



# DUTRA

## YEAR IN REVIEW

2024  
dutragroup.com

INDUSTRY LEADER IN AGGREGATES, DREDGING, AND MARINE CONSTRUCTION SERVICES

# UNEARTHING THE DEPTHS OF THE BERKELEY MARINA



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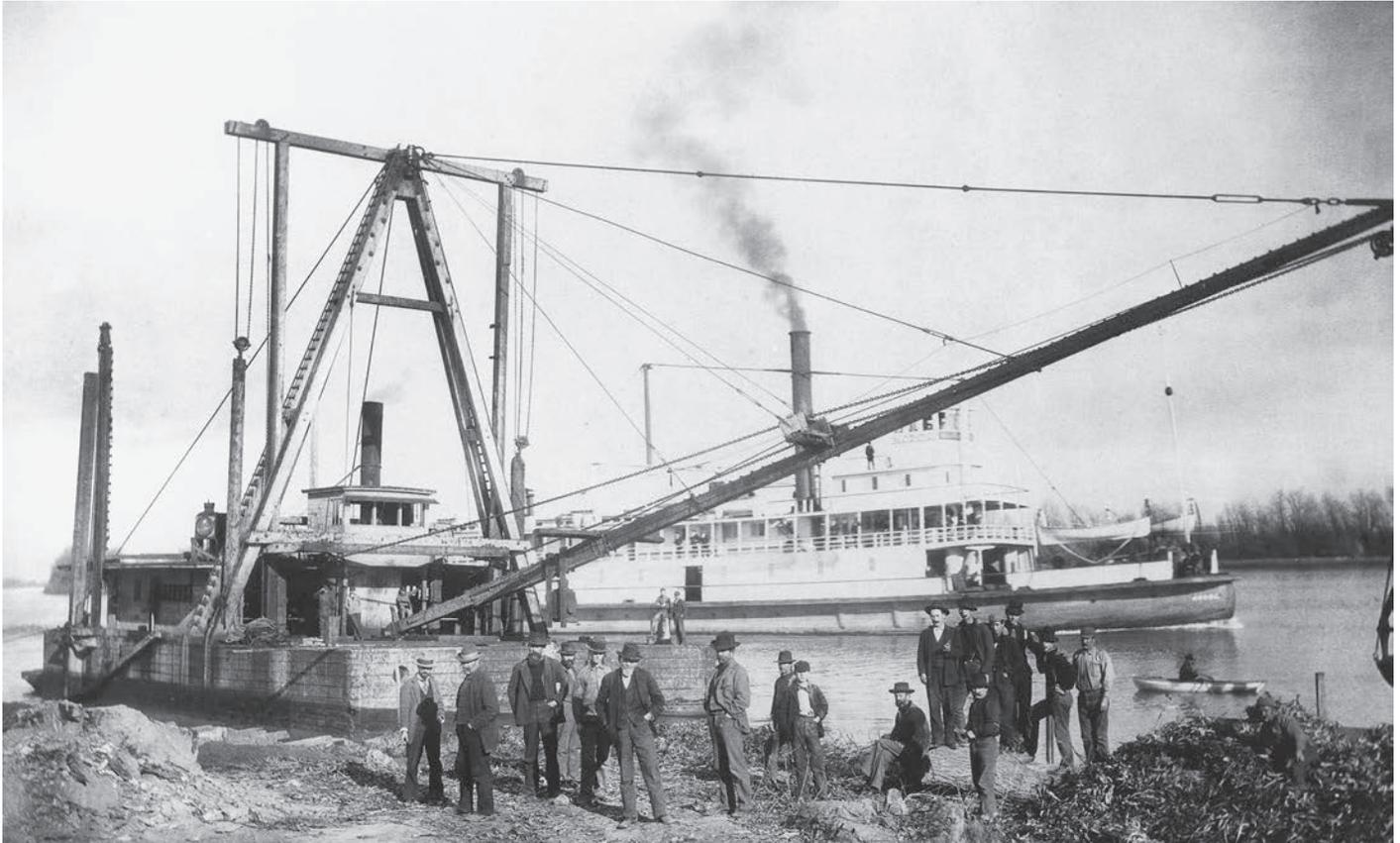
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FAMILY OWNED FOR FOUR GENERATIONS

# 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

**L**ooking back at 2024, I am filled with pride and gratitude for what we accomplished together.

2024 highlighted the power of collaboration across all segments of our organization, enabling us to not only meet but often exceed our goals. Whether it was delivering exceptional quality and service, ensuring first-rate execution for our customers, or upholding exemplary health and safety standards, these achievements were made possible by the outstanding leadership and management teams who continue to embody our culture and core values.

We now move into 2025 with unparalleled momentum. Our diverse and record-setting backlogs, significant investments in capital and maintenance projects, and a steadfast commitment to strengthening and enhancing our marine fleet position us for continued success.

This year, our nation faces unprecedented challenges that demand increased self-reliance. Amid political and economic uncertainties at home and abroad, the United States must rely on the wit, grit, and determination that have defined us as a country. At Dutra, we embrace this challenge with the same drive and commitment to excellence.

Improving our nation’s infrastructure and enhancing quality of life requires us to push the boundaries of what’s possible. By advancing our technology, equipment,

management practices, and workforce development, we are ready to do our part. With a growing focus on our nation’s waterways and critical waterfront infrastructure, our future has never looked brighter.

I want to express my deepest gratitude to our partners, including the U.S. Army Corps of Engineers, our port partners, our critical waterways customers, and our financial supporters—banks, insurers, and surety—for an unwavering commitment to our shared mission.

To our Dutra family, your dedication and resilience are truly inspiring. Every individual brings a unique skill set that elevates our collective success. Teamwork is the foundation of our achievements, and your contributions, no matter the size, are what make Dutra exceptional.

As we move forward into 2025, let’s approach the year with determination, enthusiasm, and a shared commitment to building on the legacy that has brought us this far. I’m confident that our vision, collaboration, and unwavering drive will lead us to even greater heights.

Here’s to another remarkable year ahead.

Harry Stewart, Chief Executive Officer



## A MESSAGE FROM OUR EXECUTIVE CHAIRMAN

**2** 024 has been a very challenging year and also a very rewarding year. I have just completed my first year as Executive Chairman, and it has allowed me to elevate my role to a point where I can focus specifically on the vision, growth, and strength of The Dutra Group.

The success of 2024 would not have been possible without the sincere and strong leadership of my business partner of 41 years, Harry Stewart. Along with our executive leadership team, we have a very high complement of vice presidents and managers that run our day-to-day operations. Each one of them has illustrated the importance of their responsibilities and commitment to The Dutra Group. We recognize that, under the environmental elements that we work in, Mother Nature offers no forgiveness. It takes a fully executed and committed team of quality workers, along with the highest standard of equipment, to bring about our successes.

We have watched Dutra's up-and-coming leadership become more focused, not just by successfully bidding and building projects, but also by continually building their business acumen in managing the work successfully for the client and bringing profitability to the company. I am proud to say that, as the next generation follows in the footsteps of our previous company leaders, they are finding purpose in what we are doing and contributing to this great country we live in.

Our waterways are ever expanding and our environment is constantly challenged. It has been important for us to understand the importance of new mitigation efforts and to balance environmental concerns as we develop and repair our country's infrastructure.

We are on the road to rebuilding America, and we are off to a good start. It is going to be even more challenging

for us to continue to meet the demand in our industry for qualified individuals and to attract future leaders and workers as we develop the energy to further expand and build the Dutra company.

We each contribute to making Dutra a better place to work, establishing a high quality of confidence in our customer base. All of us together are ensuring our tired infrastructure is further maintained at the highest standards as industry leaders in the construction and marine industry.

I am proud of our continued recapitalization of our company with new equipment and the latest technologies, which helps to foster and attract a new generation. We should be very proud here at Dutra of all the quality people who have been part of this company during the 53 years that I have been at the helm. I feel great pride in watching this fabulous growth in a very consistent and meaningful way, concentrating on what we know and do best. Let us look into the future and continue with our basic culture and our three C's, "Capacity, Capability, and Character," and instill a strong trust and confidence in our abilities to our valued customers. It's been a pleasure to watch this growth and expansion with the quality that each and every one has brought to our company, each other, our families, and the community.

Let us continue to bring our very best and reach the highest levels of success, quality of life, health and happiness.

Sincerely,

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

Bill T. Dutra, Executive Chairman

# THE DUTRA GROUP USHERS IN NEW ERA WITH SALE OF MATERIALS OPERATIONS



## CRH signs an agreement with The Dutra Group to acquire its materials operations at the San Rafael Rock Quarry and two other locations, enabling Dutra to double down on its core expertise of dredging and marine construction.

In late November 2024, The Dutra Group entered into a new partnership with CRH—a highly respected building materials company with 90 years of expertise—when it sold its materials operations located in San Rafael, Richmond, and Petaluma to the Fortune 500 company.

### EXPANDING AND STRENGTHENING DUTRA'S CORE EXPERTISE

It marks a new era for family-founded The Dutra Group, as the partnership will benefit the Bay Area community, Dutra's businesses, and its customers. It also enables The Dutra Group to expand and strengthen its core expertise in dredging and marine construction while maintaining an active role in Marin County and the Sacramento Delta Region, where it has been rooted for decades.

"This was an opportunity for us to redouble our focus on growing our core marine construction business, while continuing to serve our customers in the Sacramento Delta and greater San Francisco Bay Area, just as we have for generations," said Bill Dutra, Executive Chairman of The Dutra Group. "CRH's values, its focus on safety, people, and customers were instrumental to our buyer selection decision."

Under the new agreement, The Dutra Group will maintain possession of the physical property on which the San Rafael Quarry is located. CRH will ensure the San Rafael Rock Quarry remains a vital and responsibly operated resource for the entire Bay Area. CRH's global experience ensures there will be a seamless transition of operations, while preserving the same commitment to ethical and sustainable operations Dutra has had since it bought the quarry in 1986.

"We understand that our customers rely on expeditious and high-quality materials from the San Rafael Rock Quarry," said Harry Stewart, CEO of The Dutra Group. "We remain committed to this effort, and our arrangement assures our continued response to meet the needs of the delta region."

### ALL SAFE AND SOUND

Since it first bought the quarry, The Dutra Group has been committed to being good

neighbors with the community, and will continue to do so by remaining involved in the quarry's stewardship.



We understand that our customers rely on expeditious and high-quality materials from the San Rafael Rock Quarry. We remain committed to this effort, and our arrangement assures our continued response to meet the needs of the delta region."

- Harry Stewart, Dutra CEO

"One reason our team chose to partner with CRH is because Dutra and CRH share a strong commitment to the environment and local communities," said Aimi Dutra, Director of Public Relations for The Dutra Group. "We will continue to work closely with our neighbors, ensure stakeholders have access to our team and continue to address any concerns raised by the community."

## MEET DUTRA'S NEW RISK MANAGER

# A CONVERSATION WITH DUTRA'S RISK MANAGER, JOHN WYMA-HUGHES



**John Wyma-Hughes took over as Risk Manager for The Dutra Group in April 2024. He oversees two critical areas of the company: marine compliance and the safety department (safety is always number one at The Dutra Group). We caught up with Wyma-Hughes for a look back at 2024, what's in store for the future, and a snapshot of his journey toward this critical position within the company.**

**Q: Your career path toward Risk Manager at The Dutra Group has been a bit unconventional. Tell us a bit about how you've arrived here.**

**JWH** As a kid, I always dreamed of being a scientist. I started out my career in experimental neuropsychology, working at the Veteran Association's physiology lab in Martinez, where I mapped out normative and patient data to both visualize and determine the effects of diffuse axonal injury in TBI (traumatic brain injury) patients.

From there, I followed my previous boss at the VA to his own technology company, where I continued to conduct similar TBI-focused research, but on a much bigger population set. Part of my job was securing Small Business Innovative Research (SBIR) grants from the federal government's Small Business Administration, which involved federal contracts and reporting.

Eventually, I decided neuropsychology research was not a long-term career for me. Law school

was appealing, but I wasn't sure so I literally flipped a coin: heads, I would take the LSAT and apply; tails, I would pursue another path. Heads won, and I enrolled in evening law school at the University of San Francisco the very next semester.

After graduating from law school, the mother of a close family friend was working at Dutra, and she inquired if I would be interested in a temporary associate general counsel position at the company to backfill a maternity leave, handling contracts and claims. That was in 2021.

Fast forward a couple of years, and Cliff Hunt, Dutra's Risk Manager, who was planning to retire, asked if I would be interested in working with him to learn about risk management. I said yes and spent a year working side by side with Cliff, learning everything I possibly could from him before he retired. I also attended virtual classes at night (again!) for an associate's degree in risk management. In April 2024, after nearly a year and a half as Assistant Risk Manager, I was officially promoted into the position of Risk Manager.

**Q: What are the connections between what you are doing now as a Risk Manager and the path you took to get there?**

**JWH** Studying psychology gives you a great background into dealing with people individually and on group levels.

My history in research—especially data collection and evaluation, which I love—has set me up for a technical approach to risk management and risk shifting that I believe can be applied and aligned with the mission statement of this company.

In retrospect, my previous job in securing research grants in the private sector was a nice segue to working with contracts and compliance long before I even knew I wanted to go into law.

**Q: What are your plans as Risk Manager moving forward?**

**JWH** I have many plans, but at the forefront of those plans is collating and analyzing the plethora of data collected throughout The Dutra Group's long history to better see trends. For example, when we examine the last seven years of injuries and equipment incidents, as well as general upticks or downticks in project availability, federal funding, and resource allocation, we can get a much clearer picture of what we're doing right and what we can improve on.

That said, and thanks in large part to the work of Cliff Hunt, The Dutra Group has an excellent safety record. Our company maintains a

steadily decreasing total recordable incident rate Total Reportable Incident Rate (TRIR) that is easily one of the best in our industry. But there's always room for improvement, as this is an industry in which things happen simply due to the nature of our business. It's not, and never will be, risk-free work.

**Q: You've only been officially in the job for a few months now, but how has this newer focus on data evaluation approach helped?**

**JWH** Last year we had an uptick in hand injuries, specifically incidents among those employees operating or repairing heavy machinery who would catch their hands between pinch points. We were able to review lagging indicators such as incident causation and isolate data to analyze which divisions had the worst experiences with those injuries and pinpoint what they were doing at the time the incident occurred.

Based on the data, we implemented new PPE (protective personal equipment) in the form of specialized gloves that have a protective cap on the finger tops, an addition that can reliably prevent that type of crushing injury. Without stepping back and seeing a trend, we may have missed thinking of this solution.

**Q: What is happening with marine compliance?**

**JWH** About 70 percent of The Dutra Group's work comes from federal contracts. The entities that issue those contracts, specifically the U.S. Army Corps of Engineers and the U.S. Coast Guard, maintain a strict, stringent set of requirements that all of our vessels have to comply with to make us eligible to bid on federal contracts and operate over water in general.

Until recently, marine compliance was largely split between the division managers, but in May 2024 we created a Marine Compliance Officer position within the Risk Management department. Currently, Matt Browne, who is our Marine Regulatory Compliance Officer, is working to ensure our fleet of tugboats (classified as Subchapter M vessels) is following this lengthy set of compliance rules. Matt's experience as a captain for Dutra and his breadth of knowledge concerning the applicable regulations makes him the perfect person for the role. The overall goal is to extend that same oversight beyond tugboats to our whole fleet, including the Stuyvesant, the Paula Lee, the Harry S and the DB-24—and our fleet of barges and crew boats as well.

It's another effort that we're making to consolidate an arduous, complicated task conducted by multiple employees to one department in order to become more efficient.

**Q: What's in store for the Risk Management department in 2025?**

**JWH** We plan to take full advantage of the resources available to us through several programs offered by both our underwriters and the various national safety committees of which we are members. Many of them offer safety program audits, where they will send in a team of specialized industry-specific professionals who will sit down with us, walk through our plans, and then conduct site visits to see how those plans are implemented. It's an opportunity for them to point out to us what we are doing well and what has room for

evaluating data and analyzing trends is key to risk management. We will continue building our in-house methods of analyzing trends for safety incidents, using the libraries of information and data available to us to get the best handle on the stage that we're in, and see what wholesale changes need to be made and what needs to be systematically tweaked.

As someone who has worked in a federal government organization, where communication is challenging, to say the least, it's great to work for a company built on collaboration and communication. I'm able to tap into a vast amount of resources and



**It's great to work for a company built on collaboration and communication—the support of Dutra's management makes it possible to create the changes we need to continue Cliff Hunt's mission of elevating Dutra's safety-first culture**

- John Wyma-Hughes, Dutra Risk Manager

improvement. Hank Schukler, Dutra's Safety Manager, and I will lead this process together. Hank is a fantastic, driven professional who has been with Dutra for 15 years and has a phenomenal instinct when it comes to safe practices of what will, and will not, work in the field.

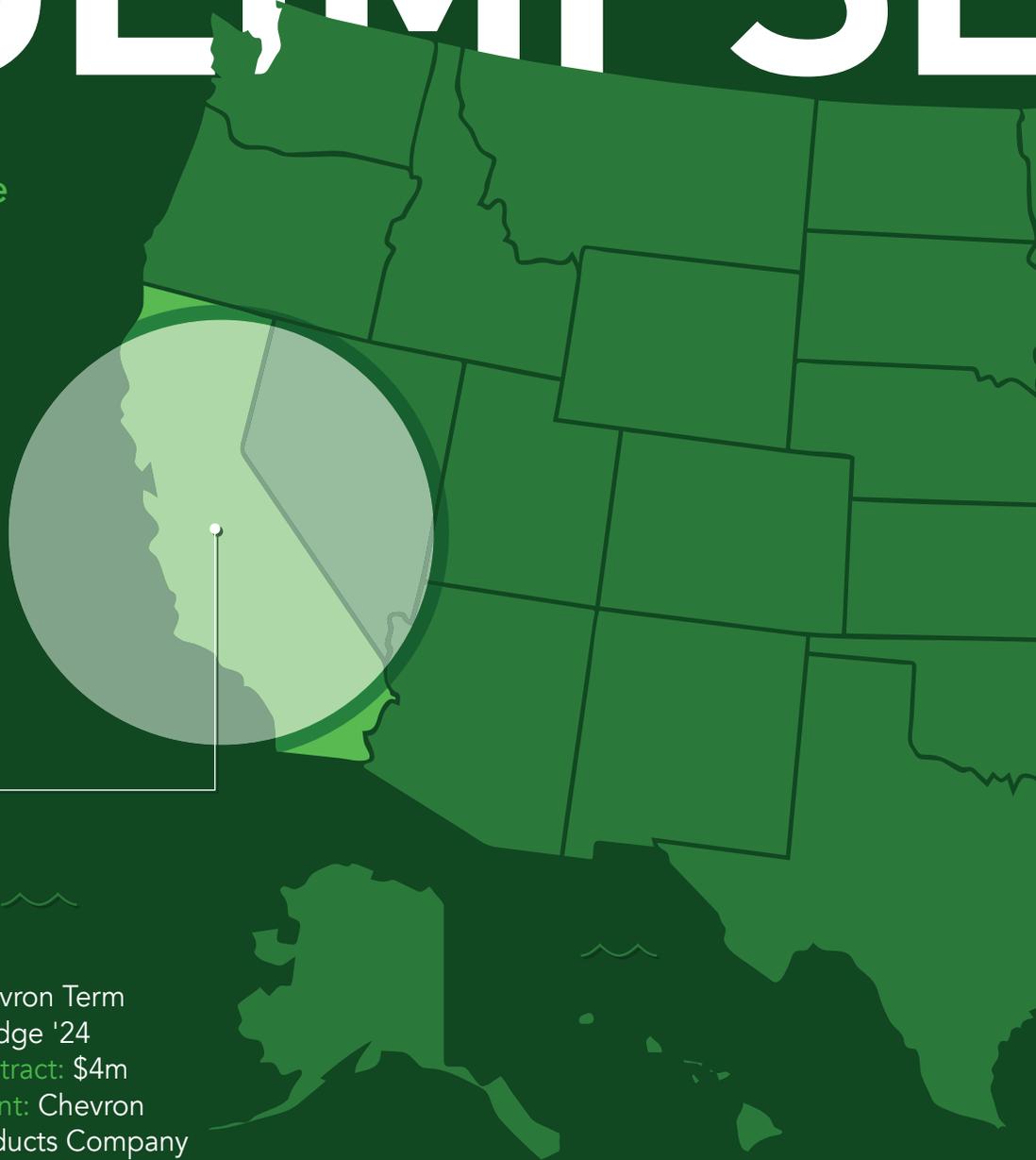
And of course, as I previously emphasized,

personal knowledge, starting with the C-suite down. Risk management is not an easy job, but the support of Dutra's management makes it possible to create the changes we need to continue Cliff Hunt's mission of elevating Dutra's safety-first culture.



# A GLIMPSE

Here is a look at some of the projects Dutra has on the horizon for 2025



 **CALIFORNIA**

**SF BAY AREA**

CSU Maritime  
Preconstruction &  
Contract  
**Contract:** \$33m  
**Client:** Otto  
Construction

Berkeley Marina  
**Contract:** \$7.6m  
**Client:** City of  
Berkeley

Port of San Francisco  
**Contract:** \$4.2m  
**Client:** Port of San  
Francisco

Chevron Term  
Dredge '24  
**Contract:** \$4m  
**Client:** Chevron  
Products Company

USS Pampanito  
**Contract:** \$2.3m  
**Client:** San Francisco  
Maritime National  
Park Association

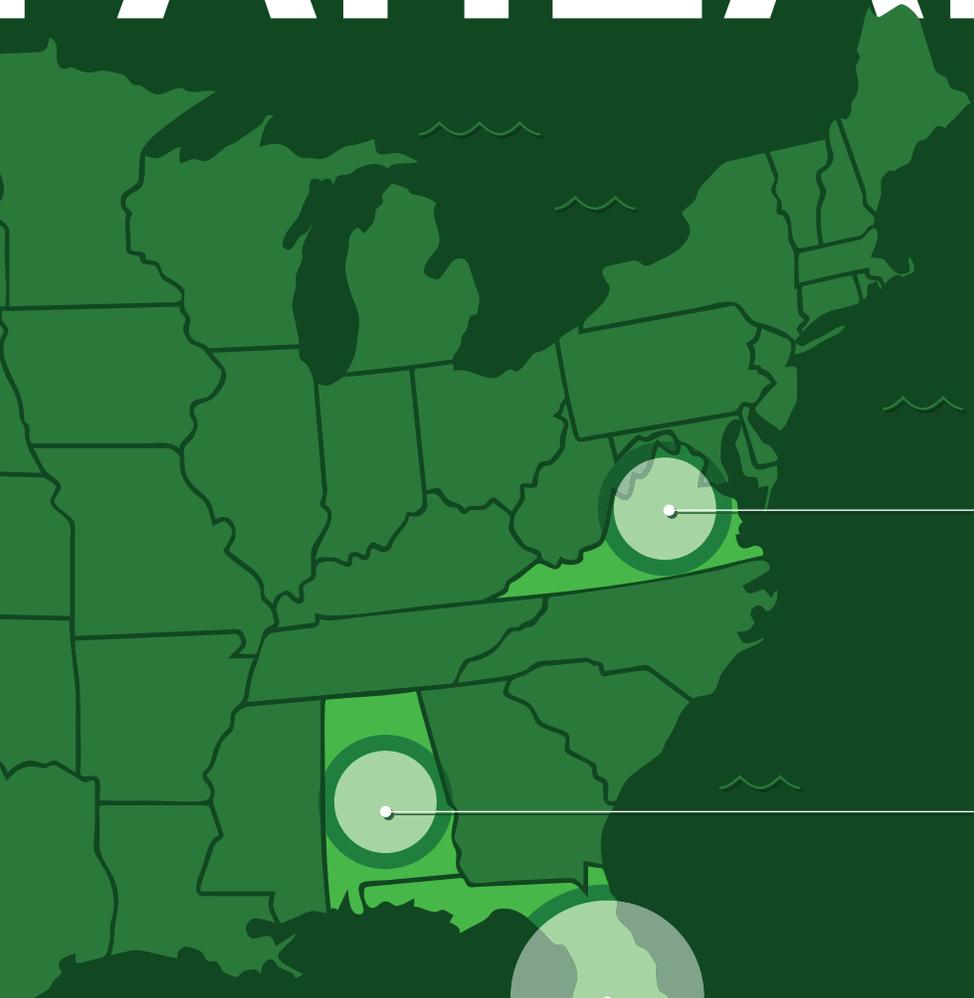
USACOE Contract 4  
Sac River  
**Contract:** \$2.3m  
**Client:** USACOE,  
Sacramento District

Valero Aug '25 -  
Jul '26  
**Contract:** \$1m  
**Client:** Valero  
Refining

**SPAULDING LAKE**

Spaulding Lake  
**Contract:** \$9m  
**Client:** PG&E

# E AHEAD



 **VIRGINIA**

**NORFOLK**

Norfolk Harbor  
Contract: \$13.2m  
Client: USACOE,  
Norfolk District

 **ALABAMA**

**MOBILE**

Mobile Deepening  
Phase 6  
Contract: \$46.1m  
Client: USACOE,  
Mobile District

 **FLORIDA**

**BREVARD COUNTY**

Brevard Mid and  
South Reach  
Contract: \$21.7m  
Client: USACOE,  
Jacksonville District

**TAMPA**

Tampa Harbor  
Contract: \$9.5m  
Client: USACOE,  
Jacksonville District

**JACKSONVILLE**

Mayport  
Jacksonville Harbor  
(Clamshell)  
Contract: \$8.3m  
Client: USACOE,  
Jacksonville District



FEATURED PROJECT

# RESTORING THE SACRAMENTO RIVER

The Dutra Group's largest contract to-date—a two-year project to address the Sacramento River's eroded levees and bring much-needed stabilization to the area—comes to a conclusion.

*\*\* Dear Readers: In The Dutra Group's 2023 Year in Review, we featured the ARCF (American River Common Features) Sacramento River Erosion Contract 2, representing Dutra Group's largest contract in the company's 50-year history. This story is a continuation piece of that project, which was completed in November 2024, as well as a look into a smaller, innovative erosion management project in the same region.*



**As explained in last year's cover story, the Sacramento River is a lifeline to the city of Sacramento. It is also a force that constantly challenges the city's infrastructure with its ongoing threat of floods. Each winter, the water levels rise and fall, fluctuating by as much as 20 feet depending on rainfall and releases from upstream reservoirs. With these changes, the integrity of its levees—key barriers protecting the city from flooding—has become increasingly crucial.**

Kyle Potthast, Project Manager of Delta Operations at The Dutra Group, describes the levees on the narrow Sacramento River as "some of the least maintained levees in the entire country, according to the USACE," which present an ongoing threat to the state's capitol, in part due to the fact that Sacramento only sits 30 feet above sea level. The city is on par with the coastal cities of Santa Cruz and Monterey, which sit 36 and 26 feet above sea level, respectively.

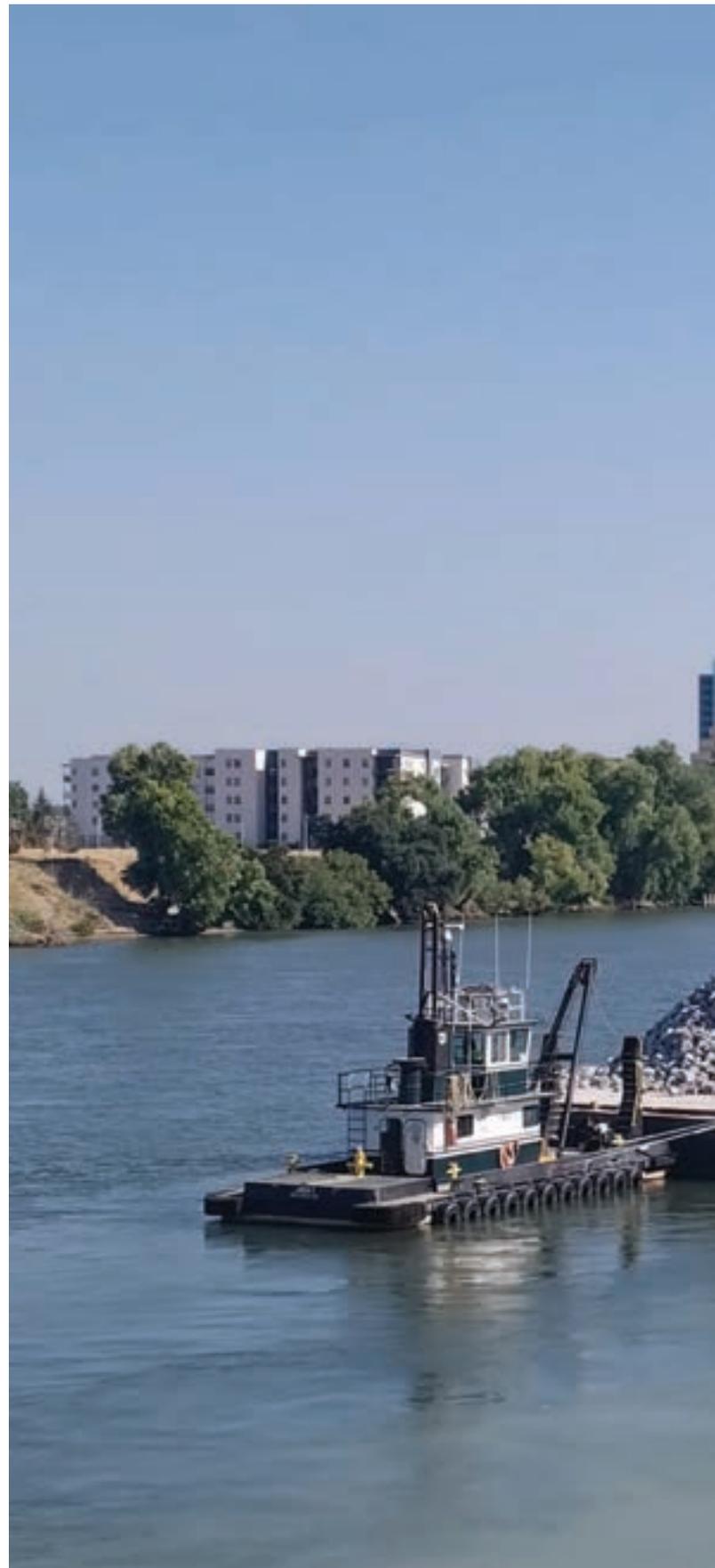
Repairing and reinforcing the Sacramento River's levees has been a hot-button project for the U.S. Army Corps of Engineers (USACE), for years. In February 2023, the USACE awarded The Dutra Group a \$73.8 million contract (known as Contract 2) to complete the substantial work of repairing and reinforcing the lower portions of the levee along the riverfront, with an eye toward long-term sustainability and protection of the river's ecosystem. The work is also designed to ensure the water is properly directed to where it needs to flow, including as far as Southern California.

## **A TWO-PRONGED APPROACH: FLOOD PROTECTION AND HABITAT RESTORATION**

For the past two summers—2023 and 2024—Dutra Construction has diligently worked at 13 erosion sites along the levee to combat the damaging effects of erosion by armoring the river's edge with graded stone transported in from Dutra's quarry in San Rafael (the Bay Area's only direct barge-loading quarry, and one of only two such resources in California).

Day in and out, four tugboats loaded with quarry rock continuously made the 80-nautical-mile trip from the quarry to the barges situated at the work sites. Every journey took 18 hours one way, and when it was all said and done, the vessels had transported 520,000 tons of material during the course of the Contract 2 phase. "My project manager counterpart, PJ Glavin, was irreplaceable during both seasons," said Potthast. "He coordinated all tugboat and barge movements as well as material loading with the San Rafael Rock Quarry team."

At each erosion site, the plans consisted of installing rock on the levee to armor it, as deep as 35 feet below the surface and at a slope, with



<b>BY THE NUMBERS</b>	SAFETY ISSUES ENCOUNTERED <b>NONE, IN KEEPING WITH DUTRA'S #1 PRIORITY OF "SAFETY FIRST"</b>	ORIGINAL CONTRACT VALUE: <b>\$73.8 M FOR CONTRACT 2; \$8.8 M FOR CONTRACT 4</b>
<b>ARCF SACRAMENTO RIVER EROSION CONTRACT 2 AND CONTRACT 4</b>	CREW MEMBERS: <b>50 ON SITE (AT THE HEIGHT OF THE PROJECT)</b>	EQUIPMENT: <b>FOUR CRANE BARGES (2 EA WITH EXCAVATORS &amp; 2 EA WITH CRANES)</b>
	LENGTH OF PROJECT: <b>SUMMER 2023 AND 2024</b>	NUMBER OF WORK SITES: <b>13 FOR CONTRACT 2; ONE FOR CONTRACT 4</b>
	TOTAL AMOUNT OF ROCK BROUGHT TO SITE: <b>565,000 TONS FOR BOTH CONTRACTS</b>	





The GPS technology made all the difference in efficiently placing the rock and completing this project within the short environmental work window required by the contract”

- Kyle Potthast,  
Dutra Project Manager of Delta Operations





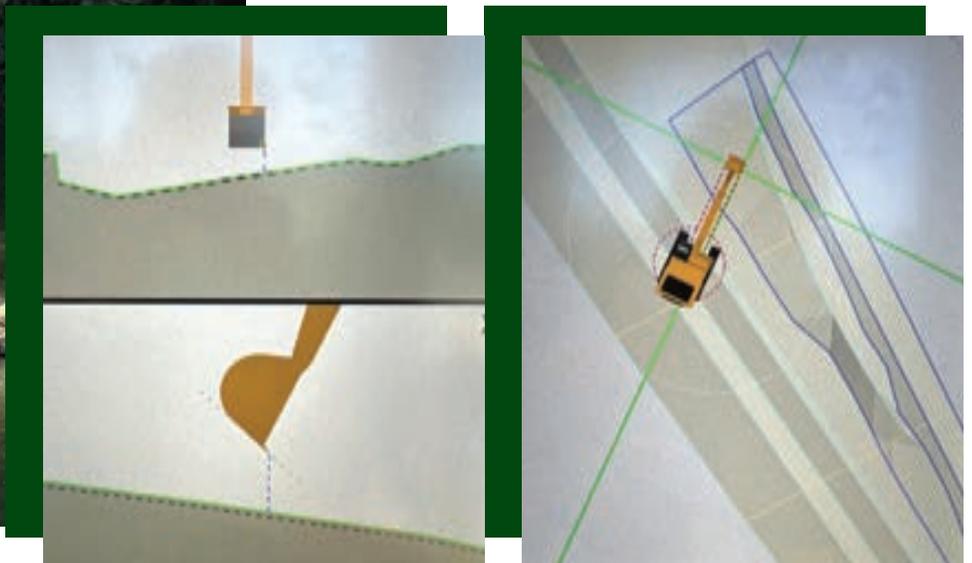
the actual depth of the rock placement based on the depth of the river. The majority of the graded stone, an estimated 90 percent, was placed below the surface of the water.

To accomplish the lofty goal of accurately placing that enormous amount of rock underwater and mostly out of visible sight, the team used a new and innovative Trimble GPS program, which was programmed to show the operators exactly where the rock should be placed. "Two of Dutra's engineers, William Ng and Kathleen Nelson, replicated USACE's drawings to build the models used in the GPS for all rock placement," said Potthast.

For the physical work, the team used CAT 395 Excavators, which are built to sit higher on barges and give their operators a clearer line of sight and a longer reach to the build sites. The excavators, equipped with the built-in GPS technology, proved to be a "game changer," allowing the operators to know the exact location of the buckets underwater and where to place the rock with much greater precision to match USACE's models. This strategy eliminated the need for lead lines and other manual methods of rock placement. "The GPS technology made all the difference in efficiently placing the rock and completing this project within the short environmental work window required by the contract," said Potthast.

On land—areas that will be covered by water from January through March—the Dutra team added planting benches and soil-filled rock benches. The purpose of the benches was two-fold: first, to protect the levees from erosion and offer soil stabilization, and second, to provide a footprint for planting native vegetation. Over time, the new plants will help soften the levee's look, reducing the rock armor's visual and environmental impact.

Another environmentally friendly strategy involved The Dutra Group bringing in more than 1,700 trees to become in-stream woody materials





I am incredibly proud of what we accomplished on this project—Completing the largest contract in Dutra Group’s history was a monumental effort, and it speaks to the exceptional teamwork, innovation, and dedication of everyone involved. From our crews on the water to the team at the San Rafael Rock Quarry and those behind the scenes in our offices, every individual played a critical role in delivering these projects on time and with precision.”

- Ryan Abood,  
Dutra Vice President of Delta Operations



anchored into the newly placed rock to create fish habitats. These IWMs were sourced from trees at former almond orchards, which were transported initially by truck to Dutra's facility in Rio Vista, and then by barge to the river's work site. The tree materials were "planted" underwater to establish the habitat, benefiting the river's marine life including its threatened Chinook salmon.

The final piece of Contract 2 consisted of work on Sump 63, a singular sump pump station site (set apart from the erosion sites) used to collect stormwater during rain events and pump it over the levee and into the river to prevent flooding in the Pocket Neighborhood of Sacramento. For this portion of the project, Dutra subcontracted with Odin Environmental. Odin's work involved replacing the in-water portion of 4 EA 24" DIA steel pipes with new pipe, plus placing a new concrete headwall structure for the Sump 63 pump station outfall. It was completed in late November 2024.

By project completion, the current contract value had risen to \$78.7M. It is anticipated to reach \$80M due to contract modifications for the placement of additional graded stone and quantity overruns in the demolition and removal scope which took place during the 2023 work season.

"I am incredibly proud of what we accomplished on this project," said Vice President of Delta Operations, Ryan Abood, "Completing the largest contract in Dutra's history was a monumental effort, and it speaks to the exceptional teamwork, innovation, and dedication of everyone involved. From our crews on the water to the team at the San Rafael Rock Quarry and those behind the scenes in our offices, every individual played a critical role in delivering these projects on time and with precision."

## AN EXPERIMENTAL EROSION SOLUTION

In January 2024, Camenzind Dutra Joint Venture (a small business joint venture SBA mentor-protégé program) was awarded a \$8.8 million contract by the USACE for the restoration of 1,700 lineal feet of the Sacramento River levee, for a project known as Contract 4.

Similar to the multiple erosion sites addressed in Contract 2, the team placed a large section of riprap to armor the existing levee slope at the Contract 4 site, using approximately 45,000 tons of quarry stone material.

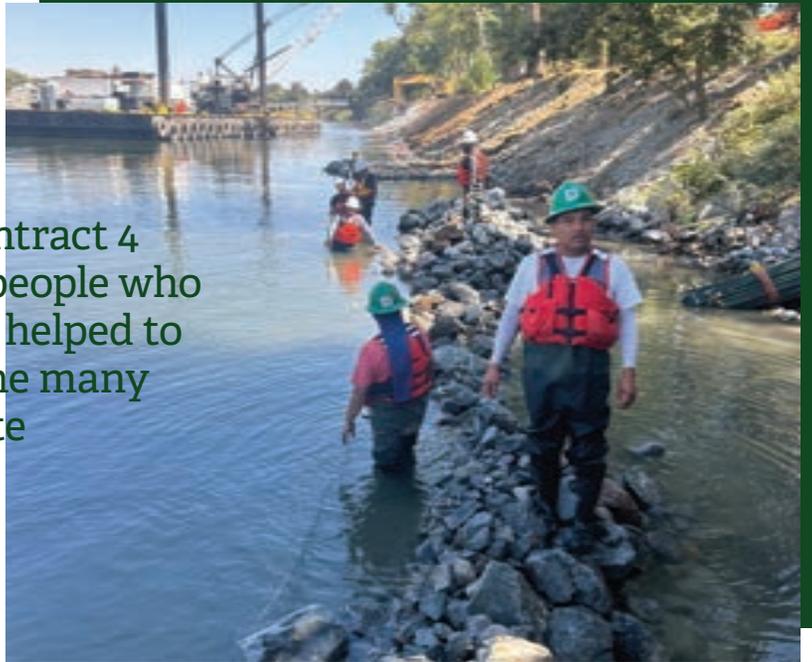
The project scope also called for the installation of planting benches to promote vegetation growth and stabilize the levee slope. But instead of using sandbags for the planting benches (a common tactic), the Camenzind Dutra team built and installed a new coir block system, a new approach by the USACE for erosion control.

Coir blocks are engineered erosion control products made from the fibers of coconuts, a natural material known for its strength, durability, and biodegradability. The blocks are constructed by weaving coir fibers



Completing Contract 2 and Contract 4 speaks to all of the incredible people who work for The Dutra Group and helped to make this happen, including the many employees who were not on-site with the project team.”

- Kyle Potthast,  
Dutra Project Manager of Delta Operations



into a fabric and then rolling it into a large square or rectangular form. The structure is designed to provide mechanical support to the soil, effectively reducing surface erosion while facilitating plant growth.

Unlike sandbags, which can shift or wash away, coir blocks, which stand from 12 to 18 inches tall, provide a stable base for plantings and effectively mitigate soil displacement caused by rainfall or flooding. The material provides an ideal substrate for plant roots to grow, as the fibers retain moisture and offer mechanical stability. The coir fibers do not inhibit root penetration, making it easier for native plants to thrive.

Potthast points out that the implementation of Contract 4 required substantial collaboration between Dutra, the USACE, and local entities including the Central Valley Flood Board, the Sacramento Area Flood Control Agency (SAFCA) and the homeowners who live behind the levee. It proved to be a “positive experience” between all groups that ultimately resulted in a successful, completed project.

### ALL SAFE AND SOUND

“I’m happy to report that there were no safety incidents for The Dutra Group team or the Camenzind Dutra Joint Venture team while completing Contract 2 and Contract 4,” said Potthast. “It was a great effort by all of the crew members to look out for each other and maintain a safe working environment. The work comes with inherent risks, given we are on crane barges and using tugboats and material barges. Many things can happen while on the water working in an ever-changing environment.”

He added, “Kurt Dillard was the SSO (Site Safety and Health Officer) on Contract 2 for both seasons. He was instrumental in implementing the project safety program to maintain Dutra’s company safety standards and comply with the USACE’s safety compliance requirements.”

Aboud said, “safety is, and always will be, our highest priority at The Dutra Group. The fact that we completed both Contract 2 and Contract 4 without any safety incidents is a testament to the diligence and care of our crews and the leadership of our safety officers.”

### A TRUE TEAM EFFORT

“These projects are a testament to the ability of The Dutra Group to build large and complex projects on schedule and efficiently,” said Potthast. “Completing Contract 2 and Contract 4 speaks to all of the incredible people who work for The Dutra Group and helped to make this happen, including the many employees who were not on-site with the project team.”

Potthast added “The equipment department worked tirelessly to ensure all of the equipment on the project remained operational. Purchasing facilitated the ordering and delivery of countless items and materials. The home office staff helped ensure that the project met all of the contract and third-party compliance requirements. The San Rafael Rock Quarry team mined all of the rock for the project and loaded every barge. The management team oversaw the projects and made sure that they progressed as needed.”

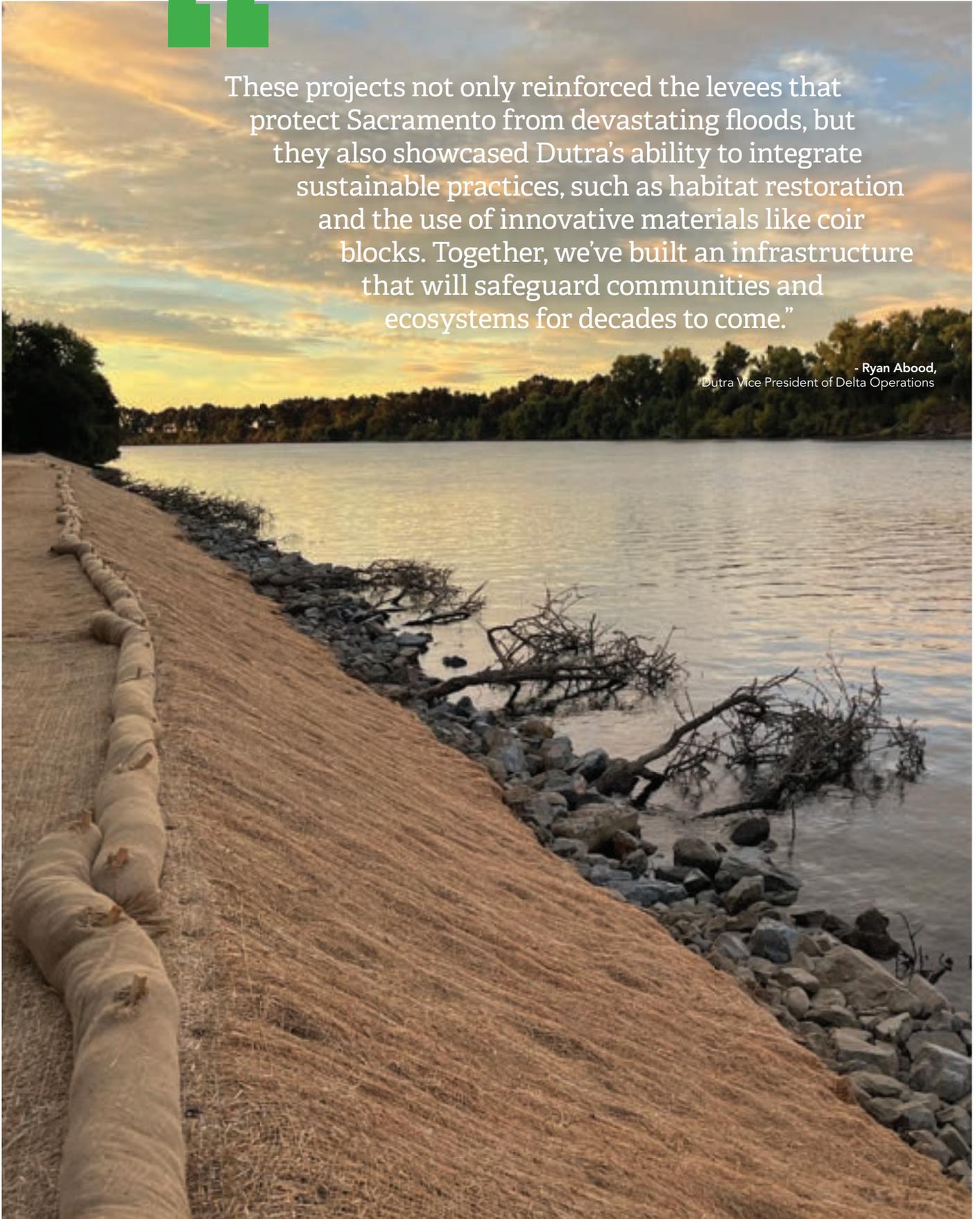
“These projects not only reinforced the levees that protect Sacramento from devastating floods, but they also showcased Dutra’s ability to integrate sustainable practices, such as habitat restoration and the use of innovative materials like coir blocks,” Aboud concluded. “Together, we’ve built an infrastructure that will safeguard communities and ecosystems for decades to come.”





These projects not only reinforced the levees that protect Sacramento from devastating floods, but they also showcased Dutra's ability to integrate sustainable practices, such as habitat restoration and the use of innovative materials like coir blocks. Together, we've built an infrastructure that will safeguard communities and ecosystems for decades to come."

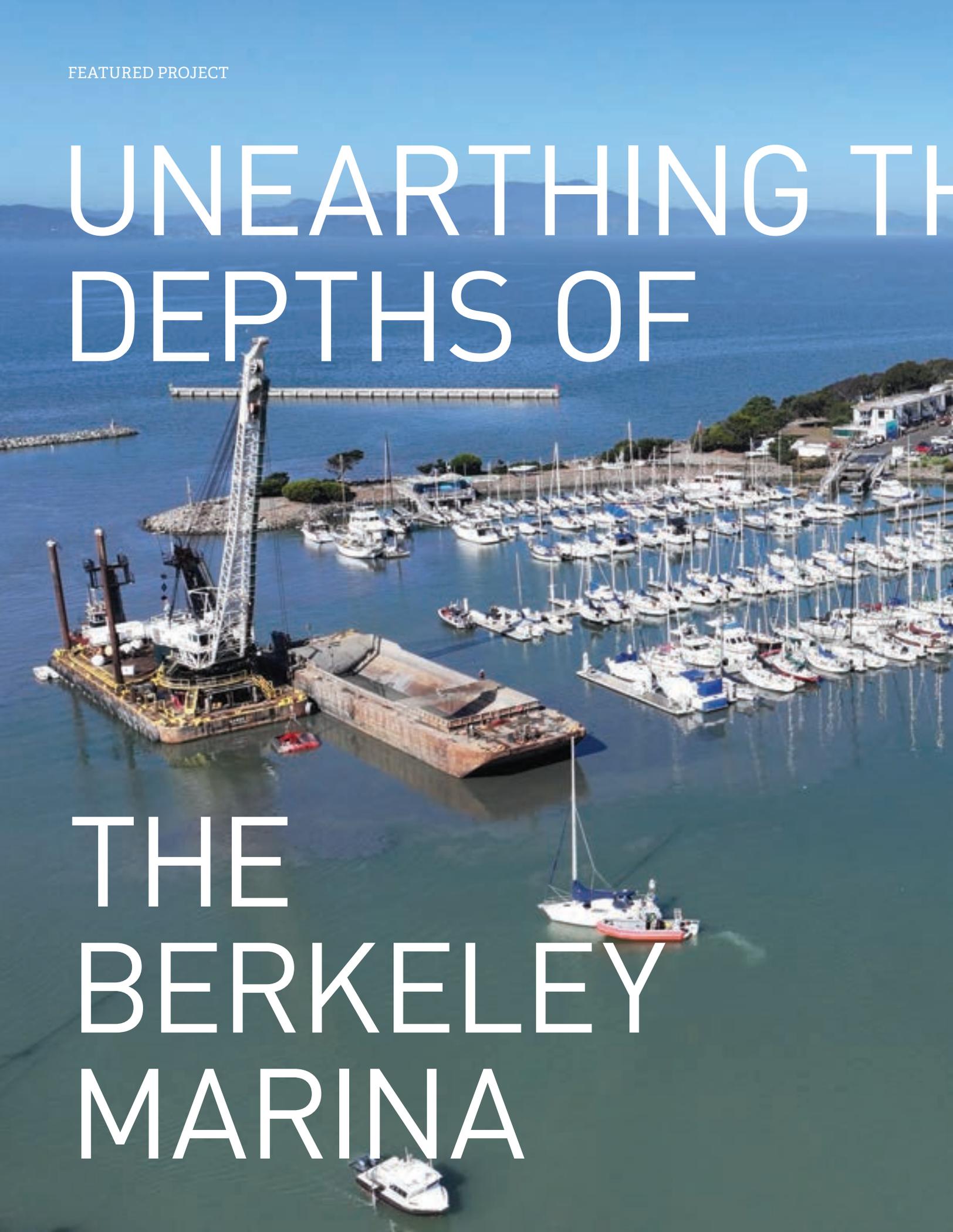
- Ryan Abood,  
Dutra Vice President of Delta Operations



FEATURED PROJECT

# UNEARTHING THE DEPTHS OF

# THE BERKELEY MARINA



HE



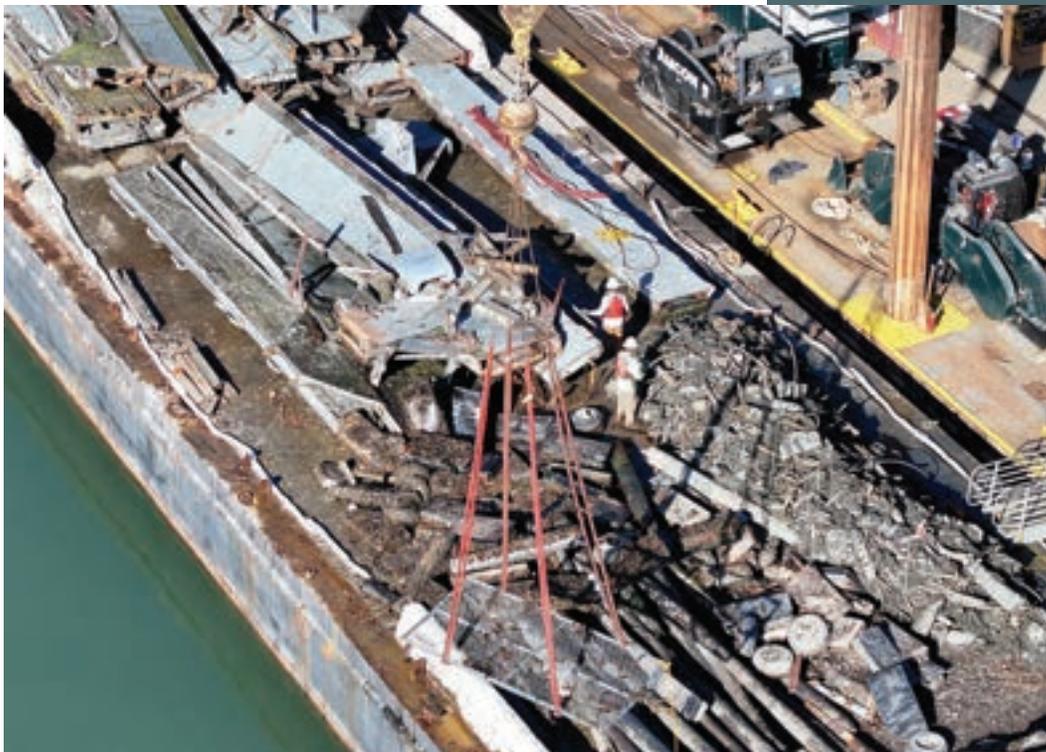
The Berkeley Marina, located adjacent to the City of Berkeley in the San Francisco Bay, hasn't undergone significant dredging in many years—and likely, in decades. Over this period, sediment from the ever-changing tides of San Francisco Bay has steadily accumulated in the marina's channels which has gradually reduced the water depth of the marina, particularly in the shallow areas where boats are typically docked.

Some of the channels in the Berkeley Marina have become as shallow as three feet, far less than the depth necessary for boats with deeper drafts to safely navigate. This has created a significant operational challenge for the marina, as boats with drafts of four to five feet are unable to leave without waiting for higher tides. As a result, boaters have faced significant delays, restricted access, and in some cases, the inability to safely dock or navigate the marina at low tide.

In 2023, the State Coastal Conservancy awarded the City of Berkeley a grant sum of \$8.9 million for Berkeley Marina improvements, consisting of maintenance dredging of the Berkeley Marina harbor and entrances plus the removal and replacement of two failing dock systems. The City secured a USACE permit allowing dredging of 350,000 cubic yards over a period of 10 years.

In April 2024, The Dutra Group was awarded an initial contract of \$4.6 million by the City of Berkeley to complete the first phase of maintenance dredging, remove the two failing dock systems as well as dredge in the area of the removed docks to prepare the area for rebuilding.

During the initial project phase, which began on September 9, 2024, the Dutra team focused on dredging the outer channels of the marina to a depth of eight feet and the main marina entrance to a depth of 10 feet. The Dutra Group utilized its largest and most efficient dredging vessel: Derrick Barge #24, or DB-24 for short. This high-capacity dredging barge is equipped with a 14 cubic yard bucket, which allows for the removal of large volumes of sediment with each pass.







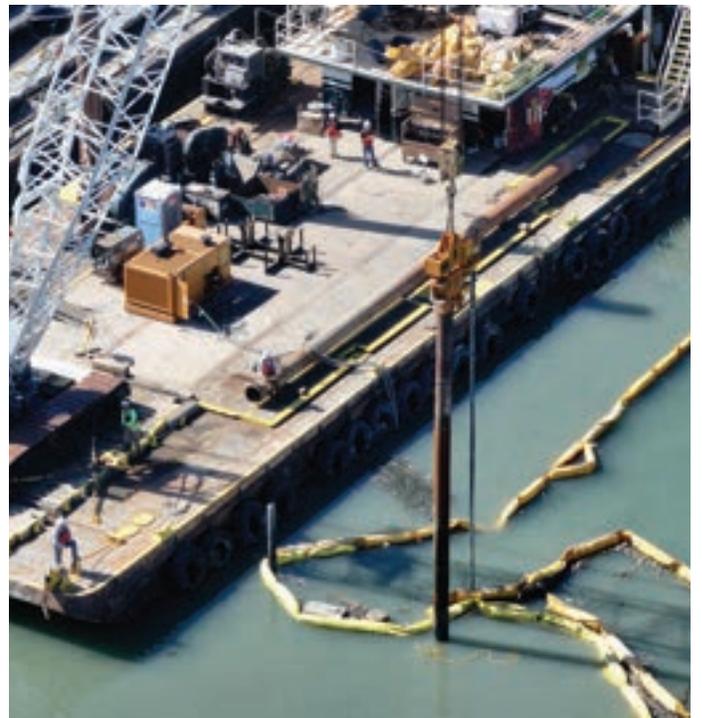


## ADDRESSING THE MARINA'S MYRIAD CHALLENGES

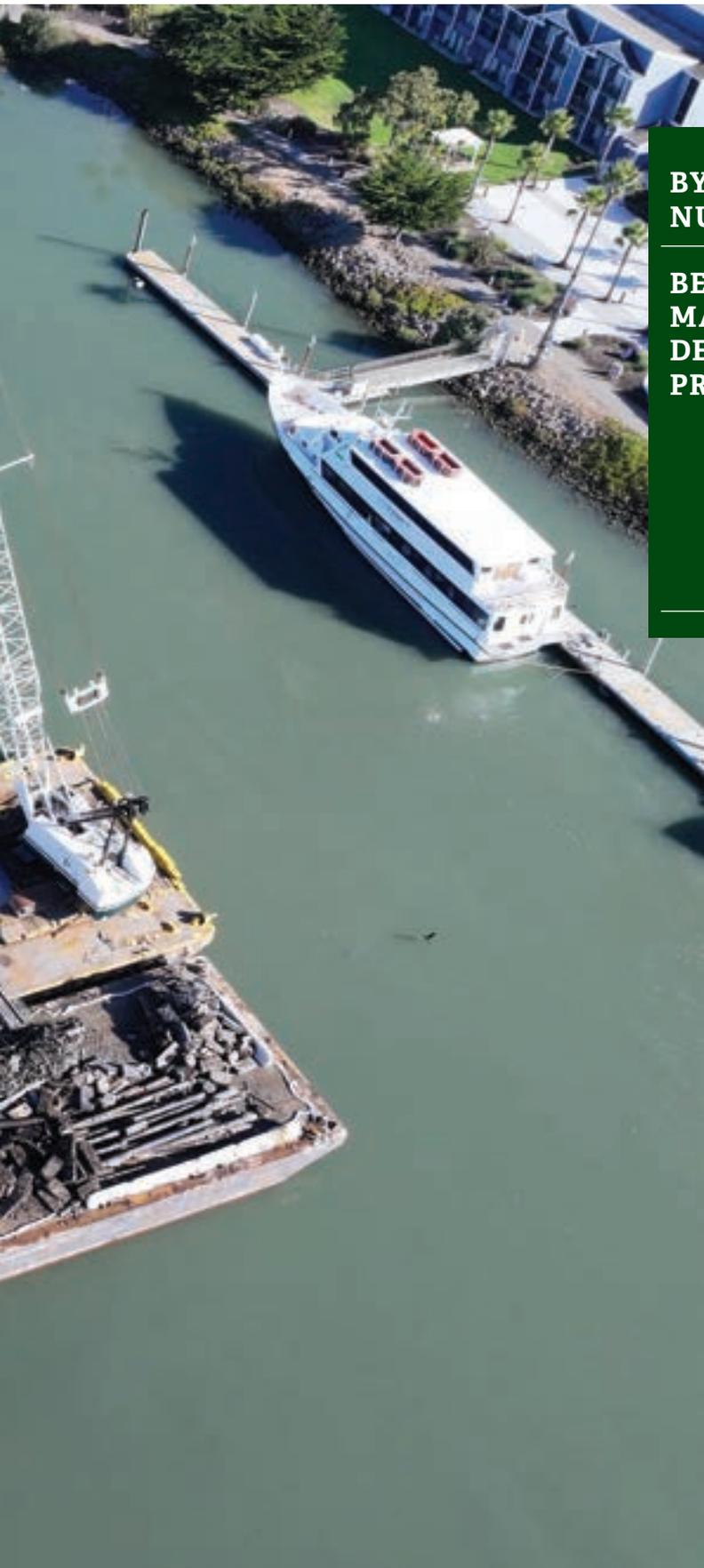
The extremely shallow conditions, paired with busy ship traffic from numerous recreational boats and more than a dozen docks, meant the DB-24's mobility was limited. These conditions also impacted other Dutra vessels, including scows and tugboats, which draft anywhere from three to six feet depending on their size. As such, the team was restricted to digging only during high tide conditions and had to stagger its two 8-hour shifts around the presence of high tides.

While dredging the outer channel as well as the main marina entrance proceeded smoothly, dredging the small dock area proved far more challenging due to its constrained area. At one point, all dredging in the inner channels was temporarily suspended until Dutra's construction team had fully demolished the pair of broken docks and removed all of the associated debris. Once that was accomplished, the DB-24 was able to move in and dredge the cleared dock area to eight feet.

Even though the dredging team accomplished what it could with the powerhouse DB-24 (which measures 60 feet in width by 180 feet in length), in the future the team will need to switch to a much smaller barge with an excavator to finish the remaining marina docks and boat slips unreachable by the DB-24. In these tighter spots, the smaller barge will be equipped with either a three or six cubic yard bucket, and all material will be pumped to a bigger scow situated further out in the channel.







<p><b>BY THE NUMBERS</b></p> <p><b>BERKELEY MARINA DEEPENING PROJECT</b></p>	<p>ORIGINAL PROJECT BUDGET (2024): <b>\$4.6 MILLION</b></p>
	<p>TOTAL CREW MEMBERS: <b>16 ON THE DB-24; 10 ON THE KELSO</b></p>
	<p>PROJECT TIME: <b>SEPTEMBER 9 TO NOVEMBER 30, 2024</b></p>
	<p>EQUIPMENT USED: <b>DERRICK BARGE #24 (DB-24), KELSO CONSTRUCTION BARGE</b></p>
<p>TOTAL AMOUNT OF MATERIAL DREDGED TO DATE: <b>81,000 CUBIC YARDS</b></p>	

**A BENEFICIAL ENVIRONMENTAL IMPACT**

One of the special conditions of the contract was a provision that a minimum of 62 percent of the ‘clean’ dredging material removed from the Berkeley Marina was designated for beneficial reuse at the Montezuma Wetlands Restoration Project, located in Solano County. The wetlands are situated in a unique location where fresh water and saltwater meet in the San Francisco Bay’s delta region.

Once dredged, the clean material was transported via Dutra’s tugboats to the Montezuma Wetlands, where it was pumped directly into the wetland area. Bringing in clean sediment to the area is part of the Montezuma team’s strategic plan to restore the area in order to nurture iconic California species, such as young salmon and smelt.

**LOOKING AHEAD**

In 2025, Dutra’s next mission is to deepen the main marina area to a depth of 10 feet, allowing boats to dock and maneuver easily. All dock areas will eventually be dredged to a consistent depth of eight feet.

“Due to Dutra’s dredging and construction activities, we have deepened both the channel and boat slips for the Berkeley Marina to a minimum depth of 8 feet,” said Lucas Hewitt, Project Engineer for Dutra’s Dredging Division. “This enables boats to now enter and exit without relying on tide levels and risking the safety of passengers and vessels. We look forward to additional work next year and beyond at the marina to make it even safer and more robust.”



FEATURED PROJECT



DEEPENING NORFOLK'S

MEGA H



# HARBOR

The Dutra Group provides essential dredging and upland construction for the East Coast's busiest shipping channel.

**In 2015, when the U.S. Army Corps of Engineers first began evaluating the economic value of a large-scale deepening and widening of the harbor in Norfolk, VA, and its associated commercial shipping channel (one of the largest and most heavily trafficked in the U.S.), it determined that the move would not only keep the harbor squarely positioned as an indispensable American commerce and trade waterway but also create safer access for increasingly larger commercial and military vessels along with new economic potential for the regional area. It would also transform the Port of Virginia into the deepest port on the East Coast.**

The estimated entire cost of the project was a whopping \$450 million, with the work to take place over several years.

The Dutra Group first became involved when it was awarded a \$67 million contract by the Norfolk District of the U.S. Army Corps of Engineers on March 22, 2023, for a phase one deepening of the Atlantic Ocean Channel—the offshore portion of the channel in Norfolk serving the Port of Virginia, Naval Station Norfolk base and the U.S. Naval Shipyard. The naval base and yards house the largest concentration of the U.S. Navy’s forces, including 75 ships and 134 aircraft alongside 14 piers and 11 aircraft hangars.

Dutra was hired to deepen a new construction area of the shipping channel and transport all dredged material approximately 32 miles upriver into the bay to a dump site on Craney Island (formally referred to as the Craney Dredged Material Management Area).

Craney Island, which sits across from the naval shipyards and Port of Virginia, has been used for decades as a disposal site, but the USACE plans to build the area for beneficial use. This move facilitates the future raising of the levees and increases the overall capacity of the disposal site, enabling the efficient management and containment of the dredged material. It is an approach that supports the long-term sustainability of the dredging operations in the region.

## GETTING STARTED

Dutra’s team showed up in Norfolk, VA in June 2023 for the project’s commencement; the initial phase included building a sub-line on Craney Island to extend to the ship offloading area and moving in all equipment needed for the construction project.



Dutra’s largest hopper dredge, the Stuyvesant, arrived in July to begin dredging the Atlantic Ocean Channel to a required depth of -59 feet MLLW (with one foot of over-depth dredging allowed as part of the contract). This first phase of dredging commenced over a period of six weeks until the environmental species protection window closed on September 1. The Stuyvesant was subsequently relocated first to Texas, and then to Florida, for other dredging work.

Beginning in October 2023 and continuing to April 2024, the crew shifted focus to raising the on-shore northern perimeter dike on Craney Island to a height of 50 feet. Equipment utilized in this phase consisted of four Caterpillar D6 bulldozers, two Caterpillar 349 excavators, three haul trucks, and a collection of various, smaller tools and equipment including welding machines, air compressors, a telehandler, and a loader.

When the Stuyvesant returned to the Norfolk area in late March 2024, part of the team resumed dredging the channel while other crew members simultaneously continued the work on building the north perimeter deck all the way to completion. This included the construction of an interior training deck to manage and direct the flow of water and material into usable areas.

**BY THE NUMBERS**

TOTAL CREW MEMBERS:  
**20 ON BOARD THE STUYVESANT; 4 TO 8 ONSHORE AT CRANEY ISLAND FOR DAY AND NIGHT SHIFTS**

**NORFOLK,  
VIRGINIA  
DEEPENING  
PROJECT**

TOTAL AMOUNT OF MATERIAL DREDGED TO DATE:  
**1,611,747 CUBIC YARDS**

DREDGING EQUIPMENT USED:  
**STUYVESANT HOPPER DREDGE, CRANE BARGE, 43-FOOT CREW BOAT, 29-FOOT SURVEY BOAT AND ONE TUGBOAT**

UPLAND EQUIPMENT USED:  
**FOUR CATERPILLAR D6 BULLDOZERS, TWO CATERPILLAR 349 EXCAVATORS, THREE HAUL TRUCKS, AND A COLLECTION OF SMALLER TOOLS AND EQUIPMENT.**



### MAINTAINING HIGH-QUALITY STANDARDS

USACE's sediment requirements for this project—consisting of blended material from the existing onsite dredged spoils with a moisture content of 25 percent or less as well as 20 to 50 percent fine materials passing a #200 sieve by laboratory testing of borrow site material—required the Dutra team to mix the sediment to a specific wet-to-dry ratio. They conducted an ongoing series of moisture tests on soil samples to ensure the sediment fully met the USACE's specifications.

The USACE contract also dictated all water replaced back into the bay was clear and clean. To meet these specifications, the team utilized two established weir systems on the western side of Craney Island. The water quality monitoring schedule required precise attentiveness: every four hours, the team visually inspected the weir and recorded the number of sections with active water flows, the depth of those flows and observed if the water showed signs of being turbid. Every 12 hours, the team collected and tested a water sample to ensure any water pumped back into the bay was properly assessed for low turbidity.

### MANEUVERING THROUGH PROJECT CHALLENGES

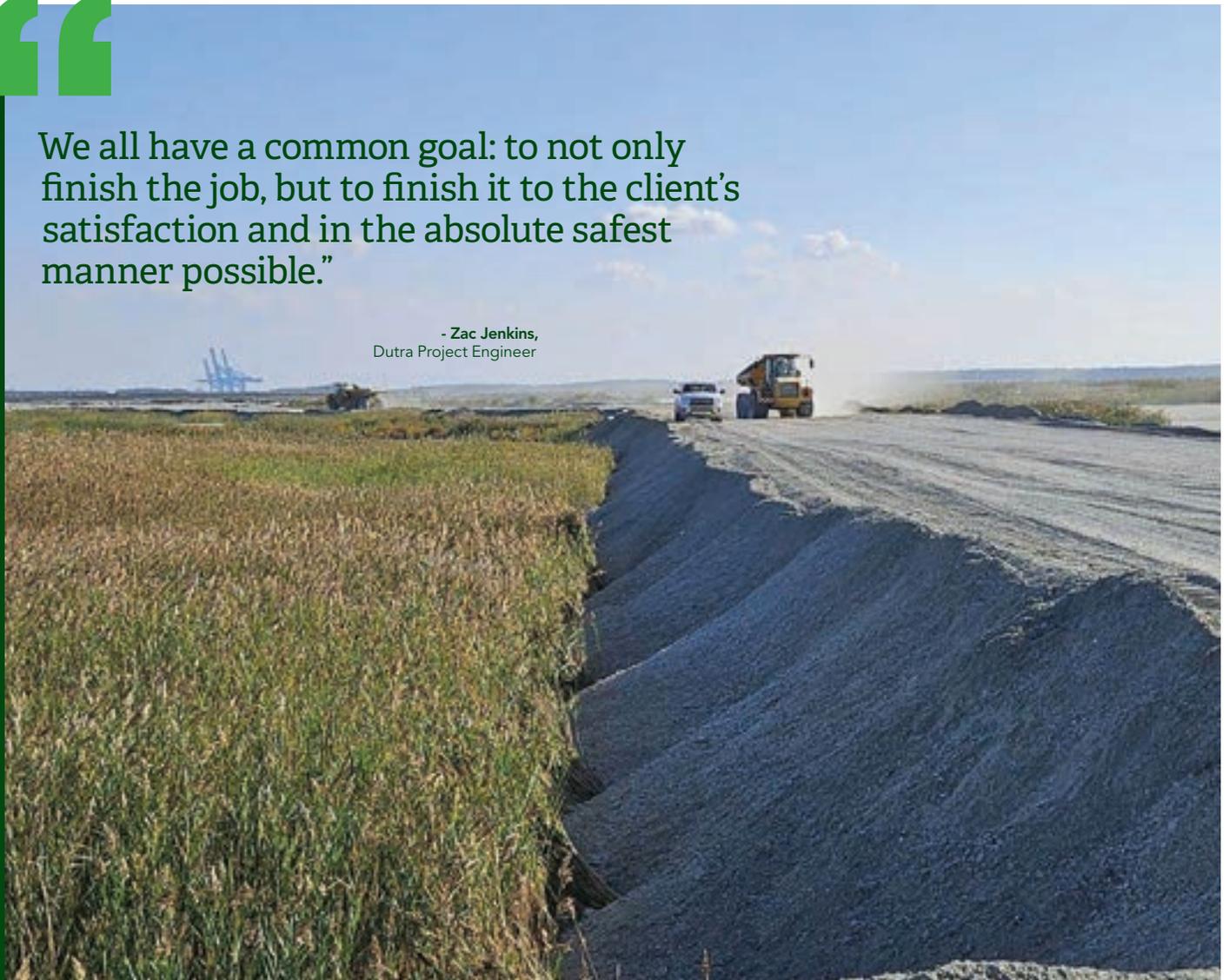
Given that the project entailed working in one of the most active and heavily trafficked ship channels on the East Coast, coordinating dredging operations while ensuring the safe passage of large commercial vessels through the channel required meticulous planning, real-time communication, and the implementation of robust safety protocols.

In addition, the offload location for the dredged material turned out to be less than ideal, as the Stuyvesant was anchored just outside the federal shipping channel and in close proximity to a turning basin for ships moving to and from Norfolk International Terminals' (NIT) container terminal. The same area is a popular anchoring spot for other ships as well. As a result, the Dutra team had to adjust offloading plans to work around ship traffic and other anchored vessels, plus account for the tidal activity.



**We all have a common goal: to not only finish the job, but to finish it to the client's satisfaction and in the absolute safest manner possible."**

- Zac Jenkins,  
Dutra Project Engineer





For on-land construction, the existing material in the dredge soil dump pit was extremely soft, creating an unstable and precarious situation and requiring extra workarounds from the team to ensure any heavy equipment would not sink. In addition, the material's light and fluffy texture made it harder to capture and dig up. The combination impacted the team's mode times, requiring some experimentation to lessen the overall dig production time.

As the team constructed the training dike—which is a berm of dirt that “trains” water and in this case, sand, on where to go directionally—they experienced considerable material displacement which required more material trucks than initially anticipated.

Lastly, signals broadcast from the nearby Naval base and naval shipyards caused interference with the team's surveying radio signals and GPS controls. “Typically, we can get a five-plus mile range with our radio signals and GPS controls at most work sites,” said Dutra's Erik Peterson, a quality control manager for the project. “On Craney Island, we were fortunate to receive a signal a mile away. We had to experiment with a few different setups to get what we needed, especially on the island.”

## WORKING IN TANDEM WITH ADDITIONAL CONTRACTORS

Both the size of the Norfolk Harbor and the many facets of completing a massive-scale project meant that multiple contractors were working in the area, often in close proximity. This included one of Dutra's subcontractors, Weeks Marine, which brought in its Magdalen hopper dredge for 30 days to supplement digging activity.

It also required significant coordination with fellow contractor Norfolk Dredging, whose cutter suction dredge was actively digging in the federal channel next to Dutra's offloading site. Both companies worked

together to create a plan that allowed both to continue their respective operations without interference and significant downtime.

The USACE brought in a second offloading contractor, W/3, whose responsibility centered on pumping sand into the same pit Dutra was in the process of building. Dutra was responsible for managing the second contractor's water, sand, and erosion materials on its training dike.

The Dutra team also synced with yet another contractor using earth-moving equipment, including haul trucks, on the island to raise its southern face.

“There was a lot of coordination between many parties to make sure the site was safe, given the amount of equipment being used at any given time,” said Peterson.

## PLANS FOR COMPLETION

The Norfolk Deepening Project crew will return to the site to complete the contracted work in 2025, which consists of digging an additional 600,000 cubic yards of material in the channel with the Stuyvesant and pumping it to Craney Island.

“We're proud of what we've accomplished to date in the Norfolk Harbor, especially since we've needed to work alongside other companies on this project and openly communicate with a number of crews outside of our own,” said Zac Jenkins, project engineer at The Dutra Group who also served as quality control on the project. “We all have a common goal: to not only finish the job, but to finish it to the client's satisfaction and in the absolute safest manner possible.”



EQUIPMENT UPDATE



**In 2024, Dutra's Equipment Department TSHD Team was dedicated to reducing downtime and improving efficiency across our entire fleet. Working closely with the operational teams, we have developed a new maintenance program for our TSHDs that involves shorter but more intensive periods of vessel repair. Additionally, we have implemented ride-along crews to ensure that the Stuyvesant receives necessary maintenance and repairs while remaining on project.**

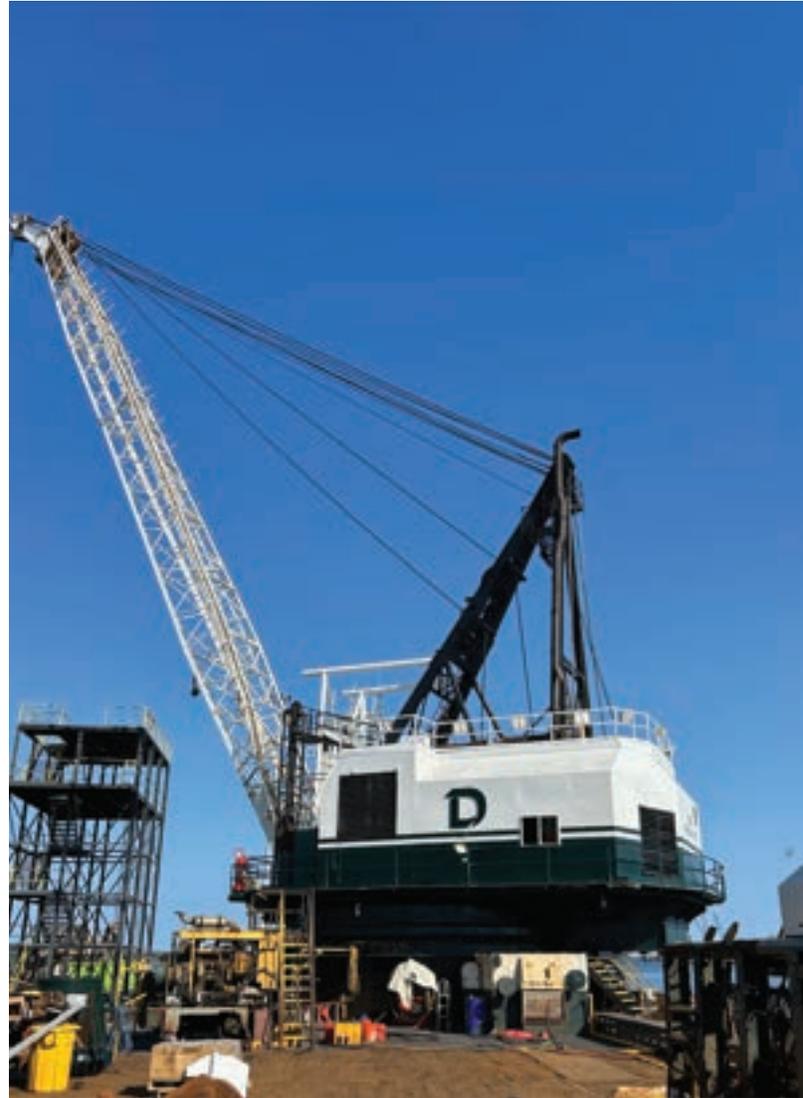
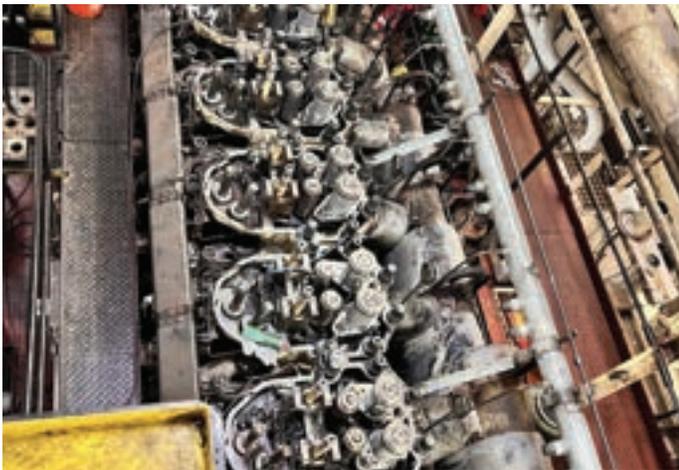
## A WORD FROM DUTRA EQUIPMENT

**W**e are also working to improve fleet issues noted by the team in mobile operations and promptly handled by our team of mechanics, engineers and welders. This means we must always be prepared to mobilize quickly to make necessary repairs while the vessels are experiencing unexpected downtimes.

### THE HIGHLIGHTS

One memorable incident on board the Stuyvesant occurred in February 2024, when the port main engine turbocharger catastrophically failed. The ship had to shut down operations while our engineers sourced replacement parts. During this hiatus, a team of skilled mechanics, ship fitters, and welders worked tirelessly for two weeks to complete the necessary repairs. Their efficiency and hard work made the most of the unexpected downtime.

Recently, we had to perform some necessary repairs on the hopper doors of the Stuyvesant while in dry dock. We joined forces with Colonna's shipyard in Norfolk, Virginia to



complete the job. Along with replacing the damaged propeller blades and giving the underwater hull a fresh coat of paint, we also repaired the tail shaft seals. Additionally, we took advantage of the time in dry dock to replace certain dredge pipes and drag arm piping, ensuring that the ship is fully equipped to handle future pump ashore projects with ease.

We performed all of the necessary repairs under the watchful eyes of USCG and ABS. By constantly planning, we can make the most of the Stuyvesant's capabilities while also making sure she receives the required maintenance and upkeep to remain running smoothly. This way, we can avoid having to take long periods for repairs outside of the scheduled dry docking periods.

Over the past year, we have both expanded and replaced older assets with newer ones. After years of faithful service, we retired Crane

Barge 1. Our fleet of Poseidon barges were able to take over its duties; this proved to be highly adaptable for our project needs. In addition, we transformed the new float arrangement CB12 into a 40 by 120 barge by constructing new interior spud wells at our Rio Vista fabrication shop and installing them onto two floats.

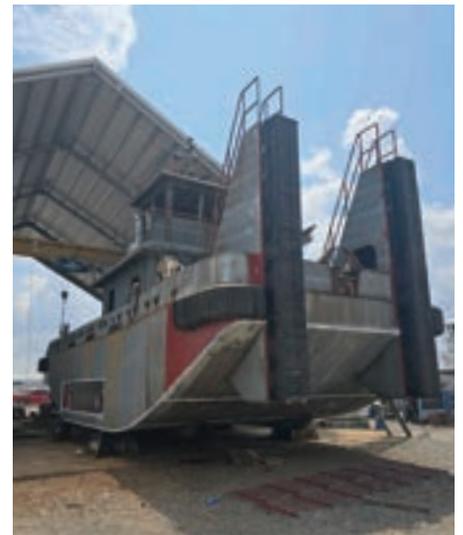
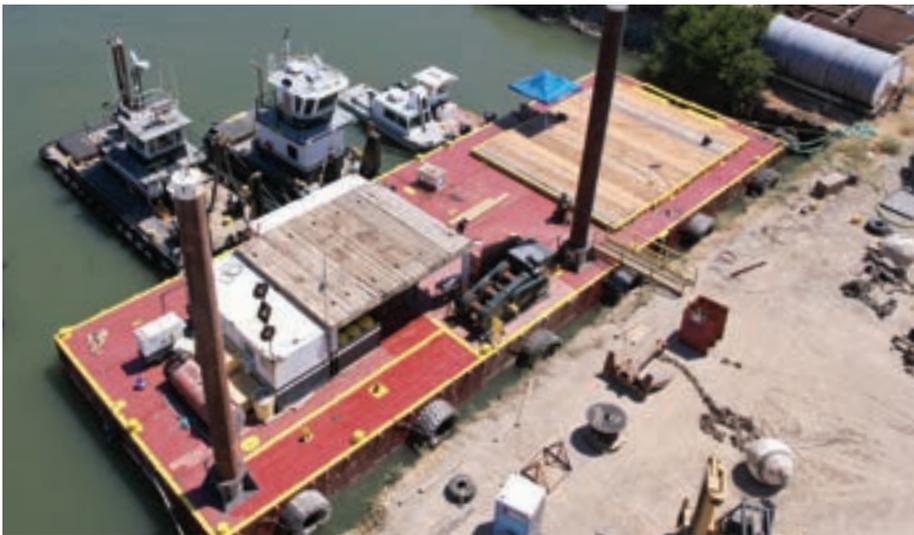
The latest addition to the Dutra fleet is the Crane Barge TM-9. Originally purchased in San Diego, this flat deck barge was transported to the Rio Vista facility where it was transformed into a fully functional crane barge. Interior deck support was added to accommodate the Manitowoc 4100 crane and two spuds were installed along with a new repowered winch. The barge now has office accommodations, a tool room, storage space, and its own power generator. Plans for a second phase of development are slated for after the season, with the goal of making it a fully equipped ocean barge capable of working on projects

throughout California, Oregon, and Washington.

In order to further expand our delta fleet, we have added five new rock barges. The teams from Equipment and Delta Operations collaborated to successfully install new rock walls and concrete decks on these barges. This significant addition increases our capacity of rock barges, providing more support for Delta Operations in the Sacramento Delta region.

In addition, we commissioned the build of a sister ship to the Kimberly S; we also launched the Molly J in November 2024 as a replacement for the Trojan.

To comply with California's strict air quality standards, our Terex 175 and B/E 65D cranes in our California based fleets are being repowered and rebuilt with new Tier 4 engines. Additionally, a custom Norris 65' reach front boom and stick has been installed on our CAT



395 Excavator, joining the fleet of CAT 390 Excavators to meet the growing demands in the Sacramento Delta region.

2024 vessel dry docks have been exceptionally challenging.

The Paula Lee proved to be the most challenging. Her barge hull and crane underwent major repairs and modifications to meet ABS and Coast Guard regulations. A total of 55,000 pounds of steel was added to reinforce the structures. The main frame and house of the crane were rebuilt with new main beams and a center pin, requiring the crane to be jacked from its pedestal. Additionally, the drums, main engine, and main generator underwent extensive overhauls while in the shop. To meet safety standards set by the USACE, new wire guards were installed on the Paula Lee, which were constructed at the Rio Vista fabrication shop and shipped for installation during the dry dock period.

The most significant upgrade during Paula Lee's shipyard time was the installation of new crew office accommodations. These state-of-the-art accommodations were built by Armoda in Belle Chase, LA and then transported to Charleston, SC for installation. The diligent efforts of both the crew and yard workers over several months resulted in old units being removed and replaced with a larger galley space and more offices equipped with advanced computer systems and positioning technology. These upgrades greatly improved the living conditions for the crew on board.

During the Paula Lee's four-month-long dry dock, several other ships underwent maintenance as well. Scows MS-16 and ES-15 were both dry docked in South Carolina, while the Sarah Reed and Lassen were taken to Alameda, CA for their respective repairs. The Sarah Reed also underwent a five-year COI renewal during which the steering system and main propulsion were fixed. The lower

bathroom was remodeled, and new flooring was added to the galley and all bathroom areas. As a result, the ship is now certified to operate for the next five years.

Lastly, we established a new agreement with Rio Vista High School and our operations engineers and fabrication shop to offer students a look into trade-based careers. This involves the students participating in a three-month-long internship at our fabrication shop, giving them both career insight as well real-time experience. This new opportunity is in addition to the already fantastic internship program led by Patty Dutra Bruce.

Thank you to all of our colleagues in operations, purchasing, safety, accounting, estimating, human resources, legal, and corporate for outstanding collaborations throughout the year.



DUTRA MUSEUM

# DUTRA MUSEUM FOUNDATION 8TH ANNUAL GOLF TOUR A DAY OF FUN, FUNDRAISING, AND IMPACT



## DUTRA MUSEUM FOUNDATION'S ANNUAL GOLF TOURNAMENT:

On Monday, August 19, 2024, the Dutra Museum Foundation hosted its 8th Annual Golf Tournament at the Marin Country Club in Novato, California. The event aimed to raise funds for Dutra's higher education scholarships,

awarded annually through the Portuguese Historical Society and Rio Vista High School. For the second consecutive year, the foundation also partnered with the North Bay Children's Center (NBCC) as its charity beneficiary.

**T**hanks to the generous support of sponsors, all tournament participants enjoyed a packed day of activities on the course. Highlights included interactive tents offering chair massages, an on-course cigar roller, hula hoop contests, a gambling hole, and even a chance to win a BMW in the hole-in-one competition. Food lovers were thrilled to find the tournament’s signature authentic taco station, renowned throughout the industry—some of our golfers sign up just for the tacos! The day also featured special performances, including an Irish bagpiper and a memorable rendition of the national anthem on electric guitar by family member Nikolai Dutra Bruce.

Dutra’s scholarship program and NBCC share a common goal of providing “hope and opportunity.” NBCC’s programs create life-



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.

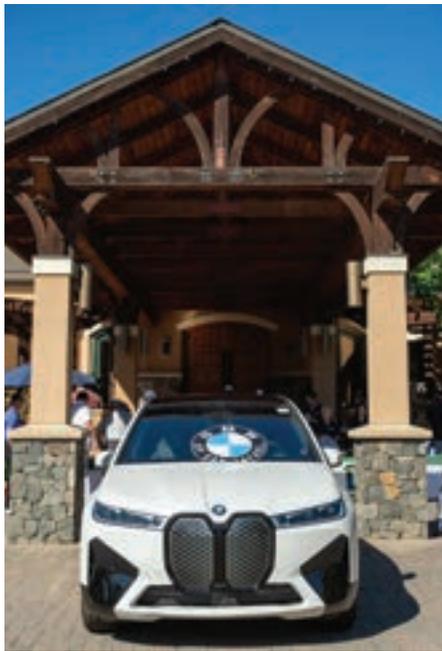
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Your generous donation will make a positive difference for our annual scholarship winners, North Bay Children's Center and for everyone in the community.

We hope to see you next year!

**SAVE THE DATE!**

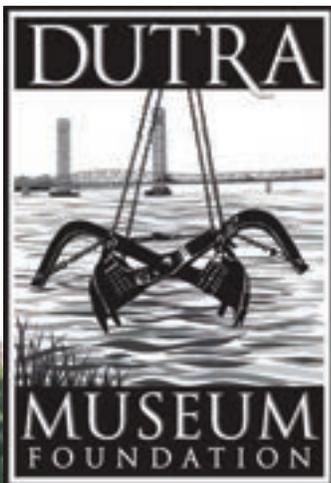
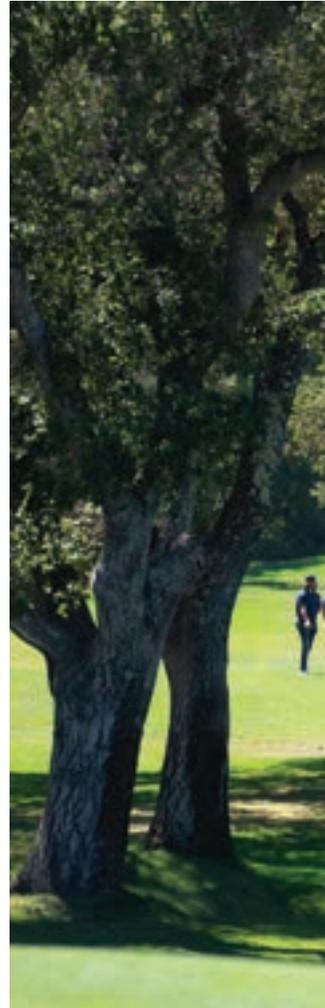
MONDAY, AUGUST 18, 2025

enhancing educational and developmental experiences for children in need. This year's tournament raised significant funds, enabling the Dutra Museum Foundation to present an \$18,000 donation check to NBCC. The proceeds will support NBCC's **Bright Futures Capital Project**, which seeks to expand access to subsidized preschool openings in Marin County and strengthen safety-net programs for disadvantaged children.

**SAVE THE DATE FOR 2025!**

Mark your calendars for the **9th Annual Golf Tournament** on Monday, August 18, 2025 at Marin Country Club. For more information about the 2025 tournament and how you can get involved, please email [pdutra@dutragroup.com](mailto:pdutra@dutragroup.com).

Thank you for your continued support of the Dutra Museum Foundation. Together, we are making a meaningful difference in our communities.





**ABOUT BRIGHT FUTURES**

The **Bright Futures Capital Project** involves redeveloping NBCC's headquarters and main educational campus in Novato's Hamilton area. The initiative will replace deteriorating portable buildings with a state-of-the-art child development center featuring natural playscapes and a "Garden of Eatin'" Learning Lab. This modern facility will not only provide a safe and nurturing environment for children but also serve as a regional training hub for early educators.

**The new campus will include:**

- Eight large early education classrooms for infants, toddlers, and preschoolers.
- An art therapy classroom.
- Classrooms for adult education, including ESL courses for parents and on-site teacher training.
- A gathering space for educators, community leaders, and parents.



Once completed, the project will preserve 72 existing childcare slots and create 104 new subsidized slots, serving a total of 176 at-risk children and their families annually.

Learn more about North Bay Children's Center and the Bright Futures Capital campaign at: [nbcc.net/bright-futures-capital-campaign/](http://nbcc.net/bright-futures-capital-campaign/)



HUMAN RESOURCES UPDATE

# STRENGTH IN NUMBERS— DUTRA SUPPORTS WOMEN IN CONSTRUCTION



According to the heavy engineering construction honorary organization The Beavers, Inc., women make up only 10 percent of the workforce in heavy construction.

Rather than being deterred by that statistic, Molly Jacobson, Dutra's Executive Vice President and Chief Administrative Officer who has been with Dutra since 2011, seized the opportunity to mine untapped potential. "Women represent 50% of the total workforce, but that's not reflected in the heavy construction industry so there's much room for change and growth."

Attracting more women to the industry, as well as celebrating the ones

who already work in heavy construction, is a mission of Jacobson and Patty Dutra Bruce, Dutra's Vice President of Human Resources.

Dutra's robust internship program—which serves as a key pipeline for new company hires—actively seeks out young women each year. Over the last several years, the number of female students in the program has grown, and now consists of 25% of all interns.

For the last two years, Dutra has recognized its female employees during the annual Women in Construction Week in March with dedicated profiles on Dutra's social media platforms. "Whether you work in the accounting department, as an estimator, project manager, or as an executive at Dutra, we all work in construction," said Dutra Bruce.



Her (Dina Kimble's) story inspired me to assert my qualifications and capabilities and take charge of my future. It's a testament to the growing leadership of women in all industry sectors."

- **Loura Grayson,**  
Dutra Purchasing Agent



But perhaps the most engaging sign of recognition happened this past summer, when Jacobson and Dutra Bruce teamed up to lead the effort to invite all of Dutra's female employees to participate in The Beavers' Women in Heavy Civil reception on August 14, 2024 at the Silverado Resort in Napa. "Patty and I have been fortunate enough to be in this industry for a fairly long time, and to have had the opportunity to learn from people with a lot of wisdom and experience," said Jacobson. "We wanted to ensure that our group (of women) have a similar opportunity for professional development and engagement with people in the industry."



In my experience, you earn respect if you come into a position prepared to be a part of the conversation and contribute to the team. Also, I've found that women who choose to work in our field usually make the equivalent or more than their fellow male counterparts."

- **Marina Smith,**  
Estimating Administrator



After securing the blessing of Dutra's executive team to invite 100% of Dutra's female employees to attend the Women in Heavy Civil event, the pair set out to make it an even more memorable

“

It is an honor and a privilege to work alongside such talented and inspiring women. Their dedication and leadership continue to drive our success at Dutra and make waves across the heavy civil engineering field. Recognizing and celebrating women in STEM is crucial, as their impact and value are immeasurable.”

- **Patty Dutra Bruce**,  
Dutra's Vice President of Human Resources



experience by creating a custom logo for the event featuring a California Poppy (representing the fact that Dutra is California-based). The custom logo was embossed on pins for each attendee to wear. Each woman also received a leather portfolio embossed with the Dutra logo, along with a personal card of appreciation from Jacobson and Dutra Bruce.



The event turned out to be an incredible experience for the 22 women able to attend, giving Dutra the largest company representation at the event. Not only did the attendees connect with other women working in construction and swap stories about their triumphs and struggles, the event was also a powerful reminder of the invaluable contributions that women make to the entire industry. Bill Dutra, Executive Chairman, and Kevin Mohr, Chief Financial Officer, also attended to show their support.

“It was a fantastic learning experience for all of us, but what really surprised and delighted everyone was how much of a celebration it turned out to be,” said Jacobson.

Dutra Purchasing Agent Loura Grayson, who has been with the company since 2014, said of the event, “the most empowering lesson I took away was the story of Dina Kimble's journey. She, like many of us, once felt unheard and unseen. Her story inspired me to assert my qualifications and capabilities and take charge of my future. It's a testament to the growing leadership of women in all industry sectors.”

Marina Smith, an estimating administrator at Dutra with nine years of construction industry experience, offered this piece of advice to women who might be considering a career in heavy construction. “Even though it can be intimidating when entering this industry, don't let that dissuade you from considering a job,” she said. “In my experience, you earn respect if you come into a position prepared to be a part of the conversation and contribute to the team. Also, I've found that women who choose to work in our field usually make the equivalent or more than their fellow male counterparts.”

Dutra Bruce said, “It is an honor and a privilege to work alongside such talented and inspiring women. Their dedication and leadership continue to drive our success at Dutra and make waves across the heavy civil engineering field. Recognizing and celebrating women in STEM is crucial, as their impact and value are immeasurable.”



JOIN THE DUTRA TEAM

# MEET OUR 2024 INTERNS



**ALDO VELASCO**  
Division: Dredging  
Major: Civil Engineering  
School: Jones County Jr College



**ANA VELASCO**  
Division: Construction  
Major: Civil Engineering  
School: CSU Chico



**BROOKE HARRIS**  
Division: Construction  
Major: Civil Engineering  
School: Cal Poly



**CHARNJIT SINGH**  
Division: IT  
Major: IT  
School: Contra Costa College



My mentor has helped me understand how to apply learned material on projects. While he is watching how I'm doing, I feel I have room enough to do my work independently, allowing me to feel more confident in my own ability.

- Nathan Ng,  
Dutra 2024 Intern



**CHRISTOPHER CHAU**  
Division: Construction  
Major: Civil Engineering  
School: Cal Poly



**DANIEL DUYVESTEIN**  
Division: Construction  
Major: Civil Engineering  
School: Oregon Tech



**MAX CLEAVES**  
Division: Stuyvesant  
Major: Marine Transportation  
School: Maine Maritime Academy



**NATHAN NG**  
Division: Construction  
Major: Civil Engineering  
School: CSU Sacramento





**OSCAR GOMEZ**  
Division: Dredging  
Major: Civil Engineering  
School: Univ. of So. Mississippi



**PAIGE WALLACE**  
Division: Legal  
Major: Legal  
School: UC Berkeley



**PATRICK BURKE**  
Division: Dredging  
Major: Ocean Engineering  
School: Texas A&M



**REESE KOENIG**  
Division: Construction  
Major: Civil Engineering  
School: Arizona State



**RYAN MURPHY**  
Division: Construction  
Major: Civil Engineering  
School: CSU Sacramento



**RYKER JACOBSON**  
Division: Stuyvesant  
Major: Marine Transportation  
School: Cal Maritime Academy



# DUTRA RECRUITS TOP TALENT TO BUILD THEIR CAREERS

The Dutra Group has been hitting the road on a search for our 2025 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!

**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 2025 internship positions are seeking applications! Visit [www.dutragroup.com/opportunities.html](http://www.dutragroup.com/opportunities.html)

THE DUTRA GROUP EMPLOYEE TENURE AWARDS

# THANK YOU FOR YOUR DEDICATION AND SERVICE



**Phil M. Torres**  
20 YEARS

"The key to a successful project is reading the plans & specs front to back & back to front, knowing & understanding them better than the people who wrote them."



**Abel Jimenez**  
20 YEARS

"Mr. Dutra and the company has been very good to me and my family."

## 40 YEARS

Harry Stewart (Executive)

## 20 YEARS

Phillip M. Torres (Dredging)  
Abel Jimenez (Facilities)

## 15 YEARS

Ray Waters (Dredging)  
Aric C. Schuster (Dredging)

## 10 YEARS

Iain Searle (Equipment)  
Brandon Oxsen-Caudle (Dredging)  
Donna Fraser (Purchasing)  
Joy A. Bender (Legal)  
Brett Andrews (Stuyvesant)

## 5 YEARS

Donovan Hayes (Stuyvesant)  
Nicholas Dino (Construction)  
Brian Catlin (Accounting)

### SAFETY

## 2024 DUTRA SAFETY UPDATE

**The Dutra Group is proud to report continued progress on its positive trajectory regarding safety in the workplace. While dredging and marine construction remain two of the most dangerous fields of employment, Dutra's efforts to push safety as its number one core value have resulted exemplary numbers compared to the industry at large.**

With the understanding that traditional lagging safety metrics such as the Total Recordable Incident Rate (TRIR), the Lost Time Incident Rate (LTIR), and the Experience Modifier Rate (EMR) all play a major role in determining what project Dutra can bid, we have aligned our focus to bring those numbers down over exponentially the course of the last two decades. These efforts have paid off and the last seven years have been the safest in Dutra's history, with 2024 outpacing 2023's TRIR and EMR.

Dutra's efforts have been reproducible for nearly a decade now, indicating that these improvements aren't anomalous and that our company-wide cultural shift to place safety first actually has an observable impact. This tangible growth, indicating a decrease in both incident frequency and severity, influences not only our

current and future EMRs but also improves our opportunities to work with project owners and contractors who maintain the strictest of safety requirements. Further, Dutra's positively-trending safety record increases our ability to secure the best rates for workers' compensation and USL&H insurance coverage.

Some of the highlights and accomplishments of the Safety Department in 2024 include: the implementation of increased training for all Site Safety and Health Officers (SSHOs); overhaul of our AED training and inspection program; participation in National Construction Safety Week for the second year in a row; and the addition of two new SSHOs to the dredging and construction departments.

The Dutra Group is committed to fostering a strong awareness of workplace safety, reinforcing the motto that safety is our number one core value. As we move forward into 2025, we take with us an ever-improving track record and the drive to implement real change. Above all, our top priority is to ensure that every employee returns home safe and healthy to their loved ones.

## 2024 HARVEY FREEMAN AWARD

# DUTRA SAFETY HONORS 2024 HARVEY FREEMAN AWARD RECIPIENT, CLIFF HUNT



**Ensuring the safety of its employees is a responsibility that The Dutra Group holds in the highest regard. During this year's annual meeting, Dutra's safety department proudly announced Cliff Hunt as the recipient of the 2024 Harvey Freeman Award.**

**T**his prestigious award recognizes individuals in the company who embody the values which longtime Dutra employee Harvey Freeman—a longtime and highly respected Dutra employee who was a heavy lift operator and site safety manager—stood for: integrity, honesty, mutual respect, and leadership. Harvey exemplified a forward-thinking approach, embracing the belief that safety and productivity aligned as essential partners in the workplace.

Cliff Hunt was hired in December 1999 and has proven to be a consistent, pivotal force for change at The Dutra Group. For the past 25 years, Cliff has helped guide the company to new heights through his management of the risk management, safety, and IT departments. Cliff's "safety first" philosophy and his ability to mitigate and shift operational risks with novel

solutions was instrumental in his appointment as vice president of risk management in 2021.

Cliff's involvement in the safety department started in earnest in 2001, when he helped lead the charge in revamping Dutra's company-wide safety culture. These efforts included a wholesale review of the company's approach to safety, and along with a comparison to the ever-changing regulations issued by the state and federal governments. With the help of operational department heads, he revamped the Site Safety and Health Officer (SSHO) program. He began implementing changes in the field to push the message that safety was not only Dutra's number one priority, but also the responsibility of every employee.

These efforts paid off. The Dutra Group began to see its safety metrics improve dramatically over the course of the next two decades, resulting in significant decreases to the company's Total Recordable Incident Rate (TRIR) and Lost Time Incident Rate (LTIR). These improvements in turn contributed to lowering Dutra's Experience Modifier Rate (EMR), a critical safety metric that affects eligibility for working with certain project owners.

In addition to his contributions to the Safety department, Cliff also managed the company's risk portfolio, combining safety and compliance measures to ensure The Dutra Group could manage any imaginable peril. From

navigating claims and negotiating settlements to establishing Dutra's complex insurance program, Cliff worked tirelessly to implement progressive risk-shifting fundamentals into Dutra's everyday operations, thus improving safety, compliance, and productivity.

Finally, Cliff's work in managing the IT department led to the steady advancement of Dutra's vital communications efforts. Cliff oversaw the design of multiple office networks and software rollouts that are integral to Dutra's functionality today. His expertise in the field lent itself to keeping the company on the cutting edge of advancement.



**Over the last 14 years, the Harvey Freeman Award has given The Dutra Group a chance to recognize its hard working employees and their efforts to put safety first in their daily work. It's proven to be an effective way to promote Dutra's focus-on-safety culture, as evidenced by the number of potential recipients each year. I am proud to be one of the honorees."**

**- Cliff Hunt,**  
Former Vice President of  
Risk Management for The Dutra Group

In 2010, and in an effort to continue promoting safety as Dutra's number one core value, Cliff and Patty Dutra Bruce created the Harvey Freeman Award to highlight those employees who put safety first and foremost in the workplace. It is only fitting that Cliff, in recognition of his efforts to push the safety culture down and through every branch of the company, should receive this honor in Harvey Freeman's name.





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# THE DELTA LEADERSHIP FOUNDATION HONORS BILL DUTRA WITH DELTA LEGACY FAMILY AWARD

We are thrilled to celebrate **Bill Dutra, Executive Chairman of The Dutra Group**, for receiving the prestigious **Delta Legacy Family Award!** This honor was presented by the Delta Leadership Foundation on September 18, 2024 at Delta Diamond Farm in Isleton.

The Delta Leadership Foundation recognized Bill and the Dutra Family for their contributions to the Delta for over 100 years through multi-generational professional and volunteer activities that have enhanced the quality of life of the region. The Dutra family began dredging in the Delta in 1878 and the family business has grown into a highly respected national company that still considers the Delta and Northern California as their home. As we protect our levees from flooding and our Dutra Museum of Dredging in Rio Vista tells the story of our family's contribution to the Delta, we are also committed to supporting regional education and heritage organizations.



*Bill Dutra and other 2024 Delta Champion recipients*

We extend our gratitude to the Delta Leadership Foundation for their commitment to build a cadre of dedicated leaders to protect and improve the Delta. Congratulations, Bill! You inspire us all!

## 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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