



Dan sez:

This is the last newsletter of the construction season. 2011 was a very interesting year. We spent the season recognizing and celebrating our 100 years of constructing structures across the upper Midwest. As you walk into our office there is a display of the four presidents this company has had. I look at our founder, T.M., Grandfather, Lonnie and Dad. Each of these gentlemen was the perfect leader in their time. They contributed growth, survival and principles that have seen this family company through times of opportunity and times of great challenges. Always, this company insisted on providing the highest quality of structures; honesty in our business practices and being welcomed visitors in the communities in which we build.

Our company yard is filling up with the "iron" that is necessary to accomplish our projects. While that investment is great, it is not as important as our most valued asset; the men and women that wear the hard hats.

The best stories that I hear from Dad or other "ole hands" isn't about this job or that job - it's always about the interesting, fascinating and talented people that called this company their professional home. It is you that take on difficult and complicated challenges and prevail, leaving behind prideful structures. Thank you for being the most important part of the long history of this company.

Last week we bid on ten projects for the North Dakota Department of Transportation. We were not successful. It wasn't for lack of effort. The market remains very depressed and the pricing for the projects is fearsome. As always in these challenging times a positive and optimistic attitude is required. We will keep at it. Over the course of the winter months plenty of opportunities will come our way. We will continue to get our bids on the table and our time will come.

This week our auditors are in the office to review our financial results for the 2011 construction season. Our revenues are down significantly but the performance of our construction obligations was efficient and positive. We worked hard to keep projects in front of you. You worked hard to build the projects effectively. What the financial results are will be determined soon. I do thank you for your hard work this last season.

I wish everyone a pleasant and relaxing Thanksgiving holiday. We do have much to be thankful for. I am thankful for this free country we live in; for the wonderful family I am blessed to have and this family company that I am associated with.

Have a safe and enjoyable week.



SWINGEN CONSTRUCTION COMPANY  
IS AN  
EQUAL OPPORTUNITY EMPLOYER