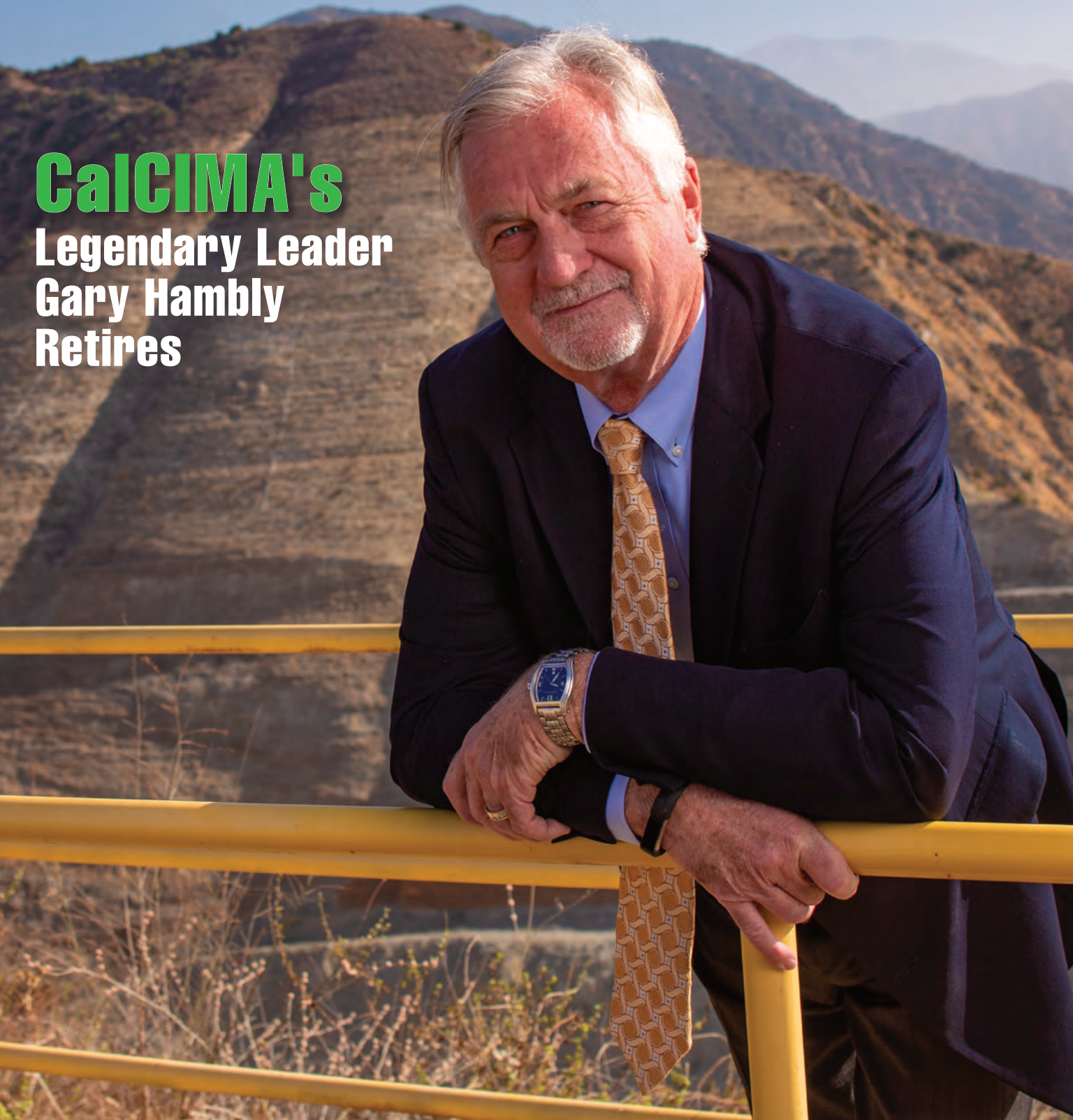


# THE CONVEYOR 2020

A publication of the California Construction and Industrial Materials Association

SUMMER ISSUE

## CalCIMA's Legendary Leader Gary Hambly Retires





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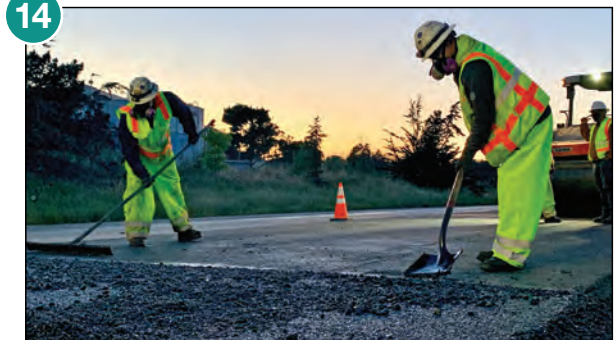
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#### ON THE COVER:

Gary W. Hambly, the only leader the California Construction and Industrial Materials Association (CalCIMA) has ever known, retired at the end of July 2020. Gary has dedicated his more than forty year career largely to association management, serving as the President/CEO of CalCIMA for the past 13 years.

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## PASSING THE BATON



Early on during my tenure as your chairman, the Board and I were notified of Gary Hambly's pending retirement and were tasked with the hiring of a new CEO. After a formal executive search process, we are happy to have found our next CEO, Robert Dugan. Robert comes with a highly qualified background. By the time you read this, Gary may well be on a golf course and Robert may have already left you a voice mail or email in an effort to set up a convenient time to meet with you.

This past February, we had our strategic planning meeting to set the course for the next three to five years. In the next few weeks, members will be receiving a copy of the strategic plan. The consensus was that there was a high need to update the dues structure for the association. The current dues structure had not been updated since the inception of CalCIMA, over 13 years ago. The other equally important priority was defined as our focused intent to strengthen our legislative and regulatory influence.

While identifying a new CEO and redesigning the dues structure, your Board also worked with Gary Hambly and staff to make sure that our respective industries remained open and operating during the everchanging COVID situation. In the end, Gary worked with the Governor's office to ensure we were declared essential by the state of California. Along the way, countless member companies were sharing their best practices that were keeping their employees and customers safe. Thank you to everyone for continuing your responsible compliance with the new regulations that are required to keep our respective industries going. I believe we are setting a good example, as an industry, while providing safety for our employees and customers. You will find out more on this in the pages ahead.

With a new CEO, a new strategic plan, and a restructured dues program, we are well positioned to continue to be a strong association, for many years to come. In January, my time as your chairman will be up and we will be welcoming Martin Hansberger of Holliday Rock into the role. I will continue to stay on as the immediate past chairman. Together, as an association, we will continue to ensure positive relationships with legislative members in Sacramento. We will also continue emphasizing our positive impact on the state's economy which represents millions of tons of materials mined and or shipped, while providing employment for thousands of California workers.

Fellow members, thank you for your involvement in our association. I look forward to the last six months of my tenure as your chair. Additionally, most of all, I look forward to seeing what the upcoming years have in store for our industry and continuing to work together to achieve common goals.

Sincerely,

A handwritten signature in black ink that reads "Michael Toland". The signature is written in a cursive, flowing style.

**Michael Toland**  
President, Spragues' Ready Mix  
CalCIMA Chairman



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# CaCIMA'S LEGENDARY LEADER GARY HAMBLY RETIRES

**G**ary W. Hambly, the only leader the California Construction and Industrial Materials Association (CaCIMA) has ever known, retired at the end of July.

Gary dedicated his more than forty year career largely to association management, serving as the President/CEO of CaCIMA for the past 13 years, and as the former President of the Northern California Building Industry Association (CBIA) where he spent 23 years of his career.

“The hallmark of Gary’s tenure at CaCIMA was ‘respect,’” says long-time political insider and CaCIMA lobbyist Richie Ross. “He respected the staff and empowered people to contribute. He respected the association’s member leadership. He respected the government process; never trying to bully while never laying down. No trade association passed more new laws than CaCIMA did under Gary’s leadership.”

Hambly joined CaCIMA in 2007 as the association’s first President/CEO to lead the consolidation of four regional trade associations into one unified state organization representing the aggregate, ready-mix concrete and industrial mineral producers statewide.

“Bringing Gary on to lead the organization following the merger was huge,” said Brian Anderson, member of the State Mining and Geology Board and principal geologist for Sespe Consulting Inc. “And it was definitely the right step, at the right time.”

Anderson had a front row seat for the CaCIMA merger. He worked



*Gary W. Hambly, CaCIMA President/CEO 2007-2020.*

for Vulcan Materials Company at the time, serving as their representative on the CaCIMA board, including as board chairman for 2011-2012.

“When you merge organizations [it’s] quite an undertaking, not to mention the complexity of bringing together members who are diversified with respect to business geographies and product offerings,” Anderson continues. “Gary was perfect for the job. He is persistent and really good at understanding how to deal with people and their unique perspectives, with a sensitivity and level of understanding that helps get everybody on the same page.”

The ability to bring people together is a talent that has come in handy at CaCIMA over the years, especially in the fight to increase funding for transportation infrastructure. Gary helped

assemble the best resources to articulate the impact of SB 1, and played a key role in the industry partnership that fought for and secured the passage and later defense of SB 1, the Road Repair and Accountability Act of 2017. SB 1 invests \$5.4 billion annually over the next decade to fix California’s transportation system.

“It was literally the tenacity of Gary and his team that provided the force needed to get that legislation over the finish line,” Anderson says. “It’s a game changer for our industry.”

An admitted policy wonk, Gary led the association’s successful efforts over the last thirteen years to pass 11 legislative bills. He also conceived and launched the “Distance Matters” campaign to raise awareness of the essential nature and significant benefit of local aggregate



*Left: Gary leads a cohort of CalCIMA members in Washington, D.C. to advocate for federal infrastructure funding. Pictured are (left to right) Congressman Doug LaMalfa (Rep) CD1, Alex Simons (formerly with Graniterock), Bill Campbell (formerly with Applied Industrial Technologies), Gary Hambly, and Melanie O'Regan (CalPortland).*

*Below: Gary Hambly received the Benjamin Licari Spirit of the Industry Award at the CalCIMA Education Conference Awards Dinner in 2019. Pictured (left to right) Aaron Johnston, Graniterock, Gary Hambly, and Benjamin Licari, Graniterock - retired.*

resources. The popular outreach and education campaign established a platform on which to pursue important legislation on behalf of the industry. The legislation addressed land use, mining law, recycling, technology and safety.

In recent years, CalCIMA has continued to commission studies and create reports to highlight and raise awareness of the essential nature of industry and its benefits to local communities. A 2019 workforce development initiative, launched in partnership with California's Community College system, yielded new curriculum for entry level worker training and a grant award from the California Workforce Development Board to promote industry job and career awareness.

"Gary has made an important difference to CalCIMA and to the industry as a whole," says Mike Toland, president of Spragues' Ready Mix and current CalCIMA board chairman. "We are deeply appreciative of all he has done over the years to help mobilize members to accomplish key industry priorities."



The Hambly signature style and trail of achievements began long before CalCIMA.

A fourth generation Californian, Gary was born and raised in South Pasadena. He received his Bachelor's Degree in political science and Master's Degree in public administration from the University of Oregon.

After graduate school, Gary joined the Building Industry Association of Northern California (CBIA) as government relations director in 1980. He was named president of the builders association in 1990 and served in that position until 2003.

In 1996, he hired Phil Serna, now a Sacramento County Board Supervisor, as a senior policy analyst for CBIA, later promoting him to vice president of government affairs.

Back then, the California economy was in shambles and the housing industry was facing a myriad of internal and external battles.

"We worked hard under Gary's leadership to forge stronger, more positive relationships with the Capitol as well as with industry partners," Serna shares. "Over time, his vision and straight-forward,

collaborative management style elevated the builders association to a new level, transforming it from a bunch of political glad-handers who hosted annual golf tournaments into a credible, professional organization.”

While Serna left the CBIA in 2002, over the next nearly 20 years, their paths continued to cross and they became good friends. He describes Gary as astute and hardworking, thoughtful and direct, with a soft and caring side.

“He is a consummate professional and a great people person. I admire him greatly as one of the best association executives in the state.”

Serna’s closing comments were on a personal note, genuine and heartfelt.

“I consider Gary a dear friend and look forward to joining him for some therapeutic fly fishing in the years ahead.”

These few examples could never come close to capturing the measure of the man.

True to form, Gary declined “any sort of big to do” associated with his retirement. When asked to reflect on his four decades of service, he simply offered that “all any of us can hope to ever do is to leave things better than we found them.”

As he heads off to the nearest mountain stream, Gary leaves behind a host of good friends, admiring colleagues, an accomplished and committed staff and a strong committee structure filled with dedicated professionals – all of whom have helped guide and shape innovative policies and legislative and regulatory reform to make things better.

He’s done his job. And then some. His signature style and unparalleled record of achievement will be hard to match. ■



Left: Gary Hamby and wife Kelly at the CalCIMA Golf Tournament benefiting the Association PAC.

Below: Gary Hamby introduces Industry AI.



Above L-R: Edgar Rojas (City of Irwindale), Gary Hamby (CalCIMA), Brian Anderson, Sespe Consulting, Inc.

Above Right: Gary presenting Gary Johnson, Granite Construction the Spirit of the Industry award during the Education Conference held in 2016 at the Omni Rancho Las Palmas Resort & Spa – Rancho Mirage.

Right: Gary presented Aaron Johnston, Graniterock a Special Recognition award for chairing the Governmental & Legislative Affairs Committee during the Education Conference held in 2016 at the Omni Rancho Las Palmas Resort & Spa – Rancho Mirage.







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# CENTRAL CONCRETE SUPPLY: A LEADER IN CONCRETE SUSTAINABILITY

By Kevin Davis, CarbonCure Technologies



**C**entral Concrete Supply Company (a Northern Californian business unit of U.S. Concrete) was founded by Carmen Albanese in the 1940s. An early pioneer and innovator in Santa Clara Valley construction, Albanese saw the success of his customers as the driver for growth. This focus paid off and he eventually passed a booming business to his sons Bill and Tom in the 1970s.

Much has changed in the time Central Concrete has served the San Francisco Bay Area, but the company values have not. Along with customer service excellence, the success of Central Concrete is the result of long-standing commitments to expertise, high-quality, innovative products, and genuine, honest relationships.

Central Concrete has particularly set itself apart in the area of sustainability. The production of cement, a key concrete ingredient, is carbon-intensive and innovations to mitigate its impact have taken time to gather pace. However, Central Concrete has continued to showcase its innovative and pioneering spirit and is now leading the way in pursuing sustainable policies, practices, products, and processes.

## LEADING THE WAY IN TRANSPARENCY

The Carbon Leadership Forum (CLF) is a group dedicated to devising standards that will limit the carbon footprint of building products and systems. As a founding member, Central Concrete has helped shape how the industry adapts to more sustainable practices and products within the built environment.

As part of the CLF's work, Central Concrete became the first ready mix supplier in North America to issue product-specific Environmental Product Declarations (EPDs) recognized in LEEDv4. EPDs communicate transparent and comparable information on the environmental impact of concrete products, arming specifiers, contractors, and engineers with the knowledge they need to make more environmentally-friendly choices.

“

*Central Concrete was the first ready mix company in the United States to publish product-specific EPDs.*

”



**Above & Top Right: Central Concrete Supply Company pouring CarbonCure concrete at UC Hastings, San Francisco.**

**Right: Central Concrete's CarbonCure ready mix truck on-site.**



Vice President and General Manager of U.S. Concrete's West Region, Herb Burton summarized the company's sustainability focus, saying "Central Concrete has always been a leader in the ready mix concrete industry in setting the standard for the development of low-carbon concrete that exceeds the performance of traditional concrete."

## REACHING NEW MILESTONES WITH CARBONCURE

In 2018, Central Concrete made a new strategic investment in sustainable concrete: CarbonCure. The CarbonCure Technology is an innovative technology that introduces recycled carbon dioxide (CO<sub>2</sub>) into concrete during mixing, reducing its carbon footprint while maintaining concrete strength and performance.

On the partnership, Burton said, "By adopting the CarbonCure Technology, Central Concrete is again exhibiting its leadership and commitment to reducing the overall carbon footprint without sacrificing performance."

Central Concrete currently supplies concrete made with the CarbonCure Technology from eight ready mix plants across six locations in the San Francisco Bay

Area. Such broad coverage enabled the ready mix producer to be the first to achieve a unique milestone: the largest continuous placement of CarbonCure concrete in a single day.

In September 2019, the company deployed 195 trucks from multiple plant locations to Santa Clara for a large pour. They poured more than 7,665 cubic yards of concrete over 11 hours. The result was a reduction in carbon emissions by 15,000 pounds, the amount absorbed by 9 acres of forest in a year.

“

**Central Concrete has poured the highest volume of CarbonCure concrete in a single day: 7,665 cubic yards.**

”

That same year, Central Concrete also supplied the first commercial building on the U.S. West Coast to use CarbonCure concrete: the New Academic Building at the University of California's Hastings College of the Law. In this project, more than 16,000 pounds of carbon emissions were saved.



Today, Central Concrete is the largest supplier of CarbonCure concrete on the West Coast of the United States. The company has supplied more than 160 projects in the Bay Area, including the new LinkedIn campus currently under construction in Mountain View, California.

“

***Central Concrete is the largest supplier of CarbonCure concrete on the U.S. West Coast.***

”

Through the adoption of the CarbonCure Technology, Central Concrete has contributed to total carbon savings in excess of 3.3 million pounds (1,651 tons). That is equivalent to roughly 2,000 acres of forest absorbing carbon for a year.

The team at Central Concrete has a deep expertise in designing and delivering high-performing concrete with a significantly lower carbon footprint, and this has established them as trusted partners to the design and engineering community. As demand for green buildings continues to gain pace, we can expect to see many more sustainability milestones reached by the company in the years to come. ■



**Top: Central Concrete Supply deployed 195 trucks from multiple plant locations to Santa Clara for a large pour.**

**Above: Central Concrete Supply's CarbonCure System in Santa Clara.**

# Congratulations!



## Robert Dugan

Congratulations on your new role as CEO of CalCIMA! We look forward to many years of collaboration and success for our industry under your guidance!

## Gary Hambly

Congratulations on your well-deserved retirement! Thank you for your steady and passionate leadership. You will be missed but your legacy will endure!



**Vulcan**  
Materials Company

# NEW STUDY BOLSTERS CaCIMA'S ONGOING EFFORTS TO ENSURE ESSENTIAL CONSTRUCTION CONTINUES DURING COVID-19 PANDEMIC

By Bob Marra, CEO, Marra Market Intelligence

**A** recent study conducted by CaCIMA strongly validates the official classification of the combined construction and materials industry in California as a low risk, "essential industry" that should remain operational during the pandemic.

In support of the essential industry designation, the study report, *The Essential Role and Benefit of California's Construction and Materials Industry During COVID-19*, highlights the critical role and benefit of the industry during the COVID-19 pandemic, demonstrating its ability to work safely, efficiently and responsibly, while helping to accelerate the re-opening and economic recovery of local communities.

The report, and supporting materials provided with the report, are primarily intended to be utilized as new resources for CaCIMA members and supporters in outreach and advocacy activities with public officials and key industry stakeholders. These resources highlight in detail how the industry is uniquely positioned to continue to safely operate in the extremely challenging conditions presented during an unprecedented pandemic. Extensive self-imposed safety protocols that were already in place have been bolstered for COVID-19, along with strict, comprehensive regulations enforced by the myriad public agencies the industry interacts with every day.

In much detail, the report goes on to emphasize the essential nature of the critical public and



private construction that has fortunately continued, including creating and maintaining essential infrastructure such as bridges and roads; building, affordable housing, expanding and repairing hospital infrastructure; building new temporary emergency hospitals and healthcare facilities; and keeping society's basic services such as water, energy and many others running.

Adding to the compelling need to keep construction and materials moving forward are the massive economic benefits the industry

yielded during the first five months of the year while we were allowed to continue work uninterrupted as essential businesses. The magnitude of the industry's collective ongoing work so far this year is presented in detail in the report's analysis, along with examples of several high-profile public infrastructure projects in the northern, central and southern areas of the state that were started and/or completed since January 1, 2020.

"I strongly encourage all of our members and industry partners to utilize the new report and supporting documents in their ongoing

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*The industry is one of the few essential sectors that touches nearly every revenue stream in the economy. Construction and materials employers annually generate \$485 billion in total revenue to support the state and local communities.*

advocacy and promotional efforts,” says Gary W. Hambly, President and CEO California Construction and Industrial Materials Association. “These are valuable resources for member use in responding to questions and to help educate those who want and need to know the facts.”

### Key takeaways from the report

- ❖ The construction and materials industry is essential to maintain critical infrastructure and

preserve access to healthcare and other basic services during times of crisis.

- ❖ Classified among the lower risk industries, with stringent safety measures already in place that meet or exceed CDC, state and local requirements, few industries are as well suited or as strongly committed to protecting the health and safety of workers and the public.

[ Continued on page 16 ]

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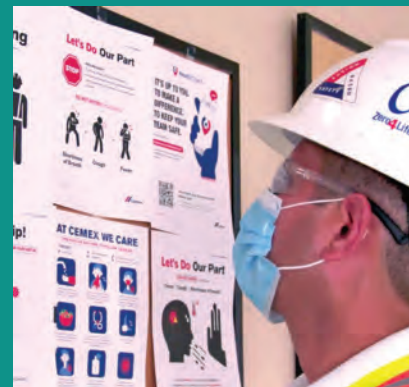
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*Safety is job one in the construction and materials industry.*

*Photos courtesy Graniterock and CEMEX.*

[Continued from page 15]

- ❖ Significant additional protections have been added during the pandemic to increase safety for workers and the public.
- ❖ \$26 billion in critical public and private infrastructure projects were able to continue construction safely during COVID-19.
- ❖ 750,000 workers were able to continue working safely, earning \$16.5 billion in wages to care for their families and adding a much-needed boost to local economies when they needed it most.
- ❖ The promise of California's SB 1 public transportation funding was also fulfilled, with \$2 billion of ongoing investment in 733 ongoing public infrastructure projects, creating 130,000 critically needed new jobs at the time local communities need it most.
- ❖ More than 30,000 housing units, including approximately 14,000 multi-family units, were started and/or completed during the first five months of 2020 – supporting California's desperate need for more

residential development, especially in the affordable category.

- ❖ The industry is one of the few essential sectors that touches nearly every revenue stream in the economy. Construction and materials employers annually generate \$485 billion in total revenue to support the state and local communities.

No wonder California declared and later affirmed that the construction and materials industry should remain operational during the pandemic. During this critical first half of 2020, it became even more obvious how critical and interwoven the state's supply chain is to access essential services. A single broken link can easily become a bottleneck that can stop the entire supply chain from functioning; something we helped prevent.

Allowing construction and materials to continue uninterrupted, while strictly adhering to the recommendations of state and federal health officials, means that residents across the state will continue to receive necessary goods, services, and support during the COVID-19 pandemic and beyond.

It's clear, in good times and in bad, California's construction and building materials industries continue to work safely while remaining essential to the state's economy. ■

*Bob Marra is the CEO of Marra Market Intelligence, a Southern California based economic and data analysis company.*

**New advocacy and promotional resources available at:**  
<https://www.calcima.org/essentialcovidreport>

**Full study report:**

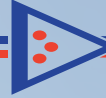
- *The Essential Role and Benefit of California's Construction and Materials Industry During COVID-19*

**Fact sheets:**

- *California's Construction and Materials Industry: Health and Safety is Job One*
- *California's Construction and Materials Industry Essential to Public Health, Safety and the Economy*
- *Examples of critical projects continuing during the pandemic*



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# SHUBHADA GADKAR - Concrete/Environmental Engineer, National Ready Mixed Concrete Co.

**W**ith a PhD in construction materials, Shubhada Gadkar is involved in research and development, exploring new materials and optimizing material ingredients focused on low carbon concrete mixes in her role as a Concrete Engineer at National Ready Mixed Concrete Co. She joined the CalcIMA Emerging Leader Classes on the recommendation of her manager at National in 2019.

Initially unsure about what to expect from this kind of leadership course, she found it very interesting and useful from the very beginning. In fact, it seems her life experience had been heading her in that direction all along.

Even as a young woman, Shubhada had big dreams. She wanted to be an engineer and resolved to pursue the highest degree possible - an undertaking that became both passion and career.

Born and raised near Mumbai, India, she began studying engineering after high school and received her undergraduate degree in Civil Engineering. Her first job out of college was in a structural engineering office.

It wasn't long before Shubhada worked with a group of friends and started their own Structural Design consulting company. After two or three years with the firm, she was selected for a senior management position with the State Department of Transportation.

During a trip to the United States in 2006 to present a research paper at an International conference in San Francisco, she made a decision to pursue her higher education there.



*Above: Shubhada Gadkar, PhD, LEED AP, National Ready Mixed Concrete Co.*

*Top Right: Shubhada was part of CalcIMA's Emerging Leaders graduation class pictured at the 2019 Education Conference Awards Dinner.*

*Right: Shubhada pictured with Rick Kolster, Emerging Leaders coach.*



"I met so many brilliant people in the US during that conference, I decided to pursue my PhD in the States and I never looked back," Shubhada says.

After completing her PhD in construction materials from Clemson University, she joined P.W. Gillibrand Co. in Simi Valley. She later worked for a testing lab in the greater Los Angeles area for a brief period of time, before joining National Ready Mixed Concrete Co.

"Even though moving from South Carolina to California was a big change, I was sure that California was a land of opportunity, and I found that to be true. It's a very welcoming place, open to all cultures and also includes some of the best work opportunities in the country," Shubhada shares.

In 2017, she began working at National Ready Mixed Concrete Co. Her responsibilities include administering all Green code and LEED projects and fulfilling National's ambitious sustainability goals in addition to the continuing

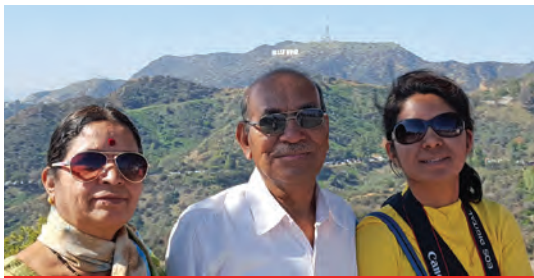
quality control and research and development activities.

"It was quite exciting to be involved in designing concrete mixes for some high profile projects in Los Angeles such as Disneyland, City of Hope and Lucas Museum because of the challenges they posed for designers."

In addition, she represents the company in all sustainability and environmental related committees in the City of Los Angeles and at Caltrans, National and local American Concrete Institute, CalcIMA, USGBC-LA chapter, among others.

Shubhada says National Ready Mixed Concrete Co. is a great company to work with, particularly because of its strong, knowledgeable and very supportive management.

"It's very rewarding to work with a great team of people who value your input and respect your participation in day-to-day work," she explains. "They believe in me and provide me all the support and resources to succeed,



Above: Shubhada and her parents.

“This course also has provided me a great opportunity to interact and network with peers from this industry, and I’m greatly enjoying it.”

Shubhada is one of the many women engineers who are entering the industry and bringing not just their talent but also passion for the environmental issues in this

industry and new ideas to reduce the negative impacts associated with cement and concrete production.

“I get excited by new challenges,” Shubhada concludes. “I know that if you have the right attitude and right skill set, you can be successful in this industry.” ■

including continuous improvement training to improve upon my professional skills.”

Shubhada credits her teachers, friends and colleagues for helping her explore and pursue her career goals in the concrete industry.

“Most importantly, my family and especially my father, who is a Mechanical Engineer, has always strongly supported me in all my endeavors,” she emphasized.

Support from management at National Ready Mixed Concrete Co. led her to register for the Emerging Leaders course as part of the educational programming offered by CalcIMA.

“I have been learning so much about myself and my ability to be a leader,” she explains. “This course gave me a different perspective on how to bring people with different skill sets & background together and work as a team to make a positive impact.”

The CalcIMA Emerging Leader classes teach that leadership is not just about how you look at yourself, but also about how you work with and inspire others as a team and help them succeed along with you.

“I have definitely learned a lot about effective leadership skills and look forward to learning more about how to explore my own potential to motivate other people and become an effective leader,” Shubhada says.

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# CaCIMA WELCOMES ROBERT DUGAN AS THEIR NEW PRESIDENT AND CEO

By Brian Hoover, CMS

**T**he California Construction and Industrial Materials Association's (CaCIMA) Board of Directors recently announced Robert Dugan (Dugan) as their new President and CEO. Dugan succeeds Gary Hambly (Hambly), who served the association and industry for 13 years.

Dugan served Senator Tim Leslie early on in his career, and two of the most significant issues he worked on for the Senator were infrastructure investment and natural resources. Throughout his career, Dugan has continuously engaged in the construction materials industry while eventually transitioning into telecommunications infrastructure.

Many CaCIMA members are familiar with Dugan's work at Granite Construction, where he served as the Director of Government Affairs. Dugan worked alongside Granite's quarry operations and helped with entitlements and community engagement strategies to protect their social license to operate and represented Granite's interests in a number of state legislatures and in Washington D.C. It was also during this time that Dugan served as Chair of CaCIMA's Governmental & Legislative Affairs Committee. Dugan spent the last two years at AGC of California, where he served as VP for Advocacy and Public Affairs. His official start date as CaCIMA's CEO/President was July 21 where he worked with Hambly to ensure a smooth transition.

CaCIMA and its members will undoubtedly benefit from Dugan's 35 years of experience with the State Legislature, planning commissions, water agencies, colleges, general



*Left: Robert Dugan, President and CEO of CaCIMA.*

*Above: Robert Dugan and Gary Hambly chatting at a CaCIMA reception in 2012.*

engineering contractors, associations and other business enterprises. Dugan's varied experience, among other assets, makes him an excellent leadership choice for CaCIMA and its members. He has worked on policy on the federal level and knows what that looks like on the local level from his years on the planning commission and water board. This firsthand experience may also serve to help lawmakers understand what is going to actually happen "on the ground" when they pass a bill.

"My initial priority will focus on increasing the profile, stature, and understanding of just how critical our construction materials are to everything that we take for granted when it comes to infrastructure," says Dugan. "Lawmakers want to fund infrastructure in their communities. It is our job to continuously remind them that this can only be accomplished with the construction materials that serve as the foundation of that work. Pushing our profile and this dialog forward in a meaningful way is my first mission."

Dugan worked under Bill Dory, a former CEO of Granite Construction

and credits him for some great advice in his earlier years. "Bill made it clear that I am of no value unless I keep my feet in the dirt," continues Dugan. "That means being out in the field, and understanding how plants operate, how aggregate is processed, and how other materials like precast concrete and industrial materials are manufactured. I anticipate spending a great deal of time out in the field and on what has long been my second home, Southwest Airlines."

Robert Dugan holds a degree in business administration from Sacramento State. He and his wife of 30 years reside in Roseville and have three children and two granddaughters "I am thrilled to be following Gary. I worked for Granite when Gary was CEO at CaCIMA, and I chaired the legislative committee for CaCIMA. I recognize and credit Gary and the entire CaCIMA staff for the terrific job they have done. I look forward to the opportunity to continue pushing our narrative forward, and I am thankful for this wonderful opportunity to serve our industry," said Dugan. ■

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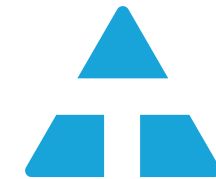
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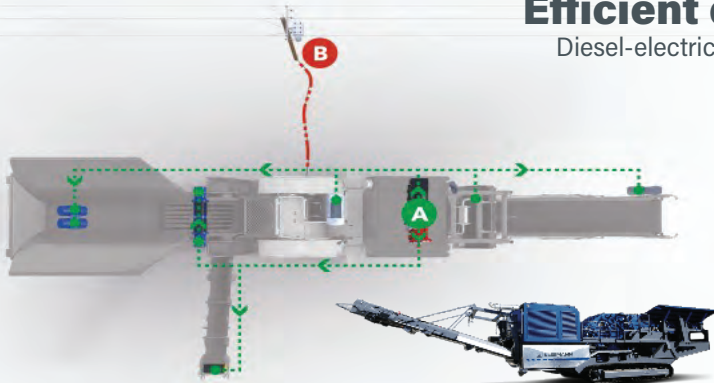
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