

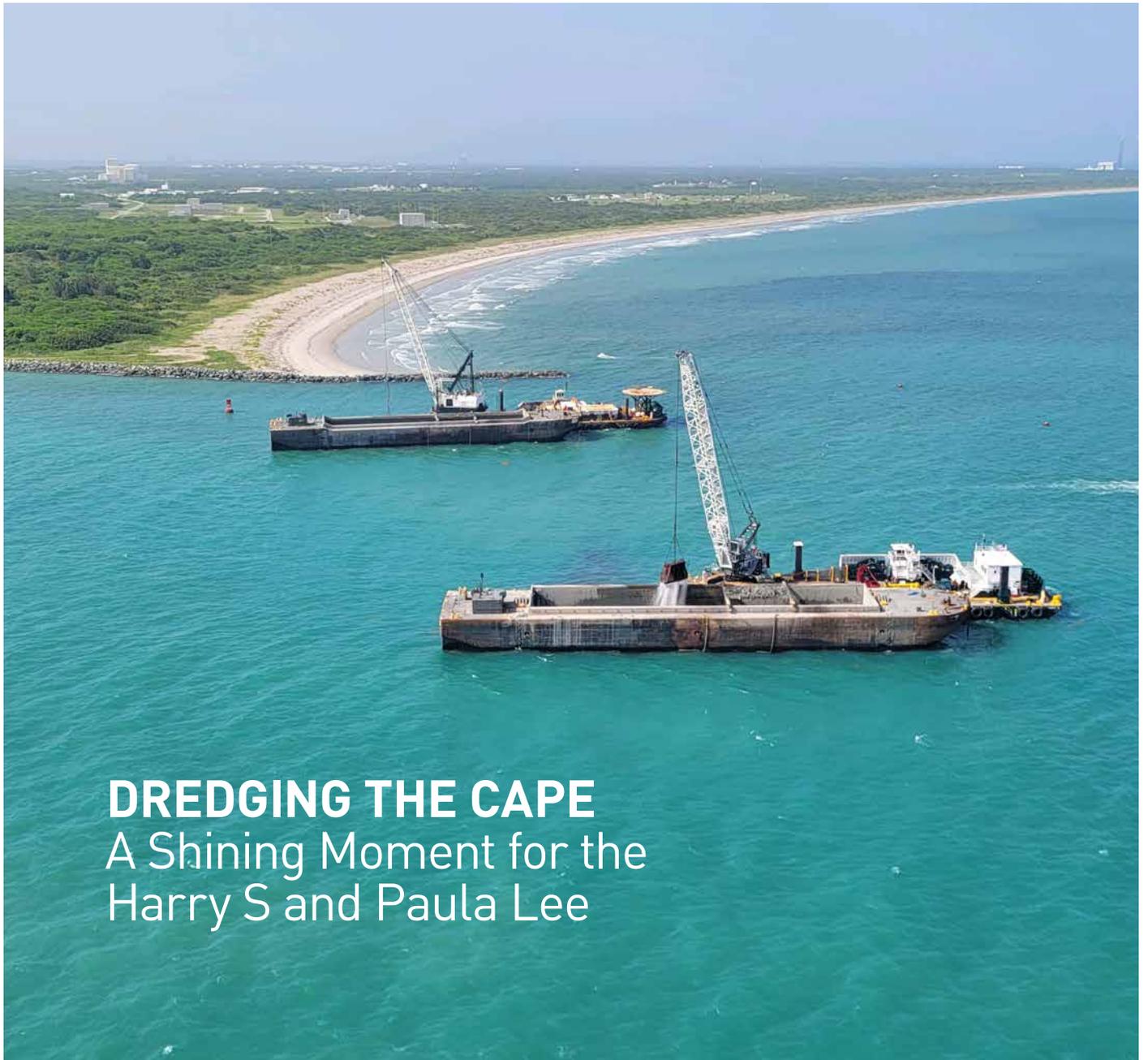


DUTRA

YEAR IN REVIEW

2022
dutragroup.com

INDUSTRY LEADER IN AGGREGATES, DREDGING, AND MARINE CONSTRUCTION SERVICES



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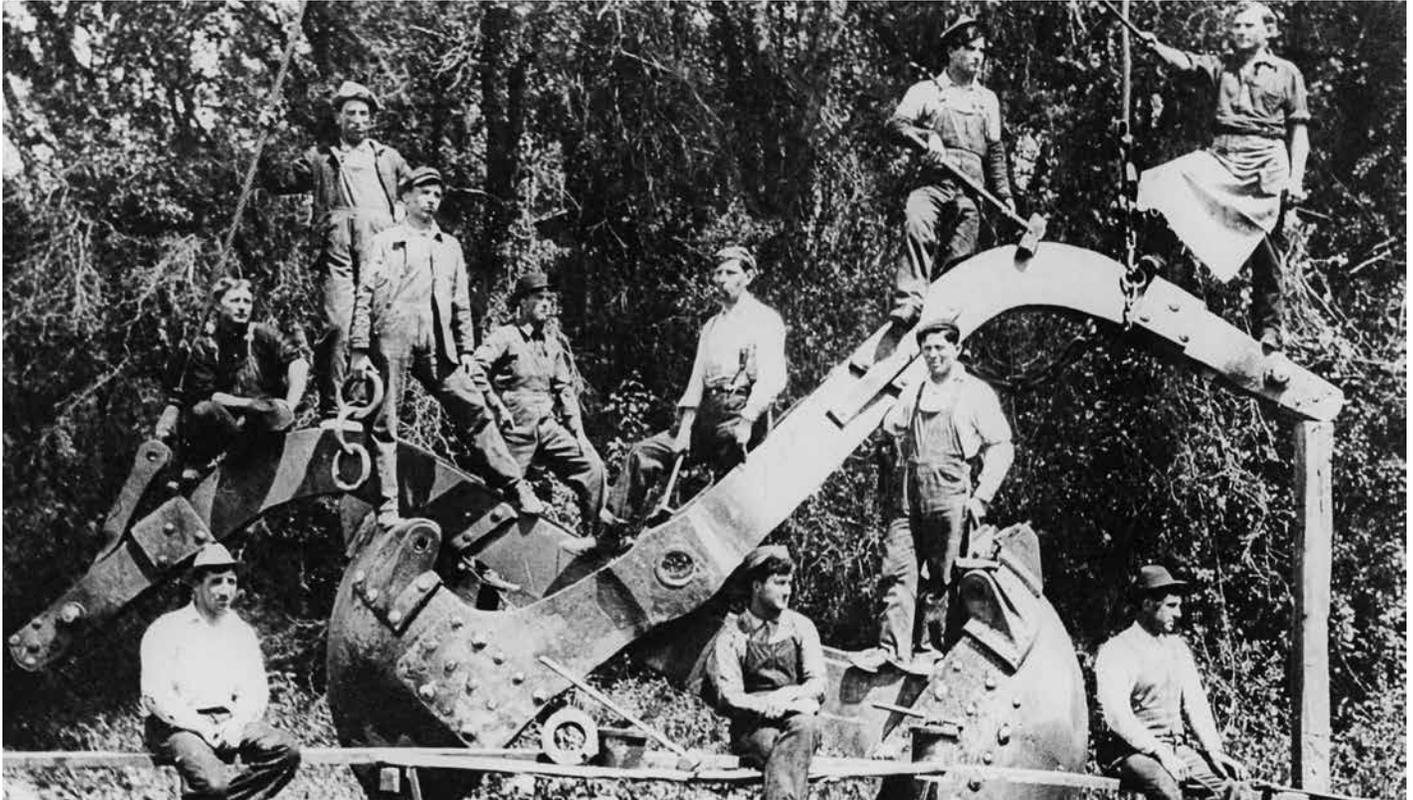
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OPENING THE
WATERWAYS OF
THE SAN RAFAEL
CREEK



FAMILY OWNED FOR FOUR GENERATIONS

CAPACITY. CAPABILITY. CHARACTER.



OUR CORE VALUES

SAFETY

Safety is our top priority. No operation proceeds until safety has been fully addressed. The safety and health of all our employees is not only critical to our success, but it also reflects the collective commitment of every employee each and every day.

INTEGRITY

We define integrity as acting with honesty, transparency, and trustworthiness in all aspects of our internal and external relationships. It embodies how we treat each other as employees, how we treat our customers, and how we represent ourselves to the subcontractors that work by our side.

COMMUNITY

Dutra is committed to contributing to the communities we serve in a sustainable and environmentally friendly way. Dutra will always operate in the safest manner possible for the surrounding community. We believe a sense of community starts from within and is evident in the strong bond we have among our employees.

RELATIONSHIPS

Our relationships mean the world to us. It is critical that we treat our partners with integrity and honesty, holding ourselves accountable for our actions, decisions, and policies. Every day we strive to develop and foster a positive relationship with our employees, customers, suppliers, and subcontractors.

QUALITY

Dutra has many experienced and talented people who strive every day to be responsive and deliver the highest quality product possible. We take great pride in our consistency and effectiveness because we know that good business is about delivering high value to our customers.



See more: www.dutragroup.com/history.html



A MESSAGE FROM OUR EXECUTIVE CHAIRMAN

I am honored to begin my new position as **Executive Chairman of The Dutra Group**. We have spent many years building The Dutra Group into a very fine organization that has grown and expanded to take care of our valued customers' needs. The great leadership that is following me to run the company is a tribute to all the planning, foresight, and leadership training that has made The Dutra Group into what it is today. I am proud of our new CEO, Harry Stewart, who is taking my place after 50 years, and I feel very confident that, with the leadership of Harry and his executive team, and all the employees at Dutra, the company will have great success for years to come.

As Executive Chairman, I will remain involved in building the vision for the company -- I will be engaged in strategic planning and building the capital resources necessary to meet our customers' needs far into the future. As a company, we are strategically positioned in a very strong growth area due to our nation's neglected and decaying infrastructure that is in need of repair with the assets we possess. During my 50 years in the industry, we have experienced an increase in population growth with even greater infrastructure and environmental needs. I will be focused on establishing the company's vision for further growth, ensuring that The Dutra Group remains at the forefront as a leader in our industry while creating a high quality of life for our customers, our employees and their families, and ensuring a better and healthier environment for all of us. As Executive Chairman, with the commitment of my family and my

family trust, I will be working to ensure The Dutra Group's ongoing growth and success for the long term.

I look forward to these challenges. They will be met with great pride and great commitment by each and every one of us at The Dutra Group. We have developed a strong foundation to continue growing into an extremely progressive and innovative company in the dredging and marine construction industry.

It is the role of the Executive Chairman, along with the CEO and the Board of Directors of The Dutra Group, to help navigate for future prosperity and the highest quality of life for all of us. I am looking forward to focusing on strategic actions that will take The Dutra Group to the next level and continue its role as a leader in our industry.

I believe that my attention to this growth and strategic vision will be important for all of us at The Dutra Group, and I wish the operational group the greatest success as it tackles the company's day-to-day challenges. I have extreme confidence in the structure of the company today, and its potential for long-term success and growth far into the future.

Best,

A handwritten signature in black ink, appearing to read "Bill T. Dutra". The signature is fluid and stylized, with a long horizontal flourish extending to the right.

Bill T. Dutra, Executive Chairman

IN THE NEWS

DIGGING DEEP WITH BILL DUTRA

By Greg Trauthwein (First published in *Maritime Reporter and Engineering News* March 2021)



Bill Dutra is often seen in one of his signature Stetson or Borsalino hats, a style that comes from his grandfather. "My grandfather wore a three-piece suit and a hat to work, to duck hunt. He bet on me to go back to college and be the first Dutra to have a college education, so I wear his hat in his memory."

Bill T. Dutra, CEO of San Rafael, Calif.-based The Dutra Group, is a walking encyclopedia on dredging and marine construction, having built his business from the ground up starting at age 26. But the man, who is often seen in his signature Stetson or Borsalino hat, transcends pure business and engineering acumen, firmly grounded in his family and his community, working to build and maintain a "we" company that exists not simply to bolster its bottom line, but to make better the lives for employees, clients and communities.

To fully understand Bill Dutra and The Dutra Group, you have to start from the beginning, and in that we mean looking at the Dutra family as it emigrated to California's San Joaquin Valley via covered wagons. Because when you talk to Bill Dutra today, via words and actions you can see that he leans heavily on his roots, personal and professional, from the hat that often sits upon his head—a nod to his grandfather and his influence to ensure he became the first Dutra to graduate college—to his strong affinity for the local San Joaquin Valley communities and families.

The Dutra name is synonymous with the construction and maintenance of the California Delta levee system, with Antone Dutra starting in 1904,

follow by his son, Edward Dutra in 1933 and followed by Bill, who in 1972 at the age of 26 formed Dutra Construction Company, Inc. based in Rio Vista, California.

When his grandfather started his business in the early 1900s, Dutra said "you have to remember that in those times the dredge captain, the lever man on the dredge, the deck hands, the cooks, and the labor force was pretty much family," said Dutra. "You didn't have the highways that we have today, so you lived and you worked on board."

As a young man, while Dutra worked alongside his grandfather for a short bit and his father, following in their footsteps was not a given. "I was not, shall we say, 'a manageable individual' in my earlier years," remembers Dutra. "I did not like going to school and I found a passion for the sea."

The family business was in fact not passed down, as his grandfather started, then sold, the company, only to reenter the dredging business later on with his son, Bill's father.

"I dropped out of high school at a very early age because I wanted to be challenged by the sea and work on towboats and in marine construction," said Dutra. "I had a bit of a maverick in me in my earlier years. I always knew that I had a passion [for the dredging business]. I was born into it, and I grew up in it. But I didn't know how well it would work for me. I was comfortable as a towboat operator."

But influenced by his father and grandfather, as well as several key professional mentors, he eventually was convinced to start using his brain instead of his brawn.

THINKING FROM THE SHOULDERS UP ...

In the 1960s Dutra leveraged a small life insurance policy from his grandfather into seed money for a college education at Oregon Technical Institute, pursuing a program that was 50% engineering and 50% business orientated. "It really encouraged me, and I felt that, maybe one day I can have my own business." A key moment for Dutra after college was the realization that he didn't want to be a professional engineer, rather a contractor, so he earned his contractor license and went back to work for his father for a short time.

Shortly thereafter there was a big flood in the lower end of the San Joaquin Valley where cotton farmers had lost more than 100,000 acres of ground, requiring a sizable land reclamation solution.

"I bought myself a couple small drag lines and excavators and I kind of started like my grandfather did, in the ditching business," said Dutra. "Working with and helping those cotton farmers was a great experience for me, and I learned a lot about land reclamation, ditching and building levees."

"I'm very passionate about the San Joaquin Valley, the Sacramento region and the farmers. They trusted me, they gave me my start," said Dutra. "When the floods came a lot of livelihoods were wiped out, and they weren't just a number or an address; they were my friends, they were my family, and they were devastated. I put everything I could into saving their lands and helping them to regroup their livelihoods. That is a phenomenal thing for me, and in reward it grew our company tremendously."

His engineering education helped out on the practical matters in those early days, but it was the combined business education that helped him to effectively grow his business, an organic growth with some key acquisitions, too, including other dredging companies and a rock quarry.

"When you're just reclaiming land and digging ditches it's [largely] a function of the weather, and your cycles could be long or short depending if there are floods," said Dutra. "I always felt that we needed a multiple rate of return type of business."

Powered by a growing population in the Bay Area, Dutra expanded into a marine construction dredging business, and then expanded it outside of the Bay Area, so that today The Dutra Group is national, with more than 320 full-time employees experienced in dredging (70% of the business) and marine construction (30%).

As the company grew and expanded, its portfolio of projects became larger and more challenging, including its participation in "The Big Dig" in Boston to help build the Ted Williams Tunnel. Naturally there were plentiful challenges along the way, including one bad job in Miami that nearly cost Dutra his company. But on balance, Dutra and his team have been a steady force in the dredging community, not averse to taking calculated risks such as its entry into the hopper dredge market. Powered by the expansion of the Panama Canal and the need for ports to dig deeper to accommodate ever larger ships and booming commerce, Dutra "bet the family fortune" to enter into the hopper dredging business, a move that has thus far panned out well, driven by the high level of maintenance dredging need to keep key waterways open, from the Columbia River to the mouth of the Mississippi.

Dutra Hopper Dredge Stuyvesant entering the San Francisco Bay, San Francisco, Calif.





L to R: Bill Dutra circa 1982 in the Sacramento Delta, Calif. / Bill Dutra circa 1986 at the Montezuma Slough installation of CA Department of Water Resources gate structures

BILL DUTRA IS “ALL IN”

“The dredging business has a lot of risk,” said Dutra. “When you deal with mother nature and you deal with the sea, there is no forgiveness. So you have to be all in. It’s nothing that you want to run from a golf course or the back of a country club ... at least not me. This is a ‘we’ company, so we are constantly improving our assets, our fleet, our technology, while at the same time improving our ability to be a low-cost producer.”

Being “all in” entails a commitment to many things—employees, community, safety—and a common denominator is building and maintaining a capable, efficient and diverse set of dredging and maritime assets. (For the full rundown on Dutra’s fleet visit: <http://www.dutragroup.com/equipment-aggregates-dredging-marine-construction.html?id=39>)

“If you go back and you study the history of dredging and marine construction, it was a very mechanical business,” said Dutra. “Everything was pulling ropes and turning the big ship wheels. They didn’t have all the electronics and electric motors to make things move.”

Asked to narrow it to the one outstanding technology that has most improved the business, Dutra points to electronics and the ability to precision dredge as a key.

“I used to sit as a kid with a lead line and a rope to measure how deep I was dredging,” said Dutra. “Now, the operator sits in the pilot house and he has a screen showing exactly where he can dig under water. What’s

exciting for me is I can be at home and see where my dredges are, how they are tracking and even their speed. If I see a problem, I can call them directly.”

The new technology also helps to attract the younger generation, as they are natives to the online, remote control access. “They can turn a switch on and go down and do a virtual tour of the engine room,” said Dutra. “The only way I used to go down the engine room was with a flashlight. And I had to go out the door to get down below, and you’d get concerned about getting flushed over the side. Now, you sit [in the pilothouse] and do a virtual tour of everything.”

A big part of the technology equation is, of course, the dredge and marine construction equipment itself: large pieces of heavy machinery that are designed to last more than three decades.

“Somebody asked me once, ‘Why are you getting rid of that old dredge?’ I said, ‘What are we going to do ... go to the cemetery to find somebody to run it for us?’” said Dutra.

While the team at Dutra scrutinizes fuel consumption, maintenance schedules, ergonomics and all aspects of crew comfort as it pertains to living and working there safely, when evaluating newbuilds, perhaps most important from the business aspect is an asset that is multifunction.

“I’m constantly looking at refurbishing the fleet, to really understand my



L to R: Bill Dutra with Steve Lee, Dutra Equipment Division Manager, at Corn Island Shipyard during construction of the scow ES15 / Bill Dutra with the crew of the DB Paula Lee in Port Canaveral, Brevard County, Fla.

customers' needs," said Dutra. "But in this world today you don't have the privilege of building a single rate of return type of asset. Today, you need a dredge fleet that has a multiple rate of return. For example, I have a dredge the Paula Lee that's a great clamshell dredge. Is she the best clamshell dredge in America? Probably not. But she can go to Hawaii and dredge, and then she can drive piles, and then she can lift heavy beams."

OPPORTUNITY AHEAD

With aging and decaying infrastructure, combined with the need for ports to modernize to better facilitate the growth of maritime commerce, Dutra sees plentiful opportunity to keep his company on solid footing for the coming years. "We have a decayed infrastructure in certain areas," said Dutra. "Our roads, our highways, our ports need a capital shot in the arm. And they need an infusion to help expand to keep us competitive."

The greatest challenge to the future success of his business will not be a lack of opportunity, rather addressing the challenge as many are across the maritime sector in attracting, developing and retaining a strong, productive and vibrant workforce.

"You've got to make it attractive for them, and I think that we do," said Dutra. "We spend a lot of time studying the overall chemistry and makeup of individuals, and ultimately, we're not an 'I' company, we're a 'we' company, and we do our best to show that we are a better, more vibrant and safer place to work by all of us working together. If you don't change with the times you get left in the dust."



DUTRA MUSEUM OF DREDGING

The Dutra Museum of Dredging was created in Rio Vista, Calif. in 1978 by Edward and Deolinda Dutra in a 1907 Craftsman house to showcase the Dutra Historical Collection, a private collection of materials representing the history of side draft clamshell dredging and the important role the Dutra family has played for more than a century in reclaiming the Sacramento-San Joaquin Delta, San Francisco Bay and beyond. It includes photographs, logbooks, dredge models, linen drawings, artifacts and a family history mural painted by Delta artist Marty Stanley.

<http://dutramuseum.org>



A MESSAGE FROM OUR CEO

I would like to take this opportunity to congratulate Bill on his 50th anniversary at the helm of The Dutra Group, and to express my sincerest appreciation for Bill's vision and passion throughout this tenure. Like all companies, The Dutra Group has endured periods of "high seas and foul weather." Under Bill's leadership, we prevailed in overcoming our challenges while also strengthening the fabric of the company in the process. Bill's unfettered leadership, vision, and passion have inspired all of us at The Dutra Group, and we are all fortunate to have learned from him.

I look forward to our continued team effort as The Dutra Group builds on Bill's legacy to reach ever-increasing heights as we stride forward into the future. We all look forward to Bill's continued leadership and engagement as executive chairman.

This past year, we have experienced unprecedented inflationary and supply chain challenges that we are eager to put behind us. At the same time, I am very optimistic as we move forward into 2023. The company's markets are strong, and they show signs of continued growth with strong demand for marine infrastructure work of all types and record levels of federal funding available to support this work. I remain increasingly bullish on what I see as tremendous opportunity and need for our services across all segments of the company's business.

On the safety side, I could not be prouder of our employees for their tremendous effort in honoring and

respecting our culture of excellence and safety. During challenging times, it is the special character of our employees that compels us to excel and to look out for one another.

As we move to grow our company and participate in even larger projects within our areas of expertise, I am highly confident that our people are up to the technical and administrative challenges. Our customers need talented people at our company, just as we need our customers. By providing the highest level of quality and service to our customers, we have the opportunity to work on exciting and important projects while strengthening and improving the infrastructure of our great nation.

I am honored and excited to work alongside our management team, including our recently appointed vice presidents and newly elevated managers, and everyone throughout the organization to guide this company into its next chapter. We have great people, equipment, customers, and backlog -- the future is very bright.

I am looking forward to great success in 2023 and the years to come. Be safe!

Harry Stewart, Chief Executive Officer

A GLIMPSE AHEAD



Here is a look at some projects Dutra has on the horizon for 2023



CALIFORNIA

BRANNAN ISLAND

Sacramento River Levee Erosion Control and Habitat Enhancement Project

Partner:
Brannan-Andrus Levee Maintenance District

LONG BEACH

Carnival Cruise Line Terminal Wharf H Improvements

Partner:
Carnival Cruise Line

OAKLAND

Port of Oakland Maintenance Dredging and Furnishing Pile Driver Crew for Repairs to Docks and Waterfront Facilities

Partner:
Port of Oakland

SAN FRANCISCO

Port of San Francisco Maintenance Dredging 2022 - 2024

Partner:
Port of San Francisco



TEXAS

JEFFERSON COUNTY

Sabine-Neches Waterway Channel Improvement Project, Sabine Extension Channel to Sabine Bank Channel

Partner:
U.S. Army Corps of Engineers Galveston District



ALABAMA

MOBILE

Mobile Harbor, Deepening and Widening - Phase 4

Partner:
U.S. Army Corps of Engineers Mobile District

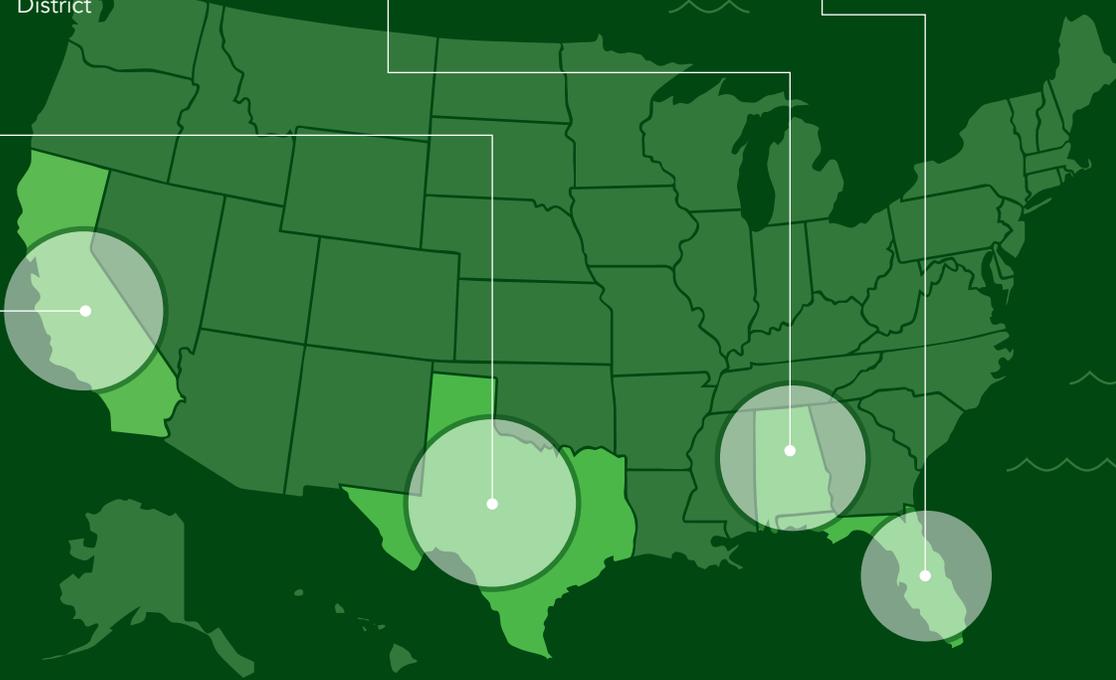


FLORIDA

CAPE CANAVERAL

Port Canaveral NCB3 Dredging

Partner:
Rush Marine



DUTRA CAREERS

MEET DUTRA'S NEWEST VICE PRESIDENTS



BRYAN O'SULLIVAN
VP CONSTRUCTION



PATTY DUTRA BRUCE
VP HUMAN RESOURCES



RYAN ABOOD
VP DELTA



WILL WALGREN
VP BUSINESS DEVELOPMENT/
GOVERNMENT RELATIONS

Congratulations to our new VPs Bryan O'Sullivan, Patty Dutra Bruce, Ryan Abood, and Will Walgren. Our Vice Presidents have demonstrated exceptional leadership, developed extremely competent department personnel, and excelled with managing risk. Each is entirely deserving of this recognition, and I look forward to a continued team effort and with outstanding results.

Join us in congratulating these fine people and support them in helping to lead The Dutra Group into our next phase of growth.

Congrats on your new role! Let's take it back a few years, why did you choose Dutra?

WW Dutra presented an opportunity to build a career that touches on all aspects of the work we do and also allowed me to focus on the work I enjoy the most.

What do you see as the most important part of your role as a Vice President?

BOS Providing resources, guidance, and leadership to help our team work safely and efficiently.

WW Setting up the company for success in the changing marketplace and then helping to mentor the upcoming employees so they can succeed.

PD Maintaining clear lines of communication between leadership and team members so that Dutra functions effectively. The role of human

resources is facilitating and supporting the company's most important asset. I intend to continue my support on many levels, including fostering leadership development. This includes fostering leadership development, mentoring team members through everyday hurdles, and being available to anyone needing to talk through difficult subjects. As part of the leadership team, I will lead by example demonstrating authenticity and honesty in every role.

RA The most important role I see as a VP is to help support growth while maintaining the safety culture that Dutra has built up over the last decade.

How has your previous experience prepared you for your new role as VP?

BOS I've tried to emulate what I see Bill and Harry do.

WW I've been able to work with everyone at the company at some point and now have established lines of communication as well as an understanding of what their needs are.

PD I have spent over twenty years at Dutra working to provide a safe working environment and industry leading benefits programs for each employee. My firsthand field experience in the safety department helps me empathize with employee needs while my recent corporate management experience provides a foundation for implementing uniform processes that support all employees. By having the support of industry human resources mentors and the trust of Dutra's executive team, I am prepared for this exciting next step in my career.

RA Supporting Delta Operations as division manager has helped me develop the leadership required to take on this VP role. As division manager, supporting the successful management of each job is key. However, just as important to the company are the monthly forecasts, cash flows, costs to complete, equipment utilizations, and more. All these directly contribute to our relationships with the banks and bonding companies that support the company.

Who have been your strongest influences in life?

BOS My family, both at home and at Dutra.

WW The peers I've worked with for decades, including everyone at corporate and across the board. Everyone from corporate and across the board. You can learn things from everyone and cheat yourself when you think you can't.

PD My father, Bill Dutra, is one of my closest friends and greatest mentors. He is both my anchor and guiding light. My father is a “my-handshake-is-my-word” guy, and I take the honor and honesty he has instilled in me to work each day. And my mother, Paula Lee Dutra, who settled for nothing less than strength and independence from me.

RA My parents taught me the importance of hard work and consistency. These attributes contributed to my nose-to-the-grindstone mentality that has helped me get to where I am today.

What led you to your career?

BOS I was a senior in college and saw the Dutra booth at a career fair. All the pictures of barges and water work drew me in.

WW I’ve always been interesting in building things and problem solving. Dutra has been a great fit.

PD I guess you could say I have always bled green and was bit by the family bug! Dutra and the construction industry have been a part of me for my entire life. When I was young, I spent a lot of time traveling with my father, visiting projects, and meeting with the employees. I went to work at a young age and learned the meaning of hard work. It is an environment in which I feel comfortable and the opportunity to work closely with employees daily is a dream come true. I love my job and what I do. Being a resource of support to our entire team drives me each day!

RA Growing up in the Delta along the Sacramento River I wanted to work on the water. I did not grow up knowing much about the construction industry, but was able to get a summer position with DD-M Crane & Rigging; this initial position and relationship eventually introduced me to Dutra, for which I am very grateful.

How would your friends and colleagues describe you?

BOS Cool.

WW Fair and interested in making sure that others around me are successful.

PD I hope they’d say I’m available. I make a special point of being accessible and able to take the time that each employee needs with issues they bring to the table. I strive to engage with all employees compassionately and professionally, making sure they all know they will be treated the same way.

RA Thorough, friendly, helpful, sincere, reserved.

What are you most proud of accomplishing?

BOS When our crews spend an entire year without an accident. I want our team to go home safe everyday.

WW This.

PD In 2018, I was the first woman ever appointed as a trustee on the pension, annuity, health & welfare, pensioned health & welfare, and affirmative actions trusts for the Operating Engineers Local 3 Trust Fund. It has been a challenging and rewarding experience, and I am grateful for the connections and relationships I have made with my fellow trustees. Also, I am proud to be the mother of two young men, and a daily role model for them in terms of love, strength and the value of hard work.

RA Having a healthy and happy family is what I am most proud of accomplishing. This can mostly be credited to my wife, but I’ll take some credit, nonetheless. All that truly matters is having children who are kind, smart, happy, creative and great at what they love.

a difference at Dutra. Lean on the wealth of knowledge surrounding you each day. You have access to learn from some of the best in the industry! Don’t squander the opportunity. Leaders throughout this company are here to help. Draw on their vast knowledge.

RA You do not need a leadership position to be a leader. For example, a first-year field engineer can own his or her position by knowing and understanding every detail of the plans and specifications. If you are knowledgeable and confident, others looking for answers will begin to see you as a leader, not because of your position, but what you bring to the table.

What is something surprising people would be interested to know about you?

WW I’m not a naturally good listener. It’s something I’ve had to learn how to do and continue to work on.

PD I have a Master’s degree in history. When I first graduated from college, I wanted to be a teacher. I care about people, and thought this



A heartfelt congratulations!
We are proud of you for your
new roles”

- Harry Stewart, Dutra CEO

Any advice for those seeking a leadership role at Dutra?

BOS Planning and more planning. We can never plan enough.

WW Start working on establishing peer partnerships both inside and outside the company. The people with whom I interact the most are also the people whom I’ve come up with through the ranks. You are stronger when you have a diverse set of fellow employees and industry peers who you’ve worked with over and over in different roles.

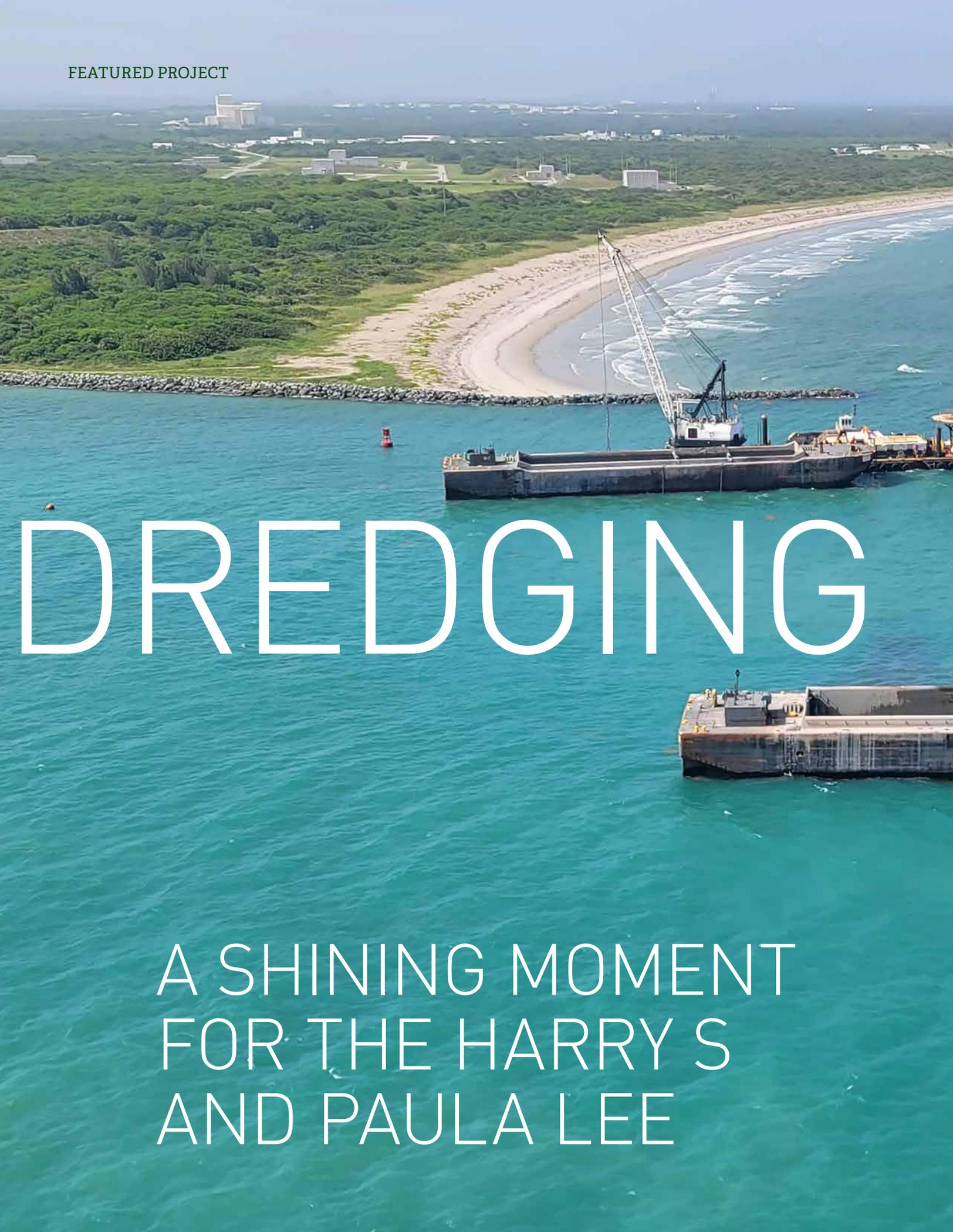
PD I encourage everyone to ask lots of questions and get involved! There is a lot of opportunity for employees and ways to make

would be a good way to support and engage the next generation. Little did I know that the graduate degree in history would lead me to not only curating a family museum of dredging but continuing my practice of service in my family’s business.

RA Every year around the holidays I try to make a large batch of linguica to hand out to friends, family, and colleagues. I grind the pork, mix the seasoning, marinate the meat, stuff the casings, smoke the sausage, and pack 30 to 40 lbs. at a time.



FEATURED PROJECT



DREDGING

A SHINING MOMENT
FOR THE HARRY S
AND PAULA LEE



As one of the busiest ports-of-call in the world, Port Canaveral, Florida sees nearly 4 million tons of cargo moving through it each year, along with the arrival and departure of 4 million cruise passengers. The port is also home to facilities operated by the U.S. Army, U.S. Navy, U.S. Air Force, and recently, the SpaceX fleet. Natural tidal flow, storm surges and rough surf results in additional sediment and sand in the expansive channel's waters, requiring regular dredging to 44 feet of depth in order to keep all vessels properly moving.

THE CAPE

In December 2021, The Dutra Group was awarded a contract from the U.S. Army Corps of Engineers (USACE) for maintenance dredging of the federal navigation entrance channel to Port Canaveral. The bulk of the work centered on cleaning up 600,000 yards of sediment using clamshell buckets, and transporting the materials by split hull scows to the Canaveral Ocean Dredged Material Disposal Site (ODMDS) for discarding.

A smaller, but important part of the project included dredging an area off the main channel occupied by the Naval Ordnance Test Unit (NOTU), an active trident submarine base operated by the U.S. Navy with multiple visits from submarines each week. The task was to find a window of opportunity to conduct the dredge work with no submarines present; this was made trickier by the fact that all sub schedules are kept highly classified.

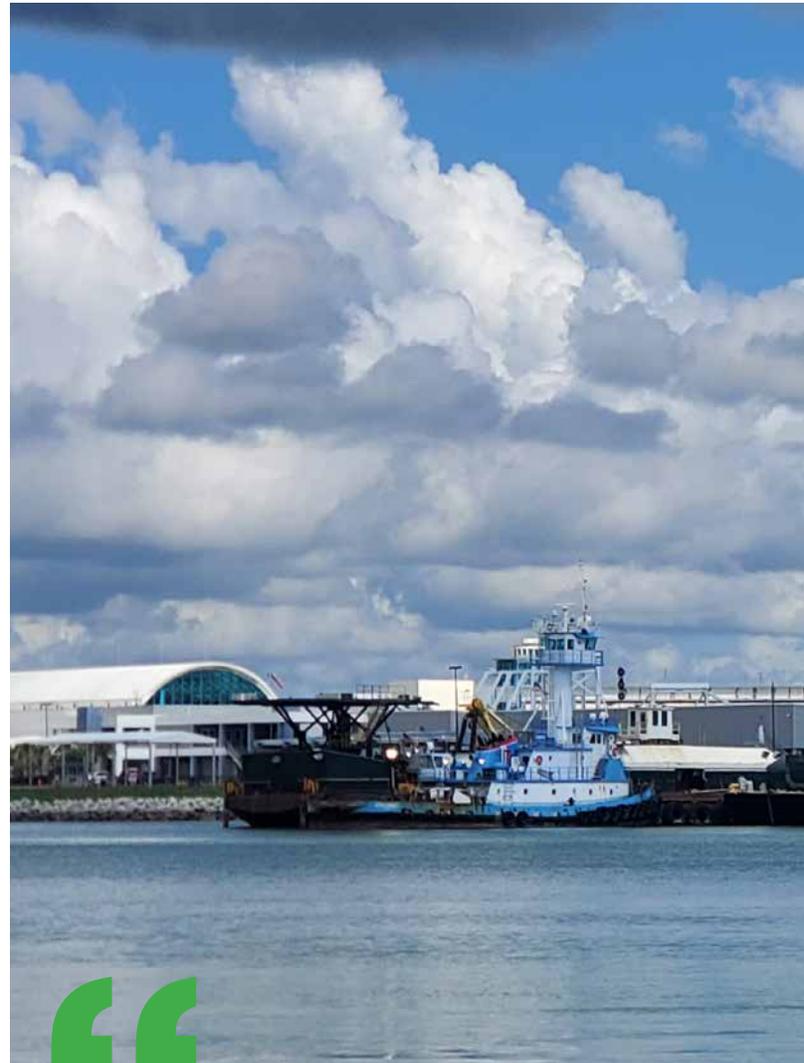
Dutra had a window of nearly 6 months to complete the entire project, which required not one, but two crane barges to finish on schedule. Dutra tapped both the Paula Lee and the newly completed Harry S to tackle the job. The Paula Lee—which had previously dredged the channel—arrived at Port Canaveral to begin work on June 13, followed by the Harry S which arrived on July 5, fresh from assembly in Louisiana.

While the crew of the Paula Lee got right to work, the newly built Harry S still had to clear a few hurdles first, including completion of a few lingering assembly tasks. Then, inspections: the crane barge had already passed inspection by the U.S. Coast Guard and the American Bureau of Shipping (ABS), but still needed to pass the initial safety inspection with Jacksonville District’s USACE, based on stipulations in the Corps’ EM 385-1 safety manual. After working diligently through the list of USACE requirements, the team completed its work and inspections were finalized—clearing the way for Harry S to begin its first assignment on July 27.

SAFETY FIRST, A DUTRA GROUP MANTRA

Immediately, the team began working through all the logistical issues involving operating a new vessel and working with a brand new crew. In keeping with Dutra’s ingrained culture of meticulous detail to safety protocols, Project Manager Brandon Caudle blended experienced crew members from the Paula Lee with the company’s new hires on the Harry S to provide guidance and mentoring on all safety regulations, including requiring new personnel to wear green hats so they could be easily identified.

The crew also ensured the safety of a group of subcontracted “turtle observers” from CR Brown and Associates, an endangered species monitoring organization. The observers were stationed on the vessels 24/7 to watch for turtles, manatees and other marine species swimming near the boat (Port Canaveral requires all vessels in the channel maintain a safe distance from certain endangered marine species).



Our industry is dangerous, and unless you’ve been around big floating cranes and moving winches and wires before, it’s an intimidating environment.”

- Brandon Caudle, Dutra Project Manager



“Our industry can be dangerous, and unless you’ve been around big floating cranes and moving winches and wires before, it can be an intimidating environment,” said Caudle. “Similar to the new hires, we have to have our experienced people take (the observers) under their wing and chaperone them so they don’t get hurt.”

In full operating mode, crews of both the Paula Lee and Harry S began making quick progress while contending with several ongoing challenges: Florida’s high heat and humidity indexes, summer weather patterns of lightning-driven afternoon thunderstorms requiring safety breaks, and a marked increase of traffic moving in and out of the channel from cruise lines, commercial ships, recreational boats and other vessels that call the port home. The Dutra Group worked in tandem with the Cape Canaveral Port Authority and Canaveral Pilots Association to maximize safe digging opportunities while minimizing downtime during traffic events. Both client organizations praised the dredge crews for how quickly they maneuvered the dredges to safe positions for ship passage. As the project progressed, the pilots allowed them to remain in the channel for longer periods before requesting they move to clear the way for other ships.

AN ECO-DRIVEN DREDGE

As a man-made inlet, Port Canaveral has long suffered from inlet-adjacent beach erosion, requiring ongoing mitigation efforts to combat the erosion and provide beach renourishment. The Port Canaveral Authority and USACE requested the Dutra team transport any beach quality sand found during dredging to a nearshore disposal area (versus the offshore ODMS) so it could be repurposed for mitigation efforts. Dutra brought in three scows for this purpose and were able to access approximately 15,000 yards of beach quality sand for the nearshore disposal site. The customer was very pleased with the result and has reached out for Dutra’s input on how to better design future contracts with this result in mind.

As an additional perk, Dutra realized significant cost savings in fuel use, as the team slowed the tugboat provided by Dann Ocean Towing to an idle speed during trips to and from the nearshore disposal, using one-quarter of its projected daily fuel at a significant cost savings. The savings coincided with record-high fuel prices in the U.S., making them even more significant.



[Continued]

“Despite the challenges with elevated fuel prices, weather, ship traffic and placing a brand new vessel into service, the Dutra team completed the Canaveral Harbor Maintenance Dredging contract on schedule, within budget and with a flawless safety record,” said Project Manager Brandon Caudle. “Our veteran employees stepped up and worked well to accommodate the the new crew members we brought in to staff a brand new piece of equipment from the ground up. Both dredge crews did a great job working with each other to get the Harry S online and digging in order to reach our common goal—finish the job to the satisfaction of our clients in a safe and timely manner.”





Despite the challenges with elevated fuel prices, weather, ship traffic and last-minute inspection requests from USACE’s safety team, the Dutra team completed the Canaveral Harbor Maintenance Dredging contract on schedule, within budget and with a flawless safety record.”

- Brandon Caudle,
Dutra Project Manager



BY THE NUMBERS

MAN HOURS
21,915

PIECES OF DUTRA EQUIPMENT
6

**CAPE
CANAVERAL
DREDGING
PROJECT**

CUBIC YARDS OF BEACH QUALITY SAND PLACED INSHORE FOR BEACH PROTECTION
14,700

CUBIC YARDS OF DREDGED MATERIAL DEPOSITED OFFSHORE
550,000

SWINGS OF THE THE BUCKET
44,124



FEATURED PROJECT

CONSTRUCTING DUTRA GROUP'S NEWEST STAR:



THE HA

When the crane barge Morty was reassigned to Dutra's marine construction division for offshore use, it left a gap in Dutra's dredging fleet. As fate would have it, this gap served as the catalyst for construction of a new, modernized crane barge that would not only function well in today's world with its advanced technology, increased capacity and ABS certification for offshore dredging, but would also possess capabilities to grow alongside the company.

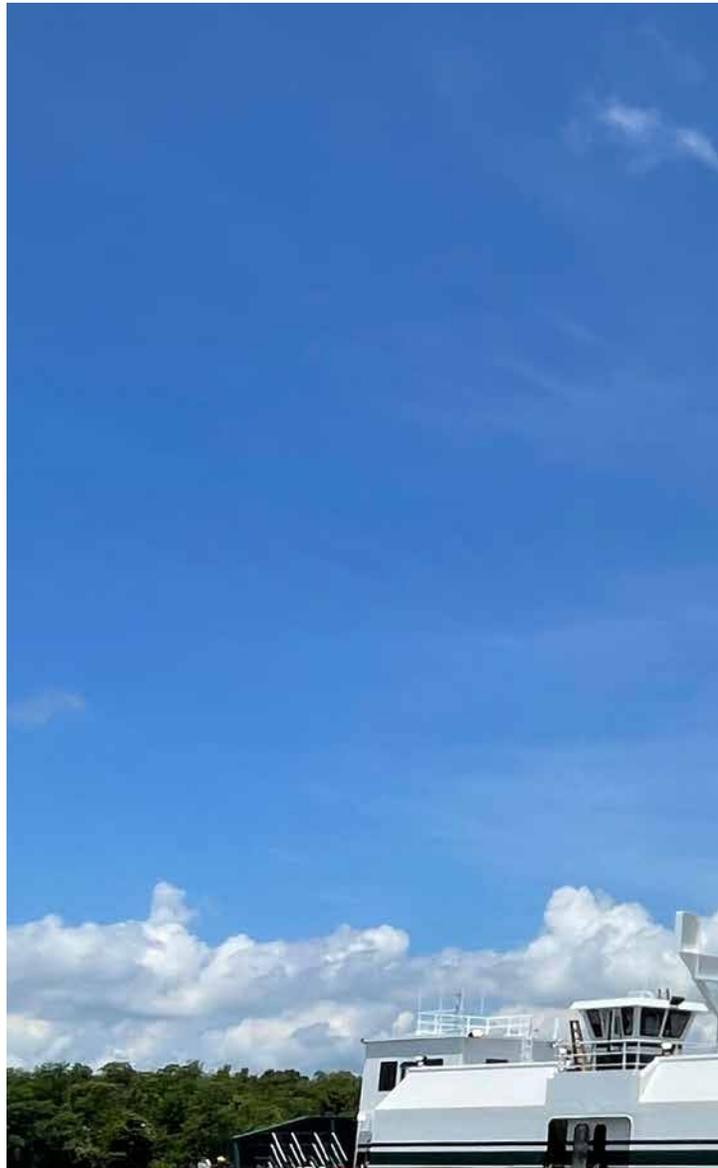


The road to building the new Harry S crane barge—named after the company’s longtime COO (and recently appointed CEO) Harry Stewart—began with an intensive three months of design and engineering planning involving CEO Bill Dutra, COO Harry Stewart, VP of Equipment Steven Lee and Fleet Manager Dennis Ferguson in early 2021. The foursome set out to model the new crane barge after its highly functioning predecessor, the Paula Lee, but with several key changes.

Building a crane barge, not to mention the largest one in the fleet, is no easy task in ordinary times; however, the last few years have been anything but ordinary. The entire buildout process of the Harry S was intensified by an undercurrent of complexities, both expected and unexpected, involving supply chain issues, illnesses, forces of nature and other challenges.

The Harry S design team wanted the barge to fit Austrian manufacturer Liebherr’s largest duty-cycle 300-ton crane, the HS 8300 HD. “However, the crane was lighter than what we wanted,” said Lee, “so we collaborated with Liebherr’s engineering team to increase the HS 8300 HD’s capacity to meet our specific needs, including addressing its counter-weight size, pedestal height and track width, plus making a few other adjustments. It added 50 more tons to the finished product.”

Once the crane build-out was decided upon, the team conducted a stability analysis to determine the barge size and how the entire vessel would operate not only in today’s climate, but also for many years to come. The strategy was centered on building a barge that could accommodate a larger crane in the future, after the modified HS 8300 HD crane reached its useful life anywhere from 7 to 10 years in the future.





We collaborated with Liebherr's engineering team to increase the HS 8300 HD's capacity to meet our specific needs, including addressing its counterweight size, pedestal height and track width plus making a few other adjustments. It added 50 more tons to the finished product."

- Steven Lee,
VP Dutra Equipment



Project credits: Dennis Salyers, Dredging Operations Superintendent; Brian Barbieri (Conrad Ind Engineering) Matt Fraser (Dutra Fab Shop Foreman) Robby Brun (Harry S Captain) and Jered Crowley (Harry S Chief).



The Dutra team also added the latest tier-compliant engine available, including a pacronic accumulator system to bolster a 1,000 horsepower engine to provide the equivalent of 1,600 horsepower-worth of working energy. Additions of electronic and navigational aids were made to the cab to give operators a more accurate view of the underwater bucket location.

The Harry S was also outfitted with the latest technology to enhance safety protocols and to ensure the crane is 100% wirelessly connected to the barge via bluetooth and wifi at all times.

The barge build-out utilized all the latest in design tools and manufacturing methods, including AutoCAD design software, use of CNC machines for steel cutting, modularization for accuracy in the building process and NDT (non destructive testing) to check weld porosity and to evaluate properties of the materials.

Once the crane was finished, it was shipped from Austria to the Port of Galveston in Texas, and then transported by truck to Amelia, Louisiana. A team of two dozen workers set about to assemble it for the already completed barge—a move that enabled the crew to better familiarize themselves with the vessel and to have a level of participation and ownership. The newly completed vessel met all SOLAS (Safety of Life at Sea) regulations as stipulated by both the US Coast Guard and the American Bureau of Shipping.

Completed both on-budget and on-schedule in just under a year, the Harry S was commissioned into service in June 2022. Although smaller in size than the Paula Lee, the Harry S has 10 percent more capacity in terms of greater cycle rates and production rates than the Paula Lee, uses approximately half the fuel load, and is the largest crane barge in the company's extensive fleet.

Shortly after completion, Harry S was sent to Cape Canaveral, Florida for its inaugural dredging project (see previous story, Dredging the Cape).

FACING THE CHALLENGES IMPOSED BY A GLOBAL PANDEMIC

Anyone involved in manufacturing has experienced the supply chain woes of the past two and half years. For Dutra, building a 1110-ton barge came with its own share of challenges, starting with delays and shutdowns of raw material exportations to manufacturing-centric countries, along with factory closures around the world, all of which created a highly fractured and broken manufacturing chain. "For our project, it became a constant juggling act to procure and expedite the materials in the order they needed to be in," said Lee. Steel prices were also constantly rising, but the team had the foresight to lock in steel prices under contract to avoid escalations.

The challenges persisted on the homefront too, with Covid-related illness impacting team members and creating additional difficulties.

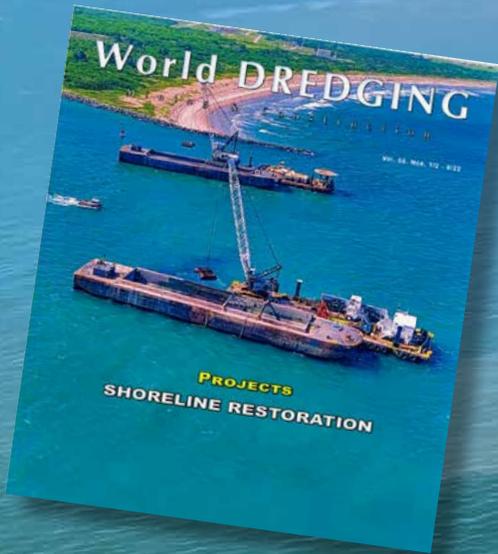
The team grappled with extreme heat—up to 110 degrees some days—in Southeast Louisiana, where the crane was assembled. Adding insult to injury, Hurricane Ida reached Louisiana in late August 2021, causing widespread damage and power outages throughout the area.

KEEPING IT "IN THE FAMILY"

The Dutra Group's family values include the long-held tradition of naming fleet vessels after company employees. The Stewart family name is integrated throughout the fleet; before the Harry S there were three existing dump scows named after Harry's daughters: KS-10 for Kaitlyn, ES-15 for Ellyn and MS-16 for Maddy. In 2023, a tugboat will be named the Kimberly S after Harry's wife.

"The Harry S was designed and built with the future of The Dutra Group in mind," said Lee. "We had the foresight to assemble a barge with the size and stability we will need to withstand the next generation of crane once it becomes available."





The Harry S. featured on the August 2022 cover of *World Dredging*



The Harry S. was designed and built with the future of the Dutra Group in mind... We had the foresight to assemble a barge with the size and stability we will need to withstand the next generation of crane once it becomes available.”

- Steven Lee,
VP Dutra Equipment

FEATURED PROJECT

STAYING FLOOD-FREE

DUTRA CONSTRUCTION BUILDS
INNOVATIVE SANDBAG WALL
SYSTEM TO STABILIZE LEVEE
AND COMBAT EROSION



E

The vast area known as the Sacramento-San Joaquin Delta consists of waterways protected by a system of levees, and surrounding lands served by a network of drainage channels and ditches. The drainage systems transport seepage and runoff to pumping stations, enabling water to be kept from flooding the region's islands.

For several years, the levee system along Highway 160 from the City of Isleton to the mouth of the Sacramento River, which is operated by the Brannan-Andrus Levee Maintenance District (BALMD), has been in need of repairs and upgrades to increase its stability as well improve the levels of flood protection by addressing erosion. The levee area protects Brannan-Andrus Island including a population of approximately 1,837 residents living in Isleton as well as those residing in an adjacent recreation area.

While a smaller set of repairs to this levee section took place in 2016 and plans for an enhanced levee system for the Brannan-Andrus Island were drawn up by DCC Engineering several years ago, the entire project was put on hold due to permit setbacks and other delays associated with the Covid-19 pandemic.

In 2022, with mandates lifted and operations returning to normal, the permitting process was finally able to move forward. The Sacramento River Erosion Control and Habitat Enhancement Project, the project's formal name, was permitted by the US Army Corps of Engineers (USACE), as well as the National Marine Fisheries Service and U.S. Fish and Wildlife Service, both of which regulate the habitats of fish and wildlife species in the area.

Even with permits still in the final stages of approval, the BALMD selected Dutra Construction for the project and awarded a contract on August 3, 2022 with a goal of having two-thirds completed in 2022 and the remaining one-third in 2023.

As soon as the ink dried on the contract papers, Dutra's San Rafael Rock Quarry sprang into action and began producing 160,000 tons of quarry rock needed for the project, along with 30,000 tons of levee fill at its Decker Island facility.

The project covered three job sites (Site 1, 2, and 3) constituting 7,200 lineal feet along the Sacramento River along Highway 160 leading through the city of Isleton and was designed to meet two goals: construct riprap protection of the levee, and establish wetland and riparian mitigation along the riverbanks.

Under the leadership of Delta Division Manager Ryan Abood, the construction team started work in early September 2022. The project presented several new challenges for the construction team, primarily around new environmentally friendly elements introduced in the multi-



level design plan. A second challenge was the restriction to water-only access to the project site, due to the fact that Highway 160 is adjacent to the Sacramento River and therefore no land access was possible.

Dutra's solution involved three barges working alongside and in tandem, including the TM-20 with an 88-B dragline, the CB-1 with a 390-CAT GPS-managed excavator, and a third crane barge with a long-reach excavator. A dedicated tugboat traveled back and forth to the San Rafael Rock Quarry, bringing rock to the job site as fast as possible.

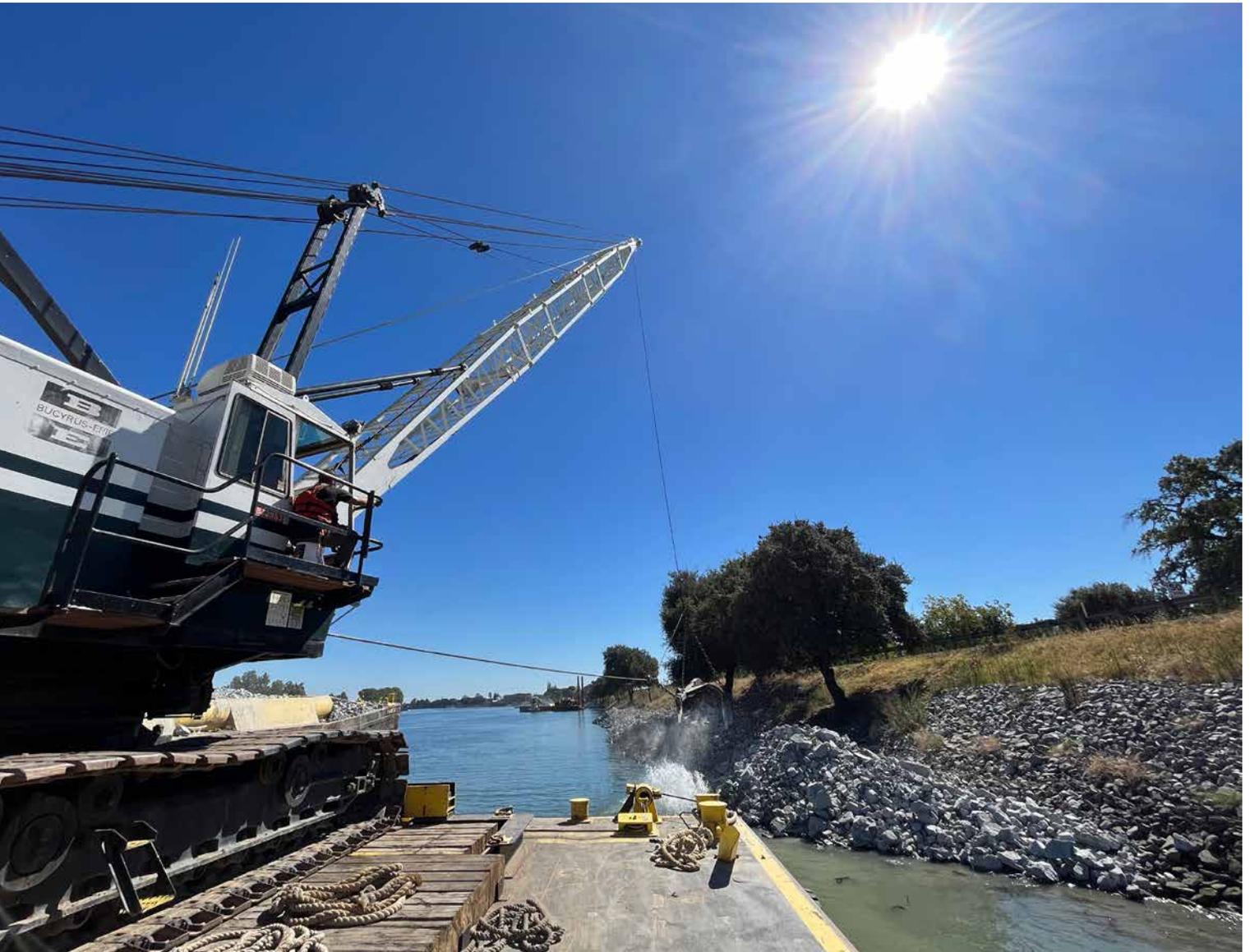
The first task was to complete a sizable grubbing to remove extraneous materials and trimming trees to make way for the new levee slope and quarry stone placement.



This was followed by installing several layers of quarry stone and materials on the levee slope, including placement of rock slope protection (RSP) and 6-inch minus backfill material.

Next, the crew installed wetland water benches and riparian benches into the new riprap, plus implemented an all-new stacked environmental Gripper/Terrabag sandbag system consisting of the installation of retaining walls made of 30,000 sandbags stacked like bricks and supported with an intricate tieback geogrid system. This was done in several areas along the repair sites..

The sandbags offer increased stability for the riparian mitigation area, and created space for vegetation to flourish. Plants were installed between each layer of the sandbag wall system. When all the components have been put in place, thousands of plants will go into the ground throughout the wetland bench, riparian bench and the wetland slope areas, along with a deep and thorough scattering of hydroseed.







BY THE NUMBERS	MAN HOURS	TONS OF RIPRAP
	13,000	88,234
	TERRABAGS PLACED	
	19,620	
BRANNAN-ANDRUS ISLAND PROJECT	SOIL FILL	6" MINUS ROCK
	17,198	11,256

[Continued]

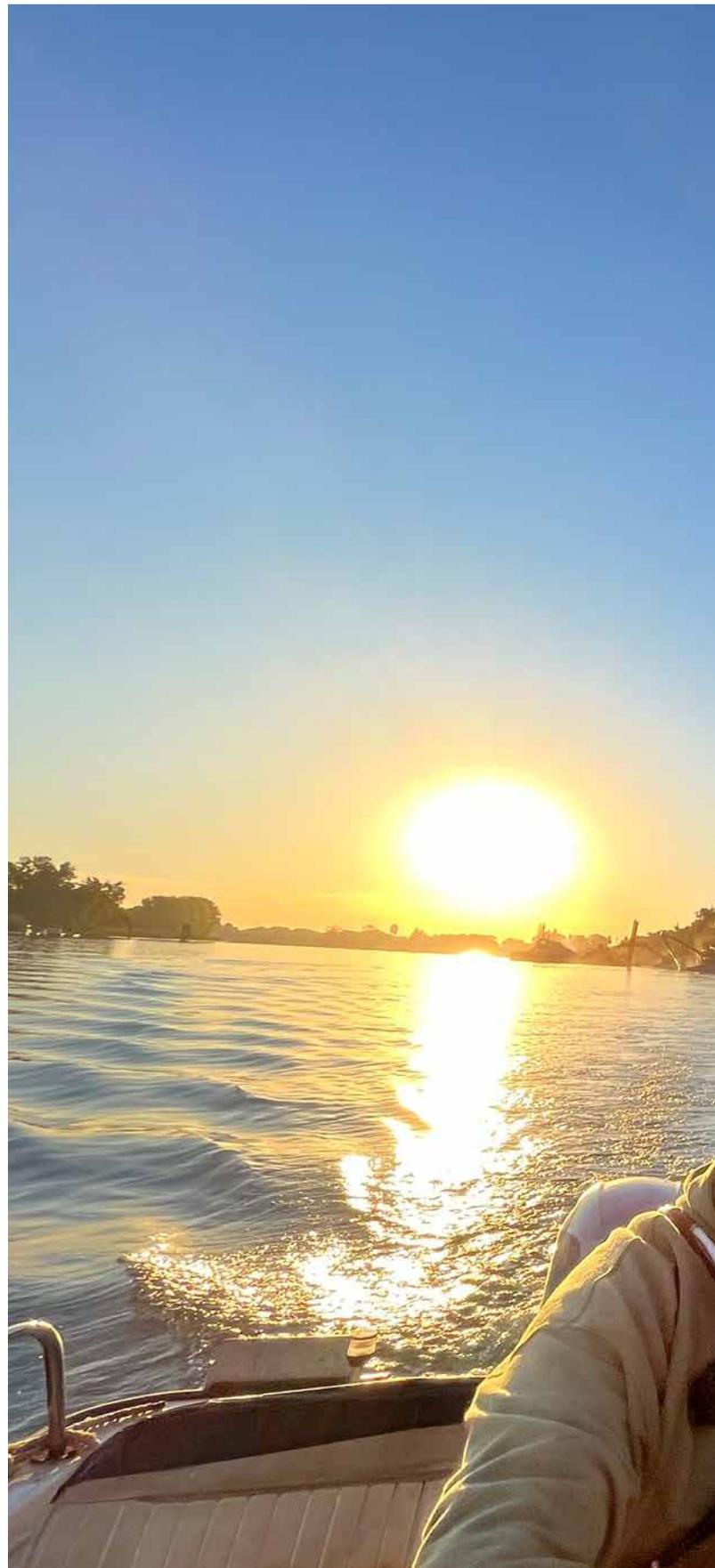
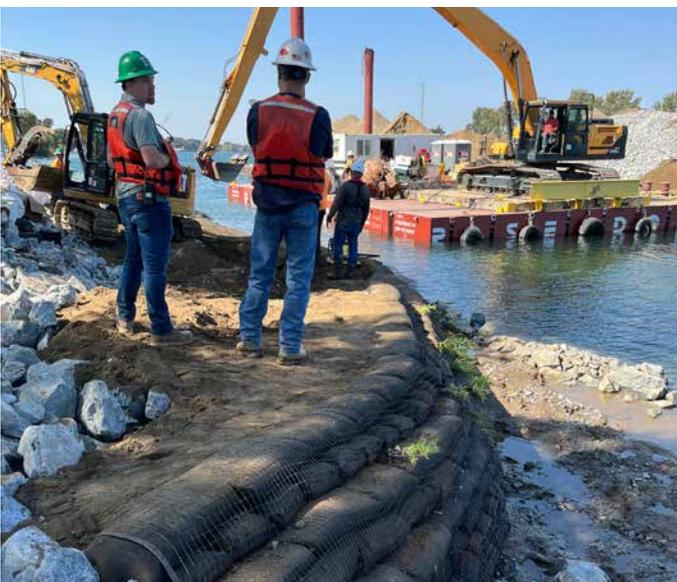
It's a design that offers greater flood protection, along with better protection of fish and other wildlife habitats.

The project required the team to work on both the levee slope buildout, wetland bench construction and sandbag wall system simultaneously; each barge needed its own materials ready to go at all times in order to keep the project going forward smoothly.

After construction has been completed, the levee slope at each erosion repair site will include a riprap base that extends below the ordinary high water mark and that base will be covered with a bench. It will be supported with the sandbag retaining wall, and riparian or wetland plants will be installed into the soil and rock-filled bench and along its face. The result is better flood protection, along with more protection of fish and other wildlife habitats.

"It was a design with a lot of components that we've never built before, and required balancing the barges with the materials that we needed in order to maintain the highest level of production possible," said Abood.

He added, "a lot of the crew members live in Rio Vista and Isleton, so for many of us the project was in our own backyards. It's a very visible project and looks awesome as it's being built. We've gotten lots of positive feedback from the community. Agencies such as the US Army Corps of Engineers and the Department of Water Resources are very interested in this design too."





A lot of the crew members live in Rio Vista and Isleton, so for many of us the project was in our own backyards. It's a very visible project and looks awesome as it's being built. We've gotten lots of positive feedback from the community. Agencies such as the US Army Corps of Engineers and the Department of Water Resources are very interested in this design too.”

- Ryan Abood, Dutra Project Manager



FEATURED PROJECT



“Thanks to the enduring advocacy by local government, community leaders, and businesses who joined with me, the San Rafael creek has finally been dredged. The canal is vital for business, recreation and public safety, and I am grateful to the US Army Corps of Engineers and Dutra Group for getting the job done!”

- U.S. Congressman Jared Huffman, California's 2nd congressional district





It's been two decades since the waters of the San Rafael Creek in Marin County have been fully dredged to the point where boats can travel freely up and down the 3.8 mile length of the channel.

OPENING THE WATERWAYS OF THE SAN RAFAEL CREEK



The creek channel is of vital importance to the city of San Rafael, both as a thoroughfare for fire and police responder boats and as a key piece of the city's flood defense system. Thousands of residents live on its shores, and it is home to a number of local businesses with marine-based operations that rely on access to the channel. Even though the channel was partially dredged in 2011, sediment resulting from storms and other activity has shoaled the channel to extremely low depths, as shallow as knee-deep in many spots and making boat traffic practically impossible.

For years, citizen advocates and politicians fought for a complete dredge of the channel. In 2018, Nadine Uricoli, head of the San Rafael Channel Association and whose family business, Helmut's Marine Service, operates on the canal, even traveled to Washington DC along with former San Rafael Public Works Director Bill Guerin to meet with U.S. Army Corps of Engineers (USACE) representatives about the importance of the dredge work. Former Marin County Supervisor Damon Connolly and Supervisor Dennis Rodoni also lobbied for Congressional backing.

Everything changed in March 2021, when a new \$1.5 trillion federal spending bill was passed by Congress, finally opening the door for the USACE to award a federal contract to dredge the entire length of the San Rafael Creek in 2022, including the deeper channel waters from the San Pablo Bay to the inner channels that wind through San Rafael.

Seizing an opportunity presented by the USACE contract, the City of San Rafael mobilized to create a separate contract that would extend the dredging work past what is covered under the federal contract to clear areas including city parcels and private property. The city contract is both publicly and privately funded—any portions not covered by the city are paid for by private property owners who elected to participate in the city-led dredging project. Work under the city contract started in the inner channel, commencing at the turning basin at Grand Avenue and continuing all the way to Pickleweed Park.

The Dutra Group was awarded both the USACE contract and the City of San Rafael contract. The USACE contract teams Dutra Group with Camenzind Dredging, a small company in Palo Alto, in alignment with USACE's commitment to maximizing small business participation in its procurements.

"It's a win-win for both of us," said Chris Milam, Dutra project manager about the partnership with Camenzind Dredging.

The project kicked off in mid-September 2022 with a combined team of 18 workers from both companies, amalgamating together on the DB Beaver. The plan: dredge up to 8 feet in the outer channel (plus an additional foot as allowed), and up to 6 feet in the inner channel. The project called for a total of 5 reaches, with the final three reaches conducted in the inner channel and into the area constituting the San Rafael Canal.

As with any project involving bodies of water, natural elements, weather patterns and other unpredictable factors, there are always challenges. In the case of the San Rafael Creek





<p>BY THE NUMBERS</p>	<p>FIRST FULL DREDGE OF THE SAN RAFAEL CREEK SINCE 2002.</p>
<p>SAN RAFAEL CREEK PROJECT</p>	<p>TOTAL OF 3.8 MILES DREDGED: 8+1 FEET OF FEDERAL WATERS IN THE OUTER CHANNEL AND 6+1 FEET DREDGED IN THE INNER CHANNEL INCLUDING FEDERAL WATERS, 29 PRIVATE PARCELS AND 8 CITY-OWNED PARCELS.</p> <p>PROJECT IN PARTNERSHIP BETWEEN THE DUTRA GROUP AND CAMENZIND DREDGING AS PART OF USACE'S SMALL BUSINESS MENTORSHIP PROGRAM.</p>

dredging, the initial issue turned out to be that the closest disposal site, located 4 miles away, had already reached capacity. This required the crew to travel to an alternate disposal site 11 miles past the initial disposal site. Although this change created challenges, the team worked as efficiently as possible to make it work.

A shift happened when the team began the third reach of the project in mid-November when they first entered into the populated Loch Lomond Marina, an area where the channel significantly narrows. First, the crew migrated to an excavator on a barge—the DB 24—for the dredge work, as the DB Beaver proved to be too wide to fit into the narrower channel.

The Dutra Group worked closely with the City of San Rafael to ensure minimal disruption to residents, scaling back work to 12-hour shifts

(7 am to 7 pm) Monday through Saturday. It also assisted with advice on how current boat owners could best navigate the channel waters when the dredging was taking place and avoid any collisions with Dutra's vessels and equipment.

In mid-October, Congressman Jared Huffman led a press conference at the Marin Yacht Club in San Rafael, along with Lt. Col. Kevin Arnett from the US Army Corps of Engineers, to discuss the ongoing dredge work in San Rafael Creek. Lt. Col. Arnett thanked the congressman and numerous community members for their support and efforts to secure the funding necessary to move the project forward. The event also included a tour of the DB Beaver.

"Thanks to the enduring advocacy by local government, community leaders, and

businesses who joined with me, the San Rafael Creek has finally been dredged. The canal is vital for business, recreation and public safety, and I am grateful to the Corps of Engineers and Dutra Group for getting the job done!," praised Congressman Huffman.

With a tight deadline of November 30, 2022 to complete all work (as required by EPA regulations), the team had to move fast and efficiently; even so it secured a deadline extension to December 31 for both contracts.

Once complete, the canal will be open again to watercraft of all types progressing through its channels, much to the delight of many residents and businesses alike, and will harbor a safer, more accessible environment for all.



EQUIPMENT UPDATE

A WORD FROM EQUIPMENT

2022 has been a year where collaboration and cooperation with corporate, vice presidents, managers and field personnel were keystones and allowed us to block and tackle through the year's challenges successfully. It is a testament to the leadership of The Dutra Group to huddle up to overcome those challenge whether they be economic, scheduling, inclement weather, supply chain issues or a third year of COVID.

When we think of supply chain issues, we tend to think of container ships stacked up at ports and shortages of household goods. Aside from those visions, the challenges they pose to manufacturing and repairing of equipment can be broken down into a few examples.

During the past three years, much of the world was either working remotely or factories were shut down completely due to Covid lockdowns. The global manufacturing segment was drastically affected by these worldwide closures. Many manufacturers stated that erratic demand patterns led to inadequate control over internal operations and created imbalances in supply and demand, making things complex and disruptive. Delays in raw material exports to equipment and machinery manufacturers, along with lockdowns at factories in China, South Korea, Taiwan, Vietnam and Europe, stressed already-lean inventories of myriad required items, many of which needed to be pre-ordered far ahead of needs.

A second example is OEMs (original equipment manufacturers) taking over the outsourcing of components in order to stop flying blind on arrival dates of materials and machinery needed for their own manufacturing processes. For instance, our



new Liebherr 8300.2 crane, which was built by Liebherr in Nenzing, Austria, is made of outsourced winches, hydraulic components, and dozens of other vendor contributed materials. The paint used on several of our dry-docks this year was impacted by shortages of mineral and material exports to paint manufacturers here in the US. The paint used on vessel hulls is made of more than 27 chemicals; manufacturer shortages of even one of those chemicals lowered inventory levels and caused the U.S. Navy to lock down US manufacturers' distribution to the industry, which in turn limited commercial availability. In addition, the price of steel during that same period more than doubled (thankfully we are now seeing a rebound in pricing and availability). But when steel mills were either

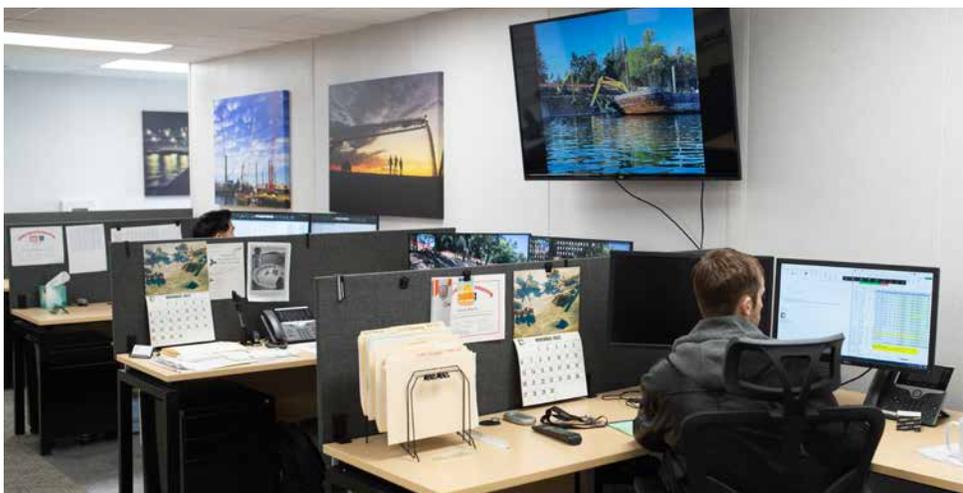




shut down or had minimized their production, many mills refocused efforts on manufacturing higher margin products such as automotive gauge steel products and other goods that fell outside our industry's needs.

The above summary of parts/materials/labor supply chain disruptions illustrates the many challenges we needed to overcome at several drydocks this year on dredge Stuyvesant, scow WF9, scow KS10, tugboat Sarah Reed, crew boat Gracie Jean, workboats Linda T and Phyllis T—plus other projects within our company. We encountered additional challenges with supply and labor force availability during our new builds of scow MS16 and crane barge Harry S; still, both builds were successfully completed on schedule and are currently on projects. Our new workboat Kimberly S is on track to be delivered in February 2023.

Many thanks to the corporate, legal, VPs, safety, purchasing, finance and accounting, estimating and operations teams for their "whole village" effort this year.







DUTRA
MUSEUM
FOUNDATION
2022 GOLF
TOURNAMENT

DUTRA MUSEUM

6th ANNUAL GOLF TOURNAMENT

After a two-year hiatus due to COVID-19, the Dutra Museum Foundation was thrilled to bring back its annual fundraiser. On Monday, August 22, 2022, the Dutra Museum Foundation held its 6th Annual Golf Tournament fundraiser at the Marin Country Club in Novato, California. The purpose of the event was to raise funds in support of Dutra's higher education scholarships that the foundation funds annually through the Portuguese Historical Society and Rio Vista High School. In addition, Dutra Museum selected North Bay Children's Center as its partner charity.

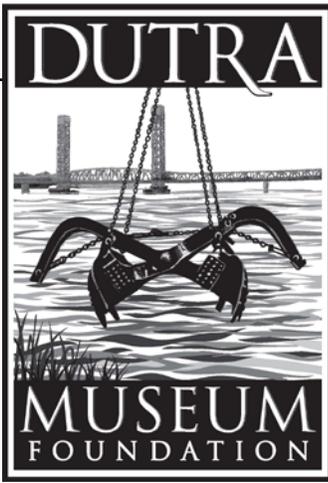


Through the support of many sponsors, Dutra was able to host an action-filled day at the course with many interactive tents, including chair massages, hula hoop competitions, gambling hole and a chipping contest... just to name a few!!! For our foodies, we set up an authentic taco station, which has become a signature part of the Dutra tournament. Golfers sign up just for the tacos!!! Additional highlights included an Irish bagpiper and family member, Nikolai Dutra Bruce, playing the national anthem on electric guitar.

The Dutra Museum Foundation Golf Tournament is always a special event, and it was great to see the joyful energy return after a two-year break.







In the same way Dutra's higher education scholarships offer "hope and opportunity," North Bay Children's Center works to provide an environment that provides life-enhancing programs and developmental experiences for the community. Due to the huge success of the event, Dutra Museum Foundation was able to present a \$12,500 donation check to the North Bay Children's Center. Proceeds will support the center's Garden of Eatin' Program which instills healthy habits and weaves a culture of wellness into its preschool program by teaching children and their families to make healthy food choices through a comprehensive, hands-on, garden-based curriculum.

Don't miss our 7th Annual Tournament which will be held on Monday, August 21, 2023, at Marin Country Club!

If you would like more information about our 2023 tournament and the ways you can get involved, please email pdutra@dutragroup.com.

Thank you for all the continued support of the Dutra Museum Foundation, your contributions are helping many.



The Dutra Museum Foundation would like to send out a **BIG THANK YOU** to all who participated in this year's golf tournament. It was a great success and we could not have done it without your help and support.

TITLE SPONSOR

The Dutra Group

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LONGEST DRIVE - MEN SPONSORS

McPherson Crane & Rigging
Nucor Skyline Steel
Sun State Equipment

LONGEST DRIVE - WOMEN SPONSOR

Maloney Construction

CLOSEST TO THE PIN SPONSORS

Bay Ship & Yacht
Pacific Maritime Group
Workmanship International

Your generous donation will make a positive difference for our annual scholarship winners, North Bay Children's Center and for everyone in the community.

WE HOPE TO SEE YOU NEXT YEAR!

SAVE THE DATE!
MONDAY, AUGUST 21, 2023



**2022
TENURE
AWARDS**

THE DUTRA GROUP EMPLOYEE AWARDS & MILESTONES

**THANK YOU FOR YOUR
DEDICATION AND SERVICE**

40

YEARS

Michael Cole (Purchasing)

35

YEARS

Terry Murray (Construction)

30

YEARS

Tony Mana (Dredging)

25

YEARS

Patrick Glavin (Construction)

Jon Guglielmini (Materials)

Aimi Dutra Krause (Materials)

John "JC" Krause (Dredging)

Steve Lee (Equipment)

20

YEARS

Stephen Hutchison (Construction)

15

YEARS

Anthony Germain (Dredging)

10

YEARS

Thomas Boone, III (Equipment)

Howard "H" Cooper (Safety)

Tyler Davis (Stuyvesant)

Johnny Miller (Stuyvesant)

Daniel Myers (Dredging)

William Spurr (Stuyvesant)

Pam St. Cyr (Dredging)

Jay Stanley (Stuyvesant)

George Stoyanov (Stuyvesant)

Daniel Stucker (Stuyvesant)

5

YEARS

Caleb Beers (Stuyvesant)

William Buchanan (Stuyvesant)

David Cote (Stuyvesant)

Peter Henry (Purchasing)

Chelsea Lam (Dredging)

Jeffrey Sutton (Stuyvesant)

Marshal Thompson (Dredging)

Zachary Vincent (Dredging)



Mike Cole
Purchasing
40 Years

"As a proud employee of The Dutra group for over 40 years, I am confident that the ADHOCK group has positioned this company with new assets, an operating system and qualified people to make the next 40 years as profitable as the first 40 and continue the DUTRA brand"



Terry Murray
Construction
35 Years

"When I was younger, I always looked for something that I perceived to be better. I finally found it at Dutra Group. When Bill, Harry, and the rest of the team states that The Dutra Group is a family, I see that it's true. I am living a very fruitful and comfortable life, thanks largely to this company."



Tony Mana
Dredging
30 Years

"The last 30 years my life at Dutra has been nothing short of an adventure. I have been allowed to grow with this company from a deckhand to a project manager. Often times we hear the term "family" when referring to this company, and I'm here to tell you that it is a family indeed. My deepest thank you to Bill and Harry for providing my family and me with this wonderful life."

HUMAN RESOURCES/RISK UPDATE

2022 CLIMB PROGRAM GRADUATION



On September 12, 2022, The Dutra Group held a graduation ceremony for its third CLIMB graduating class at the Claremont Hotel in Berkeley, California. CLIMB, Continued Leadership Instruction for Managing Business, is an internal leadership development program that was designed specifically for Dutra in partnership with FMI Consulting. To date, the company has had 50 graduates complete the program. The program has been instrumental in developing our people and training future leaders for the company. It has allowed Dutra to focus on the internal promotion and growth of our employees. To date, all of the company's vice presidents and nearly all of the division and department managers are CLIMB graduates. A few of the students from the most recent graduating class offered some great insight on their CLIMB experience:

"Flashback! My path to Dutra started as an exploratory part-time position after 14 years in corporate travel. I am so glad I stayed!

Fast forward to my present day at Dutra handling government contracts and supplier diversity. The pinnacle of this journey has been graduating from the company's CLIMB program! It was such an amazing experience for me. I knew it would be a challenge, and I didn't realize how much I'd grow during the process. Participating in this program was inspiring and it gave me the opportunity to face some of my biggest fears - public speaking and heights! Yes, I said heights! I can't thank the company enough for its belief in us. From this experience, I walked away with a true sense of accomplishment and real-world skills to become a fair and effective leader.

Thank you, Dutra!"

– Donna Fraser, Small Business Liaison Officer

"My time in CLIMB was an invaluable experience that accelerated my growth, understanding, knowledge, and connections within The Dutra Group. This program provided me with new tools and insights and has taught me how my role in the company not only affects my team but also how we impact all areas of the business. It also taught us how we can be better communicators and work together towards growing the company while eliminating waste. I was able to meet face-to-face with colleagues across the entire organization, and was given the opportunity to learn from and be heard by Bill and Harry, the executive team, and the board of directors. This type of exposure



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- Donna Fraser, Small Business Liaison Officer



to the entire organization and its challenges is something for which I am grateful. I have worked for multiple world-class organizations over my career, but none of them granted me this type of training or access to the company's owners and leaders. On a scale of 10/10 I would recommend CLIMB to any Dutra employee looking for new opportunities, challenges, and a chance to shape your future within The Dutra Group."

- Lars Bronson, Project Engineer



"CLIMB was a great opportunity to connect in person with other employees from the company, and better understand how the company operates in areas other than the ones I see on a regular basis. I enjoyed the program and would recommend it."

- Brandon Caudle, Project Manager

"The CLIMB Program demands a lot from the individuals lucky enough to participate, as it should. The program is designed to foster talent, relationships, and a skillset paramount for not only the growth of The Dutra Group but also of the individual. The challenging curriculum requires you to step outside your comfort zone and collaborate with fellow participants, forging bonds necessary to accomplish the demanding tasks set forth. The program empowers the individual providing a greater sense of confidence and camaraderie, strengthening your position and the Dutra family as a whole."

- Ryan Swink, Project Manager

We are extremely proud of this latest graduating class and their commitment to the program and the company. There are great things ahead for this team!!!



JOIN THE DUTRA TEAM

DUTRA RECRUITS TOP TALENT TO BUILD THEIR CAREERS

The Dutra Group has been hitting the road on a search for our 2023 interns! With competition for young talent becoming more intense, career fairs are a great way to interact with emerging talent right on their own turf.

The Dutra Group offers an exceptional paid internship program for civil engineering, construction management, mechanical engineering, marine engineering technology, mining engineering, business administration, computer science and information technology (IT) students at accredited colleges and universities. Working alongside experienced professionals – estimators, project engineers, superintendents and project managers – our interns gain invaluable, first-hand experience on a wide range of heavy construction and dredging projects. And we provide our interns with feedback on their work!

Dutra's interns apply their coursework to practical, real-world skills, like:

- Estimating, budgeting and scheduling
- Temporary design
- Submittals
- Quality control
- Plan reading
- Field measurement and field sketches
- Contracts and correspondence
- Quantity takeoffs
- Methods of operations
- Accounting
- Computers (IT)
- Surveying/Hydrographics

We actively hire people with degrees in the following areas:

- Construction Management
- Civil Engineering
- Mechanical Engineering
- Mining Engineering
- Marine Engineering Technology
- Business Administration
- Contract Management
- Information Technology (IT)
- Computer Science

At The Dutra Group, we build careers by providing opportunities for development. Dutra is about commitment. It's a function of our people and the character of our brand.

APPLY NOW! Our 2023 internship positions are seeking applications! Visit www.dutragroup.com/opportunities.html

Meet our 2022 Interns



Andrew Clemons
Division: Construction
School: Cal Poly
Major: Civil Engineering



Ezra Dickens
Division: Equipment
School: Sacramento State University
Major: Mechanical Engineer



Ethan Donovan
Division: Construction
School: University of Nevada
Major: Civil Engineering



Max Eller
Division: East Coast Dredging
School: Texas A&M
Major: Industrial Distribution



Oliver Hadeen
Division: West Coast Dredging
School: University of North Carolina
Major: Coastal Engineering



Juan Osorio
Division: Construction
School: Cal Poly
Major: Civil Engineering



Maelani Rubianes
Division: Construction
School: Cal State Long Beach
Major: Civil Engineering



Joseph Shaberman
Division: Construction
School: Cal Poly
Major: Civil Engineering



2022 HARVEY FREEMAN AWARD

DUTRA SAFETY HONORS 2022 HARVEY FREEMAN AWARD RECIPIENT, H COOPER

The safety of our employees at The Dutra Group is one of our greatest responsibilities, and it is something we take very seriously. At The Dutra Group’s annual meeting, the safety department announced that the honor of the 2022 Harvey Freeman Award was granted to H Cooper.

The Harvey Freeman Award is given to an employee who demonstrates exceptional qualities that would make Harvey proud: integrity, honesty, mutual respect, and leadership. In addition, Harvey was proactive and open-minded in understanding that safety and production can, and should, exist together.

We are extremely proud and pleased to have selected Howard Cooper, affectionately known as H, as the recipient of the 2022

Harvey Freeman Award. H, who has served as a safety manager for Dutra for 11 years, has been involved in safety in the construction industry for more than 35 years and has a Certified Safety Management Specialist designation.

H is an operating engineer crane operator with more than 40 years experience. He is affiliated with the National Commission for the Certification of Crane Operators, training crane operators, riggers, and signaling persons. H is also a competent individual in fall protection, plus a forklift/aerial truck, confined space and OSHA 10/30-hour outreach trainer.

Some of the other services that H provides for The Dutra Group are the review of the health and safety plans for our many projects and oversight of the site safety health officers and designated safety representatives. Along with the risk manager, H administers the drug and alcohol program and accident and injury investigations.



Most importantly, H is well respected in the field. He has earned that respect over decades of safe acts and operational excellence. Most of our field hands have either worked with him or for him at some point during his career. He is incident and accident free. We congratulate H on his achievements.



2022 SAFETY UPDATE

The Dutra Group has been on a positive trajectory regarding safety over the last twenty years. In our industry, there have been many changes in how customers measure our safety performance, which now scrutinizes total recordable incident rates, EMRs and OSHA logs. We realized some time ago that, to remain competitive, we must make safety and production a partnership. All of our hard work and investments in safety have paid off significantly. In fact, in 2018, 2019, 2020, 2021, and now in 2022, The Dutra Group celebrated its best years regarding safety. The Total Recordable Incident Rate and the Lost Time Incident Rate were both at all-time lows, dating as far back as the year 2000. The year 2022 has proven that 2018, 2019 and 2020 and 2021 were not anomalies, but a significant trend in managing our safety program as evidenced by our continued low rates. It is also significant that 2022 represents the fifth year in succession of great safety

performance. This will lower the calculated average incident rates such that premiums will fall, and we will be more attractive to our potential project owners.

At the time of this update, we continue to trend in a positive direction. We continue to hold our bi-weekly site safety health officer committee meetings where the entire roster of Dutra safety personnel share lessons learned, near misses, great catches, and creative safety procedures.

We continue to promote an awareness that safety is our company’s number one core value. We are in the process of brainstorming 2023 initiatives that will help us to sustain the great progress we have made in safety. The most important thing is for our employees to go home safe and healthy to their families and friends at the end of each day.



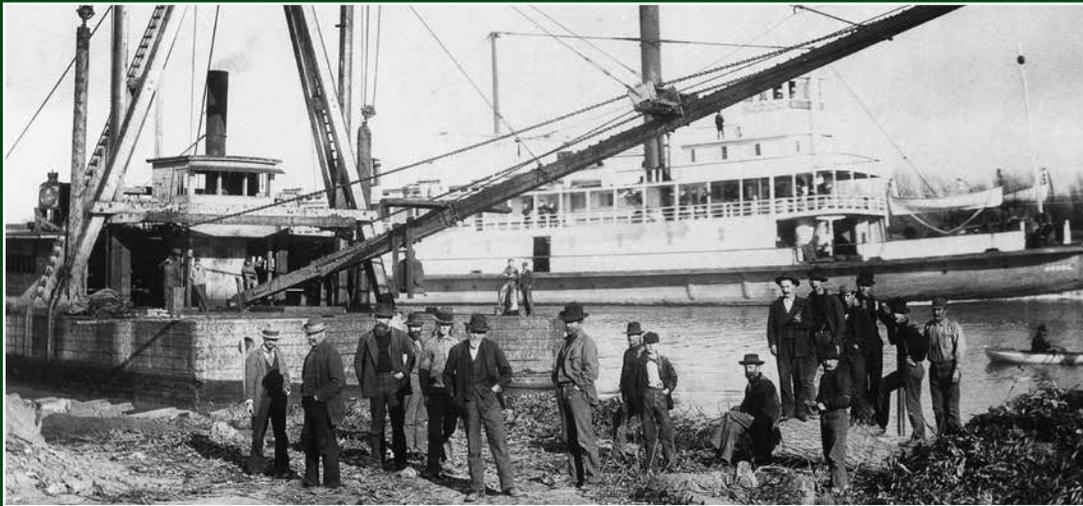
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CAPACITY. CAPABILITY. CHARACTER.



FAMILY OWNED FOR FOUR GENERATIONS

Dutra's mission is to strengthen our nation's maritime infrastructure and improve our waterways through sustainable dredging, marine construction, and aggregate manufacturing. The "Three Cs" of Dutra — CAPACITY, CAPABILITY, and CHARACTER — reflect our commitment to the many public and private customers we work hard for, to the safety and growth of our team, and to our core values that have guided us since 1904.

STAY CONNECTED

FOR UPDATES, NEWS, AND COMMUNITY EVENTS, VISIT US ON THE WEB OR SEND US A NOTE TO BE ADDED TO OUR EMAIL LIST



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