

# BENCHMARKS

2019 YEAR IN REVIEW









**Michael J. Hickey**

Michael J. Hickey, executive vice president, utility construction of The Hallen Construction Co. Inc., Island Park, New York. His term as DCA president concluded at the association's 2020 annual convention in February in Boca Raton, Florida, where Ben G. Nelson, president of Michels Pacific Energy, Inc., Santa Clara, California assumed the DCA presidency.

## DCA President Mike Hickey Sees Bright Future for Contractors who Embrace Change

As local utilities run leaner and regulations grow in complexity and scope, executive vice president of operations at Hallen Construction and 2019 DCA President Mike Hickey sees an opportunity for distribution contractors to become increasingly valuable to the customers they serve—if they fully embrace the safety and other regulatory requirements engulfing the utility sector. He talked with *Underground Construction* magazine about the opportunities and challenges facing distribution contractors and the approaches they can take to capitalize on these positive trends.

### **What are some of the biggest changes you've seen in the industry from the time you started to the time your sons and nephews joined the company?**

I actually think the industry is heading in the right direction and it has been for quite a few years. The safety and the qualifications and training have improved. It's more of a profession now than it was when I first started. I guess that's why we have so many college graduates that can't get jobs in other fields coming into our field.

### **How has it worked out for you at Hallen, mixing these young college graduates with your more experienced and traditional workers?**

It's worked out well because they teach each other. As technology has come into the industry, you have the old timers that are teaching the proper techniques of doing the jobs. The young people are bringing the technology into it and everything else that didn't exist back when we all started in the industry.

Training and operating procedures have also changed a lot since you started work in your shorts and sneakers.

I had been in the industry almost 20 years when they came out with the first federal DOT operating qualification recommendations. At that time, you'd just take a written test, and that was it. Now the testing portion of the qualifications is maybe 5% of the whole qualification program.

It's common to hear people complain about increased industry regulations, but you seem to take a positive view of these changes.

I actually think for contractors there are opportunities now that never existed before, because with all of the increased regulations that are coming on us and the criteria

of workforce you have to follow, the utilities are going to become more and more dependent on us. But it requires a commitment to change.

One of the great benefits to participating in DCA is that it gives you the ability to see what's coming down the pike. We can stay in front of these changes and start gearing our company to capitalize on them, or we can wait until the regulations are put into effect and then try to catch up.

### **So you see downsized utility companies and increasing demands as a growth opportunity for distribution contractors who stay in front of regulations?**

If a contractor is willing to adhere to the way the industry is changing, it's going to open up opportunities for quality contractors to get more work.

This is where it really benefits all of us to roll up our sleeves and participate in DCA—not just sharing best practices, but also sharing regional trends that are likely to spread to others.

Another reason that it's critical for us to communicate with each other and raise standards is because a bad contractor affects all of us. We're all lumped into that same bucket. That's why it's important that we share our best practices together, our close calls together, just so everybody understands.

### **You've talked about changes for contractors, utilities, and regulators, but how are the unions adapting?**

The unions in New York City have made incredible investments in training their people who want to come into the utility field. For years it was all on the contractors, but the unions have set up schools now where they're putting their people through very rigorous programs and actually weeding them out for us. They do all of the drug testing, the appropriate gas operator qualification training, testing, and they're working with the utility companies directly to make sure that their programs are in compliance.

A handwritten signature in black ink, appearing to read "Michael J. Hickey". The signature is stylized and written in a cursive-like font.

# DCA MISSION

Quality contractors  
and associates working  
together to deliver superior  
value to the natural gas  
and the underground  
utility industry.

# DCA ADVOCACY PROGRAM

In 2012, DCA initiated a federal advocacy program to advance the interests of the association in the halls of Congress and before federal regulatory agencies. DCA engaged the services of Wyman Associates, a government relations firm based in Falls Church, Virginia, to establish an ongoing presence on Capitol Hill and in front of several administrative branch agencies. The association's Government Relations Committee works to expand gas distribution construction markets through existing and pending energy legislation, regulatory actions addressing pipeline safety, and initiatives to prevent underground facility damage during excavation activities. DCA is now an active member of several coalitions and working groups, including:

## ■ Common Ground Alliance (CGA)

The CGA is a community of all stakeholders in underground facility damage prevention, including operators of gas and hazardous liquid pipelines; water, electric, telecommunications and other utility systems; excavators; facility locators and one-call systems; and federal, state, and local government representatives. Collectively, the CGA promotes shared responsibility in damage prevention through development of best practices, increased communication, and utilization of effective technologies.

## ■ Energy Equipment Infrastructure Alliance (EEIA)

EEIA consists of construction organizations and the business community working together to support federal and state legislation that promotes and facilitates the extraction, development, and transportation of shale gas and other energy sources. EEIA efforts include natural gas pipeline permitting reform, streamlining liquefied natural gas (LNG) exports, and policy surrounding energy production on federal land.

## ■ Pipeline Construction SMS Coalition

DCA is leading an industry effort to promote Safety Management Systems (SMS) in the pipeline industry. Pipeline SMS is a cyclical approach to pipeline safety—one that requires buy-in from senior management, top-to-bottom understanding of a company's safety program, and dedication to strive for continuous improvement. SMS is a focus of a number of pipeline operator associations, including the American Gas Association (AGA), American Pipeline Institute (API), Interstate Natural Gas Association of America (INGAA), and the American Public Gas Association (APGA).

## ■ Construction Industry Safety Coalition (CISC)

The CISC comprises 25 trade associations representing virtually every construction trade, task, and activity, including small, medium, and large contractors; general contractors; subcontractors; and union and non-union contractors. The coalition works collectively to encourage sound legislative and regulatory policy, overseen by the U.S. Occupational Safety and Health Administration (OSHA), on issues with intricacies unique to the construction industry.

## ■ Construction Industry Drivers Coalition (CIDC)

The CIDC is an industry coalition for 15 excavation and transportation construction associations working to mitigate impacts of Hours-of-Service (HOS) regulations overseen by the Federal Motor Carriers Safety Administration. Intended to address driver fatigue in the long-haul trucking industry, HOS regulations extend to the construction industry without any measurable safety benefit.

## ■ PHMSA Damage Prevention State Grant Review Team

Consisting of state pipeline inspectors, representatives of the gas and hazardous liquid pipeline industries, excavators, and public interest organizations, the review team meets annually to evaluate, discuss, and provide feedback to PHMSA on state damage prevention grant applications submitted by applicants.



### DCA Online: [www.dcaweb.org](http://www.dcaweb.org)

The DCA website is a state-of-the-art tool that gives access to DCA publications, members, and facts with the click of a mouse. It provides members with password protected access to news, toolbox talks, committee updates, and association newsletters, as well as wage rates for the Laborers’ International Union of N.A. (LIUNA), the International Union of Operating Engineers (IUOE), and the United Association (UA). The website offers nonmembers information about the association and its members, and helpful links to a host of websites of relevance to the distribution construction industry.

### Benchmarks

The 2019 edition of DCA Benchmarks offers a concise and meaningful look into DCA’s current operations, leadership, and organizational outlook, as well as its future initiatives. If you have any questions about DCA or its activities, please contact us at 972.680.0261 or [info@dcaweb.org](mailto:info@dcaweb.org). We look forward to hearing from you.

### Acknowledgements

DCA would like to acknowledge the tireless efforts of its volunteers and leaders. Without the expertise, resources, and talents of those who support DCA, the accomplishments and activities that occurred in 2019 would not have been possible. We are excited about 2020 and look forward to working with you to make it another year of progress and achievement.



### DCA News

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



### DCA e-News

DCA members are also informed of late-breaking industry news, regulatory matters, equipment developments, and upcoming meeting information through the monthly *DCA e-News*. This digital publication brings the latest industry news to DCA members through direct links to informational resources.



### DCA Directory

DCA, through our industry partner, Gulf Energy Information, 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, equipment manufacturers, vendors, suppliers, labor representatives and government officials.



### **DCA-Dale R. Michels Endowed Scholarship**

DCA founded the DCA-Dale R. Michels Endowed Scholarship in 1998 to encourage students considering careers in construction. Over the years, the annual distribution has grown from \$5,000 to \$15,000. For the 2019-20 academic year and beyond, the amount distributed to deserving candidates will be based on a portion of the association's auction and investment income proceeds and is estimated to be over \$100,000.



### **Curtis H. Allen Scholarship**

The Curtis H. Allen Scholarship was created by Bentonite Performance Minerals (BPM) in honor of the late Curtis H. Allen. BPM contributes \$2,500 annually to the fund, an amount matched by DCA. For the 2019-20 academic year and beyond, the amount distributed to deserving candidates will be based on a portion of the association's auction and investment income proceeds and is estimated to be over \$30,000.



### **DCA-Lyons' Grant Program**

The DCA-Lyons' Grant Program honors the memory of DCA past president and honorary member Bob Lyons, who was known for his commitment to community service, education, charitable causes and the association. Bob was instrumental in establishing the DCA annual auction in 1991, which to date has raised almost \$5 million for the scholarship program, Safety Congress and association administrative expenses. The grant program was established by Jan Lyons, Bob's widow and a strong supporter of DCA, with a five-year pledge of \$25,000 from the Lyons Family Foundation. While there are no specific grant requirements, it is expected that candidates be strong emerging and/or established community leaders recognized for their personal service and advocacy. Grants are directed to individuals or organizations that do not receive significant financial assistance from governmental or large charitable groups. In Bob's words, "It's all about those that have been blessed with the understanding of what it is to give back." An additional \$5,000 from the auction is added annually to the fund.





### James R. Upton Scholarship

In memory of DCA former managing director James R. Upton, the DCA Board of Directors annually distributes \$3,000 to provide scholarship opportunities for students of the Cherokee Nation in Tahlequah, Oklahoma. Two annual scholarships are awarded to graduates of Sequoyah High School in Tahlequah. The recipients are selected by and based on criteria established by the Cherokee Nation.

### Safety Director of the Year Award

The Safety Director of the Year Award recognizes the achievements of a safety director whose initiatives and programs have enhanced the overall safety program of a member's company. Award recipients also participate in DCA's Safety Congress. The annual award includes a \$1,000 cash prize. The 2018 recipient was Travis Flowers of Brotherton Pipeline Inc.



### Safety Person of the Year Award

The Safety Person of the Year Award is given to an individual who has gone beyond the call of duty in any area of company service. It can be a lifesaving event, monetary savings to the company, etc. The recipient can be employed at any level in the company and will receive a plaque and a \$1,000 cash prize. The 2018 recipient was Brooks Scott of Miller Pipeline.



### Arthur T. Everham Safety Award

The Arthur T. Everham Safety Award, named in honor of an industry safety pioneer and DCA past president, is presented every year at the annual convention to companies with exemplary safety records and practices in various categories. Judging criteria includes: the number of OSHA lost workday cases, number of OSHA restricted duty days, number of first-aid cases, number of fatalities, the presence of a documented safety program, the use of a drug-testing program, and the company's Experience Modification Rate. The award is highly coveted as recipients are recognized and honored by competitors. For 2019, the categories awarded are:



#### Under 199,000 Hour Category:

- First Place – NuLine Utility Services LLC, Belle Chasse, LA
- Second Place - (a tie)
  - The HDD Company Inc., El Dorado Hills, CA
  - Mid America Energy Services, Aurora, IL

#### 200,000 Hours to 599,000 Hours:

- First Place – Hanging H Companies, Burlington, WA
- Second Place – United Piping Inc., Duluth, MN

#### 600,000 Hours to 1.2 Million Hours:

- First Place – Hypower Inc., Fort Lauderdale, FL
- Second Place – (a tie)
  - AGI Construction Inc., Smithfield, RI
  - Mersino Dewatering Inc., Davison, MI

#### Over 1.2 Million Hours:

- First Place - ARB Inc., Lake Forest, CA
- Second Place – Snelson Companies Inc., Sedro Woolley, WA

From its inception in 1961, the Distribution Contractors Association has been committed to progress. This year, as in years past, DCA members will lead the way in the use of the latest technologies, equipment and safety issues. DCA members remain at the cutting edge of a constantly changing and vibrant industry.

Each year, the DCA holds major meetings to discuss issues vital to the association and the industry, as well as smaller committee meetings throughout the year.

## ANNUAL CONVENTION

### (FEBRUARY OR MARCH)

The Annual Convention is held in a warm weather location in the US or internationally and is designed for members and their spouses/guests. At this annual meeting of the membership, DCA holds elections for the Board of Directors. A key feature of the convention is the annual auction, which has grown over the years and is the primary fundraiser for the operations of the DCA. The week-long event is supported through the generous sponsorship of our associate members and features first-rate speakers at business sessions, networking events, and local activities. Recipients of the scholarships and the Arthur T. Everham Safety Award are announced at the convention. The final board meeting of the outgoing president and the first board meeting of the new president are held at the convention. A Leadership Council meeting is held, as are meetings of the committees. The general meeting of the membership is the DCA Town Hall, where leadership provides an update on association proceedings and where the members can dialog with leadership. The 2020 Annual Convention was held February 25-29 at the Boca Raton Resort & Club, Boca Raton, Florida.

## MID YEAR MEETING

### (JULY)

The Mid Year Meeting has grown over the years from a summer board meeting to a family networking event with business session speakers, committee meetings, a board meeting, and a leadership council meeting, as well as the DCA Town Hall. Each year many activities are planned with DCA member families in mind. The 2019 Mid Year Meeting was held July 17-20 at the Nemaocolin Woodlands Resort in Farmington, Pennsylvania.

## SAFETY CONGRESS

### (MARCH OR APRIL)

DCA's Annual Safety Congress is becoming a "must-attend" event for safety professionals each year. The two-day event attracts safety professionals from across the country and industry to discuss different challenges and problems utility contractors face, from creative training ideas to managing a safety culture within your company. The Safety Director of the Year and the Safety Person of the Year are awarded at the Congress. The 2019 Safety Congress was held April 1-3, at the Hutton Hotel, in Nashville, Tennessee.

## DCA & AGA UTILITY CONTRACTOR WORKSHOP

### (APRIL)

The DCA and American Gas Association (AGA) partner to produce a workshop aimed at increasing communication and cooperation between gas distribution utilities and the contractors who work for them. The 2018 event attracted some 130 attendees representing gas utilities, contractors, manufacturers, labor unions, industry experts and federal government officials. The 2019 DCA & AGA Workshop was held April 22-24, at the Four Seasons Hotel in Chicago.

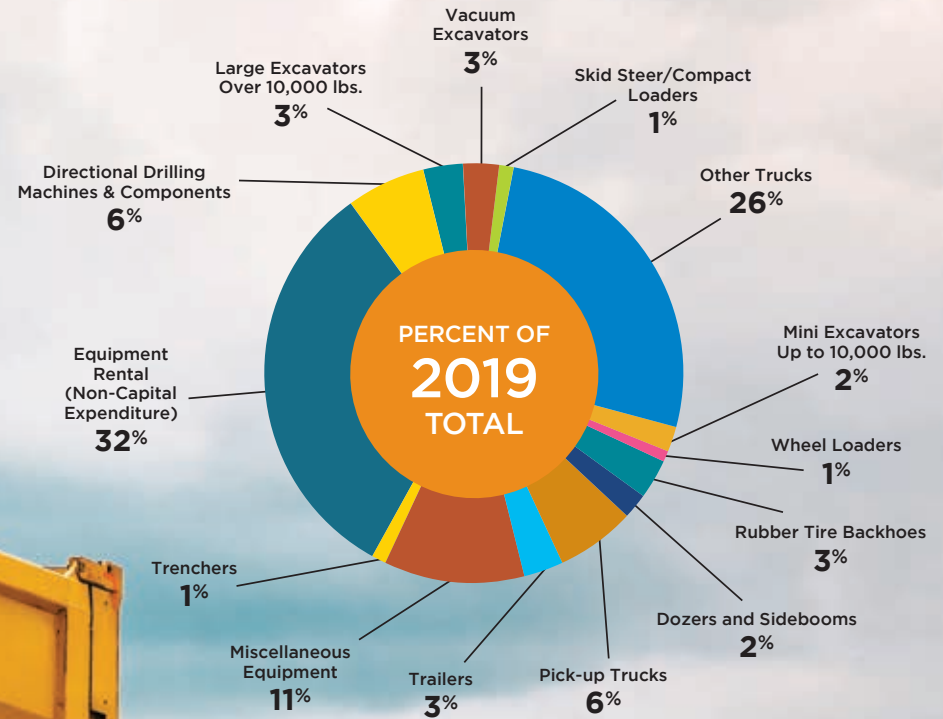
## FALL MEETING

### (OCTOBER OR NOVEMBER)

The Fall Meeting is a members-only event with a board meeting, leadership council meeting, committee meetings, and a networking social event. The Executive Finance Committee meets at this event to review the operations of the staff. The 2019 Fall Meeting was held in October 28-30 at the Westin Times Square, New York City, New York.



# EQUIPMENT SURVEY



\$762,481

Total Contributions

**LiUNA/DCA  
Cooperation Trust**



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

Governing the trust is a Board of Trustees appointed from labor and management. The executive vice president of DCA serves as executive director of the trust, and 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.

\*Annual financial audits are prepared by AFairchild, PC, Carrollton, TX

\$661,538

Total Contributions

**National Distribution Pipeline  
Industry Communications  
& Productivity Fund  
(NDPIC & PF)**



DCA and the United Association reached an agreement in November 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

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.

\*Annual financial audits are prepared by AFairchild, PC, Carrollton, TX

\$265,519

Total Contributions

**Distribution Contractors  
Industry Advancement Fund**



The DCA and the International Union of Operating Engineers reached an agreement in June 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
- Engaging 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 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
- Improving communications between labor and management

\*Annual financial audits are prepared by AFairchild, PC, Carrollton, TX

# DCA 2019 FINANCIALS

	2019	2018
<b>Revenue:</b>		
Meetings:		
Convention Registration	\$698,880	\$584,040
Convention Sponsorship	247,900	270,150
Mid Year Registration	221,875	243,740
Other Meetings	415,225	325,300
<b>Total Meetings</b>	<b>\$1,583,880</b>	<b>\$1,423,230</b>
Member Dues:		
Contractor Member	\$186,000	\$164,667
Less: Contributions Credit	(33,492)	(30,783)
Associate Member	104,563	101,938
<b>Total Member Dues</b>	<b>\$257,071</b>	<b>\$235,822</b>
<b>DCA Auction*</b>	<b>\$907,185</b>	<b>\$1,035,045</b>
Other Income:		
I.U.O.E. Industry Fund	\$10,210	\$9,879
Management Fees	137,108	136,612
Grants	1,292,200	1,100,000
Net Unrealized Gain (Loss) On Investments	428,818	(235,649)
Interest	101,088	86,300
<b>Total Other Income</b>	<b>\$1,969,424</b>	<b>\$1,097,142</b>
<b>Total Revenue</b>	<b>\$4,717,560</b>	<b>\$3,791,239</b>
<b>Expense:</b>		
Convention	\$1,392,771	\$1,388,187
Mid Year Meeting	\$284,092	\$239,754
Other Meetings	\$447,543	\$314,423
General & Administrative	1,458,758	1,263,108
Scholarships	144,700	124,700
Special Projects	640,599	730,308
Loss on Disposal of Equipment	9,442	6,172
<b>Total Expense</b>	<b>\$4,377,905</b>	<b>\$4,066,652</b>
<b>Excess Revenue Over Expense</b>	<b>\$339,655</b>	<b>\$(275,413)</b>
<b>Assets:</b>	<b>\$4,545,326</b>	<b>\$4,122,754</b>
<b>Liabilities:</b>	<b>\$1,243,533</b>	<b>\$1,160,616</b>
<b>Member Equity:</b>	<b>\$3,301,793</b>	<b>\$2,962,138</b>

\*Auction Income Supplements  
Annual Meeting Sponsorship

\*Annual financial audits are prepared by AFairchild, PC, Carrollton, TX.  
Fiscal year runs January 1 to December 31.



# LEADERSHIP

## DCA LEADERSHIP STRUCTURE

Distribution Contractors Association is a membership based trade organization with a Board of Directors, Leadership Council, Standing Committees, Working Committees and Special Committees comprised of grants and trusts that plan, execute and manage its business.

### BOARD OF DIRECTORS

The affairs and management of the Association shall be conducted by the Board of Directors composed of:

- Ten (10) Contractor Members (elected by Contractor Members)
- Immediate Past President
- Past President Director (appointed by the Past Presidents)
- Director at Large (appointed by the Nominating Committee)
- Two (2) Associate Member Directors (elected by Associate Members)
- Executive Vice President (serves as Chief Operating Officer)

### LEADERSHIP COUNCIL

The Leadership Council is made up of the elected chairs and vice chairs of each of the committees, the President and Vice President of the Board, and the Executive Vice President. The purpose of the Leadership Council is to coordinate the strategic direction of the DCA as directed by the Board of Directors. Each committee chair and vice chair will lead their committees in the tactical implementation of the strategic plan.

### WORKING COMMITTEES

The Working Committees of DCA are committees that meet several times a year and whose mission is to work on initiatives to improve the operations and membership value of the organization. They are the following:

- Government Relations Committee
- Horizontal Directional Drilling (HDD) Committee
- Membership Committee
- Safety/Risk Management Committee
- Workforce Development Committee

### STANDING COMMITTEES

The Standing Committees of DCA are committees that meet as needed for a specific purpose and not an ongoing project. They are:

- Convention Planning Committee
- Associate Member Nominating Committee
- Recognition Committee
- Strategic Planning Committee
- Executive Committee
- Executive Finance Committee
- Contractor Member Nominating Committee

### SPECIAL COMMITTEES

Special committees oversee the scholarships, grants, and trusts, including:

- DCA-Dale R. Michels Endowed Scholarship
- DCA-Curtis H. Allen Scholarship
- DCA-Lyons' Family Grant
- James R. Upton Scholarship

### TRUSTS AND FUNDS

- LMCT/DCA Trust - Laborers' International Union of N.A. (LiUNA)
- National Distribution Pipeline Industry Communications and Productivity Fund (NDPIC&PF) - United Association (UA)
- DCA Advancement Fund - International Union of Operating Engineers (IUOE)
- Laborers - Employers Benefit Plan Collection Trust (LEBPCT)
- IUOE National Training Fund

### LABOR COMMITTEE

The Labor Committee serves DCA in negotiating collective bargaining agreements with the three labor unions: UA, LiUNA, and IUOE. The committee serves independently of the Board of Directors and does not report to the Board or leadership of DCA.

## DCA MEMBERSHIP

All members can participate in DCA Committees by contributing and discussing ideas in a collaborative forum. All members provide timely payment of membership dues and contribute to the association's finances through sponsorship of events, labor trusts, auction proceeds and support of the association events.

## CONTRACTOR MEMBERS

Any contracting firm engaged in the construction and maintenance of distribution pipelines and underground utilities that has established a reputation for skill, integrity, and responsibility, may apply for Contractor Membership in the Association.

## ASSOCIATE MEMBERS

Any individual, firm or corporation engaged in the business of manufacturing or selling equipment, materials, supplies, insurance, or other services for the construction or maintenance of gas distribution and other pipelines, horizontal directional drilling and underground utilities may apply for Associate Membership.

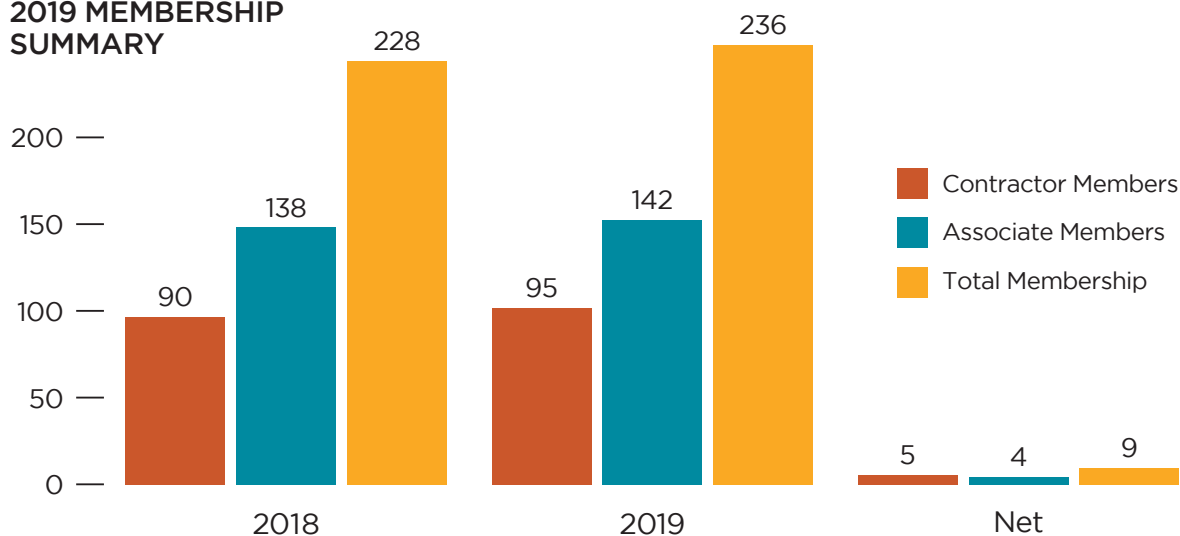
## INDUSTRY MEMBERS

An individual who is retired from a member company, regularly employed as a consultant, an employee, officer, director, or elected official of any corporation or governmental unit engaged in the distribution industry, and not deemed eligible for Contractor or Associate membership by the Board of Directors, can apply. An Industry Member may also be a widow/widower of a deceased member or a current or former officer or employee of affiliated associations as selected by the Board of Directors. The Board of Directors may establish or change the procedure to be followed in approving such applications.

## HONORARY MEMBERS

Individuals that have performed distinguished service for the DCA or the distribution construction industry are eligible for nomination and election as an Honorary Member. Nominees must receive a three-fourths majority vote of the Board of Directors. Directors who are the current representatives of the same company as the nominated individual or corporation shall recuse themselves from the voting on that Honorary Member nominee. Honorary Members and their spouse/guest shall be exempt from meeting registration fees at Association meetings.

## 2019 MEMBERSHIP SUMMARY



## ■ HDD

### LEADERSHIP

Vice-Chair – Jeff Green, InfraSource LLC  
 Vice-Chair – Randy Peterson, Wyo-Ben Inc.

### MISSION STATEMENT

To educate and promote the use of Horizontal Directional Drilling to contractors, customers, and governing agencies by sharing safe, environmentally friendly, state of the art technology, and best practices for underground infrastructure installation worldwide. The HDD committee is also forum to identify, discuss and work toward resolutions of member issues and needs related to trenchless construction.

### 2019 ACHIEVEMENTS:

- Panel discussion on drilling fluid and disposal at UCT in January
- Panel discussion at AGA/DCA Workshop on “Educating Policy Makers on HDD Benefits, Limitations and Challenges
- Distributed final HDD Info brochure (handout) – Now available for public distribution by DCA members
- Initiated Non-Toxicity Standard for HDD fluids
- Conducted HDD Training Session for NiSource PA
- HDD Safety Panel at Mid-Year Meeting
- Directional Boring Wikipedia Completed: [https://en.wikipedia.org/wiki/Directional\\_boring](https://en.wikipedia.org/wiki/Directional_boring)
- Formed Panel for UCT 2020 – “General HDD Concerns”

### 2020 GOALS AND OBJECTIVES:

- Develop a DCA sponsored HDD training seminar aligned with PADEP Best Practices to present to Owner Companies and Regulatory Agencies
- Continue to engage in State Agency Educational Meetings and State and Federal Lobbying
- Evaluate practical and regulatory construction standards/practices of non-gas related industries causing damage to gas distribution infrastructure and promote more stringent trenchless construction requirements for other industries
- Improve educational content of HDD Committee Page on DCA website – HDD Flyer sends public to the website for additional resources

## ■ SAFETY/RISK MANAGEMENT

### LEADERSHIP

Vice-Chair – Dana Heieie, Southeast Directional Drilling  
 Vice Chair – Bill Colson, Pretec Directional Drilling LLC

### MISSION STATEMENT

Review safety related information provided by DCA members/associates and hold open discussions at meetings on safe jobsite practices. Oversee the Arthur T. Everham Safety Award, assist with the Safety Director and Safety Person of the Year Awards, and the annual Safety Congress.

### 2019 ACHIEVEMENTS:

- Arthur T. Everham Safety Award:
  - Maintained the 4 categories for the Arthur T. Everham Safety Award.
  - Participation increased from 48 companies 2018 to 51 companies in 2019.
  - The 2018 Benchmarking survey (latest statistics) had 47 participants.
  - Awarded the Safety Director and Safety Person of the Year Awards at the DCA Safety Congress.
  - Oversaw the annual Safety Congress which had record attendance of close to 70 attendees.

### 2020 GOALS:

- Continue promoting DCA Safety Congress to new and existing Members / Associates.
- Continue lobbying with Eben Wyman of Wyman Associate in efforts to push for SMS.
- Continue promoting the Arthur T. Everham award with higher participation from members.
- Continue promoting submission of safety statistics with higher participation from members.
- Continue to have high quality speakers that will benefit all attendees.
- Continue growth by fostering safety/risk mitigation within the DCA functions.

## ■ WORKFORCE DEVELOPMENT

### LEADERSHIP

Vice-Chair – Vivek Arora, Mears Group Inc.  
 Vice Chair – Randy Rupp, Subsite/HammerHead

### MISSION STATEMENT

To develop, coordinate and implement a strategy that supports the growth of the resources needed in our industry by promoting the career paths we can provide and partnering with other national and local organizations.

### 2019 ACCOMPLISHMENTS:

- In coordination with the Center for Generational Kinetics (CGK), DCA developed and implemented our DCA Workforce Playbook for member companies that provides insights for the following: Strategies and tactics for recruiting, onboarding, training, and retaining Gen Z and Millennials in our industry. Each section of the playbook has a scorecard for member companies to assess their recruiting, onboarding, training, and retaining processes as well as a self-directed implementation plan.
- Worked with CGK to develop training sessions and webinars to provide guidance to member companies so they can fully utilize the playbook.
- DCA hosted our 2nd Workforce Summit, September 18-20 in Dallas. The Summit focused on helping DCA member companies implement the DCA Workforce Playbook and provide guidance for implementation. Attendees included a mix of management, marketing and HR professionals. The Summit was attended by 56 persons representing 26 DCA member companies.
- DCA sponsored a booth at the SkillsUSA National Skills Competition and Annual Conference in Louisville in June along with conducting a demonstration to showcase our industry to the student competitors. Several DCA member companies contributed to the demonstration and volunteered for the booth.
- DCA continued its partnership with the CEWD and helped identify and select a new Executive Director for CEWD.

### 2020 GOALS:

- Create Workforce Development Teams that focus on the following areas: (1) develop 1-2 competitions for SkillsUSA at a local level that can develop into a national competition and (2) market our industry better to recruit the Gen Z into the workforce.
- Organize a Workforce Development Summit for the Fall 2020.



## MEMBERSHIP

### LEADERSHIP

Vice-Chair – Dustin Mykyte, Pe Ben USA  
Vice-Chair – Scott Cooper, Caterpillar Inc.

## MISSION STATEMENT

Actively solicit and evaluate potential DCA Contractor and Associate members and make recommendations on member programs and awards.

## 2019 ACHIEVEMENTS:

### Membership

- Maintained DCA membership
  - Contractor Membership – (2017) 75 / (2018) 90 (2019) 95 net 5
  - Associate Membership – (2017) 138 / (2018) 138 (2019) 142 net 4

### DCA Members Participation

- Mid-Year Meeting attendance  
2017 = 228 2018 = 267 2019 = 231
- Fall - Board Meeting attendance  
2017 = 126 2018 = 143 2019 = 180
- Annual Convention attendance  
2016 = 455 2017 = 486 2018 = 505 2019 = 613
- Annual Convention Auction results  
2017 = \$927,388 2018 = \$1,121,055  
2019 = \$972,826

### Equipment Survey Results and Participation

- 2017 Results = \$1,185,985,106  
Participation – 53%
- 2018 Results = \$1,825,715,373  
Participation – 55%
- 2019 Results = \$1,568,263,882  
Participation – 51 %

## 2020 GOALS AND OBJECTIVES:

- Focus on getting existing members to participate in all DCA functions and meetings.
- Member retention - Foster a strong DCA community whether it's the first time or tenth time attending.
- New members – request feedback after their first meeting.

## GOVERNMENT RELATIONS

### LEADERSHIP

Vice-Chair – Mark Albert, AGI Construction Inc.  
Vice-Chair – John Lamerton, Wyo-Ben Inc.

## MISSION STATEMENT

Target specific regulatory and legislative items and report their findings through the Legislative Watch section of the DCA News and DCA website. Present to the board those issues we believe our members would benefit from through advocacy for or against.

## 2019 ACHIEVEMENTS:

- Made personal visits to House and Senate offices of dozens of offices new lawmakers to the 116th Congress.
- Developed consensus on DCA's safety management systems (SMS) template for pipeline contractors with other organizations representing pipeline contractors.
- Provided SMS template to associations such as AGA, INGAA and API for feedback. After slight revisions in response to that feedback, gained general support for the template by the pipeline industry.
- Assisted the OQ Integrity Coalition in launching an OQIP pilot program with the New Mexico Gas Company.
- Conducted the 6th Annual DCA/AGA workshop, which featured panel discussions regarding issues related to the lessons learned from the Merrimack Valley (Massachusetts) pipeline incident, as well as pipeline SMS, OQ Integrity, and state-of-the-art technologies.
- Ensured that the voice of the gas distribution construction industry was heard as federal and state policymakers respond to the Merrimack Valley incident.
- In response to widespread problems associated with underground utility locating, worked with others in the underground facility contraction industry to encourage several states, as well as federal entities, to better enforce laws related to one-call/damage prevention responsibilities.
- Submitted comments to the House Energy and Commerce Committee, House Transportation and Infrastructure Committee and Senate Commerce, Science and Transportation Committee about a range of issues as pipeline safety legislation was being developed.
- Held scores of visits in House and Senate offices regarding several issues and proposals under consideration in the pipeline safety debate including acceleration of gas distribution replacement programs, mandatory use of SMS approaches in the pipeline industry, required sign off of pipeline work packages by a professional engineer, and increased penalties for criminal activities during pipeline protests.
- Held a Washington Fly-In that focused on the pending pipeline safety bill.
- Answered several inquiries regarding DCA comments to a draft Guidance document on HDD issued by FERC, which asked for public feedback on HDD planning, monitoring, response to inadvertent returns, and contingency planning.
- Assisted ongoing EEIA efforts to rebut shortsighted opposition to gas pipeline projects and other coordinated efforts to block construction of energy infrastructure.
- Helped coordinate a panel of DCA members and representatives of gas utilities to discuss successful collaboration in the distribution pipeline construction industry at the DCA Fall Meeting in New York City.
- Opened a Capitol Hill office to better facilitate DCA advocacy's program.

## 2020 GOALS:

- Finalize the multi-association SMS template for pipeline contractors and then roll the template out by presenting it to the Pipeline and Hazardous Materials Safety Administration, the National Association of State Pipeline Safety Representatives, and several associations representing operators from all pipeline sectors.
- Promote DCA agenda items in a pending infrastructure package, including HOS reforms, and fighting shortsighted attempts to restrict use of fossil fuels, especially natural gas.
- Influence state one-call authorities to better enforce violations to locating and marking requirements.
- Assist the OQ Integrity Coalition in advancing the ongoing pilot program in New Mexico and launching new OQIP pilots in other states.
- Conduct another successful DCA/AGA workshop, and increase participation on behalf of gas utility representatives.
- Ensure that DCA's priorities are included in pending pipeline safety legislation.
- Work with several associations representing both contractors and operators to implement language in the pending pipeline safety bill that would adjust PHMSA's certification process for state programs to strengthen enforcement of state damage prevention requirements.
- Hold more successful Washington "fly-in" events to educate lawmakers and congressional staff on issues of importance of the gas distribution construction industry.
- Block any legislative or regulatory attempts to obstruct or impede horizontal directional drilling practices used in utility construction.



CONTRACTOR MEMBERS

<p>3P Utility Services                  Aaron Enterprises                  Aecon Industrial Management                  AGI Construction                  Aldridge Group                  Alex E. Paris Contracting Co.                  Alvah Contractors                  Appalachian Pipeline Contractors                  ARB                  Atlas Trenchless                  Blackeagle Energy Services                  Bond Brothers                  Brotherton Pipeline                  Carson Corporation                  D.R.S. Enterprises                  Discovery Hydrovac                  ECI Contracting                  Elecnor Hawkeye                  Feeney Brothers Utility Services</p>	<p>Flatirons Drilling                  Gabe's Construction Co.                  Global Underground Corp.                  Griffin Dewatering                  H &amp; H Enterprises                  H.L. Chapman Pipeline Construction                  Hanging H Companies                  Henkels &amp; McCoy                  Hypower                  InfraSource                  InfraSource Services                  InterCon Construction                  INTREN                  J. F. Kiely Construction Co.                  K. R. Swerdfeger Construction                  KS Energy Services                  Landmark Companies                  Laney Directional Drilling Co.                  Loy Clark Construction</p>	<p>Macki Pipeline Logistics                  MasTec North America                  Maxx HDD                  Meade                  Mears Group                  Mersino Dewatering                  Michels Corporation                  Michels Pacific Energy                  Mid America Energy Services                  Mid-Ohio Pipeline Company                  Midwestern Contractors                  Miller Pipeline                  Minnesota Limited                  MP Technologies                  Nash Brothers Construction Co.                  Network Infrastructure                  Niels Fugal Sons Company                  Northern Clearing                  NPL Construction Co.</p>	<p>NuLine Utility Services                  Otis Eastern Service                  Oz Directional Drilling                  Pe Ben USA                  Peak Utility Services Group                  Pedero Pipe Support Systems USA                  Phoenix Energy Services                  Pipe Strong                  Precision Pipeline                  Pretec Directional Drilling                  Price Gregory                  Primoris Distribution Services                  Primoris Services Corporation                  Q3 Contracting                  R. L. Coolsaet Construction Co.                  RBS International                  RLA Utilities                  Roberts Pipeline                  SiteWise</p>	<p>Snelson Companies                  Southeast Connections                  Southeast Directional Drilling                  Team Fishel                  Teichert                  The Hallen Construction Co.                  The HDD Company                  The Hillis Group                  Trinity Energy Services                  Turner Underground Installation                  U.S. Pipeline                  Underground Construction Co.                  United Piping                  UTILITRA                  Utility Line Services                  Veteran Pipeline Construction                  Wolverine Pipeline Transport                  WSB &amp; Associates</p>
---	---	--	---	--

ASSOCIATE MEMBERS

<p>ABI                  AIS Construction Equipment                  ALLU Group                  American Augers                  Bentonite Performance Minerals                  Brandt Equipment Solutions                  Bridgewell Mats                  Brooks Tractor                  Brownline USA                  Buckeye Mats                  Case Construction Equipment                  Caterpillar                  Century Products                  CETCO                  Challenger Services                  Cleveland Brothers Equipment Co.                  Consolidated Pipe &amp; Supply Co.                  Continuum Capital                  CORE Safety Group                  CRC Evans Pipeline International                  Cross Country Infrastructure Services                  Darby Equipment Co.                  Derrick Equipment Co.                  d'Escoto                  Digital Control Incorporated                  Ditch Witch                  Ditch Witch Mid-States                  Ditch Witch Midwest</p>	<p>Ditch Witch West                  Doosan Bobcat North America                  Doosan Infracore North America                  Drilling Mud Direct &amp; Freight Direct                  Dura-Line                  Dykon Blasting Corp.                  ELM Utility Services                  ENERGY worldnet                  EPIC Insurance Brokers                  Express 4x4 Truck Rental                  Fabick Cat                  FMI Corporation                  Footage Tools                  GF Central Plastics                  Groebner                  Groff Tractor &amp; Equipment                  Herrenknecht Tunnelling USA                  Hi-Vac Corporation                  Hobart Brothers Co.                  Holly Pipe Corp.                  Horizontal Technology                  Hunting Trenchless                  Hutchens Bit Service                  Illinois Truck &amp; Equipment                  Industrial Fabrics - RockGuard                  Industrial Sales Co.                  Industrial Training Services                  INROCK Drilling Systems                  ION PRO Services</p>	<p>ISCO Industries                  J. T. Miller                  JAN X-Ray Services                  JESCO                  Jet-Lube                  John Deere                  Kayden Industries (USA)                  KERAMIDA                  Komatsu America Corp.                  LaValley Industries                  Lone Star Investments Corp.                  McElroy Manufacturing                  Melfred Borzall                  M-I SWACO                  Midwestern Manufacturing Co.                  Miller Electric Mfg. Co.                  Morain Sales &amp; Services                  Murphy Tractor &amp; Equipment Co.                  National Trench Safety                  Newman Tractor                  Ohio CAT                  Owner Resource Group                  Ozzie's Pipeline Padder                  Pipe View America                  Pipeline Equipment Solutions                  Pipeline Inspection Co.                  PipeLine Machinery Int'l                  Pipeline Pigging Products                  Pipeline Supply Co.</p>	<p>Planet Underground TV                  Prime Direct                  Prime Drilling                  PSS Industrial Group                  R.M.S. Welding Systems                  Rabine Paving                  RAMVAC Vacuum Excavators                  RCE Equipment Solutions                  RDO Equipment Co.                  Reed Manufacturing Co.                  Right Turn Supply                  Ring-O-Matic                  Ritchie Bros. Auctioneers                  Rockford Rigging                  Rockland Manufacturing                  Roland Machinery Co.                  Rudd Equipment Co.                  Sander Resources                  Sharewell HDD                  Shawcor Inspection Services                  Signature Systems Group                  SITE Technologies                  Specialty Polymer Coatings                  Strad                  Subsite Electronics/HammerHead                  Sunbelt Rentals                  T T Technologies                  Terramac                  The Lincoln Electric Co.</p>	<p>Transwest                  Tulsa Rig Iron                  U.S. Bagging                  Underground Magnetics                  United Rentals                  Upsco                  Utilimarc                  Vacmasters and Barone                  Vacuworx                  Vermeer - Wisconsin                  Vermeer All Roads                  Vermeer Corporation                  Vermeer Heartland                  Vermeer Midwest                  Vermeer MV Solutions                  Vermeer North Atlantic                  Vermeer Northwest                  Vermeer of Indiana                  Vermeer of Michigan                  Vermeer Texas - Louisiana                  Volvo Construction Equipment                  Weiler Abrasives Group                  Western Supplies                  Worldwide Machinery / WIPS                  WTS                  Wyo-Ben                  YAK ACCESS                  Young's Environmental Cleanup                  Ziegler Cat</p>
--	--	--	---	--



## Executive Vice President Letter

Each year, *Benchmarks* is printed in the spring and recaps the activities of association in the prior year, in this case 2019. This year, it is being published at surreal point in time in our nation's history, and I would be remiss in not recognizing the situation we are in today. Who would have thought that given today's cutting-edge science and healthcare, we would be crippled by an unseen virus to an extent not seen in over 100 years? But here we are, amid the COVID-19 pandemic, whose outcome has yet to be determined. DCA understands the toll it is taking on you, your loved ones, colleagues, employees, and friends. We have already lost important people in our lives due to the virus and pray for the health of everyone in the DCA family. It is my hope that by the time *Benchmarks* for 2020 is published, this health crisis is over, and we have gotten back to the "new normal", whatever that may look like. Only time will tell.

Looking back on 2019, I can honestly say DCA had an incredibly successful year. Membership stands strong with a growth of nine new members, five of which are contractors. Our 237 members are engaged and participatory. The convention at the Baha Mar complex in the Bahamas set a record of over 600 participants. On top of that, 80 of our Associate Members sponsored the convention and donated equipment and other items which led to an auction that brought in nearly \$1 million. The Mid Year Meeting at Nemacon in Pennsylvania was a huge success and a lot of family fun. And the Fall Meeting in New York was, in hindsight, a cathartic end to an era in US history. Going forward, people will no longer be referring to the "post 9/11" era, but the "post COVID-19" era.

The Safety Congress in Nashville highlighted the number one priority of our members - the safe construction and operation of the nation's gas distribution system. Our annual joint Contractor and Utility Workshop in Chicago with the American Gas Association (AGA) was another successful meeting. Our partnership with AGA and the regional gas associations that represent the contractors' customers has grown over the years. DCA also participated and presented at meetings of those associations.

For the second year in a row, we held a Workforce Summit in Dallas, where Jason Dorsey and the team from the Center for Generational Kinetics (CGK) unveiled a *Take Action Playbook (Playbook)* which provides member company teams with the tools to assess your hiring needs and develop the best solutions to tailor your offerings to the Millennial and Gen Z mindset. The Playbook, as well as the research data it is based on, is available on the DCA website. I encourage you to take advantage of this valuable resource. Additionally, DCA has partnered with SkillsUSA and the Center for Energy Workforce Development (CEWD) to give you more tools, resources and access to potential employees.

The DCA committees are as active as ever. In addition to the workforce efforts noted above, Government Relations, HDD, Safety/ Risk Management, and Membership are all promoting DCA as a leading advocate for the gas distribution industry. Whether through Washington, D.C. Fly-ins, the creation of informational material explaining the uses of HDD, or the annual safety awards, DCA members are doing their part to show the benefits of membership in the best association in the industry.

2019 was a very successful and busy year for DCA and its members. 2020 started with a fantastic annual convention in Boca Raton, Florida, and then the world changed in an instant. As this health crisis turned into an economic one, most DCA members remain strong and working. Natural gas and the related construction are considered "essential", as we have always known it to be. It will always be essential to the powering of America. DCA as an association and as a family has a very strong foundation. Together, we will get through this crisis and return to a new normal.



## 2019 BOARD OF DIRECTORS

### PRESIDENT

**Michael Hickey**  
The Hallen Construction Co. Inc.  
Island Park, New York

### VICE PRESIDENT

**Ben Nelson**  
Michels Pacific Energy Inc.  
Santa Clara, California

### TREASURER

**Raymond Swerdfeger**  
K.R. Swerdfeger Construction Inc.  
Pueblo West, Colorado

### IMMEDIATE PAST PRESIDENT

**Jay Osborn**  
Primoris Services Corporation  
Little Canada, Minnesota

### EXECUTIVE VICE PRESIDENT

**Robert Darden**  
Distribution Contractors Association  
Richardson, Texas

## 2019 DIRECTORS

**Douglas Anderson**  
Miller Pipeline  
Indianapolis, Indiana

**Daniel Carson**  
Carson Corporation  
Lafayette, New Jersey

**Steven Dockendorf**  
NPL Construction Co.  
Lakeville, Minnesota

**Jeff Green**  
InfraSource LLC  
Lenexa, Kansas

**Dimitrios (Jim) Lagios**  
Atlas Trenchless  
Rockville, Minnesota

**Kevin Parker**  
Mears Group Inc.  
Rosebush, Michigan

### DIRECTOR AT LARGE

**Mark Albert**  
AGI Construction Inc.  
Smithfield, Rhode Island

### PAST PRESIDENT DIRECTOR

**David Nelson**  
Michels Corporation  
Kirkland, Washington

### ASSOCIATE MEMBER DIRECTOR

**Vince King**  
McElroy Manufacturing Inc.  
Tulsa, Oklahoma

### ASSOCIATE MEMBER DIRECTOR

**Woody Ferrell**  
Cross Country Infrastructure  
Asheville, North Carolina

## DCA STAFF

**Robert Darden, CAE, CMP** - Executive Vice President

**Teri Korson** - Director of Administration

**Candace Green** - Director of Communications

**Becky Hopkins** - Director of Meetings

**Donna Reed** - Director of Member Services

**Eben Wyman** - Wyman Associates, Washington, DC Representative







101 W. Renner Rd. Suite 460  
Richardson, TX 75082

(972) 680-0261

[info@dcaweb.org](mailto:info@dcaweb.org)  
[www.dcaweb.org](http://www.dcaweb.org)