

BENCHMARKS 2009



THE YEAR IN REVIEW



THE MISSION

The Distribution Contractors Association is an industry leading contractor association that will provide:

- Quality contractors and suppliers who provide construction services and products to serve the natural gas and other distribution industries
- An environment for members to advance emerging construction technology
- Quality standards for its membership
- An avenue for the development and maintenance of beneficial labor relations
- Awareness and solutions to industry safety, training and compliance issues
- Professionalism through the exchange of information and participation in industry events
- A cooperative venue for networking ideas among its members
- A commitment to open, fair and ethical bidding and industry practices



PRESIDENT'S MESSAGE

Five-Year Plan, New Leadership Ahead in 2010

Members of the Distribution Contractors Association had a busy year in 2009, dealing with the effects of an economic recession as well as making a transition in leadership with the retirement of longtime executive vice president Dennis Kennedy and the hiring of Robert (Rob) Darden as his replacement. (A special report on this transition was published in the January issue of *Underground Construction* magazine.)

The association, which has offices in Richardson, Texas, serves as a link between its members and government agencies, organized labor and other industry organizations. The association tracks governmental issues affecting distribution contractors, and keeps members informed on the industry's regulatory and legislative fronts.

The association also provides a labor relations service, negotiating collective bargaining and national distribution agreements and maintains alliances with other industry groups to pool resources, ideas, and information to help members operate their businesses more efficiently.

Coping with the Economy

The past year's economic downturn has affected both our contractor and associate members. Work was down for about six months of the year. While problems caused by the economic conditions certainly are not over, by the end of 2009, the pain had lessened.

The economic situation also made it necessary for most members to review their business plans, evaluating operational efficiencies and how to sustain business when opportunities for growth are restricted.

One of the greatest benefits of DCA membership in 2009 was our opportunity for networking. Over the past year, members exchanged helpful information and ideas for getting through the current down cycle.

Passing the Torch

In addition to dealing with the recession and continuing regular association business, members and staff also were faced with replacing an executive vice president who had served the organization for 20 years. This entailed finding and hiring a qualified replacement,

and initiating the transition.

Rob Darden is well qualified for the position, bringing more than 25 years of international meeting management and association experience. His previous position with QuEST Forum brought exposure to the telecommunications industry, and his time with the Young Presidents' Organization required dynamic people skills that will benefit DCA.

Darden joined DCA in July 2009 and started assuming many responsibilities as Dennis Kennedy wound down his long tenure and passed the torch of leadership. Darden officially assumed his new duties on January 1, 2010.

Looking Ahead

The economy and how it effects utility markets will be a primary concern of DCA and its members. The association has conducted business based on a five-year strategic plan, and finalizing the next plan for the period from 2011 to 2016 will be an important task for 2010.

We need to maintain active membership and maintain participation of members in association business. The transition from Dennis to Rob has gone smoothly. I encourage you to support our new executive vice president as he, together with our enterprising membership, builds on past accomplishments and takes DCA forward.

— *Shepard T. Poole, DCA President*

Shepard T. Poole is president and chief operating officer of Hallen Construction Co., Island Park, New York, a leader in the heavy construction industry, specializing in pipeline, telecommunications, water and sewer projects, electrical construction, and site work. His term as DCA president ends in February 2010 when Kevin Miller of Miller Pipeline Corp. of Indianapolis will take office. Miller Pipeline Corp. is a leading natural gas distribution and transmission pipeline and utility contractor, also serving the water and sewer, rehabilitation, and telecommunications industries.



Shepard T. Poole

OUTREACH PROGRAMS



Over the past several years the association has gained greater financial stability and with that we are now able to expand our outreach programs to reward DCA members and their employees who work for these professional companies.

DCA–Dale R. Michels Endowed Scholarship

In an effort to encourage students to pursue careers in construction or continue their education, the DCA founded an endowed scholarship in 1998 that distributes funds each year among one or more students who are enrolled in colleges and trade schools. To be eligible, scholarship applicants must be dependents of DCA members or member-company employees.

The DCA-Dale R. Michels Endowed Scholarship, which was named for Honorary Member Dale R. Michels, was funded by an initial endowment of \$100,000, taken from the proceeds of the DCA Annual Auction. The award is annually supplemented by additional auction proceeds. The Scholarship Committee reviews the applicants and submits a list of successful candidates to the Board of Directors for the awarding process at the Annual Convention.

Those applying are judged on: need, academic and community achievements, college entrance test scores and an essay that states their qualification to be accepted.

Recipients of the scholarship for the 2009-10 academic year were: Evan Williams, Ditch Witch, \$5,000; Amy Boyer, Mastec North America, Inc., \$2,500; Benjamin Oswald, Michels Corp., \$1,250; Cassandra Norton, Zurich North America Construction, \$5,000.

James R. Upton Scholarship

Named in memory of former DCA Managing Director James R. Upton, the DCA Board of Directors in 2001 authorized a scholarship program of \$2,500 annually. Beginning in 2008, the amount was increased to \$4,000. The program provides scholarship opportunities for students of the Cherokee Nation in Tahlequah, Okla.

Two scholarship recipients, graduates of the Cherokee Nation's secondary school, Sequoyah High School, in Tahlequah, were awarded \$2,000 each for the 2009-10 academic year.

Administration of the program is through the Cherokee Nation Education Corporation Awards. Upton was a descendent of famous Cherokee Chief John Ross.

DCA-Lyons' Foundation Grant Program

Helping people in need, supporting educational institutions, community projects and worthy causes were important to DCA Honorary Member & Past President Rolland "Bob" Lyons. To recognize Bob, after his passing in 2004, the family established The Bob and Jan Lyons Family Foundations to continue to give back to the community. The foundation established support for a DCA outreach grants program to provide a one time helping hand or expression of appreciation to deserving employees of our members. The program is intended to assist DCA Member employees and their families who may be going through an unforeseen financial emergency; or are personally active in a community service project or charity that is worthy of financial support; or in recognition of a heroic action to save a life or prevent a serious injury. Applications for the DCA-Lyons' Foundation Grant can be obtained from the member company's corresponding contact.

Safety Director of the Year Award

Recognizing superior safety programs and the accomplishments of their safety directors, Safety Directors of member companies vote on a slate of nominees and present a Safety Director of the Year Award at the DCA Safety Congress. The reward the top safety director for his or her efforts, the prize includes: a unique plaque and a \$1,000 cash prize.

This award is based on: a letter of recommendation from management of the member company, a vote of other safety directors, the unique initiative, activities and programs that have enhanced their company's overall safety programs, and also participation in the DCA's Annual Safety Congress.

The recipient for 2008 was Tim Knaup, Safety Director for InterCon Construction, Inc., Madison, Wisconsin.

Arthur T. Everham Safety Award

At the DCA Annual Convention, three companies are recognized and rewarded for the effectiveness of their safety programs. Named after former DCA President Arthur T. Everham, Midwestern Contractors, Safety Award plaques are given to successful member companies with exemplary safety records and practices in three categories:

- Companies completing less than 350,000 man-hours of distribution construction per year.
- Companies completing between 351,000 to 699,000 man-hours.
- Companies completing 700,000 man-hours or more.
- Criteria used for assessing the candidate programs include:
- The number of OSHA lost workday cases.
- The number of OSHA restricted-duty days.
- The number of first-aid cases.
- The number of fatalities.



- The presence of a documented safety program.
- The use of a drug-testing program.
- The member company's Experience Modification Rate (EMR).
- Safety Award winners for 2008 recipients were:
 - Tie - Mid America Underground, Aurora, Illinois and Midwest Underground, Inc., East Moline,

- Illinois for work less than 350,000 man-hours.
- KS Energy Services, New Berlin, Wisconsin, for 351,000-699,000 man-hours.
- Snelson Companies, Sedro-Woolley, Washington, for work of 700,000 man-hours or more.

COMMUNICATIONS

The association continues to take pride in the timely and useful communication to the membership and continually makes an effort to update and improve our communication vehicles. DCA offers the following publications and tools to help keep industry and association news flowing smoothly to members.

DCA News & Update

DCA News is a monthly newsletter that keeps members up-to-date on the latest in industry and regulatory news. Topics include legislation and government regulations, as well as association activities and meetings, industry issues and safety updates. *DCA News* also provides a forum for company and personnel news.

DCA members are also informed of late-breaking industry news, regulatory matters, equipment developments and upcoming meeting information through the monthly *DCA Update*.

DCA e-Newsletter

This monthly digital publication brings the latest industry news to DCA members. The e-News includes timely information about the industry, unions, government, safety, associations and useful articles.

DCA Directories

DCA publishes a nationwide membership directory each year that lists all companies, with their officers and specialties. The directory—a



“Who’s Who” in utility construction—is distributed to members, prospective members, utility companies, labor representatives and government officials. DCA also provides a handy pocket roster early each year containing basic listings and state-by-state listings to supplement the directory.

Benchmarks

This annual review is provided as a yearly summary of the association’s activities. DCA’s *Benchmarks* provides an overview of DCA programs and progress. It briefly details the business of the association, its financial condition and snapshot of our membership and programs.

Discover DCA

The colorful 11-page brochure is an important tool in outlining the association’s unique history, programs, publications and membership benefits. The brochure is used as a recruitment tool at trade shows, information for inquiring groups and is a part of DCA’s continual membership campaign.



DCA Strategic Plan 2007 – 2011

The DCA Board of Directors approved a five-year Strategic Plan in 2007. The plan is based on a set of premises, which are derived from likely developments in the industry.

Highlights of the plan include committee recommendations under the following categories:

- **GOVERNANCE AND STRUCTURE** – current dues structure to be reviewed and evaluated.
- **COMMUNICATIONS** – Increase member’s access to the electronic media and DCA publications.
- **DCA STANDING COMMITTEES** – All committees should be reviewed for scope, membership and length of service.
- **MARKETING/MEMBERSHIP** – Continue the development and execution of the Marketing/Membership plan for the association.
- **HDD** – The DCA will be the leading association for Horizontal Direction Drilling.
- **INDUSTRY RELATIONS** – DCA will continue to develop and expand relations with other industry related groups.
- **ANNUAL CONVENTION AND MEETINGS** – Maintain the high professional standard for DCA meetings.



DCA Online: www.dca-online.org

The DCA web site offers a member password-protected access to event registration, toolbox talks, promotion of the professional nature of our members, committee minutes, member discussion forum, and access to wage rates from the local union for DCA Signatory Contractors. The web site also offers to the public and nonmembers information about the association’s many member benefits, a live news feed, as well as links to a host of web sites on the internet of relevance to the distribution construction industry. The web site is a cutting-edge tool that puts DCA publications and facts at your fingertips.



2009 FINANCIALS

LIUNA Cooperation Trust of DCA



A joint labor-management cooperative trust was established in December 1990, under the provisions of the Taft-Hartley Act, between DCA and the

Laborers' International Union of North America to:

- Improve communications.
- Expand work opportunities.
- Promote safe, efficient work conditions.
- Sponsor seminars, conferences and meetings concerning the industry.

- Facilitate a network for the exchange of information.
- Resolve problems.
- Advance mutual interests relating to the industry.

10/01/08 - 09/30/09

Total Contributions \$277,096

*Annual financial audits are prepared by Krempein & Willingham, LLP, Dallas, Texas.

Governing the trust is a Board of Trustees, which was appointed from labor and management.

The executive vice president of DCA serves as executive director of the trust. Trustee meetings are conducted on a regular basis.

The LIUNA Cooperation Trust of DCA provides financial support to the Association for use in publications, the annual convention and industry relations.



National Distribution Pipeline Industry Communications and Productivity Fund

DCA and the United Association reached an agreement in November of 1990 to establish a joint labor-management cooperative trust to:

- Improve communications and the collective bargaining relationship between labor and management.
- Study ways of eliminating potential problems that reduce competitiveness and inhibit the economic development of the distribution pipeline industry.

- Engage in public relations and public education programs.
- Research and develop programs to improve the distribution pipeline industry.

10/01/08 - 09/30/09

Total Contributions \$148,585

*Annual financial audits are prepared by Krempein & Willingham, LLP, Dallas, Texas.

The executive vice president of DCA serves as executive director of the trust to govern the fund.

The NDPIC & PF provides funding for DCA publications, the annual convention and industry relations. Gary A. Pasternak, Pasternak Associates, PC, Dallas, Texas, is the administrator of trust collections.



Distribution Contractors Industry Advancement Fund

The DCA and the International Union of Operating Engineers reached an agreement in June of 1999 to establish an industry advancement fund. The fund is designed to advance the interests of the distribution construction industry by:

- Establishing good public relations and market development.
- Engage in public relations and public education programs.
- Negotiating fair and equitable

- collective bargaining agreements with representatives of employees engaged in the industry.
- Encouraging and developing

10/01/08 - 09/30/09

Total Contributions \$56,886

*Annual financial audits are prepared by Krempein & Willingham, LLP, Dallas, Texas.

industry safety standards.

- Providing educational opportunities for those engaged in, or connected with, the industry.
- Encouraging the use of union contractors for the construction of all distribution pipelines.
- Improve communications between labor and management.



DCA

Revenue:	2009	2008
Meetings:		
Convention Registration fees	\$182,786	\$139,934
Convention Sponsorship	302,991	236,791
Mid Year meeting registration	90,950	69,668
Safety Congress Income	11,530	8,750
Total Meetings	\$588,257	\$455,143
Member Dues:		
Regular Member Dues	\$101,810	\$91,376
Less: Contributions Credit	(25,207)	(22,869)
Associate Member Dues	59,750	57,250
Industry at Large Dues	350	350
Total Member Dues	\$136,703	\$126,107
DCA Program Fundraising:	\$271,003	\$344,310
Other Income:		
I.U.O.E. Industry Fund	\$5,254	\$6,580
Management fees	111,975	111,788
Grants	240,000	250,000
Net unrealized gain (loss) on investments	(785)	(17,650)
Realized gain (loss) on sale of investments	-	-
Interest	14,029	37,655
Total Other Income	\$370,473	\$388,373
Total Revenue	\$1,366,436	\$1,313,933
Expense:		
Convention & Mid Year Meeting	\$550,855	\$444,185
Safety Congress	20,062	15,104
General & Admin. Expense	803,539	696,400
Scholarships	17,450	17,625
Loss on disposal of equipment	(2)	(1,000)
Total Expense	\$1,391,904	\$1,172,314
Excess Revenue Over Expenses:	\$(25,468)	\$141,619
Assets:	\$1,303,700	\$1,316,165
Liabilities:	\$150,975	\$137,972
Member Equity:	\$1,152,725	\$1,178,193

MEMBERSHIP



Membership Vitalizes DCA

A stable and diverse membership keeps the Distribution Contractors Association on the cutting edge of industry trends and technology. DCA members are involved in all facets of the distribution construction industry, from organizing and leading grassroots-level changes in current restrictive legislation to helping design and run the Internet of the future.

Total DCA corporate membership is 141 with 52 Regular Member Contractors and 89 Associate Member Companies. DCA members provide a significant percentage of utility construction and directional drilling work throughout the United States.

DCA In the News

DCA members, their projects and technological advancements of our DCA members were highlighted by a number of industry publications in 2009, including *Underground Construction*, *Pipeline & Gas Journal*, *Trenchless Technology* and *Pipeline News*.



MEETINGS

In 2009, the DCA held major meetings to discuss issues vital to the association and the industry, as well as smaller committee meetings throughout the year.

Annual Convention

Over the past 48 years, the list of attendees at the DCA convention has been long and distinguished. The 2009 year provided to be no different. The convention was a blended mix of business and pleasure. Over 325 members and guests attended the 48th Annual Convention, held February 17-22, 2009. Informative business sessions were provided by: Mark Bridgers and Andy Patron of FMI Corporation; Dr. Samuel Ariaratnam of Arizona State University; Terence O'Sullivan, General President of the Laborers' International Union of North America and Patrick Tielborg, Managing Director of the Pipe Line Contractors Association. The highlight of the 2009 convention was the induction of Edward Malzahn, Ditch Witch; Ruth Michels, Michels Corp. and the late Harold Mueller, formerly of Mueller Pipeliners as Honorary Members. The 2010 Convention will be held February 23-28, at the Fiesta Americana Grand, Los Cabos, Mexico.

Safety Congress

Now in its 14th year, the DCA Safety Congress is an annual gathering of safety directors representing distribution construction companies. It serves as an opportunity for attendees to improve their management skills and to network with other safety professionals from across the country. The two-day conference features speakers, trainers and discussion groups focusing on important safety solutions. The 2010 Safety Congress will be held April 19-21, 2010, in Grapevine (Dallas), Texas.

Mid Year Meeting

The 2009 Mid Year Board of Directors Meeting in Jackson Hole, Wyoming provided an outstanding venue for the Board and over 180 members and guests to meet and discuss the business of the association and construction industry. Business Sessions for the event included an update on the California Emissions actions to regulate diesel emissions and the status of proj-

ects being funded with the government stimulus money. The 2010 Mid Year Board of Directors' Meeting will be held July 14-18, 2010, at La Costa Resort & Spa, Carlsbad, California.

Fall Board Meeting

The DCA Board of Directors convened at the Gaylord Texan Resort in Grapevine, Texas, October 26-28, 2009, to discuss active issues of the association and other relevant industry topics. The agenda for the three-day event included an annual review of the association's financial state, selecting nominees for the 2010 Board of Directors, and approval of plans for the 2010 Annual Convention. A DCA associate member panel led a discussion on "Business Opportunities through Geo Thermal Energy." The 2010 Fall Board of Directors' Meeting will be held October 13-15, 2010.



DCA COMMITTEES

Associate Member Nominating Committee

David Wisniewski (2008-09), Vermeer Corporation, Chairman
Patrick Hunt, CNH Construction Equipment
E.R. "Butch" Graham (2004-05), Ritchie Bros. Auctioneers
Craig McArton (2002-03), Fabco Equipment Inc.
Gary Lawson, Ditch Witch
Dennis Kennedy, Distribution Contractors Association
Robert Darden, Distribution Contractors Association

Convention Planning Committee

Shepard Poole, The Hallen Construction Co., Inc., Chairman
Dennis Kennedy, Distribution Contractors Association
Dale Anderson, Miller Pipeline Corp.
David Wisniewski, Vermeer Corporation
Kevin Michels, Michels Corp.
Kenneth Gabrielse, Gabe's Construction Co. Inc.
Robert Darden, Distribution Contractors Association

DCA-Lyons' Family Grant Committee

Shepard Poole, The Hallen Construction Co. Inc., Chairman
Greg Dahl, ARB Inc.
Gary Lawson, Ditch Witch
Linda Loftis, Loftis Construction Corporation
Jan Lyons
Robert Lyons, InfraSource Underground Construction LLC

Executive/Finance Committee

Shepard Poole, The Hallen Construction Co. Inc.
Kevin Miller, Miller Pipeline Corp.
Gregory Dahl, ARB Inc.
Anthony Deussenberg, Otis Eastern Service Inc.
Dennis Kennedy, Distribution Contractors Association
Robert Darden, Distribution Contractors Association
David Nelson, Pilchuck Contractors Inc.
Edwin Shannon, Snelson Companies Inc.

Government Relations Committee

Jay Osborn, Q3 Contracting Inc., Chairman
Dale Anderson, Miller Pipeline Corporation
Greg Charney, Lone Star Investments Corp.
Robert DeRue, D.R.S. Enterprises Inc.
Chuck Henson, CRC Evans Pipeline Int'l Inc.
Christopher Leines, Minnesota Limited Inc.
Shawn Lowman, Vacuworx International
Gary McQueen, Niels Fugal Sons Company
Robert Patterson, J.F. Kiely Construction Co.
Joseph Purpura, Midwestern Contractors
Keith Swerdfeger, K.R. Swerdfeger Construction Inc.
Mel Ternan, PipeLine Machinery Int'l LP
John Weaver, Deere & Co.
Jon Heinen, Vermeer Corporation

Horizontal Directional Drilling Committee

H. Grady Bell, Laney Directional Drilling Company, Chairman
Todd Bielawa, Century Products Inc.
Christian Brahler, T.T. Technologies Inc.
Ben Clark, Derrick Equipment Co.
Gregory Dahl, ARB Inc.
Larry Ernst, Midwest Underground Inc.
Kenneth Gabrielse, Gabe's Construction Inc.
Randy Hayes, GF Fischer Connectra LLC
Jay Miller, HDD Rotary Sales LLC
Randy Peterson, M-I SWACO
Clint Pitman, Drilling Mud Direct & Freight Direct
Dan Sharpe, American Augers Inc.
Greg Sidora, Hunting Energy Services Inc.
Tom Tibor, Baroid Industrial Drilling Products
Christian Weise, Digital Control Incorporated
David Wisniewski, Vermeer Corporation

Labor Committee

David Nelson, Pilchuck Contractors Inc., Chairman
Timothy Bell, Midwestern Contractors
Kevin Cook, InfraSource Underground Construction LLC
Gregory Dahl, ARB Inc.
Dennis Klumb, Jr., KS Energy Services Inc.
Christopher Leines, Minnesota Limited Inc.
Keith Miller, Miller Pipeline Corp.
Jay Osborn, Q3 Contracting Inc.
Edwin Shannon, Snelson Companies Inc.

Keith Swerdfeger, K.R. Swerdfeger Construction Inc.
David A. Nelson, Pilchuck Contractors Inc.

LIUNA/DCA Trust – Trustees

Douglas Banning, Jr., Miller Pipeline Corp.
Edwin Shannon, Snelson Companies, Inc.
Keith Swerdfeger, K.R. Swerdfeger Construction Inc.
Terence O'Sullivan, Laborers' International Union of N.A.
Rocco Davis, Laborers' International Union of N.A.
Terrence Healy, Laborers' International Union of N.A.

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Lewis Long, Volvo Construction Equipment of N.A. Inc., Co-Chairman
Douglas Banning, Jr., Miller Pipeline Corp.
Christian Brahler, T.T. Technologies Inc.
Mike Burdett, Caterpillar, Inc.
James Dillahunty, Henkels & McCoy Inc.
David Dutton, McElroy Manufacturing Inc.
Patrick Hunt, CNH Construction Equipment
Oliver Klinger, III *Underground Construction Magazine*
Shawn Lowman, Vacuworx International
Linda Loftis, Loftis Construction Corp.
Craig McArton, Fabco Equipment Inc.
Kevin Michels, Michels Corporation
Mel Olson, Frontier Pipeline LLC
Gary Smith, Mastec North America Inc.
John Weaver, Deere & Co.
David Wisniewski, Vermeer Corporation

Recognition Committee

Shepard Poole, The Hallen Construction Co., Inc., Chairman
Linda Loftis, Loftis Construction Corporation
David Wisniewski, Vermeer Corporation
Dennis Kennedy, Distribution Contractors Association
Robert Darden, Distribution Contractors Association

Regular Member Nominating Committee

Shepard Poole, The Hallen Construction Co. Inc., Chairman

Anthony Deusenbery, Otis Eastern Service Inc.
Christopher Leines, Minnesota Limited Inc.
Kenneth Gabrielse, Gabe's Construction Co. Inc.
Linda Loftis, Loftis Construction Corporation
David Nelson, Pilchuck Contractors Inc.

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Thomas Clapper, H.L. Chapman Pipeline Construction Co.
Christopher Coolsaet, R.L. Coolsaet Construction Co.
Rob Dahlin, Cobb Strecker Dunphy & Zimmermann Inc.
Mark Frosaker, Mastec North America Inc.
Michael Hickey, The Hallen Construction Co. Inc.
Christopher Leines, Minnesota Limited Inc.
Kevin Miller, Miller Pipeline Corp.
Jay Osborn, Q3 Contracting Inc.
Robert Patterson, J.F. Kiely Construction Co.
Kenneth Price, K.R. Swerdfeger Construction Inc.
Edwin Shannon, Snelson Companies Inc.
Edward "Ted" Shipka, Triple Random Inc.

Scholarship Selection Committee

Shepard Poole, The Hallen Construction Co., Inc., Chairman
Linda Loftis, Loftis Construction Corporation
Greg Dahl, ARB, Inc.
David Wisniewski, Vermeer Corporation
James Bost, Midwestern Manufacturing Co.
Ruth Michels, Michels Corporation

Strategic Planning Committee

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Chairman
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James Bost, Midwestern Manufacturing Co.
J. Jarrett Cowden, HammerHead, an Earth Tool Co.
Gregory Dahl, ARB Inc.
Bob Darby, Darby Equipment Co.
Anthony Deusenbery, Otis Eastern Service Inc.
Kenneth Gabrielse, Gabe's Construction Co. Inc.
Shawn Lowman, Vacuworx International

Frank Patterson, Patterson & Wilder Construction Co. Inc.
Edwin Shannon, Snelson Companies Inc.
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John Weaver, Deere & Co.

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Gary Lawson, Ditch Witch, Co-Chairman
Dale Anderson, Miller Pipeline Corp.
Adam Bosch, Mid America Underground
Robert Carpenter, *Underground Construction* magazine, Advisor
Thomas Clapper, H.L. Chapman Pipeline Construction Co.
Anthony Deusenbery, Otis Eastern Service Inc.
David Holcomb, T.T. Technologies Inc.
Bernard Krzys, Benjamin Media, Advisor
Dale Lappe, Snelson Companies Inc.
Bill Solomon, Vacuworx International
Raymond Swerdfeger, K.R. Swerdfeger Construction Inc.
Ted Topakas, Henkels & McCoy Inc.

National Distribution Pipeline Communications & Productivity Fund Trustees-UA

Gregory Dahl, ARB Inc.

Anthony Deusenbery, Otis Eastern Service Inc.
Jay Osborn, Q3 Contracting Inc.
Tom Gross, United Association
Danny Hendrix, U.A. Local 798
Phil Stephenson, United Association

DCA Advancement Fund – I.U.O.E.

Patrick D. Michels, Michels Corporation
Edwin Shannon, Snelson Companies Inc.

Laborers-Employers Benefit Plan Collection Trust

David A. Nelson, Pilchuck Contractors, Inc.

IUOE Training Fund

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Thomas Dapp, Gradex, Inc.
Paul Bensi, Able Engineering Services
Arthur Innamorato, Maxim Crane
John Hamilton, IUOE General Vice President & Local 324 Business Manager
Patrick Sink, IUOE General Vice President & Local 18 Business Manager
Edwin Christian, Local 14 Business Manager
Brian Hickey, IUOE General Vice President & Local 399 Business Manager



OFFICERS & DIRECTORS

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Island Park, New York

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Miller Pipeline Corporation
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Richardson, Texas

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Timothy A. Bell
Midwestern Contractors
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Ditch Witch
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Robert G. Darden
Executive Vice President

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Melissa Leslie
Membership Services & Meeting
Manager

Candace Green
Publications Manager



DCA

**Be a member
and support
your industry!**



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