



# GOOD NEWS

OUR MISSION — TO BE THE CONTRACTOR OF CHOICE BY OUR CLIENTS, EMPLOYEES AND THE COMMUNITIES IN WHICH WE LIVE AND WORK.

## TOP STORIES

### WELCOME TO THE FIRST ISSUE OF 'GOOD NEWS!'

BY DAN GOODFELLOW & THE 'GOOD NEWS' EDITORIAL TEAM

To coincide with the launch of our new website, Goodfellow Bros., Inc. is proud to debut the first issue of 'Good News,' a newsletter featuring the latest company news, announcements, events—and a little something extra for the whole family.

This is **YOUR** newsletter. I encourage you to send in your news, thoughts or ideas for future stories or columns. I also encourage you to submit content for the special sections (see below) using the fillable form on the company website. You can also email your submissions to [goodnews@goodfellowbros.com](mailto:goodnews@goodfellowbros.com). The editorial team will review all submissions and choose the content for the next issue.

**GOOD THOUGHTS:** Do you have an entertaining or inspiring thought, quote or story you'd like to share? Send it in.

**GOOD IDEAS:** Send in your helpful hints, tips, techniques or suggestions for around the house or on the jobsite.

**GOOD TASTE:** Showcase your culinary genius, reveal a "secret family recipe," or share general kitchen knowledge with the GBI family.

**GOOD TIDINGS:** Have you reached a milestone lately? Let's share it with the rest of the GBI family. Send in your engagement, wedding and birth notices, as well as graduation, promotion, retirement announcements or other important news you would like to share. We encourage you to send photos, too.

I hope you find this inaugural issue of 'Good News' interesting and enjoyable, and I look forward to your feedback and submissions.

## IN THIS ISSUE

### PRESIDENT'S MESSAGE

An Introduction by  
Chad Goodfellow

PAGE 2

### FEATURE ARTICLE

Risky Business

PAGE 2

### PROJECT-AT-A-GLANCE

Looking Back, Moving Forward

PAGE 3

### TOOLBOX TALK

"Stay Alert, Stay Alive"

PAGE 4

### COMMUNITY CONNECTIONS

Relay for Life

PAGE 5

### GOOD TASTE

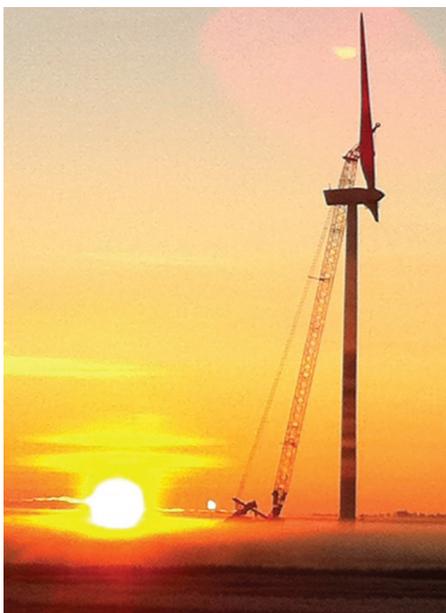
Sister Cid's "Apple Capital" Crisp

PAGE 6

### FAMILY FUN

Puzzles, Games & More!

PAGES 7-8



## NORTHERN EXPOSURE

### GBI OPENS OFFICE IN CANADA

Goodfellow Bros, Inc. (GBI) recently opened the doors to its newest regional office in Calgary, Alberta, Canada.

This is an important milestone for GBI, as it not only expands our geographic footprint and creates a range of new opportunities for our company, but also reinforces our commitment to diversify our company and deliver a quality product to communities throughout North America.

*LEFT: GBI is proud to extend their services into Canada and participate in projects like the wind farm pictured here.*

Submit news, thoughts or ideas for future newsletters using the fillable form on the company website or by emailing submissions to [goodnews@goodfellowbros.com](mailto:goodnews@goodfellowbros.com).

## PRESIDENT'S MESSAGE



*Chad S Goodfellow*  
Chad Goodfellow, President  
Goodfellow Bros., Inc.

I love our industry. I have the privilege of working with great people every day, and if we take the time to look, we can literally see our accomplishments built into the roads we take and the parks our children play in.

This is also a tough business, and we must overcome obstacles on a daily basis. Whether it is the economy, a supply issue, an aggressive bid or managing a challenging relationship, we are constantly solving problems. Most of us knew when we got into the construction business this would not be an easy road, but one that would

be ever-changing and continuously challenging. Our culture thrives on being challenged and solving problems. That's why we are the ones that run toward the fire, rather than away from it. This ability to learn and grow gives us a great advantage over our competitors. When a client hires GBI, they know we will get the job done right.

Bud Junger, a long-time GBI employee, said it best: "We are not in the construction business, we are in the people business. If we can motivate our fellow employees, take care of our clients, set the bar for high quality and safe work, and focus on doing our work just a little bit better every day, then we will build great things, make money and most importantly, have a lot of fun."

Although we have faced challenging economic times, I believe we are

stronger as a result. I can say with confidence that our unit costs to perform work are at an all-time low, and that higher efficiency will translate into more work for GBI. 2012 is already shaping up to be a better year for our company than 2011, and the outlook for 2013 is even more promising. Our reputation as the best heavy civil contractor will lead to more opportunities for growth and success. There are some things you can never say enough, and I speak for the company, my family and our clients when I say:

Thank you for your hard work and dedication. We appreciate your commitment to tackling daily challenges with integrity and intelligence, while building relationships with fellow employees, clients and the communities in which we live and work.

## FEATURE ARTICLE

### RISKY BUSINESS

BY DAN GOODFELLOW

Do you remember the joke about the guy who lost his dog and posted a flyer saying, "Missing Dog: he's blind, has half an ear missing, has only three legs, and comes to the name 'LUCKY.'"

It's happened to each of us at one time or another: That oh-so-close accident that could have been our fault. While driving, answering your phone may result in a near crash. Or slicing an apple while it slips and rolls over could send your fingers under the blade. Or the possible injury of picking up that heavy plank without waiting for assistance. How many times have we done the same act over and over again, without incident—no car wrecks, sliced fingers or strained backs. Many would consider this to be just plain good luck. Therein lies the problem. These circumstances are often labeled "Near-Miss Blind Spots," a term used to describe our tendency to become "blind" to harm if we have not experienced the consequences of our risky actions. In other words, we often become comfortable engaging in risky behavior if we

continually get away with it, and before you know it, we do it more and more until—well, until our luck runs out.

I recently found an interesting article titled "The Fire Next Time" in an issue of Wired Magazine. The article, written by Ben Paynter, explores the reasons why we tend to repeat risky behavior—even after we experience a "close call."

"We tend to think of a close call as a success, a lucky break," the author writes. "It's not. It's a dire warning that the worst may be yet to come."

For example, almost a decade ago, the space shuttle Columbia burned up on reentry into the atmosphere. The accident was as tragic as it was shocking. But should it have come as such a surprise? It was concluded that the root cause of the accident was foam insulation that had flecked off the craft's external fuel tank during blastoff—something that had been reported on 79 previous shuttle launches. So, why was NASA unpre-

pared when a briefcase-sized chunk smashed a thermal shield on one of Columbia's wings, ostensibly setting up that fatal return trip?

#### **THIS IS WHY GBI VIGOROUSLY MAINTAINS A TOP-NOTCH SAFETY PROGRAM.**

Engineers had warned NASA about this vulnerability when the ship was designed. Over time, though, as the odds played out favorably, the potential for disaster just became easier to ignore.

It is the paradox of the close call. Probability-wise, near misses aren't successes; rather, they are indicators of near failure. And if the flaw is systemic, it requires only a small twist of fate for the next incident to result in disaster. Rather than celebrating and ignoring close calls, we should be learning from them and doing our very best to prevent their reoccurrence.

But we don't.

In the aftermath of the Columbia disaster, two researchers at Georgetown University's McDonough School of Business have been attempting to figure

*(Continued on page 2)*

**RISKY** *(Continued from page 2)*

out how near-miss blind spots really work. In one study, they asked NASA employees and MBA students to rank different versions of a mission scenario.

One described a highly successful project, while the other project nearly self-destructed—but was ultimately saved by a lucky break.

Regardless, subjects ranked both missions as equally successful. Why? Most of us grade outcomes in binary terms: Success is good and failure is bad.

“People don’t learn from a near-miss, they just say it worked so let’s do it again,” Paynter writes. The research indicates that the more often someone gets away with risky behavior, the more likely they are to repeat it, which creates an invincibility complex. The more reports, the better, according to the Process Improvement Institute, a risk analysis firm. Across many industries, there are 50 to 100 near misses recorded per serious accident, and about 10,000 smaller errors occur during that time. The Institute’s study shows that people may be keen to report near misses right after an accident, but are prone to falling out of the habit otherwise. In a recent analysis of NASA flight data from real missions, researchers discovered that reporting of safety issues spiked after Columbia, but then dropped—except for extremely high-profile missions where the world was watching. One way to combat this problem is to change how missions are handled internally. In a follow-up test at Georgetown using fictional incidents, researchers found that NASA personnel and MBA student test subjects were more likely to grade close calls realistically if they were told beforehand that NASA is “highly visible” and puts “safety first.”

Paynter’s article contends that most accident investigations work backward to determine the causes. But a more effective way to curtail disasters is to improve our ability to spot the near miss. This is why GBI vigorously maintains a top-notch safety program. This safety program works— as long as we keep our blinders off and “Stay Alert, Stay Alive.”

## PROJECT-AT-A-GLANCE

### LOOKING BACK, MOVING FORWARD

*(Editor’s note: This column will spotlight specific GBI projects, but for the first issue of “Good News,” we will take a “glance” at our company’s history.)*

In 1921, a trio of brothers founded a construction company in Wenatchee, Washington. Today, the pioneering spirit of Jack, Bert and Jim Goodfellow, Sr., is evident throughout North America and the Pacific Rim.

To say that our company has come a long way since 1921 would be an understatement. Building on nearly a century of expertise, a new generation of Goodfellows proudly carries on an enduring legacy firmly rooted in the principles of trust, professionalism and high-quality work.

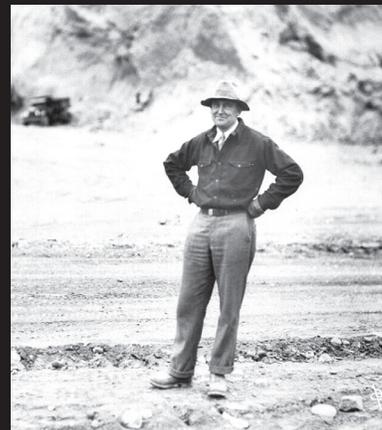
We firmly believe that a great team is the sum of its parts. That’s why, through your hard work and dedication, you are perpetuating the time-honored values of our forefathers.

From remote fishing villages to densely populated urban centers, we’ve covered a lot of ground over the years. We have transformed regions throughout the United States, completing an exhaustive list of projects, including airports, bridges, dams, golf courses, harbors, highways, housing developments, marinas, parks, wastewater treatment facilities, wind and solar farms, fisheries, wildlife habitats and conservation areas—just to name a few.

And that’s only the beginning.

We recently celebrated the addition of our newest regional office in Calgary, Canada, which not only marks our geographic expansion, but also serves as a testament to our company’s viability in this industry.

Our presence may be expanding, but that doesn’t mean we’ve lost sight of



ABOVE: Jim Goodfellow, SR. in 1921.

our core values. To the contrary, we are, and always will be, committed to establishing and maintaining lasting relationships with our employees, clientele and industry partners.

We know that more good things are in store for GBI, and the road ahead will be paved with success. How do we know? Just look at how far we’ve come, and take a moment to consider all of our—and your—great accomplishments.

We believe such accomplishments should not go unnoticed or unrecognized.

In future issues of “Good News,” we will place one or more GBI projects in the spotlight, and give credit where credit is due. This Project-At-A-Glance column will provide a detailed overview of a specific GBI project, regardless if it is ongoing or completed.

We encourage you to nominate your project, or a project that you feel is deserving of recognition. Whether it is the excavation of a county landfill or road maintenance and erosion control for the next phase of a wind farm, we want to hear all about it. And the rest of our readers do, too.

**You can fill out a Project-At-A-Glance submission form on the company website at [www.goodfellowbros.com](http://www.goodfellowbros.com).**

## TOOLBOX TALK

### "STAY ALERT, STAY ALIVE"

At GBI, safety has always been our number one value. Why? The answer is simple: Our employees are our most treasured assets.

That's why, through sound safety procedures, management support and employee involvement, we strive to ensure a safe, healthful and productive workplace.

You cannot imitate an excellent safety record. Like ours, it must be earned. Our record reflects our non-negotiable approach to proper safety procedures, meticulous equipment maintenance and comprehensive training and continuing education for all employees, both new and rehired.

Every incident that results in personal injury or property damage represents an unnecessary loss to both you and the company—and not just in terms of dollars. These incidents also translate to a loss of production, as well as morale and human suffering.

The bottom line is that unnecessary losses affect the future of our company and your job. This is why GBI invests in a top-notch safety program that sets the industry standard for jobsite safety.

When it comes to safety, our company walks the walk and talks the talk. Our longstanding belief is that no job is so important that it cannot be performed in a safe manner.



*Several years ago, GBI staff, foremen and crew members gathered to design an emblem that would represent our company's commitment to creating and maintaining a safe work environment. Today, the Start Smart, Focus and Maka'ala emblems are embraced as enduring reminders to "Stay Alert, Stay Alive."*

As a result, we are vigilant when it comes to preventing occupational illnesses and injuries on the jobsite. GBI has adopted the best safety, health, environmental and loss-control practices in the industry, and our managers are responsible for ensuring that safe work standards are followed.

We credit our dedicated employees for continually striving for safety excellence, and keeping the same goal in mind: zero accidents.

## SAFETY TIP OF THE MONTH

### WATCH YOUR BACK!

A back injury can end a career. And in the construction industry, lower back injuries are far and away the most common cause of lost workdays—but you can protect your back from injury, and the pain that goes with it, by following a few simple rules:

1. Keep your back flexible and stretch, or "warm up," before you start work.
2. Store heavier materials at waist height (it's far easier to move loads that are waist high than ones on the floor).
3. Maintain a safe clearance from mobile equipment and watch your step.
4. Make sure floors and walkways are clear.
5. Avoid twisting when lifting and lowering heavy materials.
6. If possible, use a cart, dolly, forklift or hoist to lift and move heavy materials.
7. Just like Mom always said: "Bend with your knees, not with your waist."

#### WANT TO LEARN MORE?

Visit [www.spine-health.com](http://www.spine-health.com) for more information about back safety and injury prevention.



### THIS JUST IN: CONGRATULATIONS, CANADA!

GBI recently completed the final audit for our Safety Certificate of Recognition (COR™) status in Canada, and we ranked in the top 10 percent!

The examiner noted that our company's culture is "excellent," while our employees feel that GBI maintains a family-orientated value system.

The COR™ is an occupational health and safety program accreditation for industry employers aimed at reducing workplace accidents and injuries.

COR™ is used as a key criteria to evaluate, select and monitor contractors in Canada. It is the highest distinction available to contractors;

verifying a fully implemented and effective safety & health program that meets the national standards.

According to GBI employee Monty Clark, "The COR™ status will help significantly in our ability to bid work in Canada." Stay tuned for more good news from north of the border!

## COMMUNITY CONNECTIONS

### RELAY FOR LIFE

#### GBI PUTS ITS BEST FOOT FORWARD IN THE FIGHT AGAINST CANCER

GBI has been an active participant in Relay For Life events across the Pacific Rim and Pacific Northwest, raising funds for lifesaving cancer research and honoring those who have fought or are fighting cancer. In June 2012, GBI's "Aloha Spirits" team once again made strides for the American Cancer Society at the Chelan/Douglas Relay For Life event at the Eastmont High School track in East Wenatchee, Washington.

According to team captain Denise Westcott, nearly 700 participants raised \$148,999 at the event. "Our team has been involved in Relay for eight years," she explained. In just eight years, the Aloha Spirits have raised \$181,869. "We basically fund-raise year-round," Westcott said. The team's efforts have certainly paid off: It has been the top fundraising team of the Chelan/Douglas Relay for Life event for six consecutive years. "This



year was also the second year that, in addition to being the top team, three team members were also the top three event fundraising individuals," she said.

And they're not stopping there. Westcott said the Aloha Spirits are gearing up to break even more fundraising records next summer.

Now that's what we call team spirit.

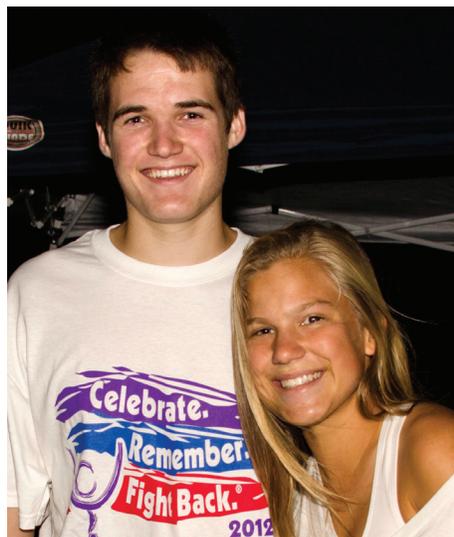
*ABOVE: Same name, same mission. (Left to right) Denise Farley, Denise Westcott and Denise Forney are the heart and "soles" of the Aloha Spirits. The Aloha Spirits has been the top fundraising team of the Chelan/Douglas Relay for Life event for six consecutive years.*

To learn more about the American Cancer Society's Relay for Life, visit [www.relayforlife.org](http://www.relayforlife.org).

### STUDENTS EARN TOP HONORS FOR PHILANTHROPIC FOOTWORK

A group of high school students from Maui's Seabury Hall continues to make strides against cancer. Seabury's Relay for Life team, which is captained by Daniel Goodfellow, participates in the annual event, which is held at the War Memorial Stadium in Kahului, Maui. A senior this year, Daniel has served as team captain for three consecutive years, and he will lead his team for one final lap around the track during the 2013 Relay for Life event.

At the 2012 event, the Seabury team was honored for raising the most money (more than \$3,400, a rather impressive amount for a high school team) in the "Under 18" division, and Daniel was recognized as raising the most funds per individual. We wish him and the rest of his teammates the best of luck!



*ABOVE: Seabury Hall Relay For Life Team Captain Daniel Goodfellow and team supporter Olivia Pagel raised much-needed funds and awareness to save lives from cancer.*

## GOOD THOUGHTS

**"Always do right. This will gratify some people and astonish the rest."**

- Mark Twain

## GOOD IDEAS



## PLASTIC BAGS & RUBBER BANDS?

### PACK YOUR BAGS!

Looking for a way to get rid of those plastic grocery bags that are clogging up your cupboard without hurting Mother Nature?

Good Housekeeping magazine offers this suggestion: Why not use them when shipping packages or holiday gifts? The bags themselves don't weigh squat, and as long as the items being packed aren't too fragile, there's no need to splurge on packing peanuts.

### GET A GRIP!

If you occasionally lack the oomph to open a stubborn jar or bottle (and if you're too proud to ask for help), try this:

If you are at home, a rubber glove or bottle gripper should give you the traction you'll need to loosen the lid. No gloves or grippers nearby? Try carefully winding a rubber band snugly around the lid and twist until it opens. If all else fails, you may need to wave the white flag and seek out a pair of biceps for assistance.

## GOOD TASTE

### SISTER CID'S "APPLE CAPITAL" CRISP

Cindy Pauly Goodfellow says: "This is a classic crisp recipe. Living in Wenatchee ('Apple Country'), I've tried a lot of apple recipes, and this one stands out. My son, Chris, and his cousin Chad, love this dessert. For a variation, try strawberry or rhubarb filling, or to make our mom's (Nancy or "Nanan") favorite, use peaches."

#### INGREDIENTS

##### For the batter:

5 c. apples, peeled and sliced thin  
 3/4 c. sugar  
 2 tbs. flour  
 3/4 tsp. cinnamon  
 1/4 tsp. salt  
 1/8 tsp. ground nutmeg  
 1 tsp. lemon juice

##### For the topping:

1/2 c. butter, melted  
 1/2 c. brown sugar  
 1/2 c. oatmeal  
 1/2 c. flour  
 1/3 c. butter, cold and cut in pieces  
 1/4 c. sugar

#### PREPARATION

**Preheat** oven to 350. In a large bowl, mix apples, flour, spices and lemon juice. Pour the mixture into a greased 8" x 8" glass Pyrex pan.

**For the topping**, mix brown sugar, oatmeal and flour together in a separate bowl. Add the melted butter and mix until crumbly. Sprinkle on top of the apple mixture, then dash with remaining sugar and dot with butter.

**Bake** until it is bubbly and golden-brown on top, approximately 45 minutes.

**Yields** 6 servings.



## FAMILY FUN

### GOOD TRIVIA

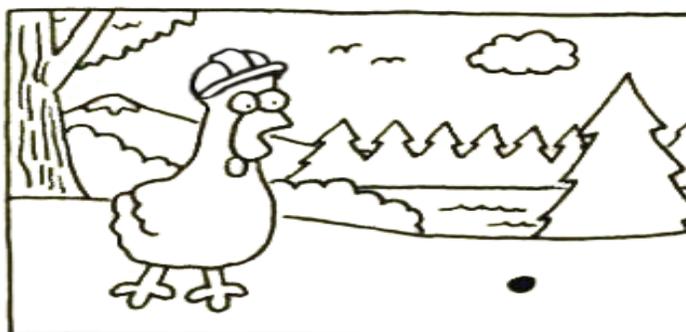
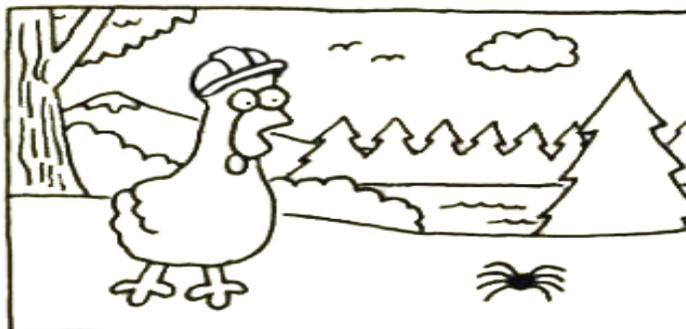
1. What do bulletproof vests, fire escapes, windshield wipers and laser printers all have in common?
2. Which land did Puff The Magic Dragon live in?
3. The \_\_\_\_\_ is the only mammal that cannot jump.
4. If you were to spell out numbers, how far would you have to go until you would find the letter "A"?
5. Which man-made place on Earth appears the brightest from space?

### RIDDLES

1. Why was the number 6 afraid of 7?
2. What do you call a bear with no teeth?
3. What is black and white and read all over?
4. What do you call a fish with no eyes?
5. What travels all around the world, but stays in a corner?
6. A man has a difficult decision to make. He has to choose to enter one of three rooms as punishment for a crime he committed. The first room is engulfed in flames, the second room is filled with poisonous gas, and the third room is full of lions that haven't eaten in 1 year. Which room is the safest for him to enter?
7. What is black when you buy it, red when you use it, and gray when you throw it away?

Answers to the Family Fun puzzles and In This Issue crossword can be found under the "Newsletter" tab when you login to the company website at [www.goodfellowbros.com](http://www.goodfellowbros.com)

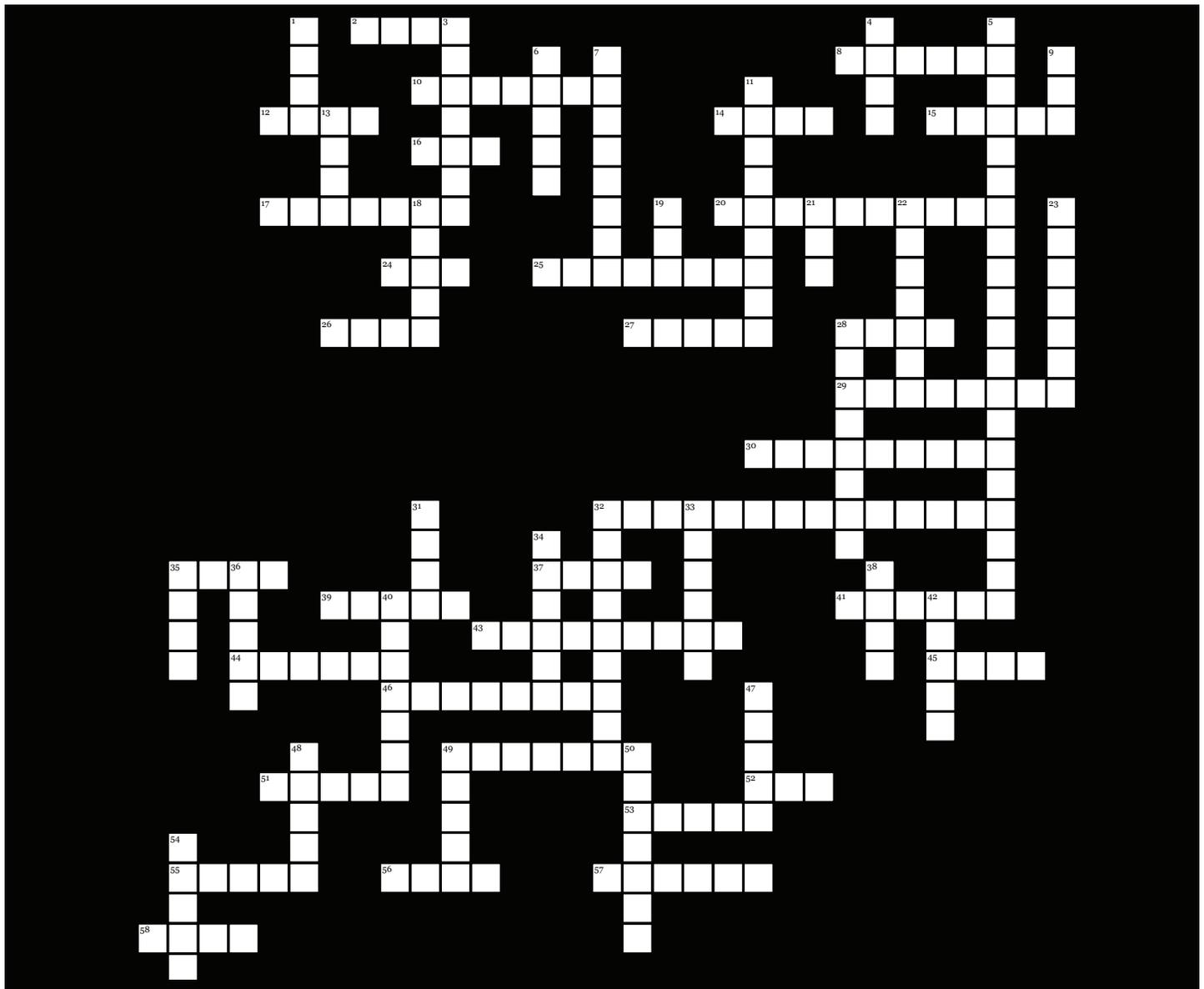
### SPOT THE 8 DIFFERENCES BETWEEN THESE TWO PICTURES



### GOOD TIDINGS

From Our Family to Yours...  
**Happy Holidays!**





## ACROSS

- 2 Get a \_\_\_\_\_  
 8 'Common denominator' of the Aloha Spirits  
 10 Location of War Memorial Stadium  
 12 Founding Goodfellow brother  
 14 A \_\_\_\_\_ injury can end a career  
 15 Cousin to Chad  
 16 \_\_\_\_\_ Junger, GBI employee quoted on pg. 2  
 17 Good \_\_\_\_\_, section for special announcements  
 20 GBI safety emblem  
 24 Status achieved by Canada office  
 25 Space shuttle that burned up on reentry in 2003  
 26 The \_\_\_\_\_ Next Time  
 27 Goodfellow matriarch's nickname  
 28 Author of this issue's President's Message  
 29 Identifying a \_\_\_\_\_ can curtail disaster  
 30 Birthplace of GBI  
 32 www.\_\_\_\_\_.com  
 35 Watch your \_\_\_\_\_!  
 37 Animal lurking behind Door #3  
 39 Name of 'missing' dog  
 41 Our No. 1 value  
 43 Apple Country  
 44 Author of this issue's feature article  
 45 Theme of this newsletter  
 46 Send your submissions to \_\_\_\_\_@goodfellowbros.  
 49 Nancy substitutes these for apples  
 51 Use a \_\_\_\_\_ to lift heavy materials  
 52 One of the 'eight differences'  
 53 Stay Alert, Stay \_\_\_\_\_  
 55 Good \_\_\_\_\_, section for helpful hints  
 56 Primary color on every page of this issue  
 57 Apple Crisp ingredient  
 58 Founding Goodfellow brother

## DOWN

- 1 Out-of-this-world organization referenced in 'Risky Business'  
 3 Use plastic bags in lieu of these  
 4 Our goal: \_\_\_\_\_ accidents  
 5 Institute of higher learning referenced in this issue  
 6 Surname of Canadian employee quoted in this issue  
 7 Image on front page  
 9 Beneficiary of the Aloha Spirits' 'legwork' (acronym)  
 11 Legendary author and humorist quoted in this issue  
 13 Cousin to Chris  
 18 This can help open a stubborn jar  
 19 Founding Goodfellow brother  
 21 Color of the Aloha Spirits' team T-shirts  
 22 GBI safety emblem  
 23 Aloha \_\_\_\_\_  
 28 Apple Crisp ingredient  
 31 Toolbox \_\_\_\_\_  
 32 A place to share your love of food  
 33 Team captain at Seabury Hall  
 34 Project At-A- \_\_\_\_\_  
 35 Looking \_\_\_\_\_, moving forward  
 36 Culinary mastermind behind this issue's 'Good Taste'  
 38 Pack your \_\_\_\_\_  
 40 Location of GBI's newest regional office  
 42 No. of pages in this issue  
 47 Primary ingredient of this issue's Good Taste recipe  
 48 GBI safety emblem  
 49 Surname of Relay for Life team supporter  
 50 \_\_\_\_\_ Hall  
 54 Magazine referenced in 'Risky Business'