

JOHN H. De LONG



## SUMMARY OF QUALIFICATIONS

### Experience and knowledge of the following:

- Overall management of construction materials companies in Hawaii with combined revenues of over \$180 million and more than 300 employees
- Past President of Morse Bros. in Tangent, Oregon and Young Contractors in Waco, Texas. Both are construction materials and contracting organizations with more than 600 employees each.
- Profit improvement
- Organizing, supervising and motivating people
- Process automation
- Labor relations including contract negotiation and administration
- Quarry operations

## EDUCATION AND TRAINING

University of Utah - Salt Lake City, Utah  
Bachelor of Science, Chemical Engineering [REDACTED]  
Stanford Executive Program [REDACTED]  
MBA, University of Hawaii [REDACTED]

## PUBLICATION

"Factorial Analysis of a Rotary Cement Kiln" Published in Applied Mathematical Modeling

## COMMUNITY SERVICE

Professional: Past Chair of Cement and Concrete Products Industry of Hawaii board of directors, served on the board of directors of the National Ready Mix Concrete Association, Past Chair of the Oregon Concrete and Aggregates Association board of directors  
Community: Past member of Linn Benton Community College board of directors in Albany, Oregon; Allocations committee for Aloha United Way; Hawaii Business Roundtable.  
Government: Governor's appointee to the board of directors of the Natural Energy Laboratory Hawaii Authority (NELHA) and currently serving as board chair.

## HIGHLIGHTS OF EXPERIENCE

President (8/2005 - present) Hawaiian Cement and West Hawaii Concrete (Knife River companies)

President (12/2004- 8/2005) Young Contractors, Inc. Waco, Texas

- Directed the transition of a \$110 million company into the Knife River organization
- Established budgeting and corporate policies in keeping with new corporate owners
- Directed the growth of staff, equipment, and procedures as company construction backlog increased from \$50 million to over \$150 million.

President (2/2000 – 12/2004) Morse Bros., Inc. Tangent, Oregon

- Direct the transition of a \$120 million company into the Knife River organization.

- Established budgeting and corporate policies in keeping with new corporate owners
- Directed multiple acquisitions and their integration into Morse Bros.
- Directed the permitting, development and start-up of multi-million ton aggregate reserves in Oregon

President and Chief Executive Officer (7/1996 – 2/2000) Hawaiian Cement, a Knife River company

- Direct the operation of a \$80 million company with 300 employees
- Establish alternative production methods and cost controls to maintain profit margins in a period of severe economic downturn
- Reduce workers compensation cost by \$1 million per year.

Cement Division Vice President (2/1992 – 7/1996) Hawaiian Cement

- Responsible for 600,000 tph cement plant and 5 distribution terminals
- Negotiated favorable terms of an EPA consent decree
- Improved annual division profitably by \$2 million on reduced sales volume during first year on the job.

Plant Manager (5/1989 - 2/1992) Roanoke Cement Company - Roanoke, Virginia

- Direct overall operation of a 1.1 million ton per year cement plant that employs 206 people
- Administer a \$42 million annual operating budget
- Directed organizational changes that reduced staffing levels by 8% while achieving record production and reducing lost time accidents by one-half
- Coordinated a program that resulted in a 15% production increase in an ACL grate kiln system
- Installed a whole tire recycling system that once permitted will improve annual profit by \$.5 million
- Manage all aspects of labor relations including grievance resolution and contract negotiations
- Manage community relations issues with neighbors, local businesses and government leaders.

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