encouraged or required at any time there is a threat to safety or health of working miners.

An MSHA review of more than 200 fatal accidents over a three-year period indicated that in more than 25% of those cases, the failure to use personal protective equipment contributed to the death of a miner. Those victims may have been saved had the appropriate personal protective equipment been used.

MSHA is urging mine operators to ensure the appropriate use of PPE among workers along with other efforts to enhance safety and health in the workplace.

Specifically:

- ⇒ Be sure that any workers assigned to duties where there is a hazard of falling are wearing safety lines or harnesses to provide fall protection.
- ⇒ Be sure electricians and other electrical troubleshooters wear protective gloves to protect them from hazards involving electrical shock.
- ⇒ Be sure that employees near bodies of water are wearing personal flotation devices.
- ⇒ And always ensure that operators of mobile equipment wear their seatbelts at all times.

Sometimes protecting workers at a mine site can be challenging. However, this form of protection is quite simple. Use personal protective equipment correctly and consistently. It does save lives.

**DON'T FORGET ABOUT THE CONVENIENCE OF  
DIRECT DEPOSIT!**

**YOUR CHECK WILL ALWAYS BE DEPOSITED DIRECTLY INTO YOUR  
CHECKING OR  
SAVINGS ACCOUNT!**

**NEVER AGAIN WILL YOU WASH A PAYCHECK IN YOUR PANTS  
POCKET OR LOSE IT ON THE WAY TO THE BANK!**

**CONTACT THE PAYROLL  
DEPARTMENT IN CLOQUET OR ALBERT LEA FOR MORE  
INFORMATION ABOUT SETTING UP YOUR DIRECT DEPOSIT  
TODAY!**

# Company Updates

## North Work Update

By Ryan Swanson

Ulland Brothers has already secured some work for this next spring and will also have a fair amount of carryover work to finish. As many of you already know, we were low bid on the TH #53 project which goes from Cotton to Independence on the south bound lane. This project will use about 100,000 tons of hot mix. There is also about 13.5 miles of concrete removal and approximately 50 centerline pipe to place. Our carryover work mainly includes St. Mary's, Lakeshore Lutheran, Virginia Medical Center, TH #73, Zimmerman Road, and CSAH #7. We are starting to bid jobs for 2005 and it looks like there should be a lot coming. Thanks for all your hard work this past summer and have a safe winter.

## Southern crushing crew spends summer "Up North"

This summer we had the opportunity to have a crushing crew from our southern operation in Albert Lea work in the northland. Travis Brua, Troy Farmer, and Carlyle Hagen spent their summer working in cooperation with employees from the northern operation. This group effort formed a strong team that proved to be very productive. Thanks for all of your dedication and spending the season so far away from family and friends.

## Ulland Brothers earns MNDOT Merit Award

Ulland Brothers, Inc. has earned a MNDOT Merit Award for Construction Excellence for work done on TH 61 in Cook County during 2003. Congratulations to all who contributed to this project. The honor is well-deserved.

## South looks forward to a profitable 2005

A year ago at this time our carry-over work was minimal and projects to be let weren't scheduled until March & April. State projects were very few in our area, but county and city projects were full programs. Work volume forecast was okay but competition was going to be fierce. Our year did not develop until late July. Projects not scheduled to be let were put back on the schedule and thanks to the great weather in November, projects were completed.

This year we have secured a workload equal to that of all of last years projects, with more yet to come. Our biggest success this year is the unbonded overlay project on I-35 from the Iowa border to the I-90 intersection – a good start for our construction season involving grading, crushing, washing & bituminous operations.

This will be the last year of the Design-Build project for TH 52 in Rochester. Ulland Brothers, Inc. is furnishing all of the concrete aggregate for this project, which will require 130,000 to 150,000 ton in 2005. We are looking for a busy and profitable season.

## Estimating department experiences changes during 2004

The estimating department at Ulland Brothers has experienced several changes in 2004, beginning with the resignation of Curt Wercinski in April. Ryan Swanson was promoted to the position of Senior Project Manager / Estimator. Curt's many projects were distributed between Ryan and Jon Ekeroth. Tim Grahek was also added full-scale to share in the workload. In May, Tim Culp joined the estimating staff from Ames Construction to round out our team.

## Thanks from the community...

*From the Virginia Diamond Club...*

"I am writing to personally thank you for your generous immediate response to our need for delivery and use of your D-5 Cat Dozer for our Virginia Baseball Field project. Through your generosity, we were able to get our Stock Field renovation project completed. ... Through your generosity, we are able to complete this project for our baseball players. Thank you again for your generous support of our baseball program."

*From the City of Austin...*

"I would like to thank you and your employees for the level of effort in helping Austin during the flood event of September 15th. I cannot say enough good things about the response from your organization. The overall contribution made by private contractors resulted in savings to the Austin community that would be in the millions. The Wastewater Treatment was within inches of being impacted throughout the night and our Industrial Lift Station was an island by itself. These two facilities' continued operation was a direct result of your response to the flooding situation. The City of Austin is fortunate to have quality contractors and a positive working relationship with your organization."

## News Bits

### Meet Ulland Brothers, Inc.'s Newest Employees



**Nancy Johnson**  
**Administrative Assistant**

Nancy started working for Ulland Brothers as scale clerk during the 2003 season. She filled in for Tonia Weber's maternity leave and has assumed Tonia's duties since her resignation last spring. Nancy spent 20 years as a part-time bartender and the last 4 years as Warranty Administrator at Cloquet Ford Chrysler Center. Nancy decided that working for Ulland Brothers must be in her family's blood since her father Clyde is a retired crusher operator and her brother Chuck is also a current employee. In her spare time, Nancy enjoys spending time with family and friends, hunting, camping and fishing.



**Janet Johnson**  
**Administrative Assistant**

Janet works in the Carlton office part time processing the billing for Ulland Rock Products and entering receivables, among other things.

Janet spent 27 1/2 years in banking; working up from book-keeper, teller to Assistant V.P. and Cashier. When she left banking, she worked for Potlatch Corporation for 12 1/2 years in several positions, with her final position being Supply Specialist in Corporate Purchasing. Janet has lived the majority of her life in the Cloquet area and has four grown children. When Janet isn't at work, she enjoys reading, sewing, walking, camping and cross-country skiing.

**Randy Patrow**  
**Superintendent**

Randy Patrow joined Ulland Brothers in May as a field Superintendent. He has led the crews at the Iron River Fish Hatchery and various jobs in the Duluth area, most recently at Gander Mountain. Randy lives in Eau Claire with his wife and sons, ages 18 and 11. He previously worked for McCabe Construction in Eau Claire and Mathy Construction. During his free time, Randy enjoys snowmobiling and fishing.



**Tim Culp**  
**Estimator/Project Manager**

Tim Culp came to Ulland Brothers in May 2004 from Ames Construction. "I've really enjoyed my first season with Ulland Brothers, Inc. I'd like to thank all of the people I have worked with this last season and look forward to meeting the rest of you in '05.

My family and I have settled in well. We are enjoying the area and all it has to offer. It would be nice to see an earlier spring to get started on our various projects, but a little quiet time is nice. Thanks again for the opportunity to work with a great bunch of professionals. Stay safe and have a great year."

