C-TEN

CHRO Today Executive Network

Advice | Support | Best Practices

C-TEN Meeting

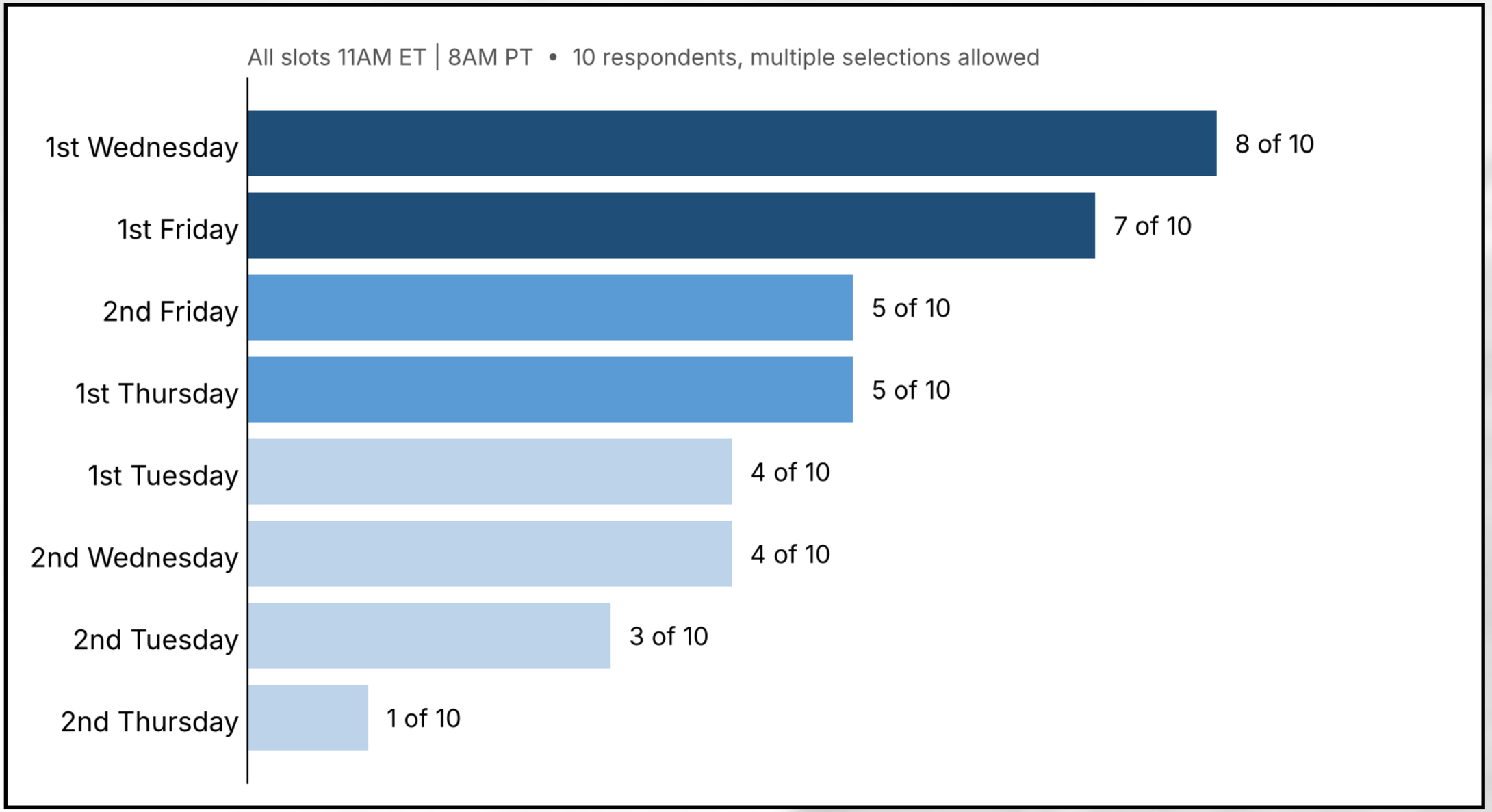
Collaborative Group Discussion

✅ Expert-Led Discussion

November 10

1:00-2:00 PM ET | Virtual

2027 C-TEN Meeting Availability



HRO Today Forum North America



HRO TODAY
CHRO of the Year
AWARDS

HRO TODAY
ASSOCIATION
AWARDS

C-TEN
CHRO Today Executive Network

CHRO Annual Retreat

Association Call for Speakers

HRO ASSOCIATION TODAY



Third Thursday Webinars

HRO ASSOCIATION TODAY



HR Bonus Briefings

30-minute Webianrs

Perfect for Rising Stars

We Help with Prep

Global Audience

Expert-Led Discussion

Leading through an Asset Acquisition



Patrick Domholdt

Vice President Human Resources

CALPORTLAND®

Patrick Domholdt serves as **Vice President Human Resources at CalPortland**, bringing extensive expertise in labor relations, collective bargaining, employment law, arbitration, and workforce strategy. A seasoned HR and labor relations leader, he holds a J.D., cum laude, with a concentration in Labor and Employment Law from Cleveland State University Cleveland-Marshall College of Law and has built a career navigating complex workforce and employee relations challenges across unionized environments.

Leading through an Asset Acquisition

Asset Acquisition Integration, Workforce Transition, Labor Relations & Business Continuity

Key takeaways

1. Preparation in leadup to the signed purchase agreement and coordination within several different overlapping departments before and after closing is crucial to success
2. Bringing the appropriate shareholders to address concerns, set up timelines, and effectively communicate the issues to impacted parties will maintain company credibility
3. After close, the work begins to welcome the employees into new systems and culture that require patience and increased level of participation across all departments

Summary

Employees Transitioned: ~800
CBAs: 11
Operations Footprint: 40 Ready Mix Sites in Northern and Southern California

Key Challenges:
- Federal antitrust review delays
- Workforce transition and onboarding
- Labor complexity and trust obligations
- Statewide operational readiness
- Post-close labor disruption

Outcome: Successful workforce integration and operational continuity.

CalPortland Overview & Scope

CALPORTLAND®

CalPortland Company is one of the largest integrated building materials producers in the western United States. Founded in 1891, the company has more than 135 years of operating history and serves the construction, infrastructure, commercial, industrial, and residential markets.



Its core business is manufacturing and distributing cement, ready-mixed concrete, aggregates, asphalt, and other construction materials.



The company operates an extensive network of manufacturing plants, distribution terminals, quarries, concrete batch plants, and other facilities across the western United States and Canada.



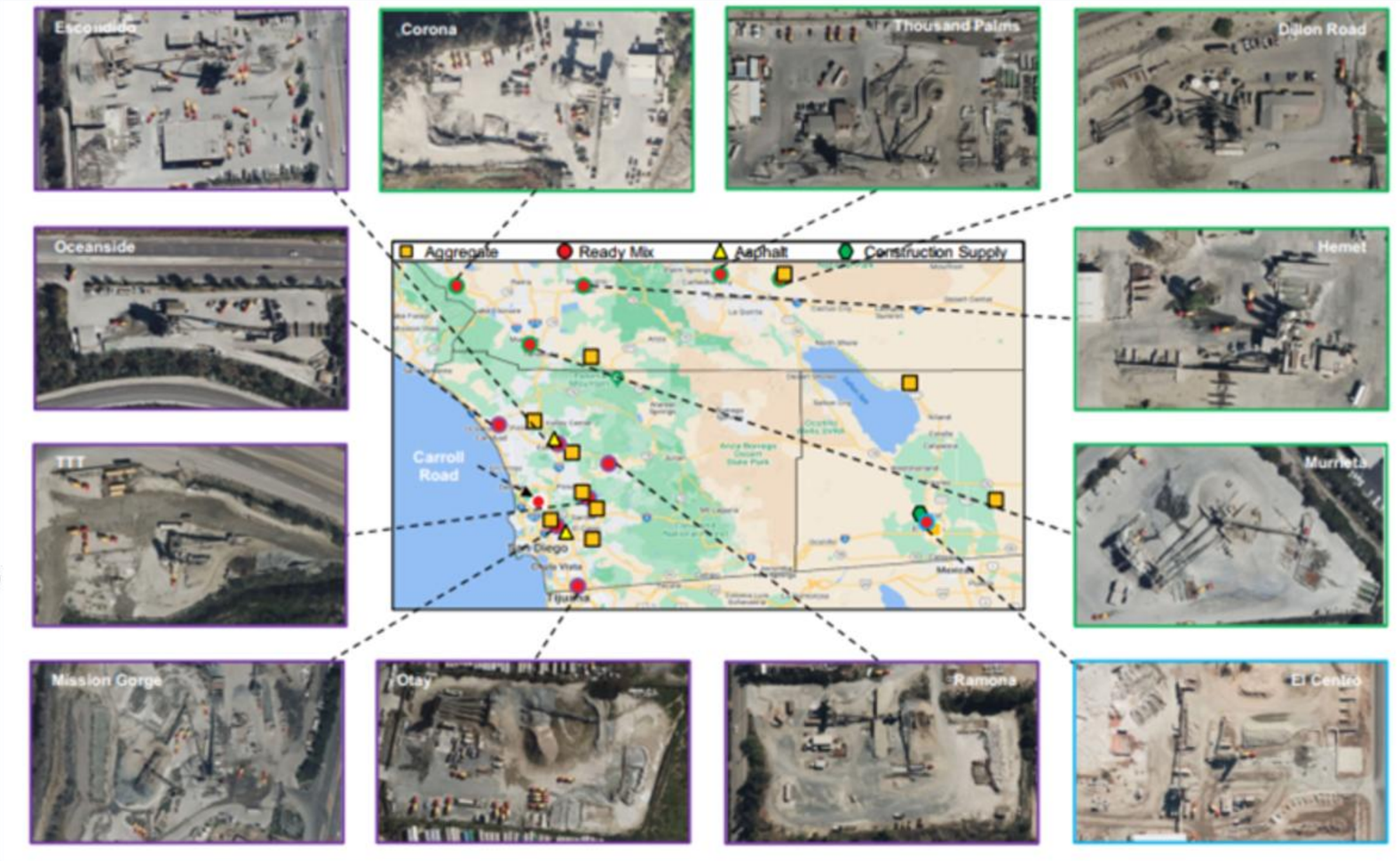
CalPortland's competitive position is supported by its vertically integrated business model, established regional infrastructure, long-standing customer relationships, and ability to supply multiple materials required for major construction projects

California Operational Footprint

Southern California: 13 active ready-mix operations, HQ, dispatch, maintenance shops, 4 CNG stations, 1.2M+ annual cubic yards.

Geographical footprint went from Palm Springs down to El Centro and up through the greater San Diego Area

Was acquired by the predecessor employer approximately one year before CalPortland's announcement of the asset acquisition

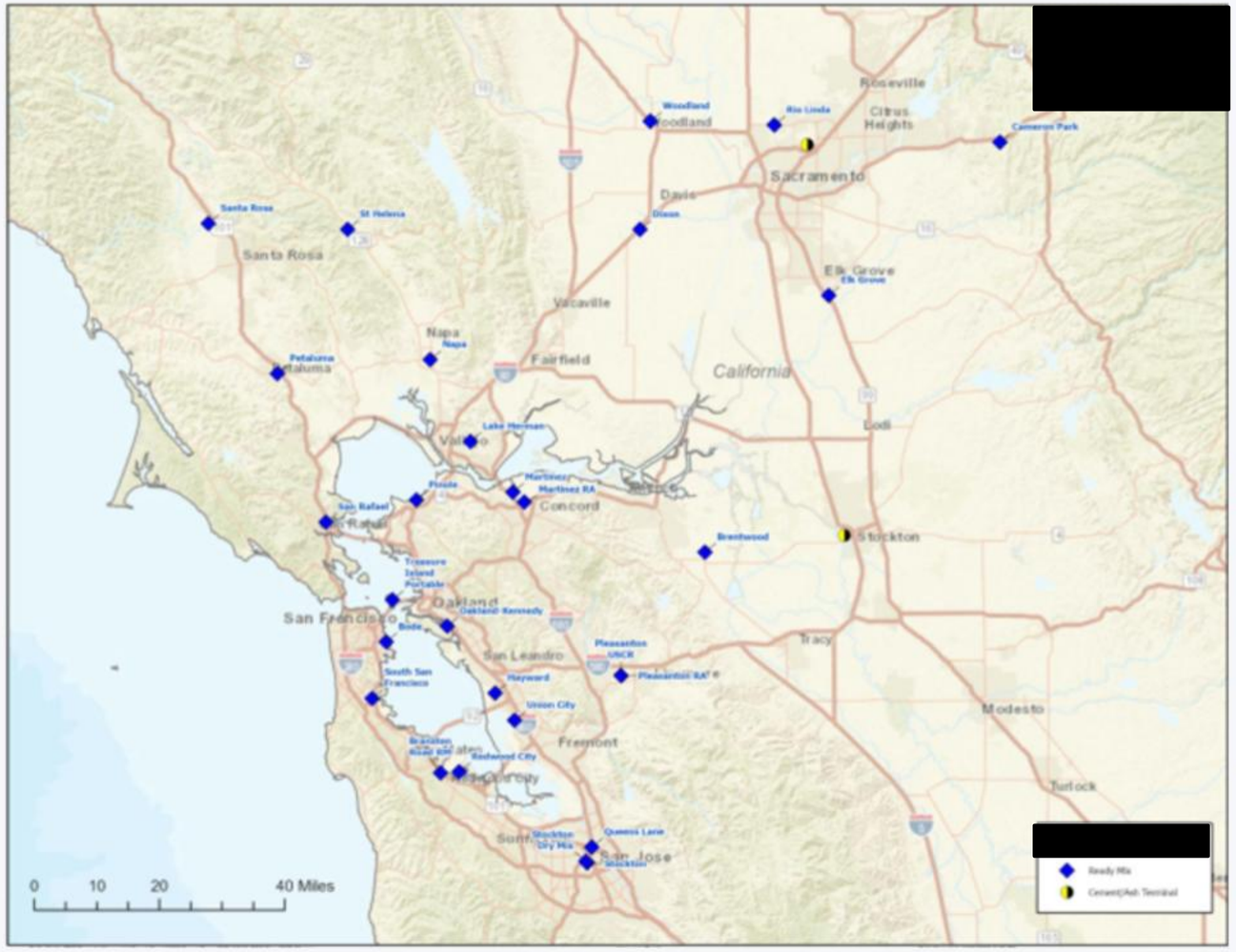


California Operational Footprint

Northern California: North Bay, Sacramento, East Bay, South Bay, SF and Peninsula operations including dispatch, labs, maintenance and production.

Included three distinct brands across the Bay Area into Napa Valley and Sacramento.

Was a part of the predecessor's portfolio for several years



Acquisition Timeline

Due Diligence → Q2 2025 – Q4 2025
- Requesting documents through Due Diligence
- Negotiating the Asset Purchase Agreement

Integration Planning → Q2 – Q2 2026
- IT/Vehicles/Payroll & Systems/Credit & AP

Employee Engagement → Q4 2025 – Q2 2026
- Welcome Meetings/Interviews/Offers

Regulatory Delays → Began December 2025
- Department of Justice Concern over Market Share

Close & Transition → June 2026
- Closed on June 5, 2026

Labor Disruption → August 2026
- A one week strike that halted construction in the Bay Area

Stabilization → Still an ongoing process

Due Diligence Challenges

Incomplete census data & Missing org charts

Every week it was trying to get a few more pieces to the puzzle

Job description Alignment

- Each Region had a different categories of employees
- Their Plant Managers operated differently from how our Plant Managers Operated

Missing certifications

- Hourly workforce was overwhelmingly DOT Drivers requiring certain background checks, medical cards, updated license

Limited labor history

- Did not have existing union relationship in the market

Negotiating the Asset Purchase Agreement (“APA”)

Defining the class of employees that are a part of the Agreement

Assumption & Exclusion of Liabilities (Benefits/CBAs/Litigation/WARN)

What obligations does the Seller want with their existing employees – Benefits/Recall rights/interviewing employees

Labor Relations Complexity

11 Collective Bargaining Agreements

Multiple Teamster Locals, Operating Engineers, and Machinists Union

Healthcare Trusts

Multiemployer Pension Plans

Restrictive Work Rules with unique premiums and overtime obligations

Risks: Successorship, pension liability, healthcare obligations, bargaining challenges.

Our Plan was to set the initial terms and conditions of employment and start the negotiation process after becoming a *Burns Successor*

Workforce Transition Strategy

Initial Employee Meetings →

6 Welcome Meetings with CEO and President over two weeks

FAQs, bilingual communications, follow-up letters,

Application & Interview Process→

Both Salaried and Hourly Employees – Interviews a few weeks after the Welcome Meetings

Conditional Offers →

To be given a few weeks before closing with a week to accept

Onboarding →

All 800 Employees over two days - Salaried employees Day 1, Hourly Employees Day 2

Approximately 800 employees participated.

Regulatory Delays & Transaction Uncertainty

Original Schedule:

October 28, 2025
- Purchase is made Public

Welcome Meetings – First 2 Weeks of November
Offer Letters – First Week of December 2025
December 12, 2025 – CLOSING DATE

DOJ review delayed close to receive further information to alleviate anti-trust concerns .
- Asked for further information in November – pushed the timeline to December 31, 2025
- Sent a second request in December – pushed the timeline into 2026

Response: ongoing communications, schedule updates, retention efforts, preservation of readiness. May have been a blessing in disguise. Allowed for the gathering of further information from an IT, HR, and payroll perspective

Fast Forward to May 2026 - Onboarding Logistics

We finally received the green light from the Department of Justice in May 2026

- Settlement Agreement was reached
- Had to divest three ready-mix concrete plants – 1 from the Asset Acquisition and 2 from CalPortland

Coordinated workstreams: HR, Benefits, Payroll, Operations, IT.

Success required staffing, systems access, payroll readiness, benefits enrollment, training, safety compliance.



Day-One Readiness

Staffing
- Did enough employees accept our offers so that we could provide service?
- Would the unionized workforce show up the first day without a collective bargaining agreement in place

Payroll Activation
- Getting all of their information into our system from onboarding
- I-9, background check, and Clearinghouse Issues
- Getting Timeclocks Installed and Activated

Benefits Enrollment
- Manual Collection Process

Safety Compliance
- Making sure employees are aware of our Safety expectations

Fleet Operations
- Do we have enough Company Vehicles?
- Do we have an accurate accounting of “downed” ready mix concrete trucks

Dispatch Operations
- Maintaining continuity

Customer Service
- Introducing ourselves to the customer

Production Continuity
- Integrating our Quality Control Department. Aligning Organizational Structure.

All readiness activities had to align simultaneously.

Northern California Labor Disruption

Over 350 CalPortland truck drivers strike across Northern California

Company recognized bargaining representatives, scheduled negotiations and engaged labor leadership.

Strike activity occurred before first in-person bargaining session.

Replacement Workers were hired as well as local internal employees transferred to Northern California

Expedited Arbitration was implemented over whether this strike violated several Project Labor Agreements – Did not go in the Company's favor.

Marathon negotiations sessions, including San Francisco Mayor Daniel Lurie. We reached an agreement with the Union that ultimately got rejected by the membership.

I was brought in to reach an agreement with Union's outside counsel. Reached a bridge agreement until June 30, 2026

Priority: maintain safe operations and minimize customer disruption.

Lessons Learned

Success factors:

1. Preparation, preparation, preparation! – HR coordinating with Benefits/IT/Payroll to make sure that we have all the necessary information and logistics in place
2. Logistics, Logistics, Logistics – What resources do you need (people, policies, payroll, programming (IT))? Where do you need them dispatched? What interdepartmental needs exist (Safety, environmental, legal, payroll, IT)
3. Communication –
   Anticipate their Questions – Seniority, compensation, benefits, union implications, payroll periods, work rules, holidays, etc.
   Dedicated Communication Line
4. Labor planning –
   Start contingency planning if you have not already.

Opportunities: earlier contingency planning, dedicated IT/Payroll calls at the outset, improved data quality.

Acquisition Accomplishments

- Transitioned ~800 employees
- Integrated statewide operations
- Managed 11 CBAs negotiations to a conclusion
- Executed large-scale onboarding
- Maintained operational continuity
- Supported customers during disruption
- Navigated regulatory delays
- Established foundation for long-term success and beginning to develop CalPortland Culture

C-TEN

CHRO Today Executive Network

Advice | Support | Best Practices

Next C-TEN Meeting

Tuesday, December 8

12:00-1:00 PM ET

Year-End Group Discussion