



By Daren R. Young  
 President

## Springtime

A time of hope  
 and opportunity

Ahhh spring... How I love springtime. A time of hope. A time of opportunity. The time to sow and dream about the harvests to come... Dream of the summer vacations and family gatherings... Dream of those long summer nights, full moons and evenings filled with good friends and good cheer... Oh yeah, I love spring!

That being said, it was a tough winter for us here at DRYCO in a personal and professional way, as you may already know. We lost someone who was absolutely critical to everything we do around here, Greg Benson. I had grown so accustomed to his presence that my life has been changed forever by his passing. He was my friend, my business partner and, next to my wife, my most trusted business advisor.

I have never lost someone I was so close to. As I get older I know all that will change. I don't look forward to that part of life, but at times like these, I take comfort in all that I have and try not to dwell on what's been lost. I know that Greg is in a better place and I know what he would expect of me now, and I don't want to let him down.

But as sure as I am looking at his picture right now, I will never forget all that Greg gave to me and all he did for this organization. And I would not trade the pain of his loss for the time I was given to spend with him and learn from him. I consider it a blessing to have had him in my life as opposed to a curse for losing him.

We will all be lost at some point, so let us count our blessings and move forward in a positive way. After all, it's springtime. A time of hope and opportunity. If you've read this article, you obviously care about us as an organization or me as an individual, so I say to you... Thank you, for being a blessing in my life. ♦



By Dave McLeod  
 Operations Manager

This has been an unusual year so far, but in a good way. We're already way ahead of goal for the year because there was no lull during the winter months, as is usually the case.

We have two new mechanics in the shop and are updating our equipment, purchasing around \$1,000,000 in new equipment again this year. We recently purchased three more 10-wheelers, bringing our total up to 17. They're all being repainted with our DRYCO colors.

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## Our loss

*As we go through life, we face many losses. Some are expected and many are not. The DRYCO family was faced with a terrible loss when our controller, Greg Benson, passed away unexpectedly on January 3rd of this year.*

*Greg joined DRYCO in 1999 as part of a DRYCO decision to increase its ability to manage more complex work and improve the financial management of high growth associated with DRYCO success. His expertise grew DRYCO to where we are today and we are forever thankful for having him as part of our family. He was much more than our Controller, though. He was boss, co-worker, friend, mentor, teacher, advisor, supporter. The list could go on and on.*

*Greg was an avid music and SF Giants baseball fan who loved to travel. He lived life to the fullest. As we celebrated his life at a memorial service, it was very clear that he touched many lives throughout his short 55 years. He will be sadly missed, but lovingly remembered, by all who knew him. ♦*



Greg Benson



## ON SOLID GROUND with Concrete

By Kent Hudson

Manager, Concrete Division

We've retained about 95% of our men from last year, all good-quality people who know the DRYCO system. Every day, they are enthusiastic about tackling the difficult, very detailed jobs we have on the schedule. Those are often the jobs other contractors don't want to do – foundations, walls, footings.

We're good at helping our customers through their projects like we did recently with Harvest Properties, managers of 15 large commercial buildings. Along with Ron Saisi and his estimators, as well as their architect and team, we came up with a solution to a major building settling problem, designing and building as we went along. It's great to see the outcome.

In keeping with what Rafael says, the Concrete Division believes in training our people so they can take on more complicated projects as the season progresses. For instance, workers who are new to the company go on jobs with a few experienced finishers. In a few weeks, they are broken in and know the system so that I can send them out with the newer people. They learn in small groups, where there's less pressure, first. They gain some confidence and, soon, can be of real value to the foremen because they know the system.

*“...the Concrete Division believes in training our people so they can take on more complicated projects as the season progresses.”*

We're committed to ongoing education for our people, too. This winter, our superintendent, Eric Herroz, three foremen and I attended the World of Concrete convention in Las Vegas, where we learned about new mix designs, concrete reactions to various materials, etc. All foremen who attended were ACI (American Concrete Institute) certified while we were there. I plan to take several more foremen each year.

It's necessary to stay current with new information and attending the convention gives our people a broader perspective about their work, seeing how things are being done all over the world. In addition, the certification assures our customers that true professionals are working on their projects. ♦

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*Concrete Division Manager Kent Hudson joined DRYCO in 2003 as concrete division foreman. With 25 years' experience in the construction industry, he worked previously for a union shop in San Jose and for 10 years with a shop in Colorado.*

Along with a consistent economy, several other factors have come into play to enable us to meet every sales goal throughout the year. Most of those "factors" are people and I'd like to thank them.

Thanks to our customers who have enabled us to be very successful. Your continued patronage over the years, and especially this past season, has allowed us to achieve our sales volume and surpass our goals again and again. We are proud to provide you with excellent service at competitive prices.

Thanks to our DRYCO family. Your terrific attitude and willingness to help out in every situation makes it possible to achieve our goals. Because of this, I'm looking forward with optimism to another prosperous year.

Thanks to Greg Benson, who passed away earlier this year. You touched us in a very special way and left a legacy that will continue to guide our work here at DRYCO. We miss you. You'll always be in our hearts.

# Dollars & Sense



By Ron Saisi  
Chief Estimator

Looking forward to business development we're excited to start a new phase of marketing our services to specific targeted accounts. Accounts which we feel could become great partnerships in the future. Companies who understand that character, integrity and excellence do matter. Companies that understand "The 3 R's" (as we call them) Responsiveness, Reliability and Results are valuable in the marketplace. Putting people in the field with the idea that our services are in demand, (if we can find the right customer, is a bit risky. But, we feel it's the most efficient way to grow our business. And here at Dryco we're all about growing our business. ♦

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*Ron Saisi joined DRYCO in 1992, bringing with him broad experience in the construction industry. He has built an estimating and project management team that can bid and manage projects ranging from simple to very complex grading, paving and concrete work.*

## Lines FROM STRIPING & SEAL COAT



By Rick Flores  
Manager,  
Striping and Seal Coat

This is the first time in about ten years that a dry winter allowed us to get started on projects so early in the season. Our division began in early April with weekend work, which usually begins

in May. We're off to a fast start on this season.

We recently completed the second phase of the huge project for ADESA Car Exchange in Tracy, the other half of the eight million square-foot parking area. Also in Tracy, we've been working on several projects for ProLogis, an owner, manager and developer of distribution facilities worldwide.

Early in the spring, we booked school projects for districts like Santa Clara that we will complete this summer when students are on vacation. We look forward to additional tennis court

work during the summer, too.

No matter where the projects are – from Sacramento to Stockton to San Jose – we're ready for them. Bring them on! ♦

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*Striping and Seal Coat Division Manager Rick Flores joined DRYCO as a driver and laborer in 1987. Since that time, he has developed process knowledge, leadership and management skills. His crews complete jobs of all sizes, from simple parking lot striping to complex shopping center and outdoor athletic court seal coating.*

## OPERATING systems

(continued from cover)

Other big projects include FedEx in Hayward, now near completion, and a number of large jobs involving handicap retrofit at retail drug centers for S.D. Deacon. One of our largest projects is the construction of a loading dock for Kares Construction, who is converting the old Mother's Cookies plant to a warehouse facility.

Our dispatch area is growing to the point where we have recently hired a

third dispatcher. The workload demands it.

In regard to performance, we now have a bonus program that tracks and ranks each foreman's overall performance -- labor, materials, dump fees, etc. -- on each job. If they maximize their effort, they will see the rewards at the end of the year. The better they do, the more DRYCO will do for them monetarily.

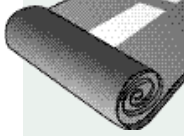
In addition, we continue our monthly meetings and our Idea Incentive Program where individuals are given cash rewards for their ideas about

improving efficiency and cost savings.

The season is off to an incredible start. We're very busy every day, watching our backlog of projects and keeping an eye on the economy. ♦

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*Operations Manager Dave McLeod joined DRYCO in 1997 as supervisor of equipment and maintenance. He brought to DRYCO strong leadership and management skills, which he had perfected as district manager for Grand Auto and Circuit City. Previously, he headed up DRYCO's Concrete Division.*

# PAVING THE WAY



The dry weather has definitely been to our advantage early in the season. We worked at 80% capacity in April and were at 100% in May, which is very unusual.

As others have said, the FedEx project in Hayward was a big one for us. It went very well and having our own grinder on the project made a huge difference. The fact that we were able to complete a project that large within budget is impressive.

We are continuing to concentrate on what we do best, pavement maintenance. We did fine with back hoes, Bobcats, etc., but now that we have our own grinder, our efficiency has improved greatly. Being in control of the scheduling makes all the difference.

Safety is an ongoing priority for us, of course. Gary Hamamoto, our safety officer, continually travels among the job sites, assessing situations and taking photos. His presence reminds all of us to follow safety procedures and not neglect necessary precautions as we work.

Our safety meetings for truck drivers and operators are now being held in two groups. This way, we can address aspects of the jobs that affect trucking and equipment separately.



By Rafael Torres  
Manager, Asphalt Division

In addition, we have meetings specifically for foremen where we discuss their responsibilities and customer expectations on each job – and how we can improve performance. We cover many issues and receive a lot of feedback during those meetings.

We also conduct meetings with our laborers, which I translate, so they understand clearly the way we work at DRYCO – our policies and procedures and our commitment to quality and customer service.

We're not hiring many more people right now because our new equipment has greatly increased our efficiency and our capacity to complete more projects in less time. As always, we're committed to training the people we have and giving them additional responsibility so that they can move up within the company. As Bob Schaefer says, it's like developing our own farm team rather than going for free agents, in baseball language. We like starting with good, responsible people and developing them within the DRYCO culture – giving your best effort and not being afraid to do extra. Our company is unusual in that way. ♦

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*Rafael Torres, DRYCO Vice President and Manager of the Asphalt Division, has 25 years' experience in the construction industry. He co-founded DRYCO with Daren Young in 1982 and is co-owner of the company.*

## DRYCO Seminars

### Did You Know?

Did you know that DRYCO offers training for developing a Pavement Maintenance Plan for your property?

This training is provided as a service to property and facility managers to help increase their knowledge of pavement design, construction, maintenance, repair and rehabilitation. Annual preventive maintenance can extend the life of your pavement thus saving the property manager great expense in the long run.

Select the training format you wish:

- ▶ a private session for individual customers with four or more property/facility managers in a half-day seminar on site at DRYCO or at an offsite location

- ▶ a joint session for multiple customers with fewer than four property/facility managers who meet at DRYCO for a two to three hour morning class.

Contact Irene today to schedule training for your Company, (510) 438-5600 or [ireneo@dryco.com](mailto:ireneo@dryco.com) ♦



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