

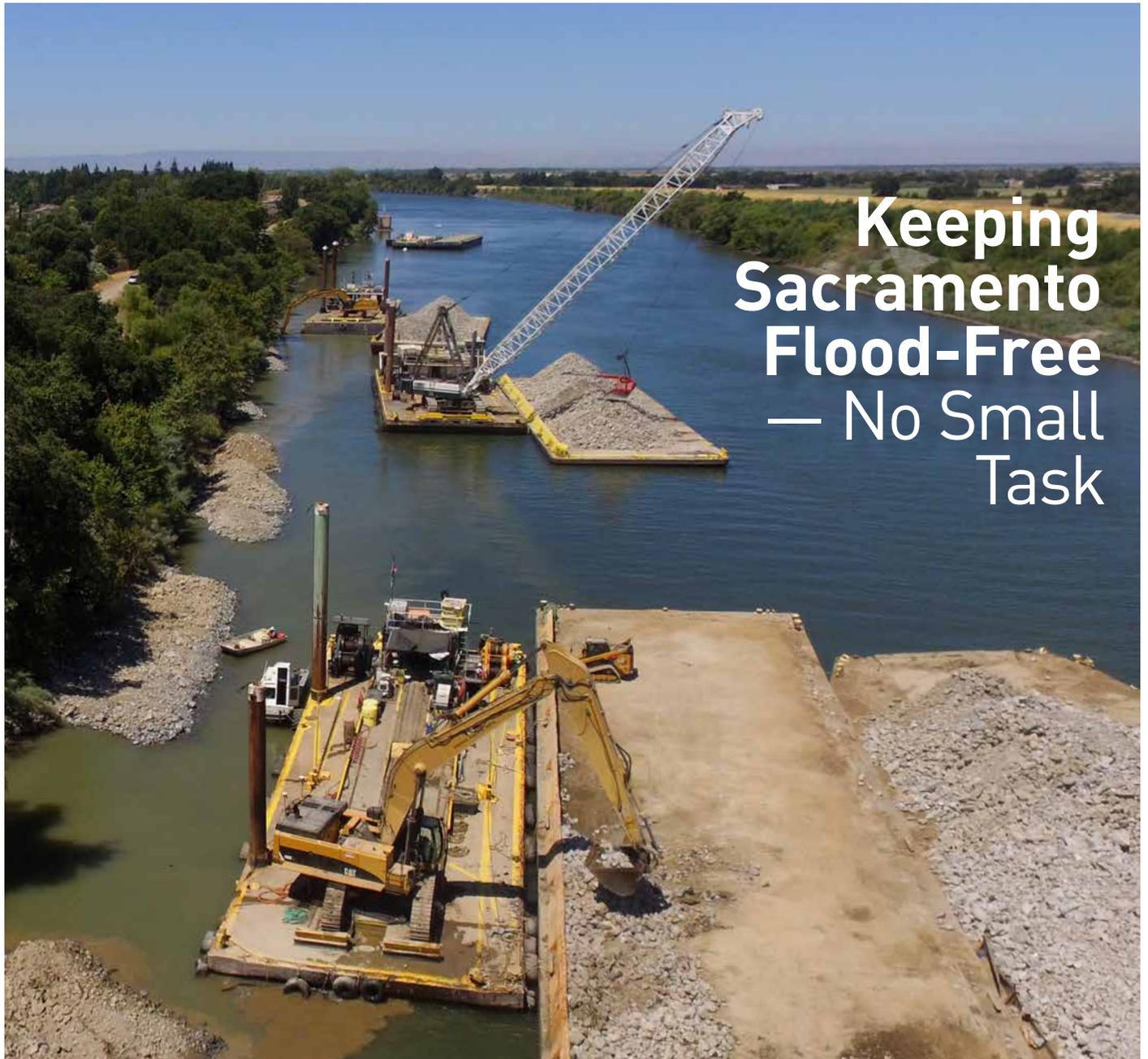


# DUTRA

## YEAR IN REVIEW

2023  
dutragroup.com

INDUSTRY LEADER IN AGGREGATES, DREDGING, AND MARINE CONSTRUCTION SERVICES



# Keeping Sacramento Flood-Free — No Small Task

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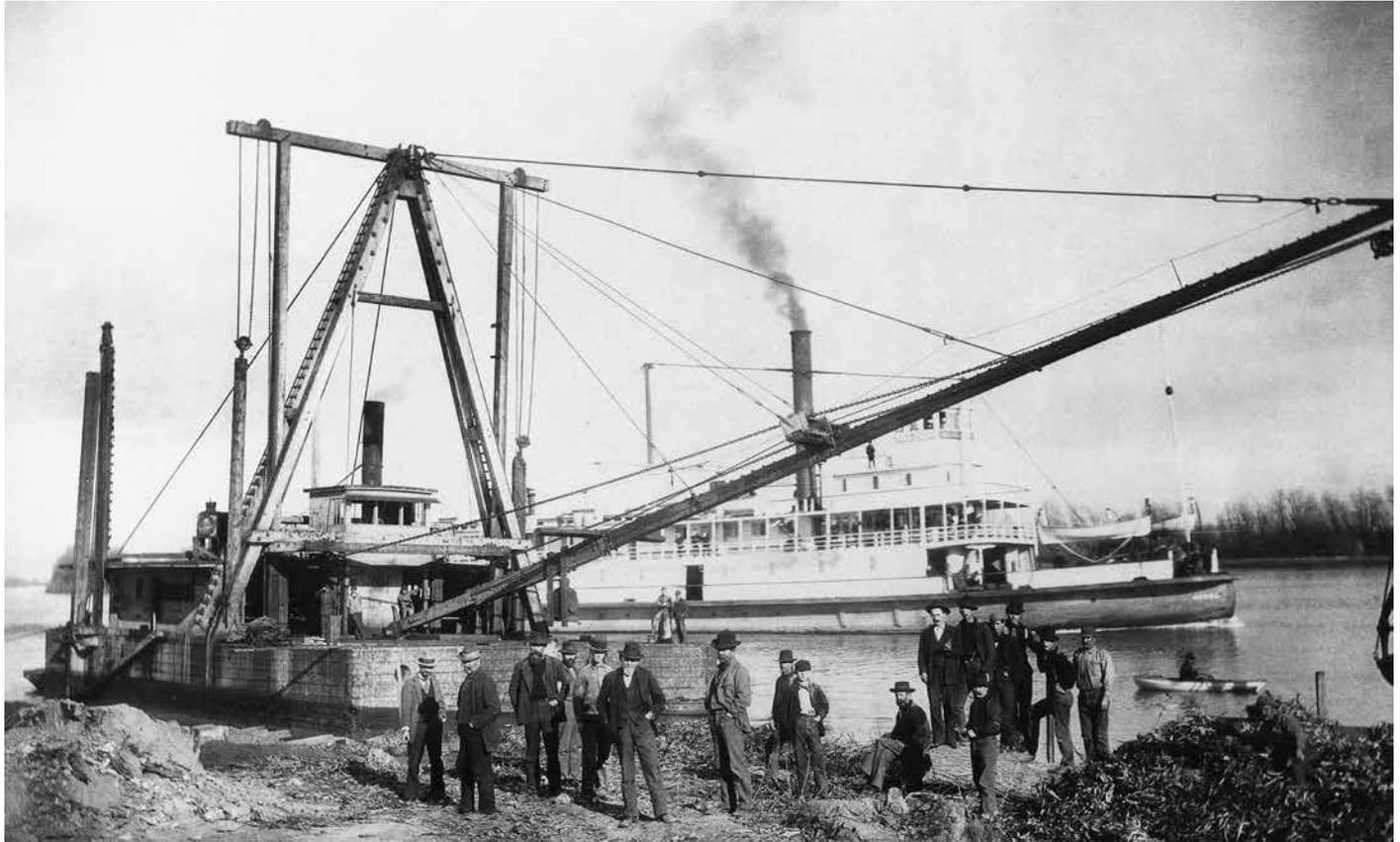
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FAMILY OWNED FOR FOUR GENERATIONS

# 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](http://www.dutragroup.com/history.html)



## A MESSAGE FROM OUR CEO

**W**hat a year 2023 has been. Thankfully, 2022's inflation and supply chain pressures subsided, markets stayed strong, and funding for infrastructure increased, which all prompted a record year for The Dutra Group.

This past year also highlighted the power of successful collaborative efforts across all of our segments, propelling us to meet, if not surpass, our goals of exceptional quality and service, first-rate execution for our customers, and exemplary health and safety. These accomplishments are due in large part to the outstanding leadership and management teams who continue to drive our culture and core values throughout our organization. We now find ourselves with diverse and record backlogs, significant investments in both capital and maintenance projects, and a clear path towards continuing to strengthen and improve upon our marine fleet.

As we move into 2024, our country is in need of unprecedented self-reliance. With political and economic uncertainty looming with allies and foes alike, the U.S. must return to what first made us proud as a country — our wit, grit, and internal drive to push ourselves to the highest standards.

To improve our nation's infrastructure and improve the quality of life in our country, we too must push ourselves to do our part by advancing technology, equipment, management, and our workforce. Our future is bright due

to an increased commitment to our nation's waterways and critical waterfront infrastructure, and we stand ready to answer the call.

Our partners play a pivotal role in advancing The Dutra Group and our entire industry. We thank the U.S. Army Corps of Engineers and our port and critical waterways customers, as well as our banks, insurers, and surety for their continued commitment and support along our journey.

The dedication and resilience of everyone in our Dutra family is truly commendable. Each and every one of our team members brings a unique skill set that elevates our collective performance. Our success is born from our teamwork and contributions, both big and small, all of which make Dutra what it is today.

Let's embark on the coming year with continued determination and enthusiasm, building on the legacy that has brought us where we are today. I am confident that our vision for the future of The Dutra Group and our collaborative spirit will continue to take us to new heights.

Harry Stewart, Chief Executive Officer



## A MESSAGE FROM OUR EXECUTIVE CHAIRMAN

**I**n 2022, we experienced a need to reset our global position as a nation and to recognize the challenges we faced with rising energy costs.

In 2023, our company had to regroup and become more self-sufficient, anticipating unexpected financial and political changes in the world, and to learn and strategize a whole new way of operating within. We have done that very successfully.

Our global dependency is increasing, and we need to be very selective about how we develop our alliances as we build the future of The Dutra Group. The emerging growth areas underscore the need to reinforce our capital structure to build and strengthen the company. It's going to take a whole new way of execution that will pose many challenges and require innovation in meeting the new challenges.

The company's Board of Directors gives us great wisdom. Harry Stewart, as the new CEO, with his new leadership team, brings further energy in developing an effective and profitable product. Inflation will be a challenge, and it will be important to address it and continue to bring the proper earnings and returns to help strengthen our company, our management, and all our employees who deserve a truly high quality of life. Going forward, we will need very focused discipline and well-thought-out execution.

We are experiencing pressures from the world economy beyond the places where we work and live. As a company, and as a nation, we are working on increasing our independence. In the past, our nation has outsourced our resources to other countries that are no longer loyal to us. This outsourcing is not the new norm. Our collective

focus must be to maintain our value as a company, and as a nation, and to honor the human value we all have within us and with one another. Our nation has always shown great strength and commitment to these values, and we must continue to set the example of the highest standards to future generations and beyond.

The new generation that is emerging within Dutra is bringing us the tools and the innovation we need to be the best. This generation will provide customers with the highest quality as we build important infrastructure, and use advanced techniques for innovative design, and adapt to the newest technologies to strengthen our overall core. Dutra's core values remain constant while also growing in strength and integrity with our team's unwavering commitment to making this an even greater company. We will need to continue to concentrate on an equitable rate of return to provide for recapitalization with the latest technology and highest performance to maximize our growth, not just in equipment but also in leadership, labor, and a form of execution that we have not experienced before. We will need to readily adapt to the technology and tools that are being put in front of us, continually educating ourselves and advancing our trajectory. Our commitment to providing the highest quality product to our customer, caring for our environment, and caring for all of us here at The Dutra Group is paramount, and these values are the cornerstone that will continue to seed a safe and powerful future.

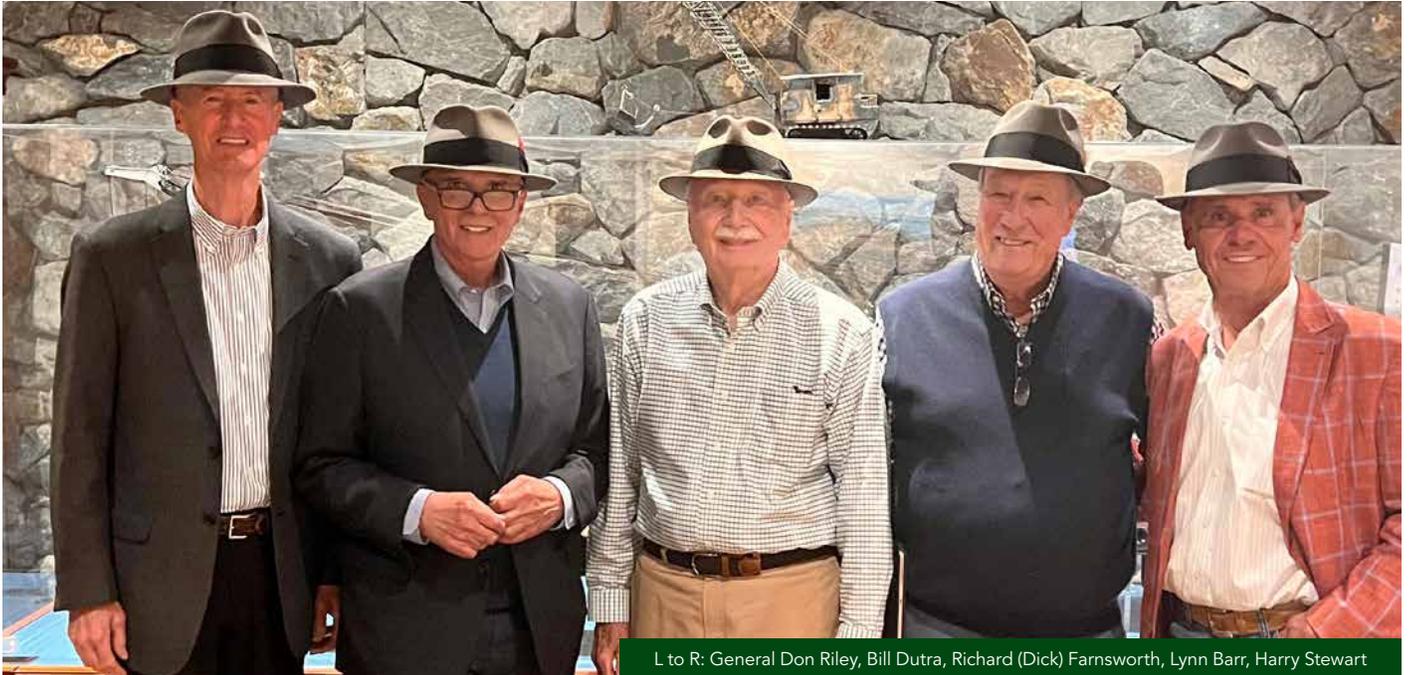
Best,

A handwritten signature in black ink, appearing to read 'Bill T. Dutra'. The signature is stylized and fluid, with a long horizontal stroke extending to the right.

Bill T. Dutra, Executive Chairman

## OUR BOARD OF DIRECTORS

## MEET THE MINDS WHO STEER THE SHIP



L to R: General Don Riley, Bill Dutra, Richard (Dick) Farnsworth, Lynn Barr, Harry Stewart

**While most of us know Bill Dutra and Harry Stewart, let's take a closer look at the other three members of the five-person Board of Directors who bring their wise counsel, sound business acumen and deep leadership skills to the Dutra Group: Lynn Barr, Richard (Dick) Farnsworth and General Don Riley.**

**What's the special expertise you bring to the Dutra Board of Directors? How has your own career played a part in your director role?**

**Lynn Barr** I've spent my entire career working in the heavy construction business, starting out as a young engineer in the field and working my way up to eventually become company president. Everyone in that company had a complete profit and loss responsibility in the jobs we were assigned to—from laying out the job in the field to collecting the money in the end, which was all great on-the-job training for running a business. In a nutshell, I learned what it takes to run a construction company: you need to bid right. Do right. And get paid.

**Richard Farnsworth** The knowledge and experience I've gained from 35 years of working in surety bond underwriting as well as serving as an expert legal witness have equipped me to understand the requisite attributes required to be successful in the ownership and management of a construction enterprise. Since virtually all of Dutra's projects require surety bonds to be furnished as part

of the contract award process, that's where my expertise comes in.

**Don Riley** My 37 years of experience leading organizations, all the way to my last assignment as Deputy Commanding General of the Army Corps of Engineers overseeing 37,000 people and annual expenditures of \$40B, prepared me well. For 6 years of my career, I exclusively led the Civil Works program across the nation, which included navigation, flood control, ecosystem restoration and water supply among other projects. Because of my familiarity with federal regulations, policy and how the Corps operates, I am able to advise the Dutra Group in managing Corps work as well as assist in solving questions with the Corps.

**In your opinion, what qualities does Dutra possess which enable it to maintain its foothold in the industry? What will it need to keep that foothold in the future?**

**DR** Dutra is focused on the winning combination of safety, disciplined project execution, cost control, and securing projects that best fit its

expertise. It has tremendously talented and dedicated leaders who are concerned about their people and who are committed to doing what is in the best interest of both the nation and the company's customers.

**LB** Dutra has an excellent safety program, a dedicated, trained team of staff and executives plus a very loyal customer base. Some of their customers have been with them as long as the company has been around. They also have the ability to respond to urgent situations, such as the Oroville Dam disaster a few years ago.

**RF** Dutra's core values are not just posters on the wall. They are implemented in all activities of the company. Safety is top priority as this is a high-risk business. Dutra's 6-year accident record is excellent and is proof that safety is a major part of the company culture. Along with that, Dutra hires experienced, talented individuals and maintains an organizational structure designed to develop successors to all management positions. Company employees must have integrity—they rise to that by acting with honesty, transparency and trustworthiness in all aspects of their employment.

**DR** In terms of the future, Dutra will need to renew their equipment to maintain competitiveness as well as continue its disciplined approach of adhering to standard operating procedures and maintaining

strong leadership. Additionally, while Dutra's leadership has made concerted efforts in hiring the right talent, it also faces tough competition for qualified, hard working people. It should never let off hitting the gas on its vibrant HR program.

**RF** Along with keeping its commitment to the core values that have guided the Dutra organization since 1904, the company needs to stick to Bill and Harry's clear vision of its central business and adhere to taking on projects in its "sweet spot." I'd also add that it should continue to modernize and improve its asset base to be environmentally and economically viable.

**What has been your most memorable moment as a Dutra board member?**

**LB** Well, we don't really have 'exciting moments' (laughs). However, something that might fit into that category is the dedication of the current executive management team to transition responsibilities to the next level of managers—a rare occurrence in family-held companies. Dutra makes a significant effort to cultivate the next level of management for the continuation of the company. And I think that's really great.

**RF** A few moments come to mind: Bill's 2011 Golden Beaver Award and Harry's 2023 Golden Beaver Award, which they both received for their management excellence; plus the moment at this year's company Christmas party when Harry recognized the newly appointed VPs. That last one brought to mind the fruition of several years of our work as a board to develop succession management.

**DR** Observing the amazing work of the entire company during 2017, starting with the failure of the Oroville Dam spillway. Dutra had to quickly mobilize people, equipment, and subcontractors, plus relocate many of its leaders and personnel for the better part of that year. They had a focused effort on ensuring safety, managing costs, accounting for all expenditures, feeding and housing their people. They did all of it magnificently.

**What is your favorite "business philosophy" or piece of advice that you've learned (or given!) over the course of your own career?**

**LB** I'd say be safe, be fair and find a way to get the job done. Celebrate when it gets done right.

**DR** Three things: establish disciplined standard operating procedures, conduct thorough and routine in-progress reviews, and have all players participate in post-action reviews of all activities—with the end result of improved procedures. It's a winning combination.

**RF** Dutra's core values. Walk the talk. Define and communicate your expectations.

**Who is the business leader you most admire outside of the construction industry, and why?**

**DR** One former boss of mine in particular: General George Joulwan. He was the most focused, disciplined and studious leader I worked for. As a 2-star Division Commander in Europe, I was his Chief of War Plans in the late 80s when we faced the Soviet Union, and we planned and practiced for potential attacks. Joulwan had an intuition that was off the charts and he was tough to work for, but never wrong. He later became the 4-star Commander in Chief of the US Southern Command and then the Supreme Allied Commander in Europe. (These "businesses" were larger than any in

reading fictional novels. Michael Connelly and Ken Follett are two of my favorite authors. My wife and I enjoy the SF Opera and SF Symphony and we are both Warriors and Giants fans.

**DR** Spend time with my wonderful wife and family, be active in our church, exercise and play golf.

**LB** Traveling and cruising are two of my passions. My wife Nancy and I have been to most of the countries in the world, all the way from the North Pole to Antarctica, and in between. Now we're making plans to go back to some of our favorite spots. I'm also an active "golf competitor." In other words, I play in groups where we play for money.



One of my most memorable moments with Dutra was in 2017, starting with the failure of the Oroville Dam spillway. Dutra had to quickly mobilize people, equipment, and subcontractors, plus relocate many of its leaders and personnel for the better part of that year. They had a focused effort on ensuring safety, managing costs, accounting for all expenditures, feeding and housing their people. They did all of it magnificently. ” - General Don Riley, Dutra Director

the private industry, and with life and death missions.)

**LB** I've been a Berkshire Hathaway investor for a long time, so I'm a Warren Buffet fan. He's very low key and has a simple philosophy: if he can't or doesn't understand a business, he doesn't participate in it.

**On a more personal note — what are your favorite things to do in your free time to "decompress" and enjoy life?**

**RF** I am retired! I don't have a need to decompress! I love my weekly walks on the Sonoma Coast beach with my wife. I like

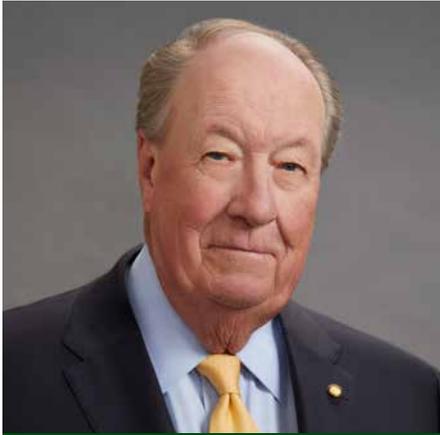
**Anything else you would like to add?**

**LB** When I decided to retire from my company, I wanted to do something positive. Serving on boards, including Dutra's board, is helpful. We give advice and make ourselves available at any time, not just at board meetings.

Also, I've known Bill Dutra for a long time, back when we were competitors. We've belonged to some of the same industry associations, but much more than that, we are friends.



# DUTRA BOARD BIOS



**LYNN BARR**  
DUTRA DIRECTOR

Lynn E. Barr is the former President and CEO of Underground Construction Co., Inc., of Benicia, California. Underground is a more than eight-decade-old utility and heavy construction contracting organization active throughout the United States. It pursues projects in the communications, industrial, petroleum, aircraft fueling, rapid transit and district energy industries.

Mr. Barr served with Underground and its associated companies for 36 years, starting as a Project Engineer on BART projects in San Francisco and Oakland.

Following Underground's merger with Quanta Services (NYSE: PWR), Quanta appointed Mr. Barr Regional Vice President, responsible for eight California-based Quanta companies.

In addition to serving as a Director of The Dutra Group, Mr. Barr currently serves on the board of advisors and the compensation committee for Architectural Glass & Aluminum of Livermore, California; as a Director and a member of the compensation advisory group of Bigge Crane and Rigging Co. of Oakland, California; as a Director of Foundation Constructors, Inc., of Oakley, California; as a Director of Traylor Bros., Inc., of Evansville, Indiana; and as a Director of USA Environment LP of Houston, Texas.

Mr. Barr also served two terms as the chair of The Beavers Charitable Trust, whose endowment funds grants and scholarships for university students in civil engineering and construction management.

He is a 1969 graduate of Heald Engineering College in San Francisco, a registered civil engineer in California, Indiana and Colorado, and a California-licensed general engineering, general building and fire protection contractor.

Mr. Barr has been actively involved in community and industry groups throughout his career, having also served on boards of directors and in various other capacities with the Boy Scouts of America, the Associated General Contractors of California, the Associated Builders and Constructors, The International Society of Trenchless Technology, The National Center for Construction Education, and others. He is a proud member of The Moles, an organization of professionals in tunnel, subway, sewer, foundation, marine and other heavy construction projects.



**RICHARD D. FARNSWORTH**  
DUTRA DIRECTOR

Since 1999, Richard "Dick" Farnsworth has been self-employed as a consultant and expert witness to various surety companies on the customs and practices of surety underwriting.

Prior to starting his consulting work, Dick served as Senior Vice President of Fireman's Fund Insurance Company's surety division, responsible for the company's nationwide surety underwriting and marketing activities with annual revenues of \$100 million. He managed a staff of 150.

Before being appointed Senior Vice President in 1992, Dick had been responsible for a variety of other management positions in the surety operations of Fireman's Fund — from 1965 to 1973 and from 1986 to 1992. Between 1973 and 1986, Dick worked for Wausau Insurance companies. Wausau appointed him Vice President in 1982 with responsibility for its surety underwriting and claims operations.

Dick's 35-year surety career included experience in underwriting, marketing, financial

and administrative duties. This included developing an international surety facility and broad experience in all aspects of managing a major nationwide surety operation: authoring underwriting guidelines, development of training programs for underwriters, delegating underwriting authorities, final underwriting decisions on major accounts, developing annual business plans, managing producer relationships, and negotiating reinsurance treaties.



**MAJOR GENERAL DON RILEY, P.E.**  
DUTRA DIRECTOR

During his 37 years of service with the U.S. Army Corps of Engineers, Don Riley held a series of leadership positions that gave him keen insights into federal policymaking, particularly regarding environmental issues. Among other key positions, he served as Deputy Commanding General and Deputy Chief of Engineers, i.e., second in command of the Corps with more than 37,000 employees and an annual budget of more than \$40 billion.

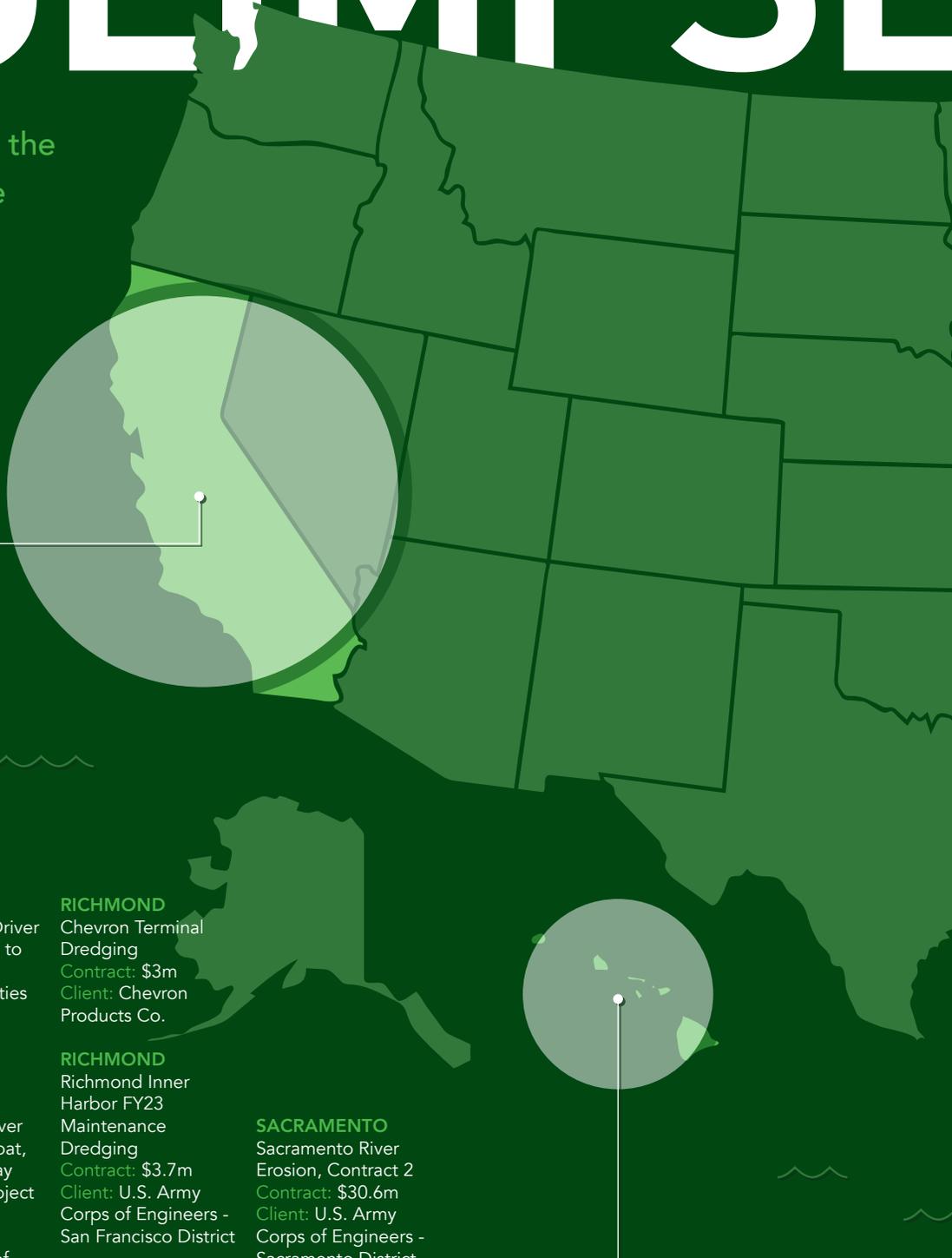
As Director of the Corps' Civil Works Program, Don oversaw the design, planning, building and regulation of flood control, navigation, environmental restoration and multiple-purpose water resource projects.

#### Other Experience

- Commanding General of the Corps of Engineers' Mississippi Valley Division; concurrently served as President of the Mississippi River Commission
- Deputy Chief of Staff (Engineer) of U.S. Army Europe in Heidelberg, Germany
- Fellow, American Society of Engineers
- Eminent Diplomat (Port Engineering), Academy of Coastal, Ocean, Port & Navigation Engineers
- Founding Diplomat (Water Resources Engineer), American Academy of Water Resources Engineers.
- Board of Directors, Army Engineer Association

# A GLIMPSE

Here is a look at some of the projects Dutra has on the horizon for 2024



 **CALIFORNIA**

**BENICIA**

Valero Dredging  
Contract: \$1m  
Client: Valero Refining Company

**BRANNAN ISLAND**

Sacramento River  
Levee Erosion Control and Habitat Enhancement Project  
Contract: \$185k  
Client: Brannan Andrus Levee Maintenance District

**COLLINSVILLE**

Montezuma Offloading 2024  
Contract: \$360k  
Client: Montezuma Wetlands LLC

**HASTINGS ISLAND**

Levee Repairs Cache Slough and Lindsey Slough  
Contract: \$4.9m  
Client: CA Department of Water Resources

**NAPA**

Napa River Bridge Fender Repair  
Contract: \$1.1m  
Client: CA Department of Transportation

**OAKLAND**

Port of Oakland Maintenance Dredging and Furnishing Pile Driver Crew for Repairs to Docks and Waterfront Facilities  
Contract: \$2.5m  
Client: Port of Oakland

**PETALUMA**

The Petaluma River Turning Basin Float, Pile and Gangway Replacement Project  
Contract: \$324k  
Client: City of Petaluma Dept of Public Works and Utilities

**PETALUMA**

Vulcan Lightering 2024  
Contract: \$1.4m  
Client: Vulcan Materials Company

**RICHMOND**

Chevron Terminal Dredging  
Contract: \$3m  
Client: Chevron Products Co.

**RICHMOND**

Richmond Inner Harbor FY23 Maintenance Dredging  
Contract: \$3.7m  
Client: U.S. Army Corps of Engineers - San Francisco District

**SACRAMENTO**

Sacramento Deep Water Ship Channel Maintenance Dredging  
Contract: \$600k  
Client: U.S. Army Corps of Engineers - San Francisco District

**SACRAMENTO**

Sacramento River Erosion, Contract 2  
Contract: \$30.6m  
Client: U.S. Army Corps of Engineers - Sacramento District

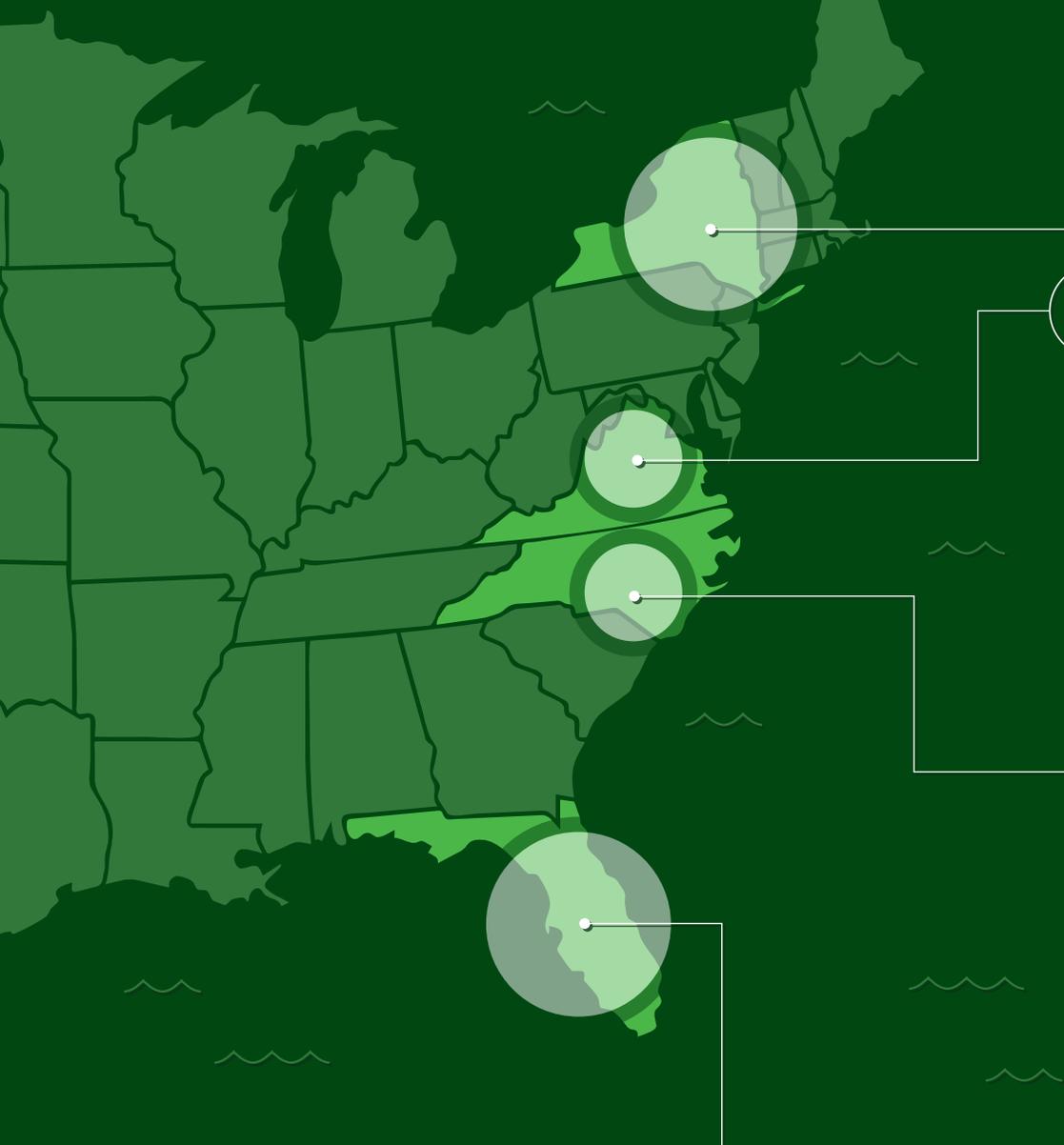
**SAN FRANCISCO**

Port of San Francisco Maintenance Dredging 2022 - 2024  
Contract: \$2.1m  
Client: Port of San Francisco

**VALLEJO**

CSU Maritime Boat Basin & Pier Extension  
Contract: \$1.2m  
Client: California State University Maritime Academy

# E AHEAD



## NEW YORK

### RED HOOK BROOKLYN

Maintenance  
Dredging of Red Hook Flats  
Anchorage  
Contract: \$1.9m  
Client: U.S. Army Corps of Engineers - New York District

## VIRGINIA

### NORFOLK

Norfolk Harbor and Channels Navigation Improvement Project, Atlantic Ocean Channel Phase 1  
Contract: \$48.2m  
Client: U.S. Army Corps of Engineers - Norfolk District

## NORTH CAROLINA

### MOREHEAD

Maintenance  
Dredging Morehead City Inner Harbor  
Contract: \$6.1m  
Client: U.S. Army Corps of Engineers - Wilmington District

### SUNNY POINT

Maintenance  
Dredging FY24 Military Ocean Terminal (MOTSU)  
Contract: \$4.4m  
Client: U.S. Army Corps of Engineers - Wilmington District

## FLORIDA

### BREVARD COUNTY

Shore Protection Project Mid and South Reaches, Renourishment 2023, Brevard County  
Contract: \$18.9m  
Client: U.S. Army Corps of Engineers - Jacksonville District

### CAPE CANAVERAL

Port Canaveral NCB4 Dredging  
Contract: \$2.4m  
Client: Orion Marine Construction Inc.

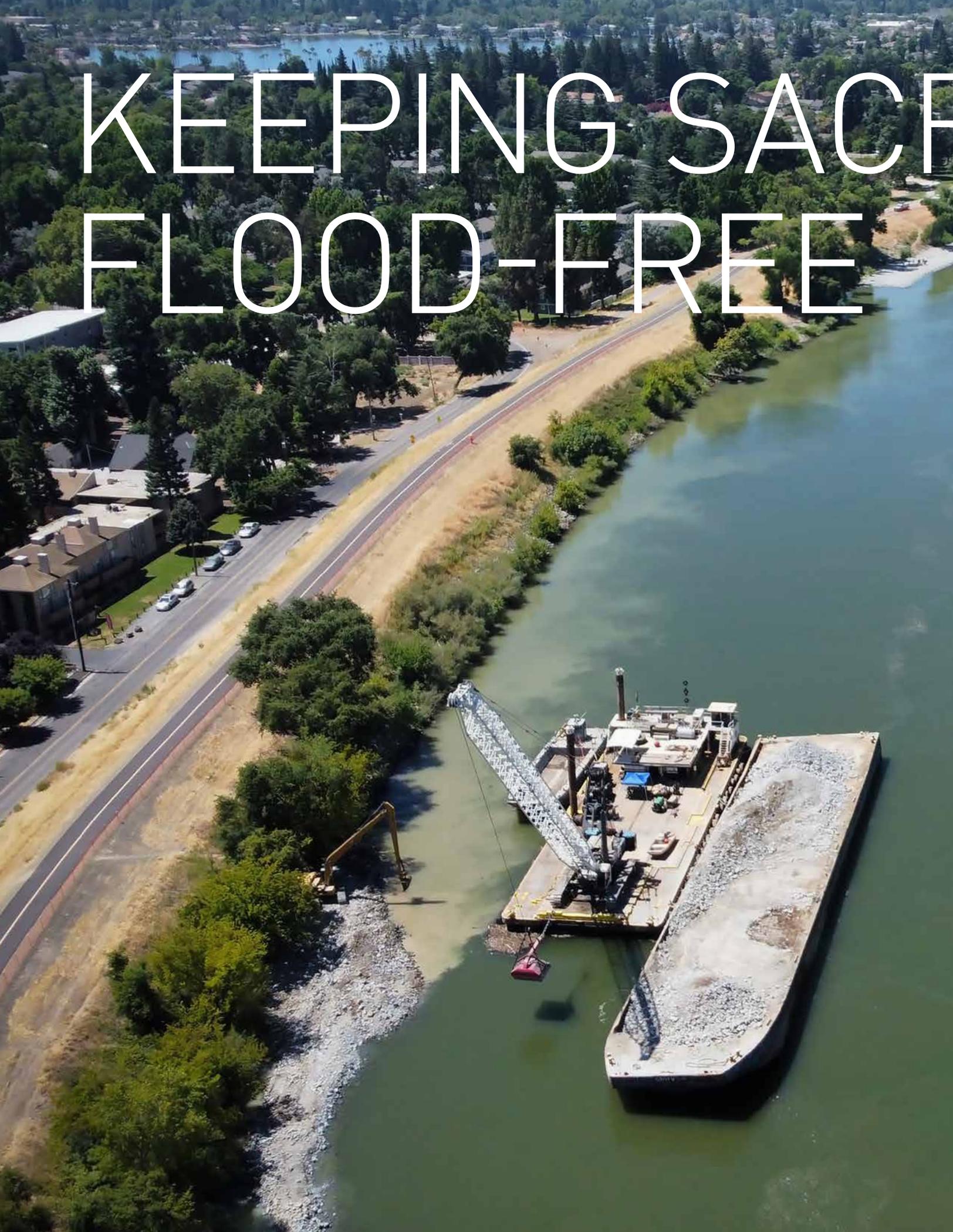
## HAWAII

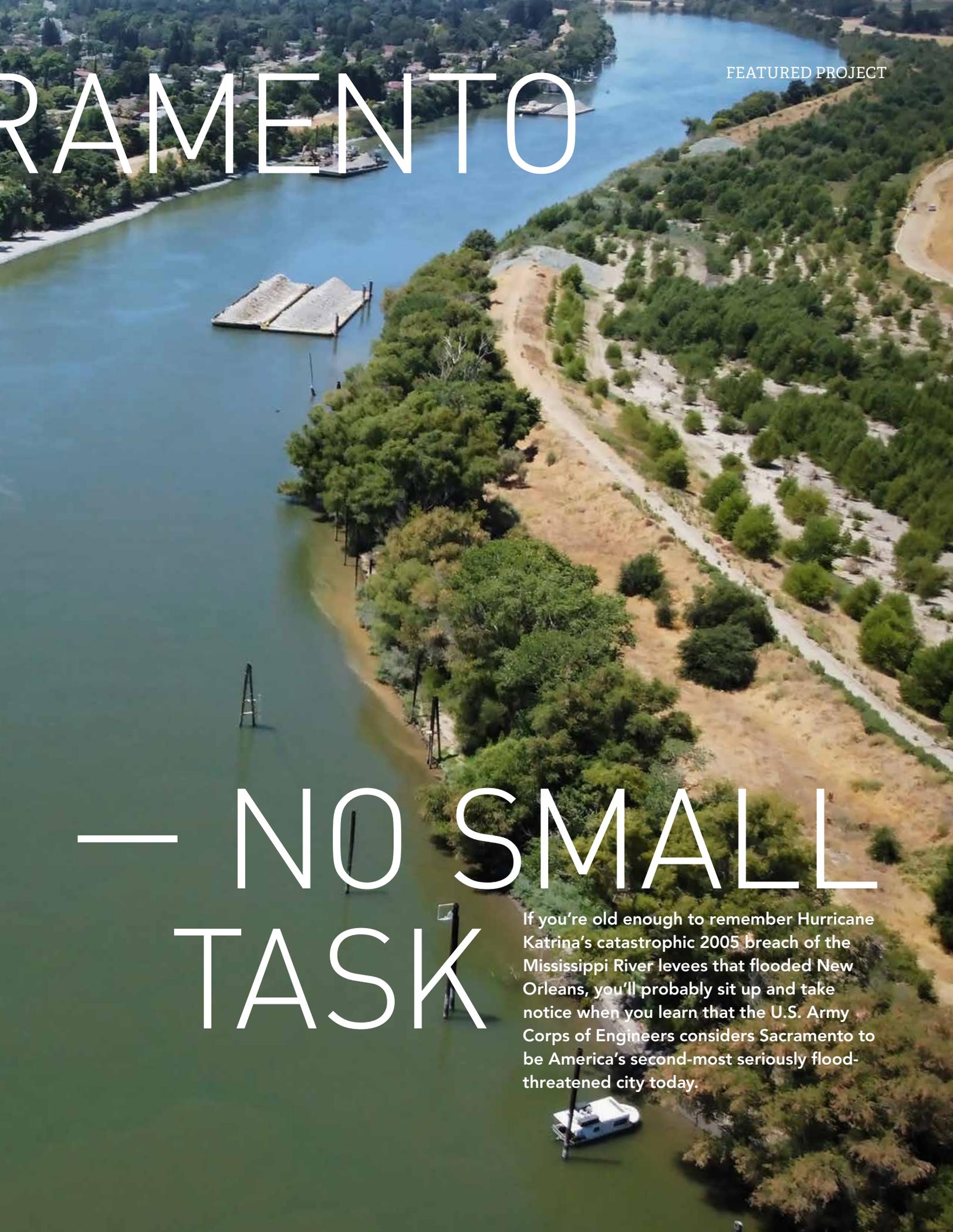
### MOLOKAI AND MAUI

Kaunakakai Harbor Maintenance Dredging and Kahului Harbor Maintenance Dredging  
Contract: \$4.1m  
Client: U.S. Army Corps of Engineers - Honolulu District



# KEEPING SACRAMENTO FLOOD-FREE



An aerial photograph of a wide river, likely the Sacramento River, flowing through a landscape. In the upper left, a large concrete dam structure is visible. The river is surrounded by green trees and vegetation on the right bank, and a residential area with houses and trees is visible on the left bank. The sky is clear and blue. The text 'SACRAMENTO' is overlaid in large white letters at the top left, and '— NO SMALL TASK' is overlaid in large white letters at the bottom left. A small white boat is visible in the lower right portion of the river.

# SACRAMENTO

FEATURED PROJECT

# — NO SMALL TASK

If you're old enough to remember Hurricane Katrina's catastrophic 2005 breach of the Mississippi River levees that flooded New Orleans, you'll probably sit up and take notice when you learn that the U.S. Army Corps of Engineers considers Sacramento to be America's second-most seriously flood-threatened city today.

**The state of the levees along the Sacramento River near California’s capital city are in need of substantial reinforcement ahead of the next major high-water event. Fortunately, The Dutra Group, in a \$77.8 million contract — in dollar terms its largest-ever job — is a key player in the Corps’ effort to avert potential disaster.**

If you’ve always thought of California’s Central Valley, where Sacramento is located, as being naturally hot and dry, you’ve had gotten it only half right. The valley certainly is exceptionally hot in summer and — especially in recent years — dry as well. But when you consider the word “naturally,” it’s worth remembering that in years gone by, Mother Nature routinely blessed the valley with so much winter and spring runoff that it regularly turned into what the distinguished California historian, Robert L. Kelley, called an “inland sea.” Water would cover much of the area for several months each year, including the area consisting of the state’s capitol, until prodigious efforts over many decades tamed the region’s flood-prone rivers and transformed the Sacramento-San Joaquin River Delta. The runoff now irrigates the Central Valley, which has become some of America’s most productive, lucrative farmland, while also helping satisfy the thirst of California’s south.

Still, the protection of Sacramento and the rest of the river and its delta from flooding presents a continuing challenge. Dutra’s current work on the Corps of Engineers’ immense Sacramento River Erosion Control Project (additional portions of which remain to be contracted, and Dutra would love to keep helping out) requires the reinforcement of some 3.4 miles of the Sacramento River’s east levee. This section protects The Pocket, one of Sacramento’s most desirable and densely populated neighborhoods, with lots of businesses and infrastructure, just a few miles from the city’s downtown. (The Sacramento River Project is itself just one part of the “American River Common Features [ARCF] 2016” effort to strengthen the wider area’s flood protection.)



<b>BY THE NUMBERS</b>	SAFETY ISSUES ENCOUNTERED <b>NONE, IN KEEPING WITH DUTRA'S #1 PRIORITY OF "SAFETY FIRST"</b>	CONTRACTUAL QUARRY STONE QUANTITY <b>278,000 CY</b>
<b>ARCF SACRAMENTO RIVER EROSION CONTRACT 2</b>	PROJECT TIME, START TO FINISH <b>NOTICE TO PROCEED DATE: 3/10/2023</b> <b>EXPECTED COMPLETION DATE: 10/31/2024</b>	
	CREW HOURS OVER FULL COURSE OF THE PROJECT TO DATE <b>26,515</b>	
	EQUIPMENT USED <b>TUGBOATS, WORKBOATS, CRANE BARGES, 13 EA MATERIAL BARGES, 2 EA LONG REACH EXCAVATORS, 3 EA EXCAVATORS, 1 EA D4 DOZER</b>	





We use the land-based equipment to expedite the finish rock placement, tamping it down and locking it in place with our excavator buckets”

- Ryan Abood,  
Dutra Vice President of Delta Operations





[Continued]

## IN-RIVER WORK IN SACRAMENTO

Along the nearly three-and-a-half mile stretch of Sacramento riverfront, Dutra now stands at the midpoint of its work on this contract. It must be completed in 261 days during two July-through-October "work windows" in 2023 and 2024 (plus a 15-day extension that was granted through mid-November 2023). These scheduling constraints are designed to protect the river's sensitive fish species, such as winter-run Chinook salmon and Central Valley spring-run Chinook salmon.

According to Dutra's Vice President of Delta Operations Ryan Abood, the project primarily involves buttressing the river's existing east levee with over half a million tons of riprap, consisting of large stones (some up to 400 pounds) from Dutra's San Rafael Rock Quarry strategically placed underwater along the base of the levee (its "toe"). The graded quarry stone acts as a barrier, safeguarding the levee from the river's relentless currents, dissipating their energy and preventing them from undermining the levee.

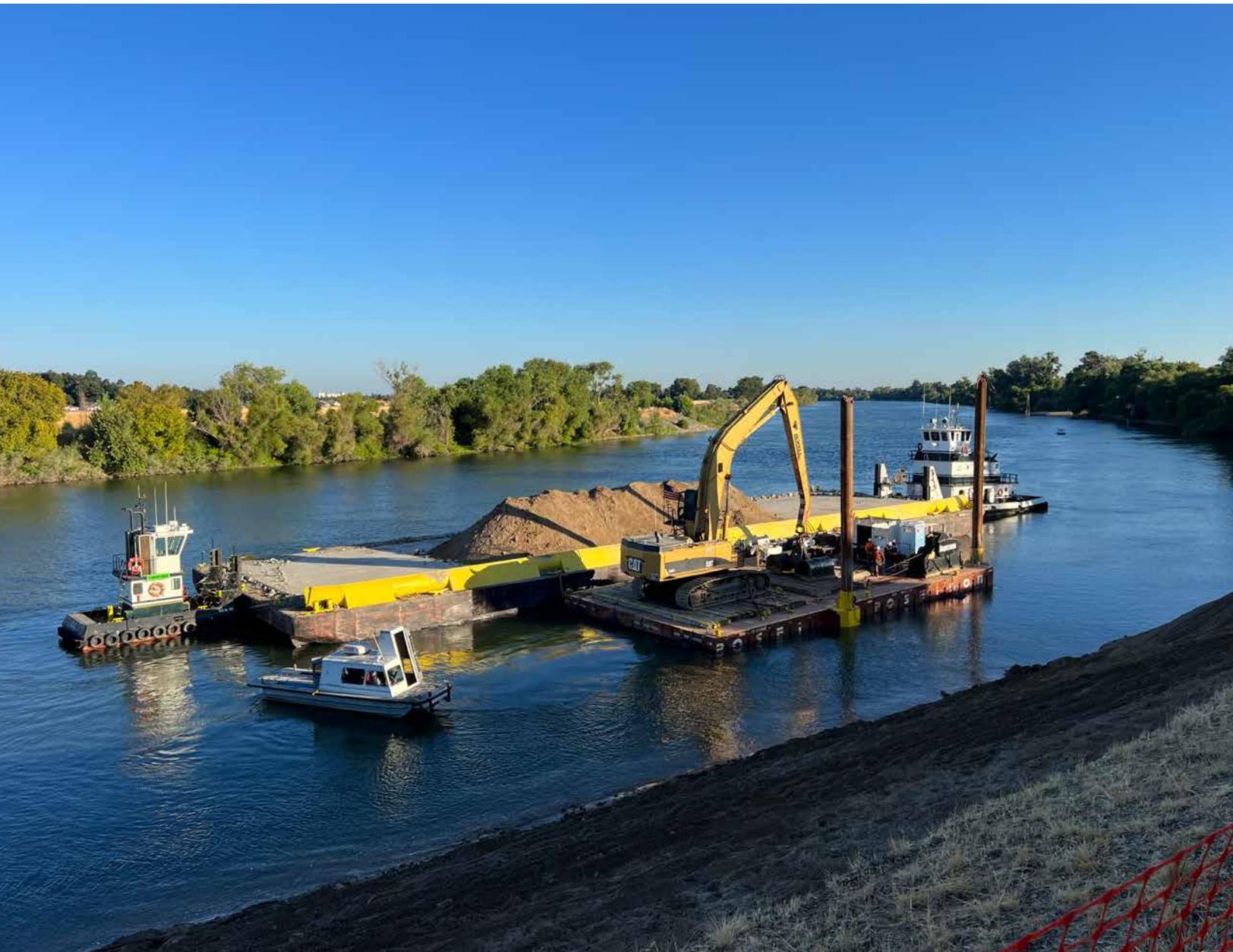
This material is placed to grade primarily with the help of three crane barges and over a dozen operating engineers working 10- to 12-hour shifts, six days a week with land-based excavators. "We use the land-based equipment to expedite the finish rock placement, tamping it down and locking it in place with our excavator buckets," Abood explains.

In addition to the buttressing riprap, Abood's team is also creating several thousand feet of wetland bench and fish habitat along the levee, planted with tule and other native riparian species. This requires placing a mixture of quarry rock, 20,000 tons of soil fill (from Dutra's clean construction material reserves on Decker Island) and woody material from approximately 1,600 trees removed from former nut orchards. The trees have to be identified, approved, trimmed, removed from the orchard and trucked to Dutra's Rio Vista facility from which they are barged upriver for installation.

[Continued]

Thanks to early planning and preparation, according to Abood, Dutra was able to begin work on day one upon winning the contract. The company's project management team, led by Kyle Potthast and PJ Glavin, worked closely with the Corps of Engineers and other stakeholders to develop detailed work plans, quality control plans, environmental protection plans, accident prevention plans, submittals, tow agreements and schedules. Abood notes that tugboat scheduling can be tricky, "since tugs in the Bay Area are a finite resource, especially those willing to navigate up the shallower waters of the Sacramento River and maneuver around multiple bridges, marinas and recreational vessels."

Potthast, as project manager, played a pivotal role in the project's successful start and ongoing progress. His leadership, organizational skills and ability to anticipate and address potential issues were invaluable in keeping the project on track and within budget. He fostered a collaborative environment among the project team and stakeholders, ensuring that everyone was aligned on goals and objectives. His dedication to communication and transparency kept all parties informed and engaged, further contributing to the project's smooth execution. Glavin's expertise with barge rotations and tugboat management was instrumental in ensuring a seamless flow of materials from the quarry to the project site.





## SAN RAFAEL ROCK QUARRY WORK

The efforts of Abood's team were just one facet of Dutra's work on the project. The other key piece — producing and transporting the stone and other materials required in Sacramento — wasn't limited to certain time windows. Therefore the team at Dutra's San Rafael Rock Quarry (the Bay Area's only direct barge-loading quarry, one of only two such resources in California) was able to begin mining, stockpiling and preparing to transport the more than half million tons of stone needed for the Sacramento River Project promptly upon Dutra's receiving the Corps of Engineers' notice to proceed.

"In order to supply rock at the rate needed at the project site, we started building inventory at the beginning of 2023," says Ross Campbell, Dutra's materials division manager who runs the Quarry. "We had approximately 60,000 tons ready to go prior to work getting underway in July."

When the project is completed, Campbell notes, a half million tons of quarry rock will equate to nearly 328,000 cubic yards. To put that volume into perspective, if all that rock could be piled up vertically on a football field, it would reach 150 feet high—the equivalent of a typical 15-story building.

Campbell says that the rock used in levee construction is only about half of what is ultimately produced. "We generate a lot of extra material that's the Corps considers to be too small or too fine for the levee project. So in order to produce the half million tons of quarry that we will actually use, we have to produce twice as much—a million tons—and then process it through our plant to get the final result of what's needed." Fortunately, he adds, "although our primary crusher at the quarry was built in the 1940s, it's a trusty machine that can run at upwards of 800 tons an hour, even at 80 years old."

(As a side note: all that extra tonnage not suitable for the Sacramento levee doesn't go to waste. It's transported to the quarry's secondary crushing plant to be processed into base rock products and asphalt feed, and ultimately used in other Dutra projects.)



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- Ross Campbell,  
Dutra Materials Division Manager



Transporting a half-million tons of levee-ready rock over 85 statute miles (75 nautical miles) from San Rafael across San Pablo Bay and up the river to the Sacramento work site requires an endless procession of tug-hauled barges. Each barge carries an average of 2,000 tons (1,300 cubic yards) on a one-way trip of lasting about 18 hours. Three tugboats keep the parade moving back and forth between San Rafael and Sacramento.

In addition to the tugs for barge-hauling, two full-time tugboats are required at the project site, while yet another is kept busy at the quarry's thousand-foot dock with its four barge-loading facilities — consisting of three conveyor belts and a ramp that allows trucks to drive aboard and dump their loads. When the project is complete at the of October 2024, it will have required the movement of approximately 250 barge loads.

[Continued]

## FACING THE CHALLENGES

Beyond the pressure of orchestrating and completing such a large project — placing half a million tons of Quarry stone in just eight-plus months of work windows and staying on schedule — Abood points out a number of other challenges: working entirely from the waterside, minimizing water turbidity, working in a dynamic environment where river flows and elevations can change from week-to-week, working adjacent to sensitive habitats while striving to protect them, using heavy equipment along the narrow berms within the tide zone.

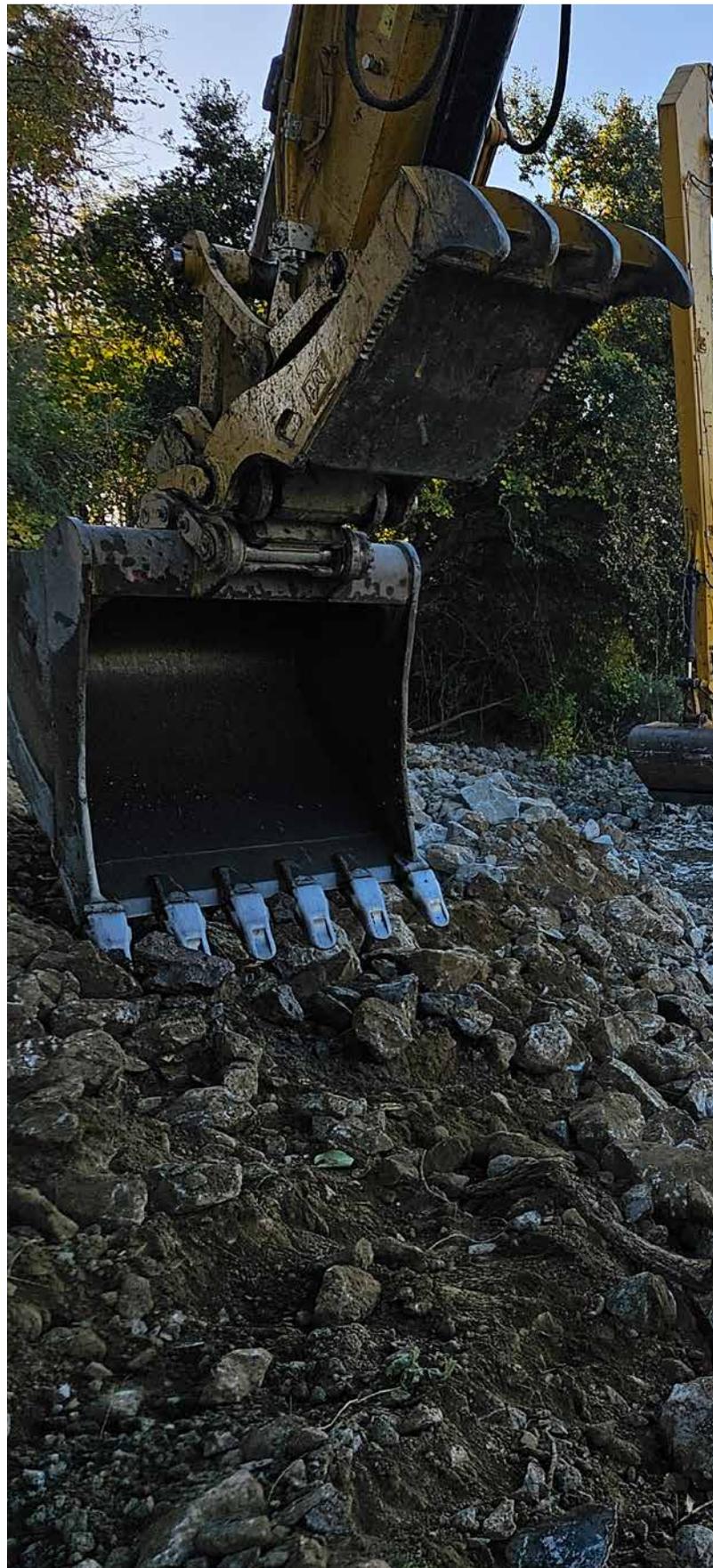
Above all, Abood emphasizes the challenge of working safely with heavy equipment and heavy materials on sometimes slippery or uneven surfaces. “Our work environment presents many challenges, from excavators operating on narrow levee benches to laborers working alongside heavy machinery. The deck crew on our crane barges must navigate pinch points and a multitude of moving parts. Despite these inherent hazards, safety remains Dutra’s unwavering priority, a principle deeply ingrained in our culture. I’m incredibly proud to have concluded our first year without a single recordable injury.”

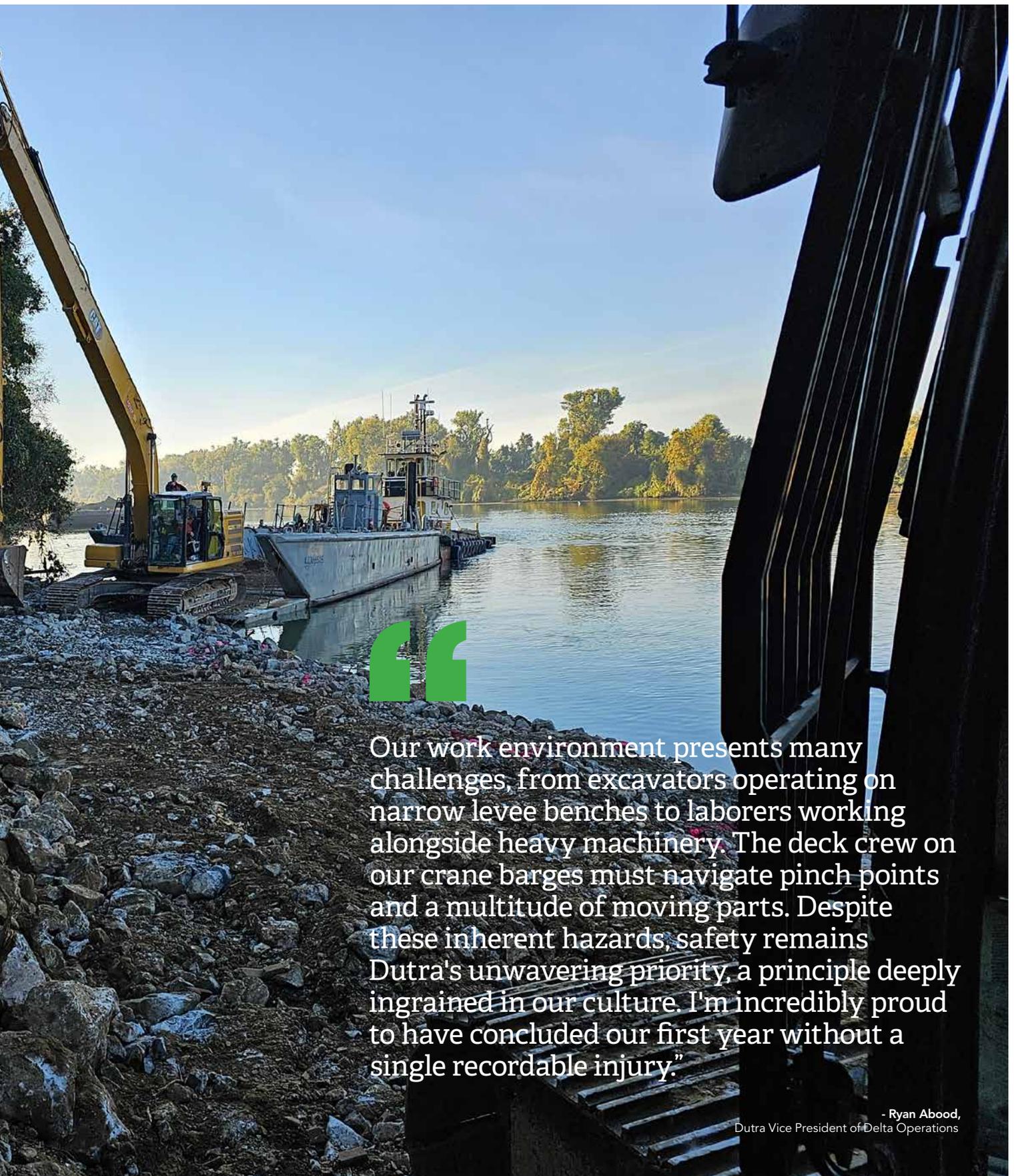
Campbell echoed Abood’s focus on the challenge of working safely with materials that are “very big and very, very heavy.” He also pointed out that while the team in Sacramento has to accomplish everything within tight work windows, the Quarry team faces a different set of constraints as it works to deliver about 6,000 tons of high-quality material to the job site every day.

“We have to match Ryan’s ‘take rate’ while working under 172 environmental and regulatory permit conditions from Marin County, the Bay Area Air Quality Management District and the water boards, while also maintaining the good will of neighbors who understandably don’t much care for noise and dust. So we have to avoid letting any visible dust go off site and limit our operating hours to minimize the noise of crushing, screening, hauling and barge loading. In fact, we have to employ barges with concrete-lined decks to muffle the noise that would come from loading rock onto steel decks. Above all, we need to get the most out of every blast we set off, each of which produces not just 30,000 tons of stone — roughly the weight of 200 blue whales! — but dust, vibration and noise.

Summing up his thoughts on the Sacramento River Project, Abood said he takes pride in “Dutra’s ability to support our customers on projects of this scale, and we look forward to continuing to play a role in protecting the City of Sacramento from flooding.”

Then he added, “We’d love to have projects this big every year.”





Our work environment presents many challenges, from excavators operating on narrow levee benches to laborers working alongside heavy machinery. The deck crew on our crane barges must navigate pinch points and a multitude of moving parts. Despite these inherent hazards, safety remains Dutra's unwavering priority, a principle deeply ingrained in our culture. I'm incredibly proud to have concluded our first year without a single recordable injury."

- Ryan Abood,  
Dutra Vice President of Delta Operations

FEATURED PROJECT

# MOBILIZING INMOBILE,

DUTRA GROUP  
CONDUCTS VITAL  
DEEPENING WORK FOR  
ALABAMA'S VIBRANT,  
ONE-AND-ONLY  
SEAPORT



# THE BAY ALABAMA



**In recent years, ports located up and down the East Coast have strived to become more viable and competitive. The Port of Mobile, located in Mobile, Alabama in the Gulf of Mexico is no exception. The port, which is Alabama's sole seaport and is accessed via Mobile Bay, is a vibrant one – it sees 58 million tons of cargo flow through its waters annually, with an average of 3 to 10 ships entering and leaving the port area within a single day. The port is within close proximity to a major interstate, allowing for easier access for shipping containers, and is connected to nine railways. In addition, it is connected to a series of inland waterways that can reach all the way to Canada.**

In fact, the Port of Mobile reported a record-breaking year of containerized shipping in 2022—the ninth year in which it had double-digit growth since 2009. In a press release posted in January 2023 by the port, Port Authority Director and CEO John C. Driscoll said, “time and again, we are showing that shipping through Mobile is an efficient and cost-effective way for businesses to get their goods into or out of the United States. These numbers reflect shippers’ confidence in Alabama’s Port, and Mobile has consistently offered supply chain stability.”

The deepening of Mobile Bay’s expansive waterway is part of a multi-phase series of upgrades that the Port Authority undertook to expand its capabilities in order to not only accommodate existing growth and ensure competitive rates for the seaport’s, mining, manufacturing, agribusiness, and retail distribution shippers, but open up opportunities for new shipping companies and other related businesses, including dry docking and ship building. The biggest newcomer is Austal USA, which opened an advanced, 117,000-square-foot manufacturing facility in April 2022 in Mobile to build state-of-the-art steel ships for the U.S. Navy and U.S. Coast Guard.

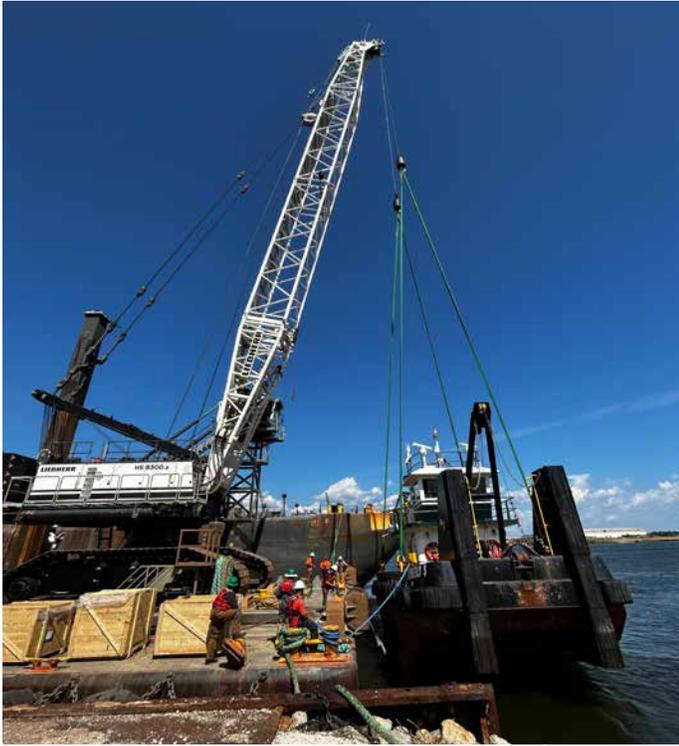
Dutra Group was tapped for this important deepening project in July 2022, also known as “Phase 4” of the Port Authority’s six-phase improvement plan. Prior to the project’s commencement, the port allowed ships drafting 45 feet. After the entire channel deepening is finished and all six phases are completed (anticipated by Spring of 2025) it will allow ships drafting up to 50 feet—including tugs and barges all the way to post-Panamax ships.

It proved to be a significant project for the Dutra Group, both in terms of funding and in manpower, time and equipment. The initial funding by the US Army Corps of Engineers, Mobile District totaled more than \$57.619 million, which covered dredging the lower bay portion of the Mobile, Alabama shipping channel from stations 500+00 to 950+00. The 8.5 mile stretch of channel was broken into forty five 1,000 foot reaches,



which were dredged to a new depth of minus 52 feet with an additional 2 feet of allowable overdepth.

To manage the project, which was overseen by East Coast Projects Manager Anthony Germain, Dutra brought in plenty of reinforcements in the way of two dredges—the DB Paula Lee and the CB Harry S (the latter of which was working on its first major project), plus the THSD Columbia, a hopper dredge with a long history of service in the Dutra fleet.



## ADDRESSING THE BAY'S CHALLENGES

“Deepening projects are much tougher digging than a maintenance project because maintenance projects have already been dug to a certain depth and then you have softer material that infills in the channel,” says Germain. “For the deepening projects, it’s kind of virgin ground. This project specifically hit clay, some compacted sands and what can be described as ‘old timber’ that settled in the channel.”

Germain points out that although Dutra conducted a series of pre-dredging borings throughout the channel to get an idea of what the material strata is predicted to be like at certain depths and in certain parts of the channel, it’s not an exact science and surprises can pop up. For example, the team later discovered an area of compacted sand laid out in vein-like formations in the northern end of the bay, which required a more creative digging strategy. For other areas, such as those made of hard clay, compacted sand or other materials difficult to extract, the team utilized “extra muscle” by leveraging a variety of digging buckets with different designs, weights and teeth—all designed to optimize production.

The team was challenged to coordinate the digging patterns between the two clamshell dredges within an 8-mile-stretch of the





**BY THE NUMBERS**

SAFETY ISSUES ENCOUNTERED  
**NONE, IN KEEPING WITH DUTRA'S  
#1 PRIORITY OF "SAFETY FIRST"**

AMOUNT OF MATERIAL DREDGED  
AND DISPOSED OF:  
**MORE THAN 5.152 MILLION CUBIC  
YARDS OVER A 8.5 MILE STRETCH**

**MOBILE,  
ALABAMA  
DEEPENING  
PROJECT**

PROJECT TIME, START TO FINISH, FROM NOTICE TO PROCEED DATE TO  
COMPLETION DATE (SEPTEMBER 7, 2023)  
**398 DAYS**

CREW STAFFING AND MANAGEMENT OVER FULL COURSE OF THE PROJECT  
**80 DUTRA EMPLOYEES**

EQUIPMENT USED  
**3 DREDGES, 2 CREW BOATS, 2 WORKBOATS, 4 SPLIT HULL SCOWS WITH 6,000  
CUBIC YARD CAPACITY, 8 OFFSHORE TUGS AND 4 THIRD-PARTY CREW BOATS**



[Continued]

channel. It proved to be a delicate dance: keep the dredges far enough apart, but not too far apart so that all ground was covered. At the same time, strive to have both vessels finish dredging their respective areas simultaneously before moving on to a new digging site. "Our plan was to have the dredges situated within 1.5 miles to two miles of each other, so that the crew boats and all the tugboats would be close together, yet at the same time not working on top of each other and causing a safety issue," adds Germain. It was a balancing act at each stretch to maintain the correct distance while coordinating all the moving parts and staying on schedule.

Then there was the matter of the distance between the work site and the disposal site located outside the bay in the Gulf of Mexico. Once a new scow was loaded, a tugboat was required to travel more than 30 miles to empty the scow at the disposal site, then return to the work site. Dutra managed this situation by making at least three offshore tugboats fully operational at all times, so that scows could be emptied as soon as they were filled. Still, tugs often had to wait for ship traffic to clear in the narrow channel before proceeding out to the gulf or returning back to the work site.

The contract with the Army Corps of Engineers required that Dutra dig the slopes as well to a certain depth—but approved an option to dig box cuts within the slopes rather than "stair stepping" the slope. This enabled Dutra to dig right outside of the toe plus dig deeper to allow material to fall into a boxed area to create a slope, which saved time and helped keep the dredge vessels more efficient. Even in a few circumstances where the crew didn't dig far enough outside of the tow line and had to re-dig in certain spots, the box cut strategy saved time and helped keep the dredge vessels working more effectively.

All of the extra planning, tenacity and hard work paid off, as the crew, led by Germain and key personnel Ryan Swank (project manager), Zac Jenkins (lead project engineer), Albert Greniuk and Ray Waters (quality control managers), Daniel Capuano and Phil Brisson (field engineer), finished the project a full five months ahead of schedule. Also instrumental to project completion: Garrett Silva (Paula Lee captain), Jeremy Phillips and Robby Brun (Harry S captains), Phillip Bosarge and Brian Willis (Columbia captains) and Karen Maples, David MacDonald and Mitch Stewart (SSHOs).

"As part of the Dutra family—my father worked for Dutra for 30 years and my brother also works for them—I'm proud of the work this entire crew did in Mobile Bay," adds Germain. "Given the scope of work, finishing well ahead of schedule and with virtually no safety issues was a real bonus."



“

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- Anthony Germain,  
Dutra Project Manager



“

The Columbia, although originally built for a single voyage across the ocean was able to make it 80 years, including 50 years as a dredger. Even to the end much of her original machinery was still in use. From my first voyage with her on the North Sea to my last time in Mobile, Alabama, I'm proud to have been associated with her successes over the years. Although sad to see her go, it's good to know she provided well throughout the years for all whom had the privilege to work with her.”

- Hans B. Blomberg,  
Technical Manager at Weeks Marine, Inc.



**C**olumbia, a beloved hopper dredge which served in Dutra's fleet since 2009, took her final bow in 2023 after many missions with the company. She was a ship with quite a story behind her many lives (and names).

Columbia dates back to World War II, when she first started her life in 1944 commissioned as the USS Millard County, first as a Navel training vessel and then as a landing ship that transported tanks to combat locations in the Pacific. She made stops at Pearl Harbor, the Philippines and Okinawa before the war ended; post-war she was put to use as a troops and POW transport ship—and later as part of a reserve fleet in Florida.

Following her military run, the ship was first sold to the German Navy in 1961, then to a company in The Netherlands where she was converted to a hopper dredge and renamed the Esperance III. Her initial task as a hopper was dredging gravel from the North Sea. In 1978, she finally made her way back to the U.S., and in 1986 ended up in the hands of Dutra's partner, B & B Dredging Corporation. Initially she was renamed the Columbus, and later in 2002, the Columbia. The Dutra Group acquired her in 2009.

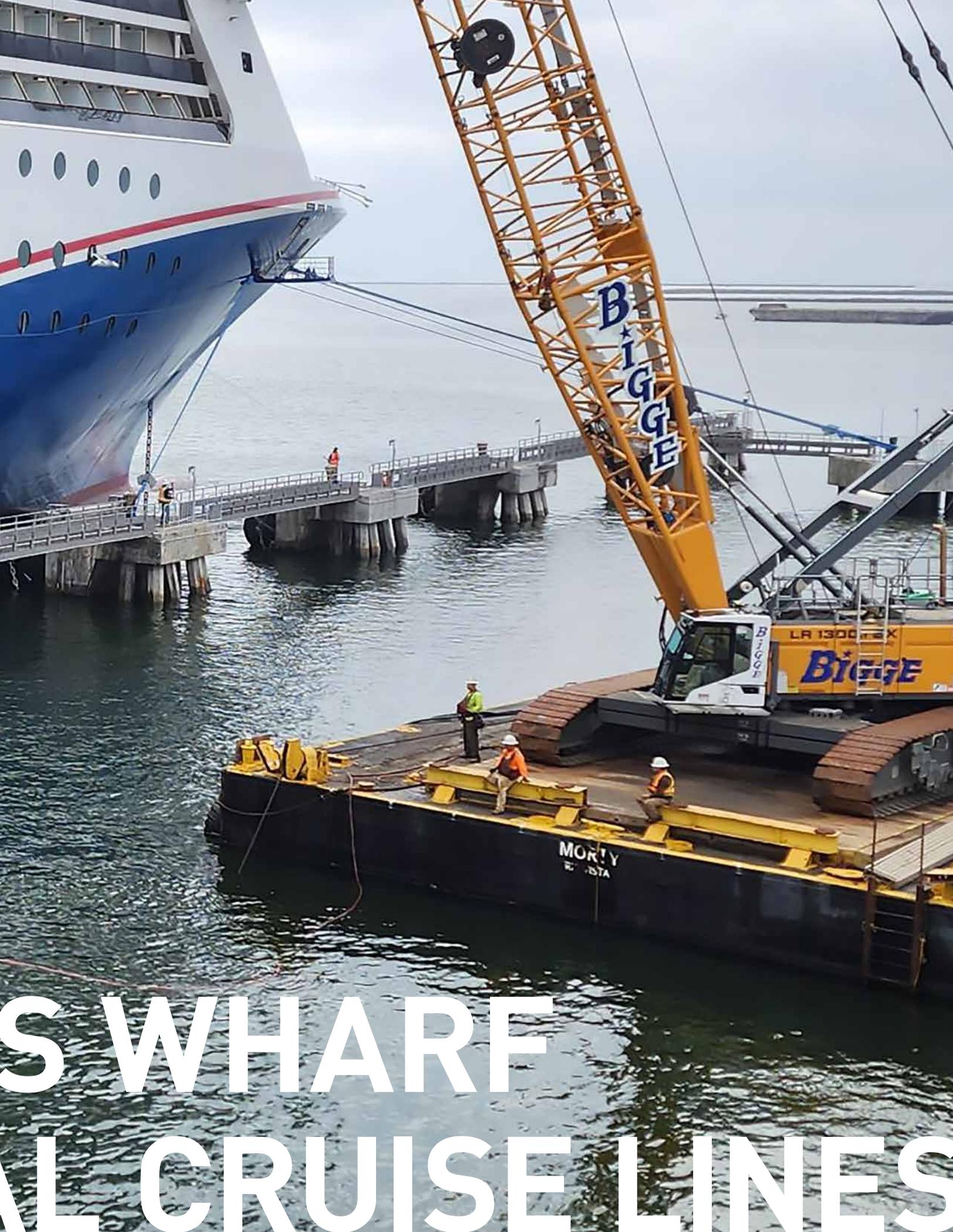
Columbia's last hurrah was in Mobile Bay, Alabama in early 2023, as the wear and tear of the years of her service had taken its toll, and she no longer qualified to meet the rigorous safety standards of Dutra's fleet. So with a proper goodbye and a few tears, she went to her final resting place. "I was sad when she went to scrap, but it was time," said Albert Greniuk, Dutra quality control manager, who had made fixes to the Columbia many times over, and whose own father worked on the vessel back in the day.

Thank you, Columbia, for your many years of service to The Dutra Group and more.

FEATURED PROJECT



# DUTRA EXPANDS FOR CARNIVAL



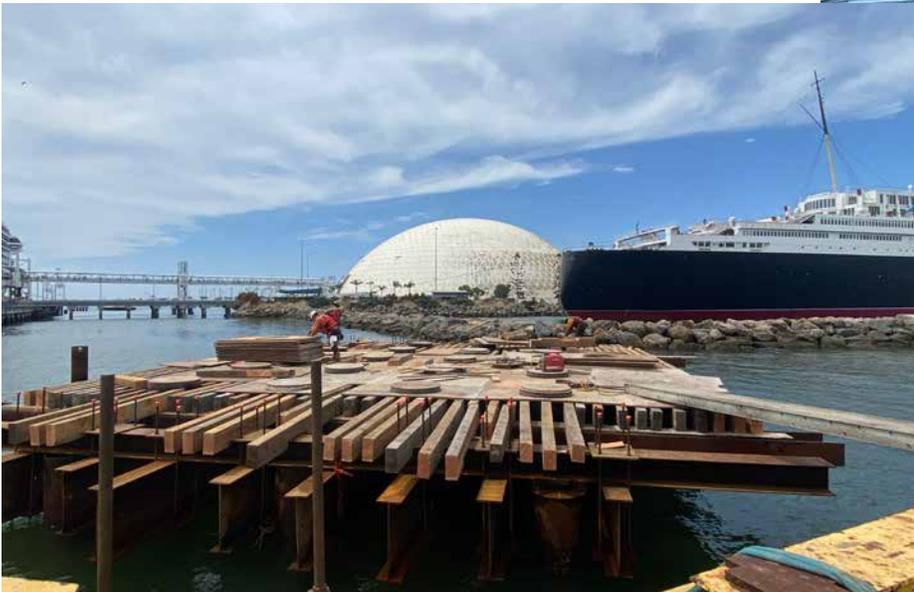
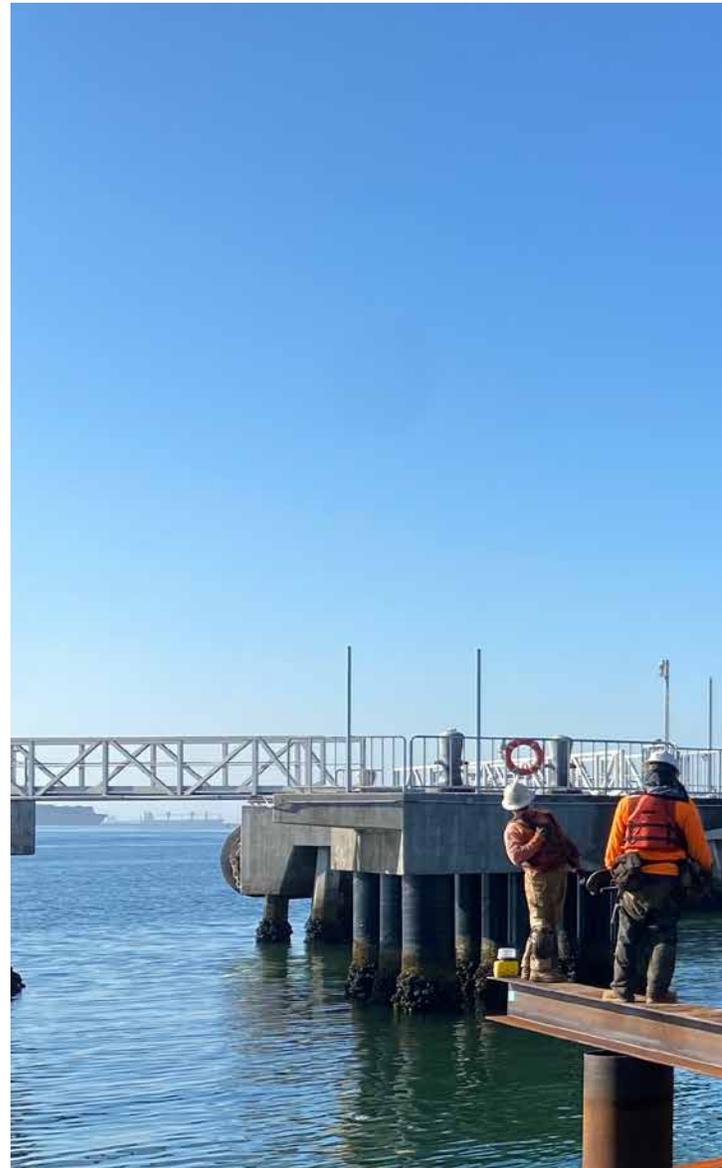
# S WHARF AL CRUISE LINES

**Long Beach, California is a destination known for its beautiful beaches, exciting attractions and a vibrant culture. It is also the port-of-choice for Carnival Cruise Lines, one of the largest vacation cruise companies in the world, which has designated Long Beach as its home base for all cruises departing from and returning to Southern California.**

In recent years, the Port of Long Beach and the surrounding area has undergone a series of upgrades and expansions to keep up with its growth in terms of increased shipping, leisure travel and more. For example, in March 2023, Dutra completed a separate Pier G Wharf Improvements Project for the Port of Long Beach, which consisted of a series of major upgrades to a 260-acre container terminal operated by ITS.

As the demand for cruise vacations began to increase, Carnival began introducing more cruises in and out of the area as well as larger ships to meet demand, including the Panorama. The Panorama is one of Carnival’s largest vessels, holding upwards of 4,000 passengers and 1400 crew members. The massive ship weighs more than 133,000 tons and stretches 1,055 feet.

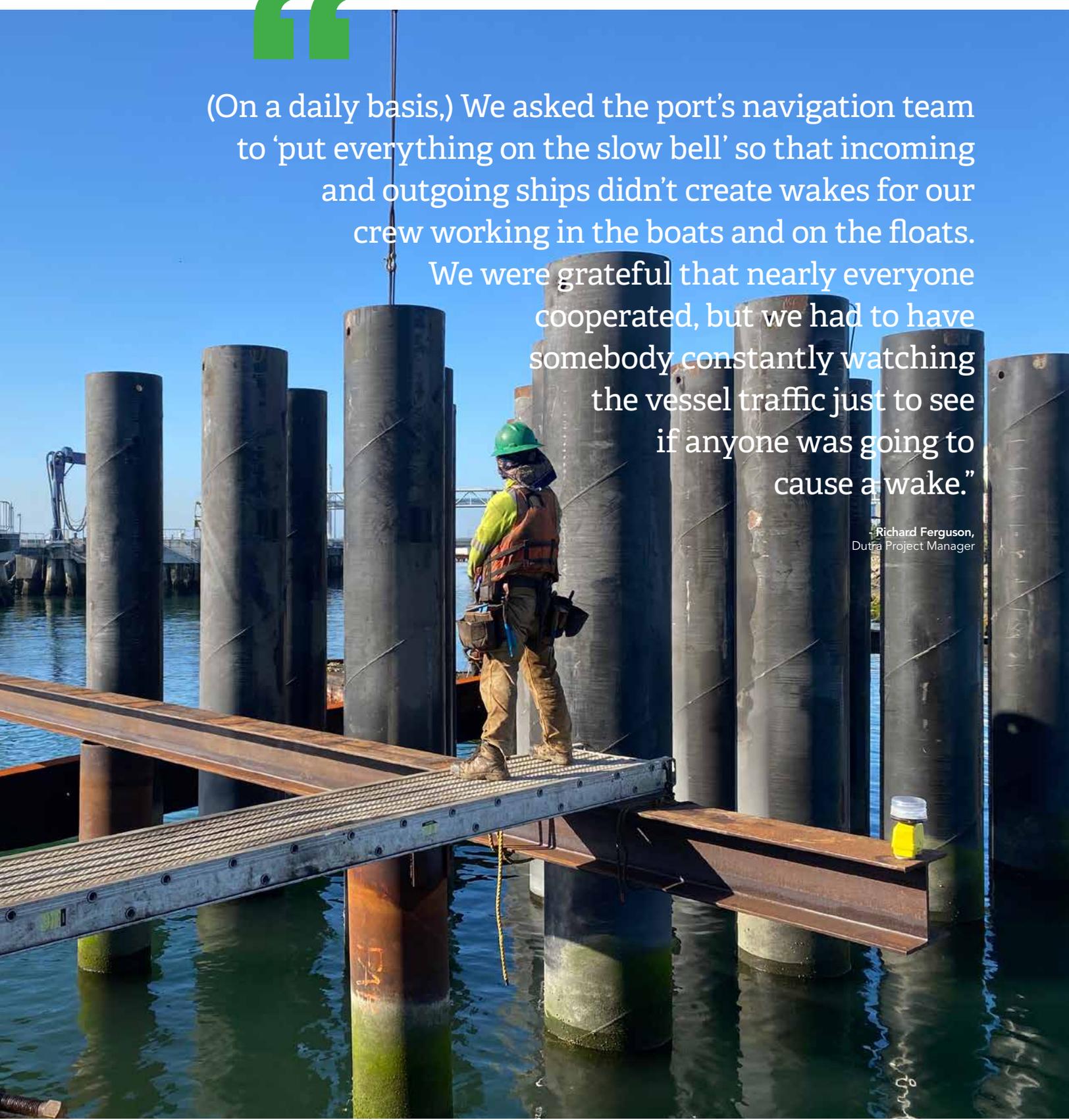
But there was a problem: the existing wharf foundation was simply too short to accommodate a new gangway tower needed for a larger ship like the Panorama, as the dock’s current tower built for loading and unloading ship passengers didn’t line up with the Panorama’s dimensions. In addition, the foundation also needed extra concrete dolphins (fixed, secure points) to be able to properly secure larger vessels like the Panorama while docked. To accommodate all updates, the deck needed to be expanded by 35 feet.





(On a daily basis,) We asked the port’s navigation team to ‘put everything on the slow bell’ so that incoming and outgoing ships didn’t create wakes for our crew working in the boats and on the floats. We were grateful that nearly everyone cooperated, but we had to have somebody constantly watching the vessel traffic just to see if anyone was going to cause a wake.”

Richard Ferguson,  
Dutra Project Manager



Project credits: Richard Ferguson (project manager), Ted Hadeen and Andrew Hunt (project engineers), Manny Rubianes (superintendent) and Richard Gonzales (safety)

[Continued]

The first step of the new expansion project, specifically the expansion of Wharf H, began in late 2019, when Dutra added a new, robust, steel and rubber fendering system for the ships mooring up to the wharf. Following the fendering upgrade, all parties moved into contract negotiations and were ready to move forward when the entire project came to a screeching halt on March 12, 2020..

Nearly two years later, after pandemic restrictions started to ease, Carnival Cruises was ready to resume the Wharf H Expansion Project. The project re-commenced in February 2023 with an approved budget of \$13,257,100. International firm Atkins Engineering was brought into the project as the engineering team of record.

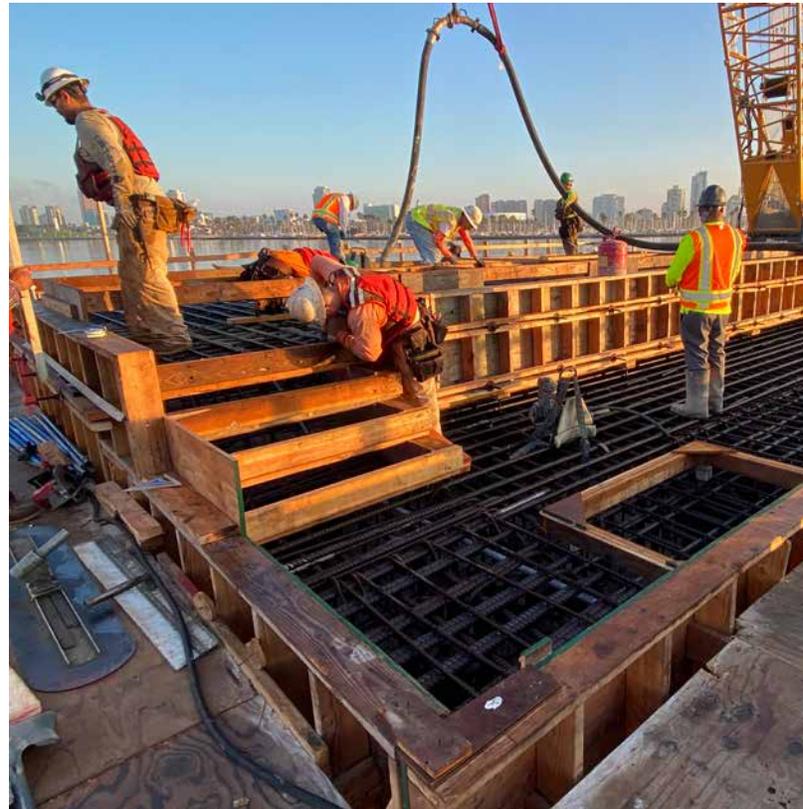
The first major initiative was to drive the piles first for the gangway foundation to form the basis of the new tower. Following that, the team drove piles for the two new dolphins—one on the south end, and a second on the north end. Next, the team completed the formwork for pouring concrete. The final concrete pour took place in September 2023. Another aspect to the project included dredging the area immediately around the wharf to better fit the dimensions of the Panorama, so Dutra brought in subcontractor Manson Construction to complete the task. Manson dredged 23,000 cubic yards of material in total, with a dredge footprint approximately 140 feet wide extending out from the ship berthing area and to a depth of minus 36 feet.

## SHIP WAKES, HURRICANE DELAYS, MAMMAL MONITORING AND OTHER CHALLENGES

The Dutra on-site management team, which consisted of Richard Ferguson (project manager), Ted Hadeen and Andrew Hunt (project engineers), Manny Rubianes (superintendent) and Richard Gonzales (safety), faced a number of challenges, as happens with any project involving natural elements like weather and moving waters as well as other people-driven barriers.

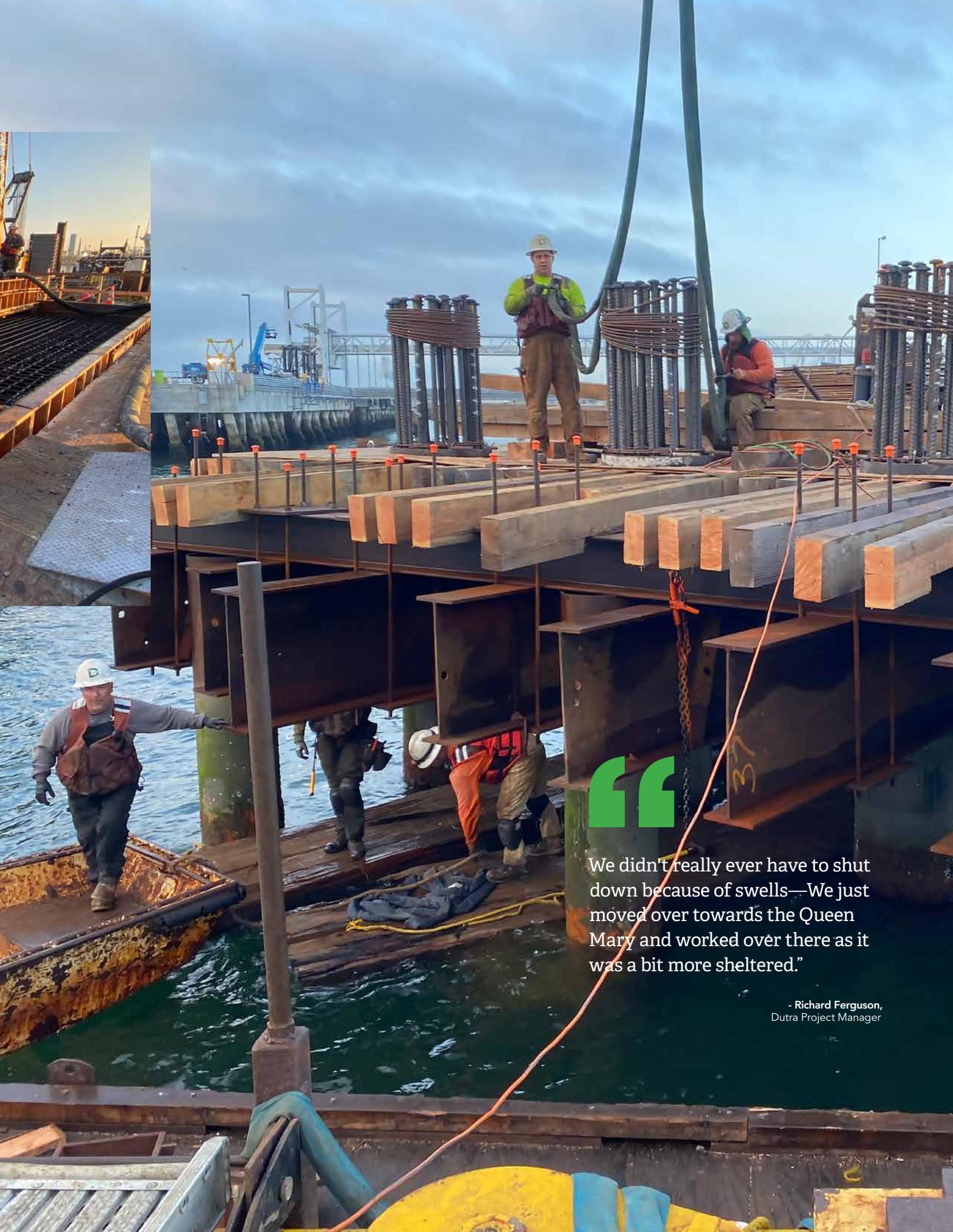
On a daily basis, the team contended with busy ship traffic. “We asked the port’s navigation team to ‘put everything on the slow bell’ so that incoming and outgoing ships didn’t create wakes for our crew working in the boats and on the floats,” said Ferguson. “We were grateful that nearly everyone cooperated, but we had to have somebody constantly watching the vessel traffic just to see if anyone was going to cause a wake.”

Even with man made distractions kept to a minimum, forces of nature were at play. Swells from the South end of the bay came in, which proved to be a direct hit on the team with surges that would cause the barges to be tossed around quite a bit. The team watched the weather carefully and had to make ongoing calls to commence certain aspects of the job based on swell predictions. Yet, “we didn’t really ever have to shut down because of swells,” adds Ferguson. “We just moved over towards the Queen Mary and worked over there as it was a bit more sheltered.”



Then, the biggest force of nature entered the picture. Hurricane Hilary struck in mid-August, hitting the northern Baja California Peninsula in Mexico and causing heavy winds and torrential rains throughout Southern California. They did have to shut down operations entirely, but fortunately it was a short-lived delay—the team pulled everything out of the water, including Morty and Patty D, late on a Friday, the storm struck on Saturday, and everything was able to resume by the following Tuesday. “The irony of the whole situation was that my wife and daughter just happened to be on the Carnival Panorama on their way to Mexico right when Hilary struck,” says Ferguson, with a tone of concern in his voice.

Perhaps the biggest challenge the team faced was making as much progress as possible during smaller windows due to Carnival’s ship schedules. “Carnival always used the wharf for embarkation and disembarkation on the weekends, and sometimes on weekdays,” says Ferguson, “so we concentrated on accomplishing as much as we could on Tuesdays, Wednesdays and Thursdays when the coast was clear, so to speak. For example, if we had a concrete pour, we would set it up, make the pour and get it cleaned up in those three days before the ship came back.” Fridays and Mondays were reserved for less intense projects, as the team needed to provide maximum safety for passengers getting on and off the ships on those days, as well as avoid truck deliveries and anything else that could cause obstructions as thousands of passengers moved about. As with all of Dutra’s projects, safety was top priority for the arriving and departing passengers who were often on the wharf simultaneously as the crew was working on the dock. At each stage of the project, the Dutra team carefully planned safety measures, and ensured Carnival was in agreement with their safety strategies.



“

We didn't really ever have to shut down because of swells—We just moved over towards the Queen Mary and worked over there as it was a bit more sheltered.”

- Richard Ferguson,  
Dutra Project Manager



**BY THE NUMBERS**

SAFETY ISSUES ENCOUNTERED  
**NONE, IN KEEPING WITH DUTRA'S  
 #1 PRIORITY OF "SAFETY FIRST"**

APPROVED PROJECT BUDGET:  
**\$13,257,100**

**CARNIVAL  
 CRUISE  
 WHARF  
 EXPANSION  
 PROJECT**

PROJECT TIME, START TO FINISH, FROM NOTICE TO PROCEED DATE TO  
 COMPLETION DATE (SEPTEMBER 7, 2023)  
**FEBRUARY 2023 WITH AN ANTICIPATED COMPLETION DATE OF JANUARY 2024**

CREW STAFFING AND MANAGEMENT OVER FULL COURSE OF THE PROJECT  
**UP TO 23 DUTRA EMPLOYEES, INCLUDING STAFF AND CREW MEMBERS. OVER FULL  
 COURSE OF THE PROJECT**

EQUIPMENT USED  
**MORTY, PATTY D AND A 80 TON HYDRAULIC CRANE.**



“

During the course of this project, we’ve adhered to Dutra’s number one motto, which is ‘safety first’” says Bryan O’Sullivan, vice president of construction for Dutra. “That is, hands down the most important piece of all. Safety for our crew and for Carnival’s passengers and employees was absolutely essential, and I’m proud to say we have done that.”

- Bryan O’Sullivan

Dutra Vice President of Construction

Less of a challenge but something to still contend with: mammal monitoring, as required by the US Army Corps of Engineers. Seven different mammal monitors were stationed in the area as required by the USACE permit—either on land or in the water on boats—during the crew’s pile-driving phase. The crew used vibratory hammers and impact hammers to get piles put in place. In addition, the team installed sound prevention devices, known as ‘bubble screens,’ around the piles, which served to reduce the actual impact of sound going through the water for whales, dolphins and other mammals that might be sensitive to it.

## HEADED TOWARDS THE FINISH LINE

As of press time, the new tower—which is being constructed in Tacoma, Washington—is awaiting installation. The tower installation is scheduled for January 2024. Once it is completed, Wharf H will be equipped with two gangways and two towers to accommodate all sizes of Carnival ships.

“During the course of this project, we’ve adhered to Dutra’s number one motto, which is ‘safety first’” says Bryan O’Sullivan, vice president of construction for Dutra. “That is, hands down the most important piece of all. Safety for our crew and for Carnival’s passengers and employees was absolutely essential, and I’m proud to say we have done that.”



EQUIPMENT UPDATE



**SAN FRANCISCO, CA  
RES 202**

**Before anything else, preparation is key to starting a successful year and building successful projects.**

**The equipment team collaboratively spent months working hand-in-hand with the operations, safety, purchasing and accounting teams to both acquire and prepare equipment for the season. It was an effort that proved to be very beneficial.**

# A WORD FROM DUTRA EQUIPMENT

**M**aintaining and modernizing our fleet remains at the forefront of the Dutra Equipment's mission. At present, we are progressing through a multi-year process of fleet recapitalization plus adding numerous assets to enhance the fleet.

## THE HIGHLIGHTS

Our team designed and built the Kimberly S workboat; we built and installed a custom dragline bucket and fairlead to the Liebherr 895, which converted it to be able to throw rock in the Delta; we built an aluminum boat to replace the fiberglass Boston Whaler (used in the Delta); we've added several barges, boats, concrete decks, buckets, rolling stock and plants to the fleet; and finally, we added several welding and service trucks to make job site repairs more effective, safe and economical.

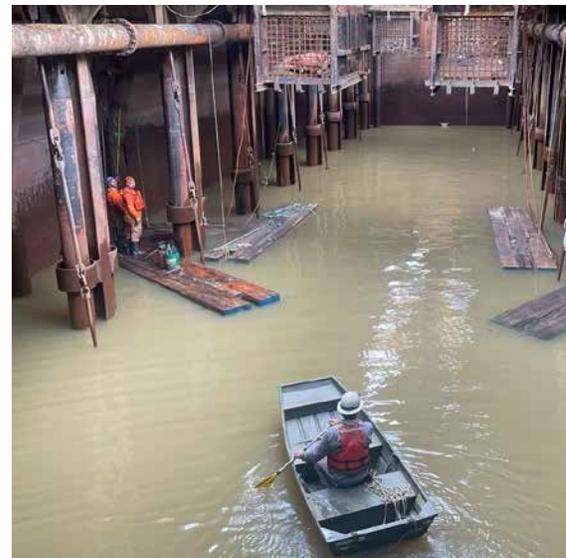
After the Harry S became operational, we embarked on building a workboat of appropriate size—the Kimberly S—to accompany the fleet. The Kimberly S was

[Continued]

launched in Houma, Louisiana and sailed to Mobile, Alabama to join the Harry S and two dump scows, ES-15 & MS-16. The Dutra-led design of the Kimberly S increased the vessel's stability and usability in the larger sea-state on the East Coast. She can easily handle the 22,000-pound anchors of the Harry S to shorten the repositioning intervals.

We conducted an expansion and modernization of the Dutra Materials Portable Crushing & Screening Plant with a new custom design and installation handled by several collaborative teams. This included adding radial stacking conveyors to increase storage capacities. We made the new plant more Earth-friendly with the use of electric motors (versus diesel engines)—a key part of the electrical infrastructure which powers the new plant.

2023 saw the Stuyvesant perform operations in both Sabine Pass in the Gulf of Mexico, and Norfolk, Virginia. Our team has been fine tuning the vessel's recently upgraded dredge control system for both standard dig and dump and pump ashore operations. In addition, we are pleased to report that Stuyvesant's newly installed auxiliary generators are performing well and have resulted in significantly reduced downtime coupled with measurable fuel savings. Looking to the future—we are preparing





the newly designed turtle baskets which will allow for safer cleaning and inspection as well as reduced wear effects on the internal hopper components. We have completed the regulatory testing of the new anchor windlass, which is now ready to install.

Lastly, we said a sad 'good-bye' to the mighty hopper dredge Columbia this year, after she made her last voyage in January 2023 to Mobile, Alabama. The vessel was built in 1944 and she was an important part of the Dutra's fleet since our company acquired her in 2009. During her tenure, we put significant resources and energy into maintaining the Columbia to ensure that the vessel remained



safe for operation (and as we all know, safety is Dutra's number one core value.) The company sincerely appreciates the hard work, dedication and skill of the Columbia's crews throughout her years of service. We look forward to continuing our company's strong presence in the hopper dredging industry with our dredge Stuyvesant, and we remain committed to playing an important role in both the hopper and clamshell dredging industries far into the future.

We remain committed to successful and safe projects. The collaborative teamwork amongst the Dutra Group, Dutra Construction and Dutra Materials has made all the difference in achieving our safety and productivity goals.

 See more: [www.dutragroup.com/fleet.html](http://www.dutragroup.com/fleet.html) & [www.dutragroup.com/fabrication.html](http://www.dutragroup.com/fabrication.html)





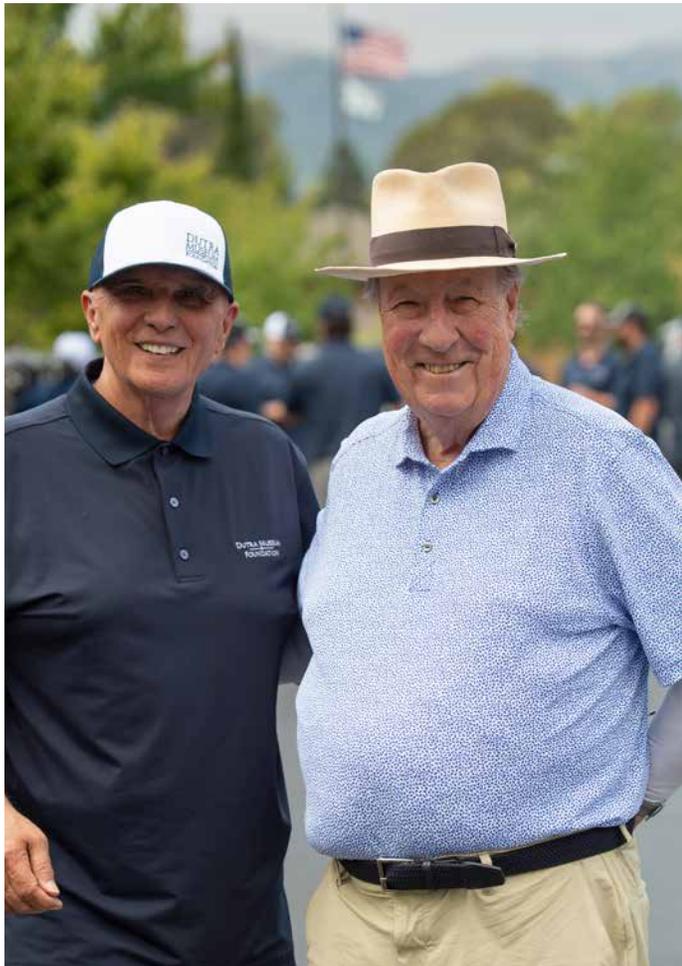
DUTRA MUSEUM

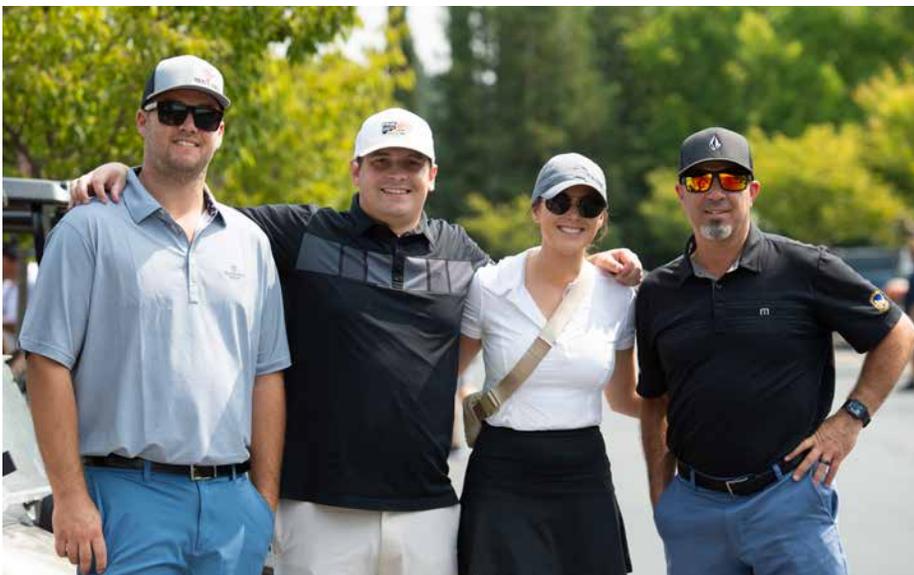
## 7th ANNUAL GOLF TOURNAMENT

On Monday, August 21, 2023, the Dutra Museum Foundation held its 7th Annual Golf Tournament fundraiser at the Marin Country Club in Novato, California. The purpose was to raise funds to support Dutra's higher education scholarships, which the Foundation funds annually through the Portuguese Historical Society and Rio Vista High School. In addition, Dutra Museum welcomed North Bay Children's Center as their partner charity for a second consecutive year.

**T**hrough the support of many sponsors, Dutra was able to host an action filled day on the course. We set up a number of interactive tents offering chair massages, on-course cigar rollers, a hula hoop contest, gambling activities and the chance to win a BMW at our hole-in-one station.... just to name a few! For our foodies, we set up our authentic taco station which has become a signature part of the Dutra tournament and well-known industry wide. Golfers sign up just for the tacos!!! Additional highlights included music by an Irish bagpiper and the national anthem on electric guitar, performed by family member Nikolai Dutra Bruce.

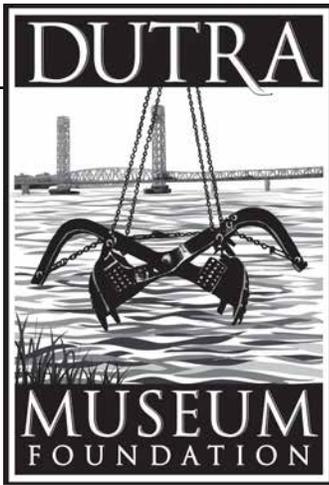
In the same way Dutra's education scholarships offer "hope and opportunity," North Bay Children's Center works to provide an environment that provides life-enhancing programs and developmental experiences for their community. Due to the huge success





of the event, Dutra Museum Foundation was able to present a \$15,000 donation check to the North Bay Children's Center. Proceeds will support NBCC's Bright Futures Capital Project that will increase the capacity for subsidized preschool slots in Marin County and enable NBCC's safety net programs to reach more disadvantaged children still trapped on the educational sidelines.

Bright Futures is the redevelopment of NBCC's headquarters and main educational campus. The project replaces NBCC's deteriorating portable buildings located in Novato's Hamilton area with a new child development center, natural playscapes and Garden of Eatin' Learning Lab that will provide a safe, modern, and nurturing center for children and create a teaching base for early educators throughout the region to learn school-readiness formulas.



The center's design represents best practices for early childhood education and includes eight large early education classrooms for infants, toddlers, and preschoolers, an art therapy classroom, classrooms for adult education (ESL classes for parents, on-site teacher training facilities) and a gathering place for educators, community leaders, and parents.

Scheduled to be completed Summer 2024, Bright Futures will retain 72 existing childcare slots and add 104 new subsidized slots to serve 176 at-risk children and their families annually.

Don't miss our 8th Annual Tournament which will be held on Monday, August 19, 2024, at Marin Country Club! If you would like more information about our 2024 tournament and the ways you can get involved, please email [pdutra@dutragroup.com](mailto:pdutra@dutragroup.com)

Thank you for all the continued support of the Dutra Museum Foundation. Your contributions impact 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.

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Stewart Industrial Supply

**CLOSEST TO THE PIN SPONSORS**  
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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 19, 2024

THE DUTRA GROUP EMPLOYEE TENURE AWARDS

# THANK YOU FOR YOUR DEDICATION AND SERVICE



**Todd Gilbert** *40 YEARS*

"Working for Dutra for the last 40 years has been an educational, challenging, and rewarding experience on board the Tug Sarah Reed. The Dutra leadership team is the best in the industry and the future looks bright for many more years to come with this leadership group. I am proud to be part of the Dutra family. Thank you Bill and Harry for all of your support over the years."



**Will Wallgren**  
*25 YEARS*

"Looking back on 25 years, my tenure at Dutra matches many others who came before me and many more who will follow. Regardless of where you came from and what experiences you bring, you find yourself immediately swept up in the challenging and critical work we do every day, all across the nation."



**Patty Dutra Bruce**  
*20 YEARS*

"It has been an honor to learn and work from some of the best in the industry, most significantly my father."



**Mike Edde**  
*20 YEARS*

"I am extremely lucky to have spent my entire career with The Dutra Group. Dutra has provided me with countless opportunities which has led to my growth and development. I have been surrounded by an incredible team including both mentors and colleagues. I look forward to continued success with Dutra!"



**Jim Hagood**  
*20 YEARS*

"It has been a privilege to serve as the CFO for The Dutra Group for 18 years and continue to serve in a consultant capacity. Working for an organization that stresses integrity and honesty in all manners has been a pleasure."

## 15 *15 YEARS*

- Ross Campbell (Materials)
- Maureen Houghtailing (Materials)
- Bryan O'Sullivan (Marine Construction)
- Shannon Pasquan (Human Resources)
- Hank Schukler (Safety)

## 10 *10 YEARS*

- Alan Blanchard (Purchasing)
- Sharon Gardiner (Equipment)
- Ryan Hand (Stuyvesant)
- Garrett Lim (Cost Accounting)
- Nicolas Radde (Stuyvesant)
- Jason Tse (Marine Construction)
- Kay Vazquez (Stuyvesant)

## 5 *5 YEARS*

- Joniesha Frierson (Accounting)
- Kiernan Galbraith (Stuyvesant)
- Tanner Hawkins (Stuyvesant)
- Susan Hayashi (Estimating)
- Jonathon Hunter (Stuyvesant)
- Matthew James (Materials)
- Zachary Jenkins (Dredging)
- Tammy Pungprakearti (Accounting)

## HUMAN RESOURCES UPDATE

# DUTRA'S INTERNSHIP PROGRAM — OUR PATH TO CONTINUING EXCELLENCE



**The average length of time members of our team are employed with Dutra is 15 years — nearly four times higher than America's median employment tenure. This figure speaks volumes about how much people enjoy working here, and we're quite proud of it. We love The Dutra Group's great tenure stats because they reflect wonderfully on how we care for the people whose dedication is what makes possible all the work we do.**

Still, we need to focus not only on sustaining Dutra's ability to retain employees. We also need to keep our eye on recruitment in order to bring exceptional new talent into the company as we continue to grow and as our longest-tenured team members retire. Nationwide, one in five construction workers are nearing retirement age — this in an industry that generated over 650,000 job openings in 2023.

Recruitment is particularly important thanks to the fierce competition for young talent that the construction industry is currently experiencing. Fortunately, Dutra has a great tool for attracting young talent — our summer internship program, which helps us identify potential candidates for full-time positions following their graduation from college.

We try to attract applicants for these three-month internships in

several ways: (1) through professional organizations like the Associated General Contractors of California (AGC) and The Beavers (a heavy engineering construction association); (2) online, thanks to our activity on Instagram and LinkedIn; and (3) by attending college career fairs. We're especially interested in schools around the country with robust ocean engineering programs such as Texas A&M (which has a dredging program); the University of North Carolina; Oregon Tech; the California, Maine and Massachusetts Maritime Academies; and Jones County (Mississippi) Community College, which has an interesting surveying and engineering program. Naturally, we're also very much interested in California colleges like Chico and Sacramento State, and Cal Poly.

Among the interns we want to attract, we'd like to increase the proportion of women, who, in our experience, often bring a collaborative mindset, strong problem-solving skills and original approaches to the job. In 2023, one-third of our interns were women. (Dutra is proud to have women in leadership positions at the Executive, Vice President, Management and Professional Engineer levels.)

We do everything possible to make certain our interns get a meaningful experience. We've heard horror stories of interns at other companies who spend the whole summer in a file room. At Dutra, we give them an in-the-field experience. But because safety is such a huge focus for us — thanks to our work in heavy marine construction — we start all interns off with safety training, a 10-hour OSHA course that prepares them for work in the field with us and concludes with a certification they can put on their resumes.

From then on, the Dutra internship focus is entirely on learning by doing — a philosophy that Bryan O'Sullivan, our VP of Construction,



This summer, I was given the amazing opportunity to intern under Dutra's construction sector for their Carnival Cruise Line Wharf H Improvements project in Long Beach. My assigned mentor, Tedric Hadeen, was a huge help in navigating the marine construction world. His vast knowledge helped me understand the different marine terms and equipment used. I learned the different roles that contributed to the successful completion of the project. Overall, the knowledge I gained during my internship will serve beneficially as I continue my professional development at Dutra post graduation."

- **Ixelt Garcia**, Cal Poly, San Luis Obispo, CA



brought with him from his alma mater, Cal Poly. O'Sullivan, along with Senior Project Manager, Todd Bruce actively collaborate on recruitment with Patty Dutra, VP for Human Resources. Their goal is to get the interns out in the field getting their boots dirty alongside project managers and engineers. So we assign a mentor to each intern for the whole summer — typically a field engineer or project engineer. They are responsible for the intern's training, supporting and guiding them, answering their questions and generally serving as point person.

We also get our interns together for field trips. Sometimes, when the group visits a project that's hosting an intern, that intern is asked to conduct the tour. Generally, these trips help the interns learn what the various parts of our company are doing as well as foster camaraderie within the group, allowing them to get acquainted with students from other schools and other majors. Some also connect on LinkedIn, beginning what can become long-term professional connections.

Finally, we ask the mentors to provide periodic status updates on each intern — to let us know, for example, how the intern has been doing over the past couple of weeks, what kind of training they've been given, how proficient they are, how they're fitting in with the team, whether there are any punctuality or attendance concerns. These updates allow us to track the intern and see how we can further support them. We also ask interns to give us an exit report at the end of the summer, documenting their experience (including with photographs) and telling us what they've learned and the connections they've made. After they've submitted their exit reports, we also ask the mentors to provide an exit evaluation, providing the interns with formal feedback before they return to school.

Combined with the mentor updates and evaluation, the interns' exit reports help us evaluate whether they'd be a good long-term fit and if we'd like to offer them full-time employment following graduation. On average, we invite nine to twelve students a year to intern with us, and we might typically invite two or three of them to apply for a full-time position — or, if they're only going into their junior year, to apply for an internship again the next summer.

Internships — we think they're a great way to prime Dutra's retention pump and keep the cycle of great work done by great people moving forward.



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 2024 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 2024 internship positions are seeking applications! Visit [www.dutragroup.com/opportunities.html](http://www.dutragroup.com/opportunities.html)

## Meet our 2023 Interns



**Ricky Curiel**  
 Division: Construction  
 Major: Civil Engineering/  
 Coastal Engineering  
**CAL POLY**



**Ryan Dery**  
 Division: Dredging- Stuyvesant  
 Major: Engine Cadet  
**MAINE MARITIME ACADEMY**



**Ixelt Garcia**  
 Division: Construction  
 Major: Construction  
**CAL POLY**



**Slater Gilbert**  
 Division: Construction  
 Major: Construction Management  
**California State University Chico**



**Maelani Rubianes**  
 Division: Construction  
 Major: Civil Engineering  
**CALIFORNIA STATE UNIVERSITY LONG BEACH**



**Carlos Hernandez**  
 Division: Dredging  
 Major: Civil Engineering  
**JONES SINCE 1911**



**Eduardo Gomez**  
 Division: Equipment  
 Major: Mechanical Engineering  
**SACRAMENTO STATE**



**Gabrielle King**  
 Division: Safety  
 Major: Environmental Health  
**NORTH CAROLINA AGRICULTURAL AND TECHNICAL STATE UNIVERSITY**



**Brandon Lara**  
 Division: Dredging- Stuyvesant  
 Major: Deck Cadet  
**CAL POLY**



**Monika Marek**  
 Division: Information Technology  
 Major: Computer Science  
**Oregon State University**



**Eric Overaa**  
 Division: Materials  
 Major: Civil Engineering  
**CAL POLY**



**Pete Rossi**  
 Division: Construction  
 Major: Civil Engineering  
**California State University Chico**

2023 HARVEY FREEMAN AWARD

# DUTRA SAFETY HONORS 2023 HARVEY FREEMAN AWARD RECIPIENT, DERON LOPES

**The safety of our employees at The Dutra Group is one of our most significant responsibilities and something we do not take lightly. At The Dutra Group’s annual meeting, the Safety Department announced that the honor of the 2023 Harvey Freeman Award was granted to Deron Lopes.**

**T**he 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.

Deron Lopes was hired on 6/22/1995 (28+ years) at the San Rafael Rock Quarry as a quarry laborer responsible for cleanup activities around the crushing production plants. Throughout his employment, Deron has had many tasks that he has been assigned and completed safely. These tasks include his original and current position as a quarry laborer. In this role, Deron keeps the production plants clean and orderly so anyone working in the area can do so safely.

Deron’s second job that he performs for us at SRRQ is the Head Barge Loader. In this role, he is responsible for inspecting, pumping, and directing all the loading activities, Deron’s goal is to make sure this job is completed safely and efficiently. If you have received a barge load of rock from SRRQ over the past 28 years, it was more than likely loaded safely by Deron.

Deron’s third job that he performs for us at SRRQ is Head Blaster or (Blaster in Charge); because of Deron’s attention to detail and his Safety-First mentality, he is a perfect fit to be our blaster. Since assuming this position, he has completed approximately 500 Blasts, using approximately 5,000,000 pounds of explosives, generating roughly 16,250,000 tons of rock all done safely.



And finally, because of Deron’s attention to detail and his passion for safety, we gave him another title and that’s a DSR for the San Rafael Rock Quarry.

Harvey Freeman would be proud that his award is going to a deserving person who has figured out a way to be Productive in our challenging industry while at the same time always making Safety the number 1 priority. Deron sets the example of what the Harvey Freeman Award is about.

While on the job, Deron makes everyone and everything around him safer!!

**SAFETY**

## 2023 DUTRA 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 unredacted OSHA logs. We realized some time ago that to remain competitive, we must make safety and production a partnership. All our hard work and investments in safety have paid off significantly. In fact, in 2018, 2019, 2020, 2021, 2022, and 2023 year-to-date, 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 2023 has proven that the previous five years were not anomalies but a significant trend in managing our safety program, as evidenced by our continued low rates. It is also significant that 2023 represents the sixth year in a succession of excellent safety performance. This will lower and calculate the average incident rates such that premiums will fall, and we will be more attractive to

our potential project owners. Premiums for State Act coverage fell 30% in 2023 and Longshore rates fell by nearly 10%.

Some of the highlights and accomplishments in 2023 are: the purchase and implementation of Gadzoom.net for our Accident Prevention Plan and AHA creation, kickoff of the re-write of the overall health and safety program; participation in the National Construction Safety Week, and the first safety internship.

We continue to promote an awareness in Safety and that Safety is our company’s No. 1 Core Value. We are in the process of brainstorming 2024 initiatives that will help us to sustain the significant 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.

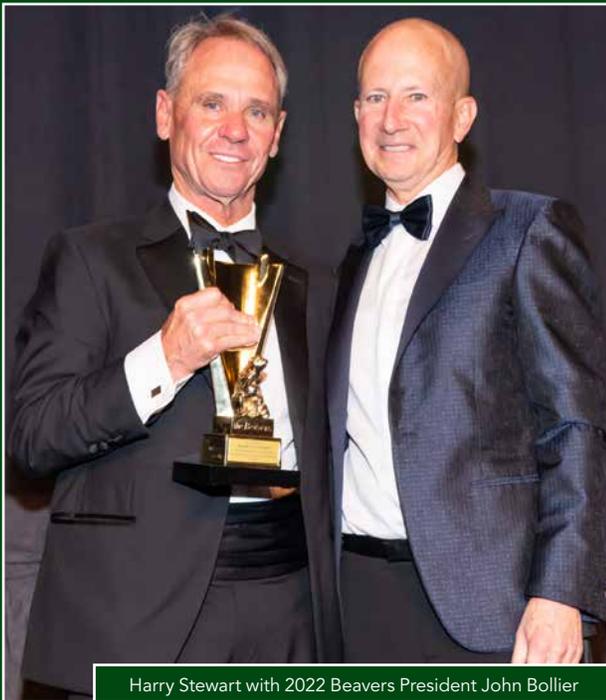




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# BEAVERS HONOR HARRY STEWART WITH THE 2023 GOLDEN BEAVER AWARD



Harry Stewart with 2022 Beavers President John Bollier

## CONGRATULATIONS, HARRY!

This past January, The Beavers\* honored Harry Stewart, Dutra CEO, at the 67th Annual Golden Beaver Awards Dinner with the 2023 Golden Beaver Award for Management in recognition of his four decades of leadership and service to the heavy engineering construction industry.

During his career, Harry has held virtually every position in the company's dredging, marine construction and aggregate subsidiaries, ascending to chief executive officer.

Harry's broad experience has amplified his unwavering commitment to safety as evidenced by Dutra's 1.0 incident rate while compiling nearly 3 million man hours over the last four years. Harry believes safety is a mindset.

He was recently promoted to CEO of Dutra and will continue the sustainable and organic growth strategy within our core markets and competencies while building upon a solid culture of safety, trust, and teamwork. Congrats, Harry!

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*\* Founded in 1955, the purpose of the Beavers is to promote goodwill, friendliness and consideration within the heavy engineering construction industry; to give recognition to those men and women who have demonstrated particular skill, responsibility and integrity; and to encourage and support entry of promising young individuals into heavy engineering construction.*

## 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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